PROJECT MANAGEMENT PROFESSIONAL (PMP)

Examination Preparatory Class

7TH Edition PMBOK

Our team

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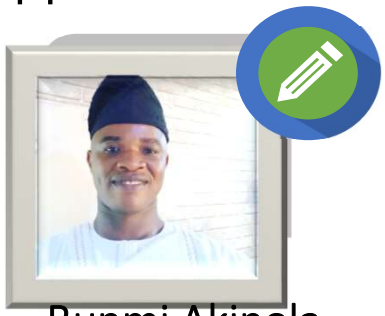

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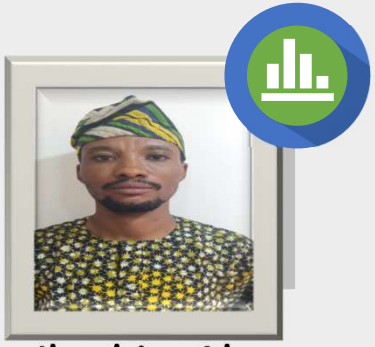

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Naphtali PM LIMITED

.....All Projects

I. OBJECTIVE

The main objective of this Project Management Professional (PMP) certification course is to empower all participants—

A. Complete knowledge, information, confidence and experience to undertake the PMP certification exam and successfully clear it

B. Equipped with the required skill to work at the same level of quality and productivity as a PMP

C. The confidence, experience and knowledge to successfully manage and complete complex projects within the set timelines and budgets

D. The ability and confidence to handle multiple projects at the same time and deliver high-quality outcomes in both, increasing chances for better career opportunities within the organisation and beyond

E. The required expertise in all performance domains of the PMP exam

F. Enhanced strategic and analytical skills to innovate and provide effective ideas to managing a project from start to end, from planning to delivery

G. The overall skill set, capability and experience to receive and successfully undertake critical roles and responsibilities across any industry, thus increasing market reach and scope

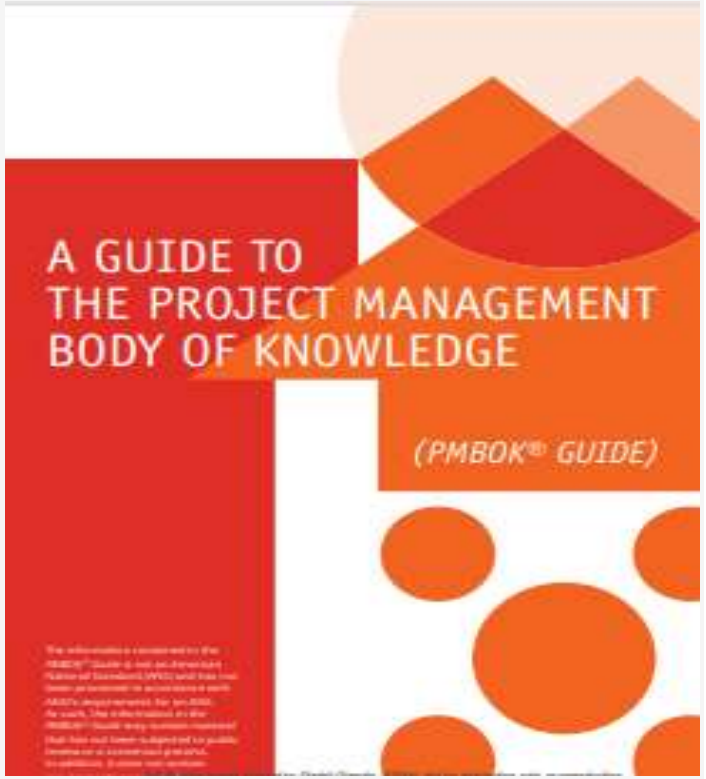
KEEP THE BUSINESS IN MIND

The biggest change is the shift from **"process-based project management" to "principle-based project delivery"**. Instead of processes, inputs, outputs, tools, and techniques, project delivery focuses on principles and outcomes. Knowledge areas will not be existing in PMBOK anymore. There will be performance domains.

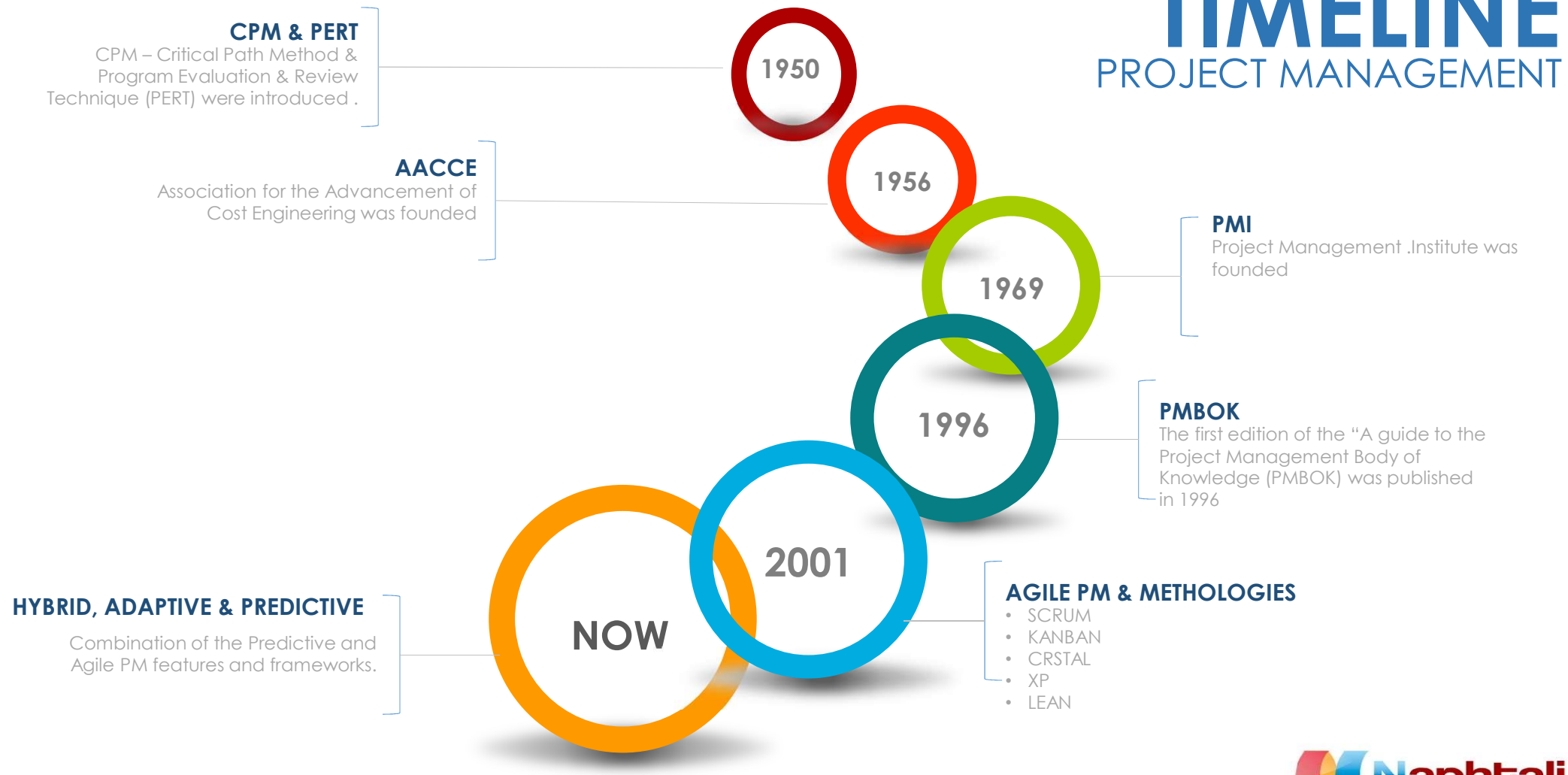
- The exam will be based on the PMBOK® Guide Seventh Edition.
- Two factors lead to changes in the PMP Exam:

(1) updates to the PMBOK® Guide, and (2) changes in the PMP Examination Content Outline.

- The PMP Examination Content Outline (ECO) only changes when PMI commissions a Role Delineation Study (RDS).



TIMELINE
PROJECT MANAGEMENT



CPM & PERT
CPM – Critical Path Method & Program Evaluation & Review Technique (PERT) were introduced .

AACCE
Association for the Advancement of Cost Engineering was founded

PMI
Project Management .Institute was founded

PMBOK
The first edition of the "A guide to the Project Management Body of Knowledge (PMBOK) was published in 1996

AGILE PM & METHOLOGIES
- SCRUM
- KANBAN
- CRSTAL
- XP
- LEAN

HYBRID, ADAPTIVE & PREDICTIVE
Combination of the Predictive and Agile PM features and frameworks.

Naphtali PM LIMITED
.....All Projects

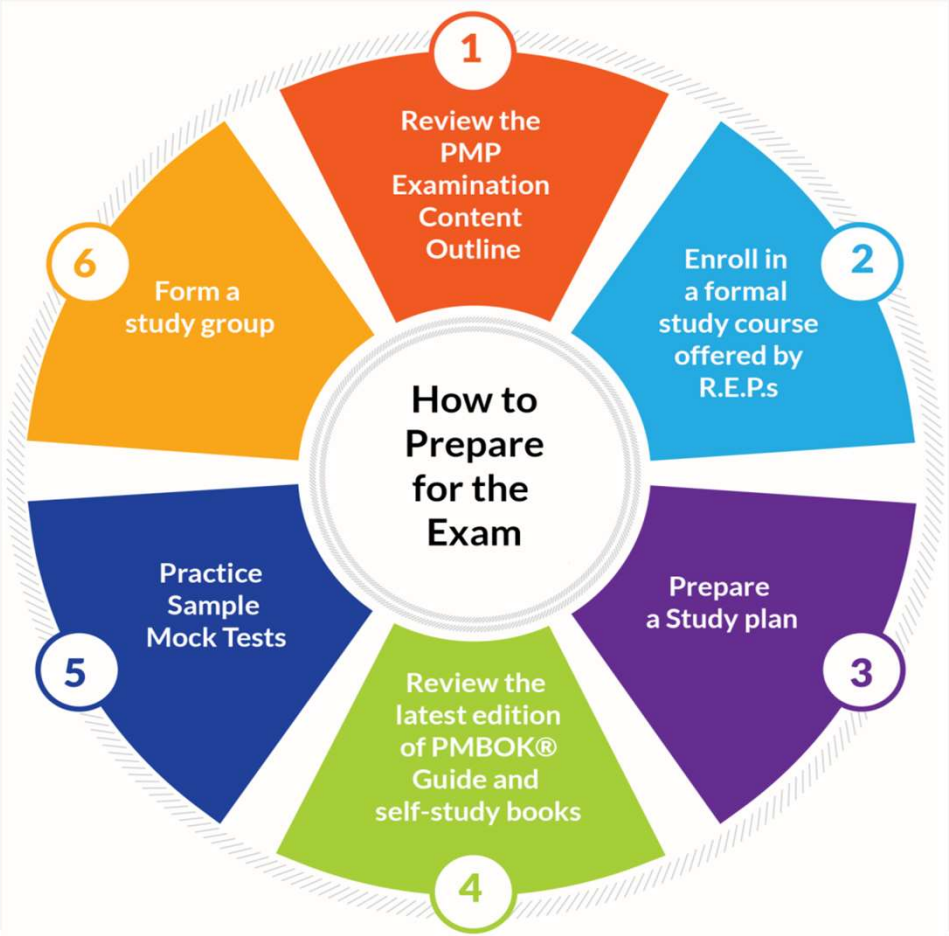
WHAT IS CHANGING IN THE EXAM

- The new PMP Exam Content Outline includes two changes that will have a significant impact on the PMP Exam. First, **the ECO** states that half the questions will represent predictive project management approaches and the other half will represent agile or hybrid approaches. Second, **the domains and their related tasks have changed**.
- The 2015 ECO organizes the questions by the 5, familiar domains (Process Groups).
- The 2019 ECO groups the questions by 3 domains.

WHAT IS CHANGING IN THE EXAM

DOMAINS ALIGNED TO REAL-LIFE PRACTICES

HOW TO PREPARE FOR THE EXAM



THE PMP® EGO

Domain	Percentage	Tasks
People	42%	14
Process	50%	17
Business Environment	8%	4

EXAMINATION QUESTION TYPES

- Drag & Drop
- Hot Spot
- MCQs - Multi Choice Questions
- MAQs – Multiple Answer Questions
- Blanks

PMP EXAM PREEQUISITE

Educational Background	PM Experience	PM Education
✓ High School Diploma ✓ Associate's Degree or ✓ Global Equivalent	✓ 60+Months ✓ 7,500 + Hours	✓ 35 Contact Hours
✓ Bachelor's Degree ✓ Global Equivalent	✓ 36+Months ✓ 4,500 + Hours	✓ 35 Contact Hours

- ✓ Project Duration must not overlap
- ✓ Experience in projects during last 8 years
- ✓ 20% of applications are picked up randomly for audit
- ✓ Designation during the specified project management work does not matter

EXAM COST

Exam Category	Fee for PMI Members	Fee for Non Members
✓ Computer-Based Testing (CBT)	✓ USD 405	✓ USD 555
✓ Paper-Based Testing (PBT)	✓ USD 250	✓ USD 400
✓ Re-Examination Computer-Based Test (CBT)	✓ USD 275	✓ USD 375
✓ **Proctored Online PMP**	✓ USD 405	✓ USD 555

- ✓ Project Duration must not overlap
- ✓ Experience in projects during last 8 years
- ✓ 20% of applications are picked up randomly for audit
- ✓ Designation during the specified project management work does not matter

PROCTORED EXAMINATION REQUIREMENTS

- With 24/7 testing options to accommodate your schedule, you can take the exam day or night. All you need when you are ready to take the exam is:
- to schedule your online or centre-based exam soon as appointments are limited and filling fast
- a computer with a webcam
- a reliable internet connection
- a quiet space where you can spend a few uninterrupted hours

II. TRAINING METHODOLOGY

- Naphtali PM prefers a healthy mix of theoretical and practical practices to training. The training content is reviewed before each session to check and make changes, if needed, to suit the training audience.
- Training is delivered through lectures by an experienced professional in the relevant domain. Two-way participation in the program is ensured through activities and sharing of experience by the facilitator and the trainees. For the practical aspect of training, role-plays and experience sharing are encouraged. Case studies are also discussed to enhance relativity.
- This Naphtali PM course follows the unique Do–Review–Learn–Apply Model.

II. OUTLINE

A The Standard for Project Management

B Key Concepts

1. Definitions
2. Creating Value

C Project/Program Management Office (PMO)

1. Form & Type
2. Function

D Project Environment

1. Internal
2. External

III. OUTLINE

E Project Management Consideration

F Project Management Principles

1. 12 Principles

G Performance Domains

H Artefacts, Model & Processes

THE STANDARD FOR PROJECT MANAGEMENT

The standard for Project Management

Identifies project management principles that guide the behavior and actions of project professional.

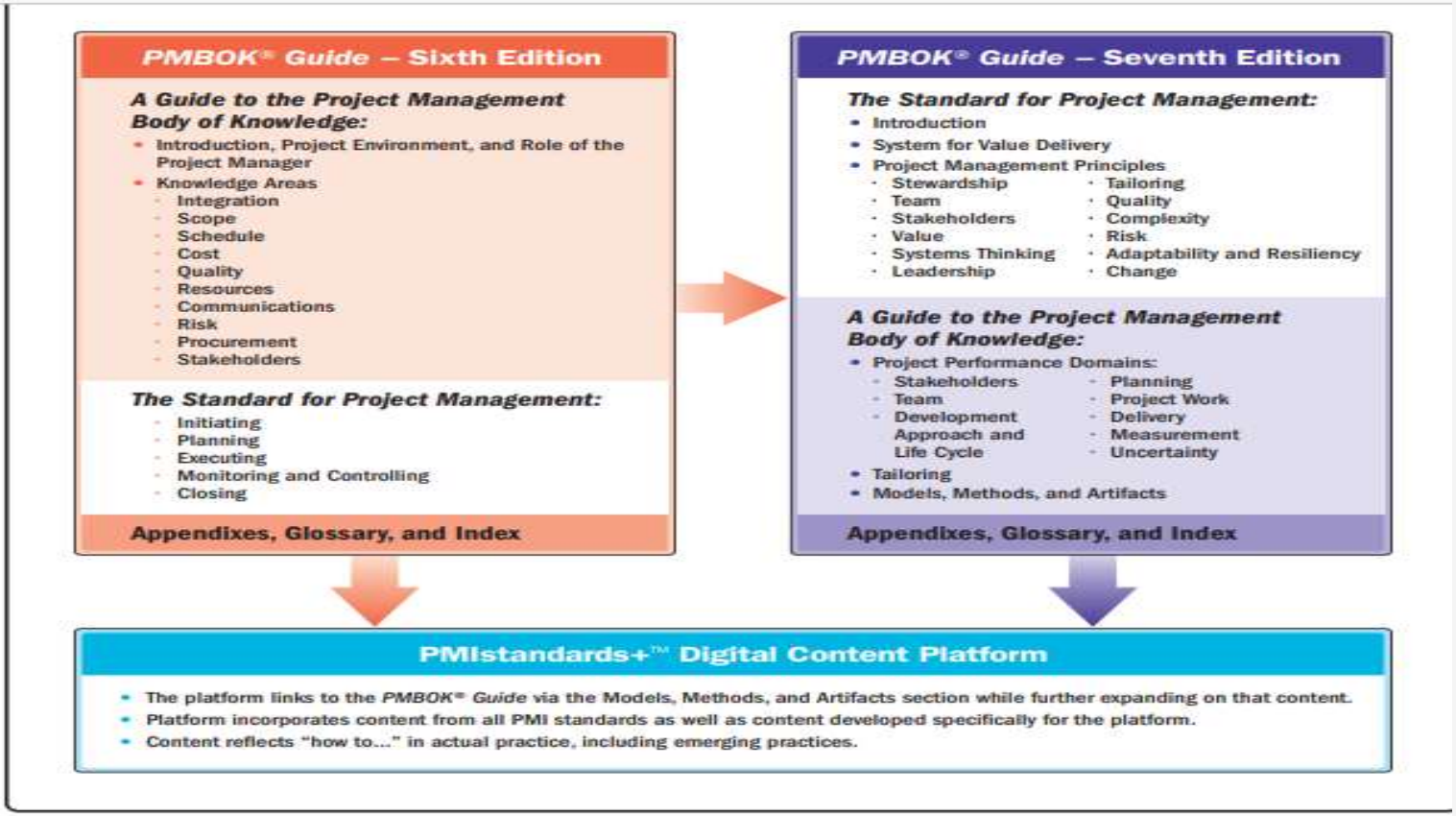
-This standard applies regardless of industry, location, and size or delivery approach;

- Predictive,
- Adaptive, and
- Hybrid.

-It explain the system within which the project operates, in terms of;

- Governance
- Possible Structure
- Project Environment
- Relationship between project management and product management

PMBOK GUIDE 7TH EDITION



Revision to *The Standard for Project Management* and Migration from the Sixth Edition to the Seventh Edition of the *PMBOK® Guide* and the PMIstandards+™ Digital Content Platform

KEY CONCEPTS – Terms For Project Management Standard

Organization expect project to deliver outcomes that is values. It can be tangible, product and output or artifacts/documents

Outcome

- End result or consequence of a process or project
- This could be outputs and artifacts
- Focus is on the value and benefit the project was undertaken or delivers.

Portfolio

- Consists of projects/program/Operation as a group to achieve strategic objectives.

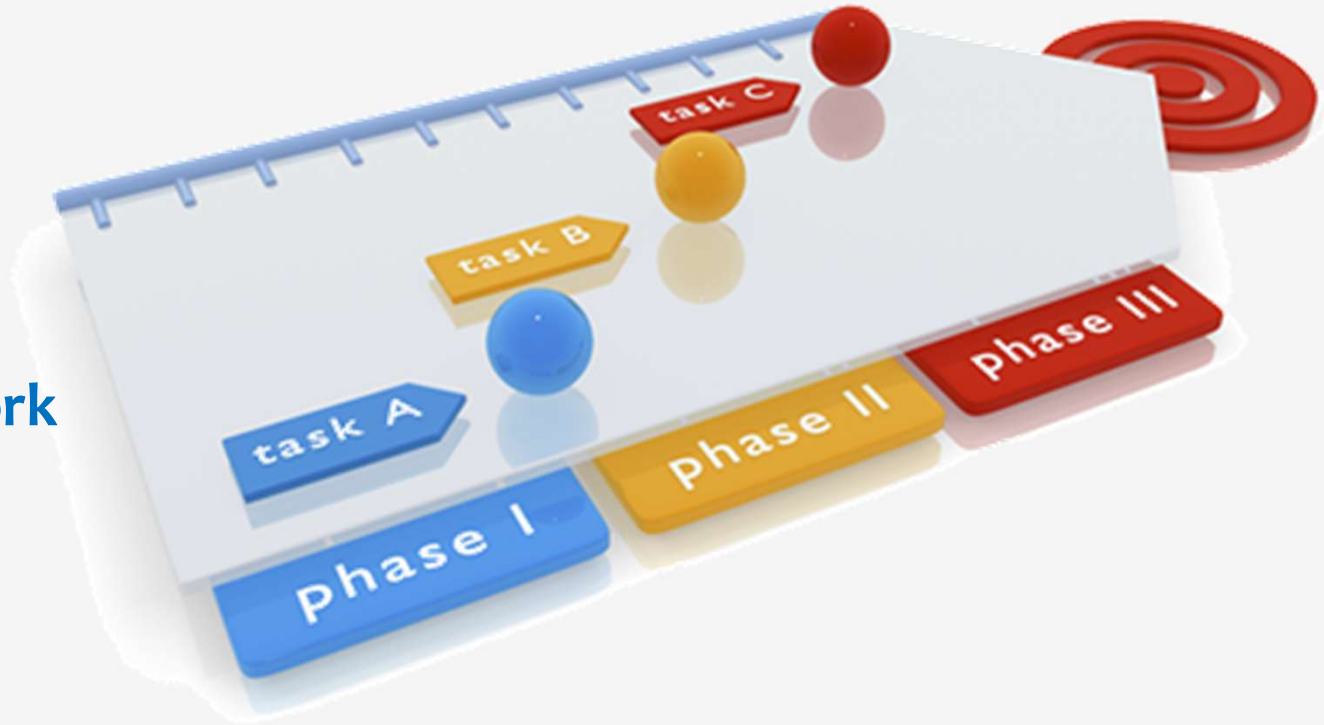
Product

- An artifact that is produced. It can either be an tangible or end in itself or a component of item.

Program

- Related projects, subsidiary program, and program activities that are managed in a manner to obtain benefits not available if managed individually.

Project Management
Introduction & Framework



KEY CONCEPTS – Terms For Project Management Standard

Project

A temporary endeavour undertaken to create a unique product, service or result. The temporary nature of project means it is finite i.e. it has a beginning and an end to the project work. Project can stand alone or be part of a project or portfolio.

- A project ends when its objectives have been reached, or the project has been terminated.

- Projects can be large or small and take a short or long time to complete

Characteristics of a Project

- A project…

- ✓ Has a unique purpose.
- ✓ Is temporary.
- ✓ Requires resources, often from various areas.
- ✓ Progressive elaboration
- ✓ Should have a primary customer or sponsor.
- ✓ Involves uncertainty

KEY CONCEPTS – Terms For Project Management Standard

Project Management

The application of knowledge, skill, tools and techniques to project activities or to the project requirements. Project management refers to guiding the project work to deliver intended outcomes. Project teams can achieve outcome using broad range of approaches – predictive, hybrids and adaptive

Project Manager

The person assigned by the performing organization to lead the project team that is responsible for achieving the project objectives.

The project manager performs a variety of functions, such as;

- Fascinating the project team work to achieve the outcome
- Managing the processes to deliver intended outcome etc

Project Team

Set of individuals performing the work of the project to achieve its objectives.

INITIATING FACTORS OF A PROJECT

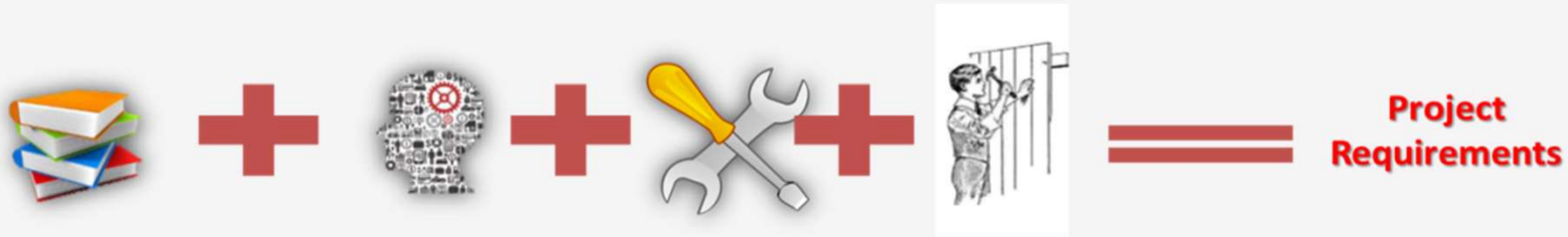
- **Regulation**
- **Customer Request**
- **Product Change**
- **New Product**

KEY CONCEPTS – Terms For Project Management Standard

Project Management is the application of **Knowledge**, **Skills**, **Tools** and **Techniques** to project activities to meet the project Objectives

The Systematic process of managing project work takes many forms that exit along a continuum. Namely –

- Predictive
- Agile
- Hybrid



KEY CONCEPTS – Project/Program Management Office (PMO)

The PMO is a department within an Organisation that provides or ensures compliance with project governance. The PMO oversees and standardized the management of project.

Forms of PMO

- **Supportive –** Provides policies, methodologies, templates and lesson learned for managing projects within the organisation.

Low Level of control and influence over projects. Mostly common in ***Functional*** and ***Weak Matrix*** Organizational Structure

- **Controlling –** Provides support and guidance on how to manage projects, trains other in Project Management, PM Software, assist with specific PM tools and ensure compliance with organisation policies. It has a moderate level of control over project resources.

Mostly common in ***Balance Matrix*** Organisation

KEY CONCEPTS – Project/Program Management Office (PMO)

Forms of PMO

- **Directive –** A directive PMO provides project managers for different projects, and is responsible for the results of those project; all projects, or projects of a certain size, type, or influence, are managed by this office. A directive PMO has a high level of control over project.

This type of PMO is mostly found ***Strong Matrix*** or ***Project-Oriented (Projectized)*** organizations. Where the project manager has almost control of resources required for the project.

KEY CONCEPTS – Project/Program Management Office (PMO)

Types of PMO

- **Standalone –** Members of this PMO only function in Project Management capacity
- **Hub –** PMO is formed when the organisation has a project at hand. Organisation member staff with Project Management skill may be joined by consultants to deliver the project and once done. The PMO dissolves
- **Hybrid –** PMO exist with members, but often time organisation member staff with requisite PM skill and consultants join the existing team to deliver the project, the temporal members are let go.

KEY CONCEPTS – Project/Program Management Office (PMO)

Functions of PMO

- Help provide Resources
- Manage interdependencies among projects and portfolios
- Analyze information from projects to assess whether organisation is achieving its strategic objectives
- Help gather lesson learned into repository and make them available for other projects to reference
- Recommend the termination of projects when appropriate
- Provide templates for documents e.g WBS, Project Plans etc
- Provide guidance and project governance

A SYSTEM FOR VALUE DELIVERY

Creating Value

- A collection of strategic business activities aimed at building, sustaining and/or advancing an organization portfolio, program, projects, product and Operation can all be part of an organizations system value deliver.
- Organisation create value for stakeholders

Examples of way project produce value (but not limited to):

- Creating raw product services that meets the need of the end user
- Creating positive social/environment contributions
- Enabling the changes needed to facilitate original transaction to its desired future/state.
- Sustaining benefits of previous programs, project, or business Operations.

A SYSTEM FOR VALUE DELIVERY

Value Delivery Components

- Components such as:-
  - Projects,
  - Programs,
  - Portfolio,
  - Product,
  - Operation

  can be used individually or collectively to deliver value that aligns to the organizations strategy.

- A system for value delivery is part of an organizations ***internal environment*** that is subject to policies, procedures, methodologies, framework, governance structure etc.

- ***External environment*** – economy, competitive, environment, legislative, constraint.

The components in value delivery system create deliverables used to produce outcomes.

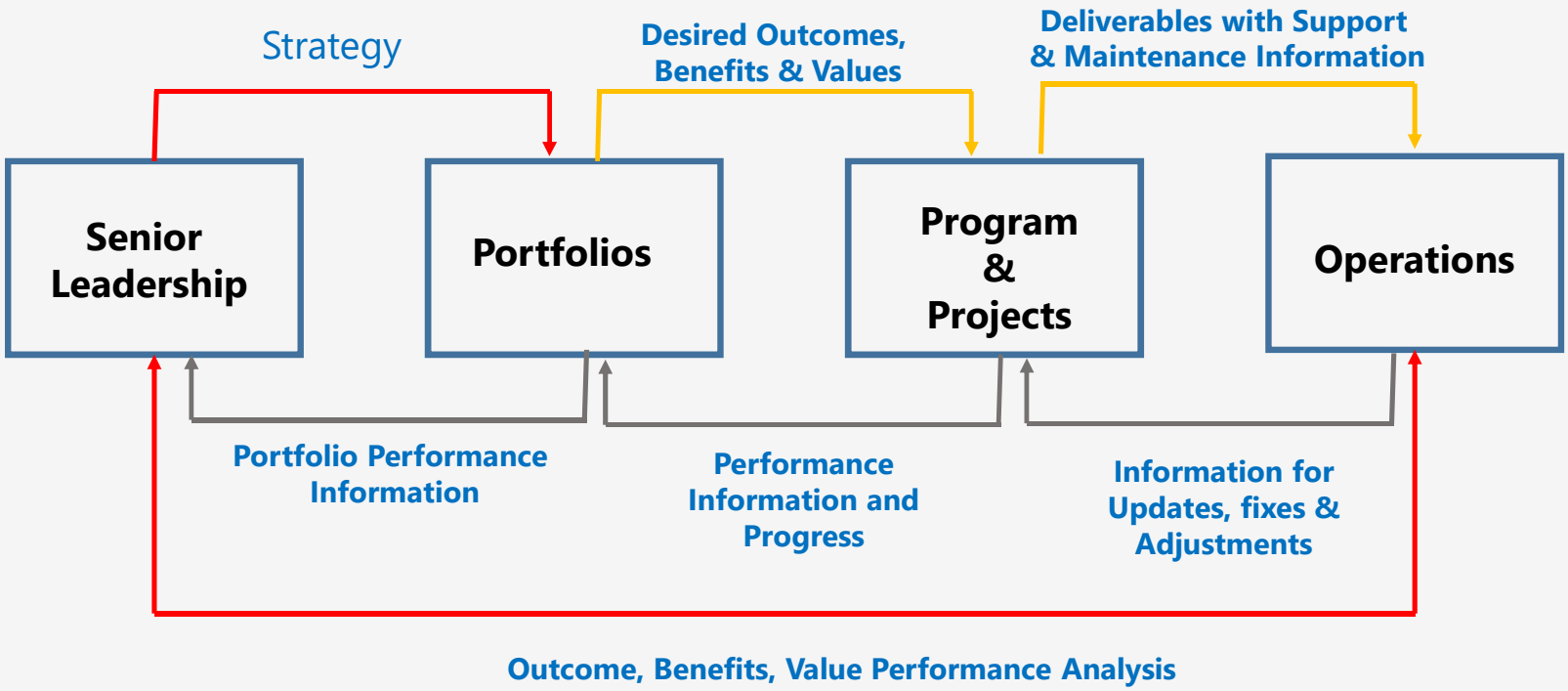
Outcomes create benefits, that is, gains realized by the organization.

Benefits create value, which is something of worth, importance or usefulness.

A SYSTEM FOR VALUE DELIVERY

Information Flow

Value delivery system work best when information and feedback are shared consistently among all components, keeping the system aligned with strategy and attained to the environment.



A SYSTEM FOR VALUE DELIVERY

Organisational Governance System

The governance system works alongside the value delivery system to enable smooth work flows, manage issues, support decision making.

- Governance system provides a framework with functions and processes that guide activities.
- Governance framework consists of control, value assessment, decision making capabilities, integration among components.
- Help in evaluating changes, issues, risks.
- Project governance defines the authority to approve changes. Authority to make business decision related to the project.

FUNTIONS ASSOCIATED WITH PROJECTS

Coordinating a collective work effort is important to the success of the project.

- Different types of coordination decentralized team self organizing, agile self manage. Centralized designated project management.

- Supportive leadership models and meaningful, continuous engagement between project team and other stakeholders underpin successful outcomes.

- The project team may be supported by additional teams.

FUNTIONS ASSOCIATED WITH PROJECTS

1. Oversight & Coordination

- Includes monitoring and working to improve the Health and Safety and overall wellbeing of project team members.
- Planning
- Machine and Equipment activities
- Evaluation and analysis as part of pre-project activities
- Consulting with executive on idea advancing
- Improve project performance
- Meeting customer's need
- Business analysis
- Tendering
- Contract negotiation
- Business case development

Oversight -

- Benefit realization.
- Sustainment after project deliverables are finalized before closure
- Oversight Functions toward to fit organization

FUNTIONS ASSOCIATED WITH PROJECTS

2. Present Objectives & Feedback

- Contribute perspective, insights and clear directs from customer and end users.
- Customer – the individual/group who has requested or is funding the project.
- End user – The individual/group who will experience the direct uses of the project deliverable.

- **Customer & End User** - Provides clear direction regarding the project requirements, outcomes and Project expectation

3. Facilitates & Support

- Create consensus around the solution
- Resolve conflicts
- Make decision
- Coordinate meeting

FUNTIONS ASSOCIATED WITH PROJECTS

4. Perform Work and Contribute Insight

- Provides knowledge
- Provides skills
- Experience necessary to produce the product and outcome of project.

5. Apply Expertise

- Provides knowledge, vision and expertise in a specific subject for a project
- Offer advice and support throughout the organization
- Contribute to the subject team's learning process and work accuracy.
- This function can be required for the whole project or during a specific time.

6. Provide Business Direction and Insight

- Clarify direction of the project and or product outcome, this includes:- Prioritizing requirement. (using the MoSCoW, Kano etc requirement prioritization models) or backlog item based on business values, dependencies and technical or operational risk.
- Provide feedback to project teams and set direction for the next increment or feature or element to be developed or delivered.

FUNTIONS ASSOCIATED WITH PROJECTS

7. Provide Resources and Direction

Project Manager in this:-

- Promote the project
- Communicate organizations vision, goals, and expectation to the project team
- They help to secure decisions, resources and authority that allow project activities to progress.
- Serves as vision between senior management and project team
- Play supporting role in keeping the project align to business objective
- Remove obstacles
- Address issues outside the bounds of the project team's decision authority.
- Provide escalation path for problems, issues and risk that the project team cannot resolve or manage on their own.

8. Maintain Governance

- Approves and support recommendations made by the project team
- Monitor project Progress to achieve the desired result
- They maintain linkages between project teams and strategic or business objective that can change over the course of the project
-

THE PROJECT ENVIRONMENT

Projects exist and operate within internal and external environments that have varying degrees of influence on value delivery. Internal and external environments can influence planning and other project activities. These influences can yield a favourable, unfavorable, or neutral impact on project characteristics, stakeholders, or project teams.

Project Environment can be classified into two, namely;

- Internal Environment
- External Environment

THE PROJECT ENVIRONMENT – Internal Environment

Factors internal to the organization can arise from the organization itself, a portfolio, a program, another project, or a combination of these. They include artifacts, practices, or internal knowledge. Knoweldge includes lessons learned as well as completed artifacts from previous projects. Examples include but are not limited to:

- **Process assets.** Process assets may include tools, methodology, approaches, templates, frameworks, patterns, or PMO resources.
- **Government documentation.** This documentation includes policies and processes.
- **Data assets.** Data assets may include databases, document libraries, metrics, data, and artifacts from previous projects
- **Knowledge assets.** Knowledge assets may include tacit knowledge among project team members, subject matter experts, and other employees.

THE PROJECT ENVIRONMENT – Internal Environment

- **Organizational culture, structure, and governance.** These aspects of an organization include the vision, mission, values, beliefs, cultural norms, leadership style, hierarchy and authority relationships, organizational style, ethics, and code of conduct.
- **Geographic distribution of facilities and resources.** These resources include work locations, virtual project teams, and shared systems.
- **Infrastructure.** Infrastructure consists of existing facilities, equipment, organizational and telecommunications channels, information technology hardware, availability, and capacity.
- **Information technology software.** Examples include scheduling software, configuration management systems, web interfaces to online automated systems, collaboration tools, and work authorization systems.

THE PROJECT ENVIRONMENT – Internal Environment

- **Resource availability.** Examples include contracting and purchasing constraints, approved providers and subcontractors, and collaboration agreements. Availability related to both people and materials includes contracting and purchasing constraints, approved providers and subcontractors, and time lines.
- **Employee capacity.** Examples include general and specialized expertise, skills, competences, techniques, and knowledge.
- **Security and safety.** Security and safety measures may include procedures and practices for facility access, data protection, levels of confidentiality, and proprietary secrets.

THE PROJECT ENVIRONMENT – External Environment

Factors external to the organization can enhance, constrain, or have a neutral influence on project outcomes. Examples include but are not limited to:

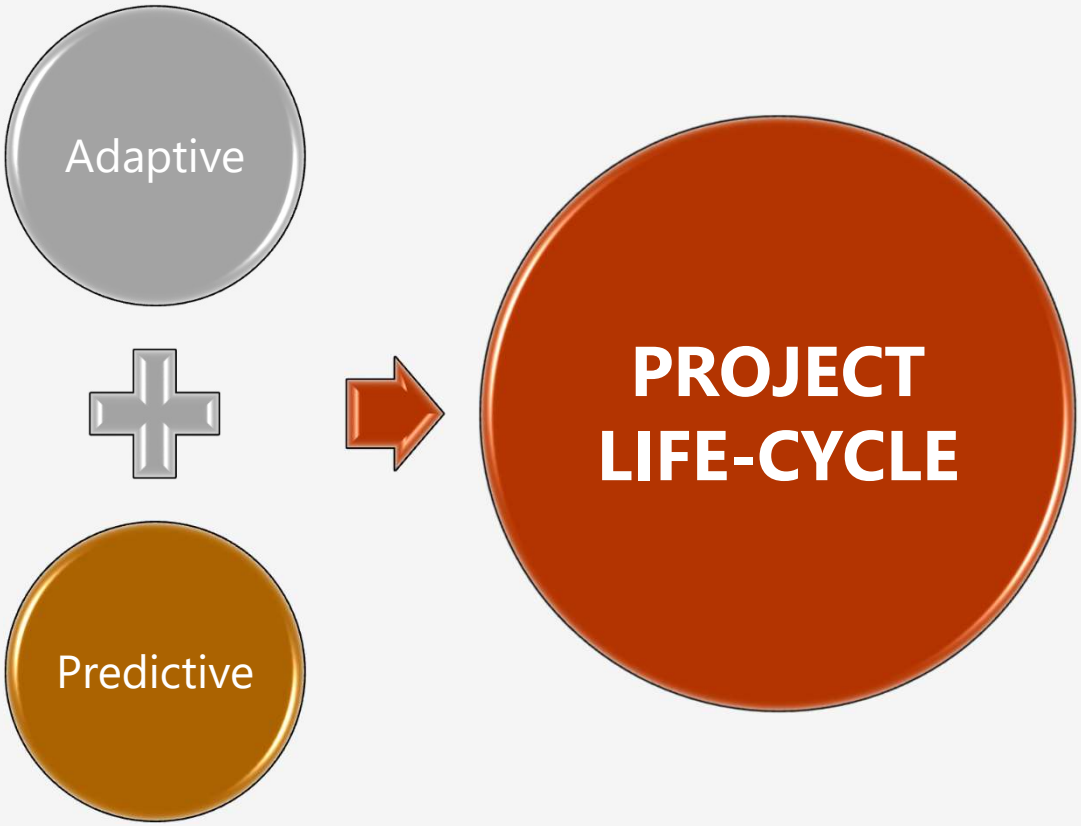
- **Marketplace conditions.** Marketplace conditions include competitors, market share, brand recognition, technology trends, and trademarks.
- **Social and cultural influences and issues.** These factors include political climate, regional customs and traditions, public holidays and events, codes of conduct, ethics, and perceptions.
- **Regulatory environment.** The regulatory environment may include national and regional laws and regulations related to security, data protection, business conduct, employment, licensing, and procurement.
- **Commercial databases.** Databases include standardized cost estimating data and industry risk study information.
- **Academic research.** This research can include studies, publications, and benchmarking results.

PRODUCT MANAGEMENT CONSIDERATION

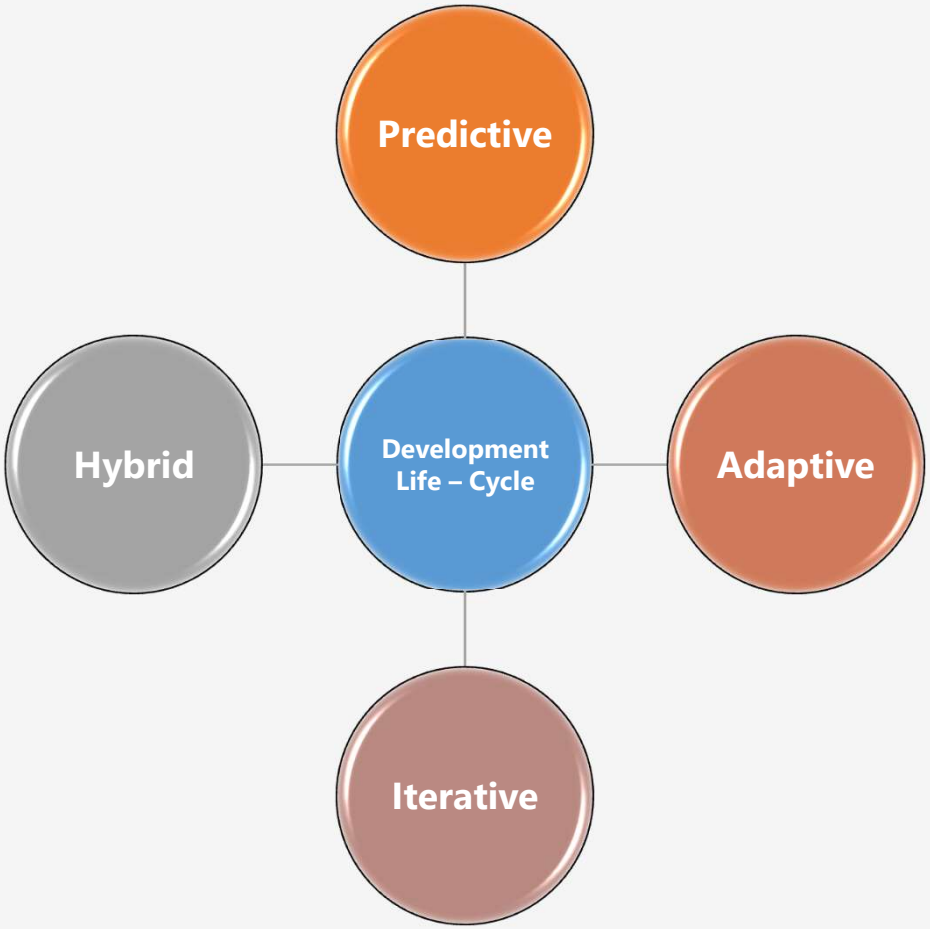
The disciplines of portfolio, program, and product management are becoming more interlinked. While portfolio, program, and product management are beyond the scope of this standard, understanding each discipline and the relationship between them provides a useful context for projects whose deliverables are products.

In some instances, a program can encompass the full life cycle of a product or service to manage the benefits and create value for the organization more directly.

PROJECT LIFE-CYCLE



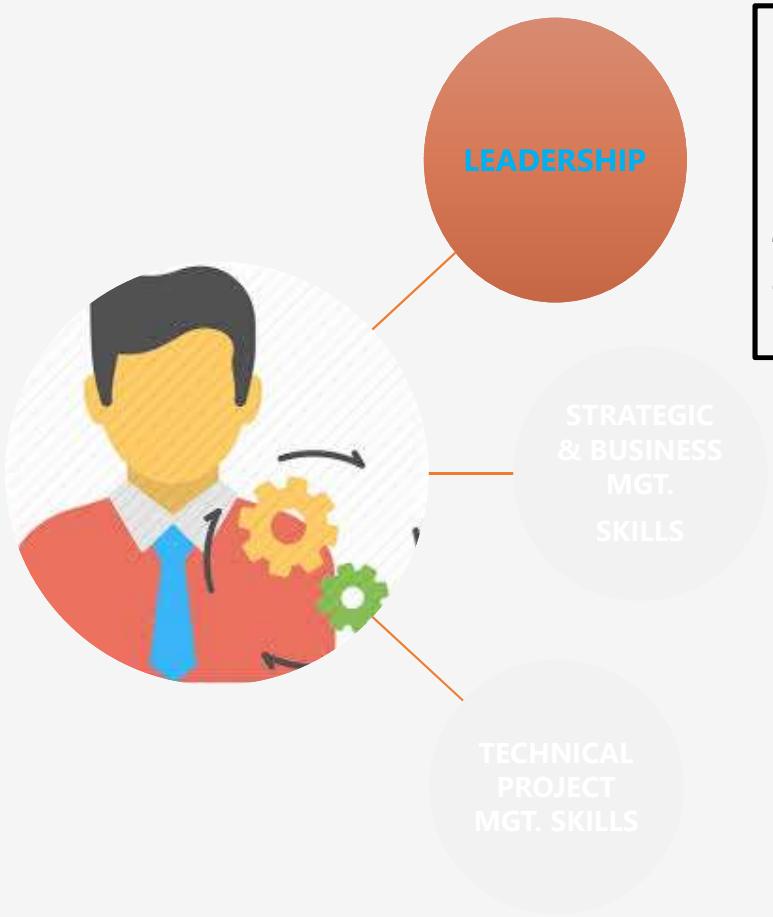
PRODUCT MANAGEMENT CONSIDERATION



PROJECT MANAGERS ROLE

- LEADERSHIP
- STRATEGIC & BUSINESS MGT. SKILLS
- TECHNICAL PROJECT MGT. SKILLS

PROJECT MANAGERS ROLE



1. Dealing People –
   - Communication & Interpersonal Skills, Empathy, Visionary
2. Qualities – Professionalism
3. Politics, People and Get things Done

PROJECT MANAGERS ROLE

LEADERSHIP

STRATEGIC & BUSINESS MGT. SKILLS

TECHNICAL PROJECT MGT. SKILLS

1. Explain the business aspect–
2. Maximizing the biz value –
3. Deploying strategies to achieve business objective -

PROJECT MANAGERS ROLE

LEADERSHIP

STRATEGIC & BUSINESS MGT. SKILLS

TECHNICAL PROJECT MGT. SKILLS

1. Scheduling–
2. Reporting –
3. Risk, Issues & Quality management skills

LEADERSHIP STYLE

Laissez-faire –

'allow to do'

Transactional –

'rewarding for work done'

Servant Leader –

'commitment to serve, put the team first, lead by following'

Transformational –

'motivational, change'

Charismatic –

'energetic, self-confident, strong conviction'

Interactive –

Transactional +Charismatic +Transformation

LEADERSHIP PERSONALITY

PROJECT MANAGEMENT PRINCIPLES

Principles for a profession serve as foundational guidelines for strategy, decision making, and problem solving. Professional standards and methodologies are often based on principles. In some professions, principles serve as laws or rules, and are therefore prescriptive in nature. The principles of project management are not prescriptive in nature.

The PMI Code of Ethics and Professional Conduct (2) is based on four values that were identified as most important to the project management community:

- ✓ **Responsibility,**
- ✓ **Respect,**
- ✓ **Fairness, and**
- ✓ **Honesty.**

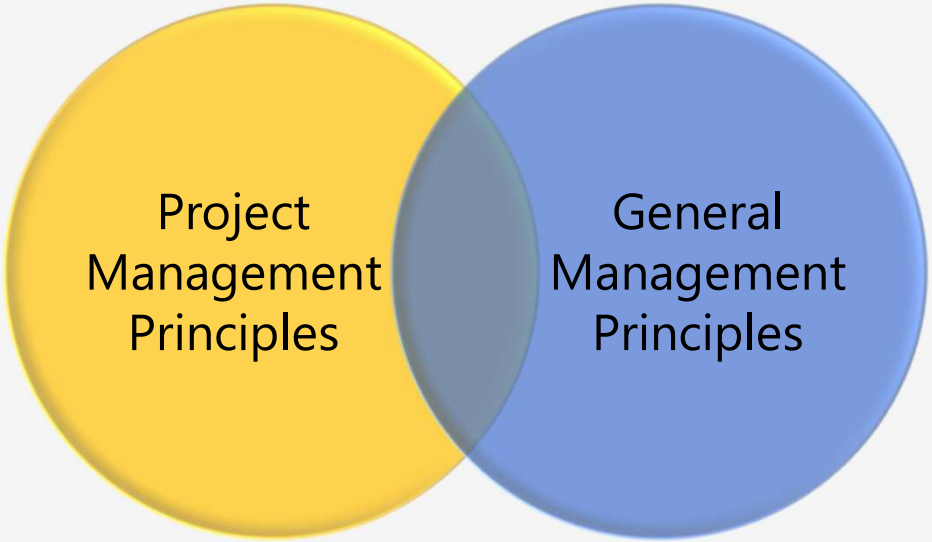
PROJECT MANAGEMENT PRINCIPLES

The ***12 principles*** of project management are aligned with the values identified in the PMI Code of Ethics and Professional Conduct. They do not allow the same format, and they are not duplicative, rather the principles and the Code of Ethics are complementary.

The principles of project management were identified and developed by engaging a global community of project practitioners. The practitioners represent different industries, cultural backgrounds, and organizations in different roles and with experience in various types of projects. Multiple rounds of feedback resulted in 12 principles that provide guidance for effective project management.

PROJECT MANAGEMENT PRINCIPLES

Principles of project management can also have areas of overlap with general management principles. For example, both projects and business in general focus on delivering value. The methods may be somewhat different in projects as opposed to operations, but the underlying principle associated with focusing on value can apply to both.



PROJECT MANAGEMENT PRINCIPLES

Be a diligent, respectful, and caring steward.

Create a collaborative project team environment.

Effectively engage with stakeholders

Focus on value

Recognize, evaluate, and respond to system interactions

Demonstrate leadership behaviors

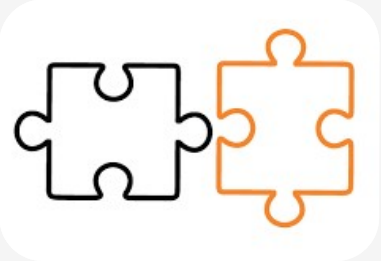
PROJECT MANAGEMENT PRINCIPLES

Tailor based on context

Build quality into processes and deliverables

Navigate complexity

Optimize risk responses



Embrace adaptability and resiliency

Enable change to achieve the envisioned future state.

PROJECT MANAGEMENT PRINCIPLES - STEWARDSHIP

1. BE A **DILIGENT**, RESPECTFUL, AND CARING STEWARD

STEWARDSHIP

Stewards act responsibly to carry out activities with integrity, care, and trustworthiness while maintaining compliance with internal and external guidelines. They demonstrate a broad commitment to financial, social, and environmental impacts of the projects they support.

- Stewardship encompasses responsibilities within and external to the organization.
- Stewardship includes
  - Integrity,
  - Care,
  - Trustworthiness, and
  - Compliance.
- A holistic view of stewardship considers financial, social, technical, and sustainable environmental awareness.

PROJECT MANAGEMENT PRINCIPLES - STEWARDSHIP

Stewardship encompasses responsibilities both within and external to the organization. Within the organization, stewardship includes:

- ***Operating in alignment*** with the organization, its objectives, strategy, vision, mission, and sustainment of its long term value;
- ***Commitment to and respectful engagement*** of project team members, including their compensation, access to opportunity, and fair treatment.
- ***Diligent oversight*** of organizational finances, materials, and other resources used within a project; and
- ***Understanding the appropriate authority***, accountability, and responsibility, particularly in leadership positions.

PROJECT MANAGEMENT PRINCIPLES - STEWARDSHIP

Stewardship outside the organization includes responsibilities in areas such as:

- ***Environmental sustainability*** and the organization's use of materials and natural resources;
- ***Organizations relationship with external stakeholders*** such as its partners and channels;
- ***Impact of the organization or project*** on the market, social community, and regions in which it operates; and
- ***Advancing the state of practice*** in professional industries.

PROJECT MANAGEMENT PRINCIPLES - STEWARDSHIP

Stewardship reflects understanding and acceptance of trust as well as actions and decisions that engender and sustain that trust. Stewards also adhere to both implicit and explicit duties. These can include the following.

Integrity. Stewards behave honestly and ethically in all engagements and communications.

Care. Stewards are fiduciaries of the organizational matters in their charge, and they diligently oversee them.

Trustworthiness. Stewards represent themselves, their roles, their project team, and their authority accurately, both inside and outside of the organization.

Compliance. Stewards comply with laws, rules, regulations, and requirements that are properly authorized within or outside of their organization.

PROJECT MANAGEMENT PRINCIPLES - TEAM

2. CREATE A COLLABORATIVE PROJECT TEAM ENVIRONMENT

TEAM	

Project teams are made up of individuals who wield diverse skills, knowledge, and experience. Project teams that work collaboratively can accomplish a shared objective more effectively and efficiently than individuals working on their own.	• Projects are delivered by project teams.
	• Project teams work within organizational and professional culture and guidelines, often establishing their own "local" culture.
	• A collaborative project team environment facilitates:
	  ○ Alignment with other organizational culture and guidelines,
	  ○ Individual and team learning and development, and
	  ○ Optimal contributions to deliver desired outcomes.

PROJECT MANAGEMENT PRINCIPLES - TEAM

Creating a collaborative project team environment involves multiple contributing factors, such as team agreements, structures, and processes. These factors support a culture that enables individuals to work together and provide synergistic effects from interactions.

- **Team agreements.** Team agreements represent a set of behavioral parameters and working norms established by the project team and upheld through individual and project team commitment.
- **Organizational structures.** Project teams use, tailor, and implement structures that help coordinate the individual effort associated with project work.
- **Processes.** Project teams define processes that enable completion of tasks and work assignments. For example, project teams may agree to a decomposition process using a work breakdown structure (WBS), backlog, or task board.

Project teams are influenced by *the culture of the organizations* involved in the project, *the nature of the project,* and *the environment in which they operate*. Within these influences, project teams establish their own team cultures. Project teams can tailor their structure to best accomplish the project objective.

PROJECT MANAGEMENT PRINCIPLES - TEAM

By fostering inclusive and collaborative environments, knowledge and expertise are more freely exchanged, which in turn enable better project outcomes.

Clarity on roles and responsibilities can improve team cultures. Within project teams, specific tasks may be delegated to individuals or selected by project team members themselves. This includes the authority, accountability, and responsibility related to tasks.

- **Authority.** The condition of having the right, within a given context, to make relevant decisions, establish or improve procedures, apply project resources, expend funds, or give approvals.
- **Accountability.** The condition of being answerable for an outcome. Accountability is not shared.
- **Responsibility.** The condition of being obligated to do or fulfill something. Responsibility can be shared.

Regardless of who is accountable or responsible for specific project work, a collaborative project team takes collective ownership of the project outcomes

PROJECT MANAGEMENT PRINCIPLES - STAKEHOLDERS

3. EFFECTIVELY ENGAGE WITH STAKEHOLDERS

STAKEHOLDERS	
Engage stakeholders proactively and to the degree needed to contribute to project success and customer satisfaction.	• Stakeholders influence projects, performance, and outcomes • Project teams serve other stakeholders by engaging with them. • Stakeholder engagement proactively advances value delivery.

PROJECT MANAGEMENT PRINCIPLES - STAKEHOLDERS

Stakeholders can be individuals, groups, or organizations that may affect, be affected by, or perceive themselves to be affected by a decision, activity, or outcome of a portfolio, program, or project. Stakeholders also directly or indirectly influence a project, its performance, or outcome in either a positive or negative way.

Stakeholders can affect many aspects of a project, including but not limited to:

Success,

by defining success factors and participating in the evaluation of success.

PROJECT MANAGEMENT PRINCIPLES - STAKEHOLDERS

Stakeholders can affect many aspects of a project, including but not limited to:

Scope/requirements,
by revealing the need to add, adjust, or remove elements or the scope and/or project requirements;

Schedule,
by offering ideas to accelerate delivery or by slowing down or stop delivery of key project activities;

Cost,
by helping to reduce or eliminate planned expenditures or by adding steps, requirements, or restrictions that increase cost or require additional resources;

Project team,
by restricting or enabling access to people with the skills, knowledge, and experience needed to deliver the intended outcomes, and promote a learning culture;

Plans,
by providing information for plans or by advocating for changes to agreed activities and work;

PROJECT MANAGEMENT PRINCIPLES - STAKEHOLDERS

Stakeholders can affect many aspects of a project, including but not limited to:

Outcomes,

by enabling or blocking work required for the desired outcomes;

Culture,

by establishing or influencing – or even defining – the level and character of engagement of the project team and broader organization;

Benefits realization,

by generating and identifying long-term goals so that the project delivers the intended identified value;

Risk,

by defining the risk thresholds of the project, as well as participating in subsequent risk management activities;

Quality,

by identifying and requiring quality requirements; and

PROJECT MANAGEMENT PRINCIPLES - STAKEHOLDERS

Stakeholders may come and go throughout the life cycle of the project. Additionally, the degree of a stakeholder's interest, influence, or impact may change over time. Stakeholders, especially those with a high degree of influence and who have an unfavorable or neutral view about a project, need to be effectively engaged so that their interests, concerns, and rights are understood. The project team can then address these concerns through effective engagement and support leading to the probability of a successful project outcome.

PROJECT MANAGEMENT PRINCIPLES - VALUE

4. FOCUS ON VALUE

VALUE	
Continually evaluate and adjust project alignment to business objectives and intended benefits and value.	• Value is the ultimate indicator of project success. • Value can be realized throughout the project, at the end of the project, or after the project is complete • Value, and the benefits that contribute to value, can be defined in quantitative and/or qualitative terms. • A focus on outcomes allows project teams to support the intended benefits that lead to value creation. • Project teams evaluate progress and adapt to maximize the expected value.

PROJECT MANAGEMENT PRINCIPLES - VALUE

Value, including outcomes from the perspective of the customer or end user, is the ultimate success indicator and driver of projects.

Value focuses on the outcome of the deliverables. The value of a project may be expressed as a financial contribution to the sponsoring or receiving organization. Value may be a measure of public good achieved, for example, social benefit or the customer's perceived benefit from the project result. When the project is a component of a program, the project's contribution to the program outcomes can represent value.

Business need.

Business provides the rationale for the project, explaining why the project is undertaken.

Project justification.

Project justification is connected to business need.

Business strategy.

Business strategy is the reason for the project and all needs are related to the strategy to achieve the value.

PROJECT MANAGEMENT PRINCIPLES – SYSTEM THINKING

5. RECOGNIZE, EVALUATE, AND RESPOND TO SYSTEM INTERACTIONS

SYSTEMS THINKING

Recognize, evaluate, and respond to the dynamic circumstances within and surrounding the project in a holistic way to positively affect project performance.

- A project is a system of interdependent and interacting domains of activity.
- Systems thinking entail taking a holistic view of how project parts interact with each other and with external systems.
- Systems are constantly changing, requiring consistent attention to internal and external conditions.
- Being responsive to system interactions allows project teams to leverage positively outcomes.

PROJECT MANAGEMENT PRINCIPLES – SYSTEM THINKING

A system is a set of interacting and interdependent components that function as a unified whole. Taking a holistic view, a project is a multifaceted entity that exists in dynamic circumstances, exhibiting the characteristics of a system. Project teams should acknowledge this holistic view of a project, seeing the project as a system with its own working parts.

Because of the interactivity among systems, project teams should operate with awareness of, and vigilance toward, changing system dynamics

PROJECT MANAGEMENT PRINCIPLES – SYSTEM THINKING

The following skills support a system view of the project:

Empathy with the business areas;

Critical thinking with a big picture focus;

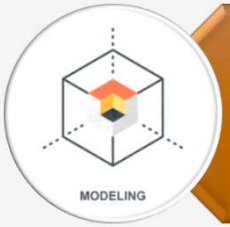
Challenging of assumptions and mental models;

Seeking external review and advice;

PROJECT MANAGEMENT PRINCIPLES – SYSTEM THINKING

The following skills support a system view of the project:

Use of **integrated methods**, artifacts, and practices so there is a common understanding of project work, deliverables, and outcomes;



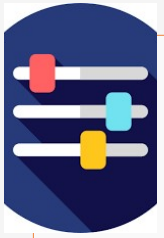
Use of **modeling and scenarios** to envision how system dynamics may interact and react; and

Proactive management of the integration to help achieve business outcomes.

PROJECT MANAGEMENT PRINCIPLES – SYSTEM THINKING

Recognizing, evaluating, and responding to system interactions can lead to the following positive outcomes;

Early consideration of uncertainty and risk within the project, exploration of alternatives, and consideration of unintended consequences;



Ability to adjust assumptions and plans throughout the project life cycle;

Provision of ongoing information and insights that inform planning and delivery;

Clear communication of plans, progress, and projections to relevant stakeholders;

Alignment of project goals and objectives to the customer organization's goals, objectives, and vision.

PROJECT MANAGEMENT PRINCIPLES – SYSTEM THINKING

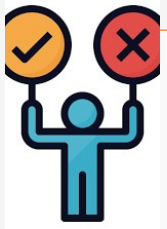
Recognizing, evaluating, and responding to system interactions can lead to the following positive outcomes;

Ability to **adjust to the changing** needs of the end user, sponsor, or customer of the project deliverables;

Ability to **see synergies** and savings between aligned projects or initiatives;

Ability to **exploit opportunities** not otherwise captured or see threats posed to or by other projects or initiatives.

Clarity regarding the best project performance measurement and their influence on the behavior of the people involved in the project;



Decisions that benefit the organization as a whole; and

More comprehensive and informed identification of risks.

PROJECT MANAGEMENT PRINCIPLES – LEADERSHIP

6. DEMONSTRATE LEADERSHIP BEHAVIOURS

LEADERSHIP	
Demonstrate and adapt leadership behaviors to support individual and team needs.	• Effective leadership promotes project success and contributes to positive project outcomes • Any project team member can demonstrate leadership behaviors. • Leadership is different than authority. • Effective leaders adapt their style to the situation. • Effective leadership recognized differences in motivation among project team members. • Leaders demonstrate desired behavior in areas of honesty, integrity, and ethical conduct.

PROJECT MANAGEMENT PRINCIPLES – LEADERSHIP

Projects create a unique need for effective leadership. Unlike general business operations, where roles and responsibilities are often established and consistent, projects often involve multiple organizations, departments, functions, or vendors that do not interact on a regular basis.

- Effective leadership draws from or combines elements of various styles of leadership. Documented leadership styles range from autocratic, democratic, laissesz-faire, directive, participative, assertive, supportive, and autocratic to consensus. Of all these, no single leadership style has proven to be the universally best or recommended approach. Instead, effective leadership is shown when it best fits a given situation. For example:

- In moments of chaos, directive action creates more clarity and momentum than collaborative problem solving.

- For environments with highly competent and engaged staff, empowered delegation elicits more productivity than centralized coordination.

PROJECT MANAGEMENT PRINCIPLES – LEADERSHIP

A project team member deepens leadership acumen by adding or practicing a combination of various skills or techniques, including but not limited to:

Focusing a project team around agreed goals,

Articulating a motivating vision for the project outcomes,

Seeking resources and support for the project,

Generating consensus on the best way forward,

Overcoming obstacles to project progress,

PROJECT MANAGEMENT PRINCIPLES – LEADERSHIP

A project team member deepens leadership acumen by adding or practicing a combination of various skills or techniques, including but not limited to:

Negotiating and resolving conflict within the project team and between the project team and other stakeholders,

Adapting communication style and messaging so that they are relevant to the audience,

Coaching and mentoring fellow project team members,

Appreciating and rewarding positive behaviours and contributions,

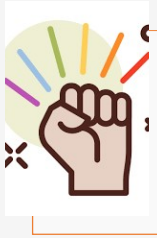
Providing opportunities for skill growth and development,

PROJECT MANAGEMENT PRINCIPLES – LEADERSHIP

A project team member deepens leadership acumen by adding or practicing a combination of various skills or techniques, including but not limited to:

Facilitating collaborative decision making,

Employing **effective conversations** and active listening,



Empowering project team members and delegating responsibilities to them,

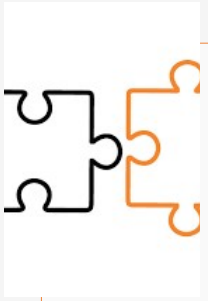
Building a cohesive project team that takes responsibility,

Showing empathy for project team and stakeholder perspectives,

PROJECT MANAGEMENT PRINCIPLES – LEADERSHIP

A project team member deepens leadership acumen by adding or practicing a combination of various skills or techniques, including but not limited to:

Having self-awareness of one's own bias and behaviors



Managing and adapting to change during the project life cycle,

Facilitating a fail-fast/learn quickly mindset by acknowledging mistakes, and

Role modeling of desired behaviors.

PROJECT MANAGEMENT PRINCIPLES – TAILORING

7. TAILOR BASED ON CONTEXT

TAILORING

Design the project development approach based on the context of the project, its objectives, stakeholders, governance, and the environment using "Just enough" process to achieve the desired outcome while maximizing value, managing cost, and enhancing speed.

- Each project is unique.
- Project success is based on adapting to the unique context of the project to determine the most appropriate methods of producing the desired outcomes.
- Tailoring the approach is iterative, and therefore is a continuous process throughout the project.

PROJECT MANAGEMENT PRINCIPLES – TAILORING

- Tailoring the project approach to suit the unique characteristics of the project and its environment can contribute to a higher level of project performance and an increased probability of success. A tailored project approach can produce direct and indirect benefits to organizations, such as:
- Deeper commitment from project team members because they took part in defining the approach,
- Reduction in waste in terms of actions or resources,
- Customer oriented focus, as the needs of the customer and other stakeholders are an important influencing factor in the tailoring of the project, and
- More efficient use of project resources, as project teams are conscious of the weight of project processes.

PROJECT MANAGEMENT PRINCIPLES – TAILORING

Tailoring projects can lead to the following positive outcomes:

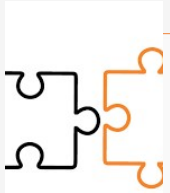
Increased innovation, efficiency, and productivity;

Lessons learned, so that improvements from a specific delivery approach can be shared and applied to the next round of work or future projects;

Further improvement of an organization's methodology, with new practices, methods, and artifacts;

Discovery of improved outcomes, processes, or methods through experimentation;

Effective integration within multidisciplinary project teams of methods and practices used to deliver project results; and



Increased adaptability for the organization in the long term.

PROJECT MANAGEMENT PRINCIPLES – QUALITY

8. BUILD QUALITY INTO PROCESSES AND DELIVERABLES

QUALITY	
Maintain a focus on quality that produces deliverables that meet project objectives and align to the needs, uses, and acceptance requirements set forth by relevant stakeholders.	• Project quality entails satisfying stakeholders' expectations and fulfilling project and product requirements. • Quality focuses on meeting acceptance criteria for deliverables. • Project quality entails ensuring project processes are appropriate and as effective as possible.

PROJECT MANAGEMENT PRINCIPLES – QUALITY

Quality is the degree to which a set of inherent characteristics of a product, service, or result fulfills the requirements. Quality includes the ability to satisfy the customer's stated or implied needs. The product, service, or result of a project (referred to here as deliverables) is measured for the quality of both the conformance to acceptance criteria and fitness for use.

PROJECT MANAGEMENT PRINCIPLES – QUALITY

Quality may have several different dimensions, including but not limited to the following:

Performance. Does the deliverable function as the project team and other stakeholders intended?

Conformity. Does the deliverable produce consistent metrics each time it is performed or produced?

Resilience. Is the deliverable able to cope with unforeseen failures and quickly recover?

Satisfaction. Does the deliverable elicit positive feedback from end users? This includes usability and user experience?

Uniformity. Does the deliverable show parity with other deliverables produced in the same manner?

Efficiency. Does the deliverable produce the greatest output with the least amount of inputs and efforts?

Sustainability. Does the deliverable produce a positive impact on economic, social, and environmental parameter?

PROJECT MANAGEMENT PRINCIPLES – QUALITY

Project team measure quality using metrics and acceptance criteria based on requirements. A requirement is a condition or capability that is necessary to be present in a product, service, or result to satisfy a need.

The objective of quality activities is to help ensure that what is delivered meets the objectives of the customer and other relevant stakeholders in the most straightforward path. The intention is to minimize the waste of resources and maximize the probability of attaining the desired outcome. This results in:

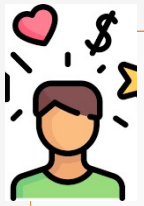
- Moving the deliverables to the point of delivery quickly, and
- Preventing defects in the deliverables or identifying them early to avoid or reduce the need for rework and scrap.

The objective of quality activities is the same whether dealing with up-front, well-defined set of requirements or a set of requirements that are progressively elaborated and incrementally delivered.

PROJECT MANAGEMENT PRINCIPLES – QUALITY

Quality management processes and practices help produce deliverables and outcomes that meet project objectives and align to the expectations, uses, and acceptance criteria expressed by the organization and relevant stakeholders. Close attention to quality in project processes and deliverables creates positive outcomes, including:

Project deliverables that are **fit for purpose**, as defined by acceptance criteria,



Project deliverables that meet **stakeholder expectations** and business objectives,

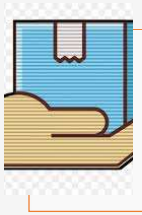
Project deliverables with **minimal or no defects**,

Timely or expedited delivery,

Enhanced control,

PROJECT MANAGEMENT PRINCIPLES – QUALITY

Close attention to quality in project processes and deliverables creates positive outcomes, including:



Increased quality of product delivery

Reduced rework and scrap,

Reduced customer complaints

Good supply chain integration

Improved productivity;

PROJECT MANAGEMENT PRINCIPLES – QUALITY

Close attention to quality in project processes and deliverables creates positive outcomes, including:

Increased project team morale and satisfaction,

Robust service delivery,

Improved decision making, and

Continually improved processes.

PROJECT MANAGEMENT PRINCIPLES – COMPLEXITY

9. NAVIGATE COMPLEXITY

COMPLEXITY	
Continually evaluate and navigate project complexity so that approaches and plans enable the project team to successfully navigate the project life cycle.	• Complexity is the result of human behavior, system interactions, uncertainty, and ambiguity. • Complexity can emerge at any point during the project. • Complexity can be introduced by events or conditions that affect value, scope, communications, stakeholders, risk, and technological innovation. • Project teams can say vigilant in identifying elements of complexity and use a variety of methods to reduce the amount or impact of complexity.

PROJECT MANAGEMENT PRINCIPLES – COMPLEXITY

- A project is a system of elements that interact with each other. Complexity is a characteristic of a project or its environment that is difficult to manage due to human behavior, system behavior, and ambiguity. The nature and number of the interactions determine the degree of complexity in a project. Complexity emerges from project elements, interactions between project elements, and interactions with other systems and the project environment. Though complexity cannot be controlled, project teams can modify their activities to address impacts that occur as a result of complexity.

- Project complexity occurs as the result of individual elements within the project and project system as a whole. For example, complexity within a project may be amplified with a greater number or diversity of stakeholders, such as regulatory agencies, international financial institutions, multiple vendors, numerous specialty subcontractors, or local communities. These stakeholders can have a significant impact on the complexity of a project, both individually and collectively.

PROJECT MANAGEMENT PRINCIPLES – COMPLEXITY

Some of the more common sources of complexity are:

Human behavior. Human behavior is the interplay of conduct, demeanors, attitudes, and experience of people.

System behavior. System behavior is the result of dynamic interdependencies within and among project elements.

Uncertainty and ambiguity. Ambiguity is a state of being unclear, of not knowing what to expect or how to comprehend a situation.

Technological innovation. Technological innovation can cause disruption to products, services, ways of working, processes, tools, techniques, procedures, and more.

Complexity may emerge and impact the project in any area and at any point in the project life cycle.

PROJECT MANAGEMENT PRINCIPLES – RISK

10. OPTIMIZE RISK RESPONSES

RISK

Continually evaluate exposure to risk, both opportunities and threats, to maximize positive impacts and minimize negative impacts to the project and its outcomes.

- Individual and overall risks can impact projects.
- Risks can be positive (opportunities) or negative (threats).
- Risks are addressed continually throughout the project.
- An organization's risk attitude, appetite, and threshold influence how risk is addressed.
- Risk responses should be:
  - Appropriate for the significance of the risk,
  - Cost effective,
  - Realistic within the project context,
  - Cost effective,
  - Realistic within the project context
  - Agreed to by relevant stakeholders, and
  - Owned by a responsible person.

PROJECT MANAGEMENT PRINCIPLES – RISK

- A risk is an uncertain event or condition that, if it occurs, can have a positive or negative effect on one or more objectives. Identified risks may or may not materialize in a project. Project teams endeavor to identify and evaluate known and emergence risks, both internal and external to the project, throughout the life cycle.
- Effective and appropriate risk responses can reduce individual and overall project threats and increase individual and overall opportunities. Project teams should consistently identify potential risk responses with the following characteristics in mind:

* Appropriate and timely to the significance of the risk,
* Cost effective,
* Realistic within the project context,
* Agreed to by relevant stakeholders, and
* Owned by a responsible person.

Risks can exist within the enterprise, portfolio, program, and product.

PROJECT MANAGEMENT PRINCIPLES – ADAPTABILITY & RESILIENCY

11. EMBRACE ADAPTABILITY AND RESILIENCY

ADAPTABILITY AND RESILIENCY	
Building adaptability and resiliency into the organization's and project team's approaches to help the project accommodate change, recover from setbacks, and advance the work of the project.	• Adaptability is the ability to respond to changing conditions. • Resiliency is the ability to absorb impacts and to recover quickly from a setback or failure. • A focus on outcomes rather than outputs facilitates adaptability.

Most projects encounter challenges or obstacles at some stage. The combined attributes of adaptability and resiliency in the project team's approach to a project help the project accommodate impacts and thrive. Adaptability refers to the ability to respond to changing conditions. Resiliency consists of two complementary traits: the ability to absorb impacts and the ability to recover quickly from a setback or failure. But adaptability and resiliency are helpful characteristics for anyone working on projects.

PROJECT MANAGEMENT PRINCIPLES – ADAPTABILITY & RESILIENCY

However, adapting should be done with a holistic view, such as a proper change control process, to avoid problems such as scope creep. In a project environment, capabilities that support adaptability and resilience include:

Short feedback loops to adapt quickly;

Continuous learning and improvement;

Project teams with broad skill sets, coupled with individuals having extensive knowledge in each required skill area;

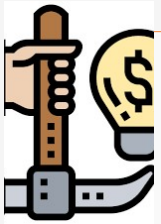
PROJECT MANAGEMENT PRINCIPLES – ADAPTABILITY & RESILIENCY

Regular inspection and adaptation of project work to identify improvement opportunities;

Diverse project teams to capture a broad range of experiences;

Open and transparent planning that engages internal and external stakeholders;

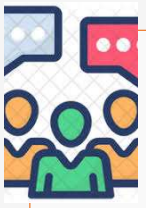
Small-scale prototypes and experiments to test ideas and try new approaches;



Ability to leverage new ways of thinking and working;

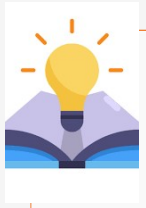
Process design that balances velocity of work and stability of requirements;

PROJECT MANAGEMENT PRINCIPLES – ADAPTABILITY & RESILIENCY



Open organizational conversations;

Diverse project teams with broad skill sets, cultures, and experience, coupled with subject matter experts in each required skill area;



Understanding from past learning of the same or similar endeavors;

Ability and willingness to anticipate multiple potential scenarios and prepare for multiple eventualities;

Deferring decision making to the last responsible moment;

Management support; and

Open-ended design that balances speed and stability.

PROJECT MANAGEMENT PRINCIPLES – CHANGE

12. ENABLE CHANGE TO ACHIEVE THE ENVISIONED FUTURE STATE

CHANGE	
Prepare those impacted for the adoption and sustainment of new and different behaviors and processes required for the transition from the current state to the intended future state created by the project outcomes.	• A structured approach to change helps individuals, groups, and the organization transition from the current state to a future desired state. • Change can originate from internal influences or external sources. • Enabling change can be challenging as not all stakeholders embrace change. • Attempting too much change in a short time can lead to change fatigue and /or resistance • Stakeholder engagement and motivational approaches assist in change adoption.

Q & A?