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Project Management Introduction according to PMBOK 7

- Welcome to our comprehensive Project Management Professional (PMP) certification training, based on the latest PMI's PMBOK 7 guidelines. This course will equip you with essential skills and knowledge for successful project management and passing the PMP at first attempt.

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Our team

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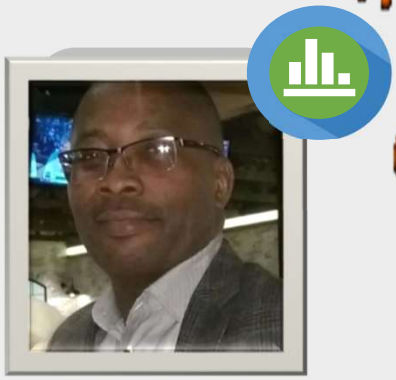

Bayo Adenle
Facilitator

Naphtali PM Group

Training Objective for the Project Management Professional (PMP) Course

Comprehensive Understanding

Gain in-depth knowledge of PMBOK 7 principles and methodologies.

Practical Application

Learn to apply project management techniques in real-world scenarios.

Certification Preparation

Prepare thoroughly for the PMP certification exam and pass at first attempt

Professional Development

Enhance your project management skills and career prospects.

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What has changed in the PMP exam?

1. **Content Update**

   Alignment with PMBOK 7, focusing on principles rather than processes.

2. **Structure Shift**

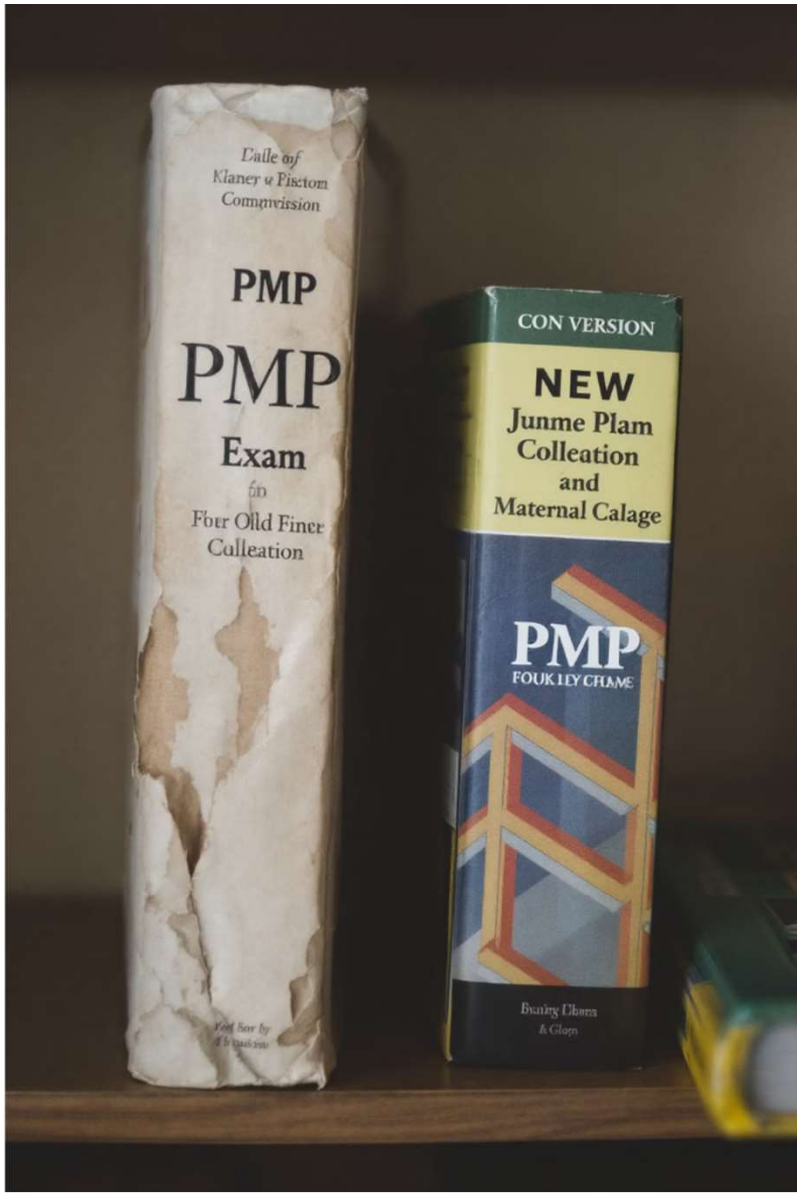
   New domains: People, Process, and Business Environment.

3. **Agile Integration**

   Increased emphasis on agile and hybrid approaches.

4. **Question Format**

   More situational questions testing application of knowledge.



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Domains aligned to real-life practices

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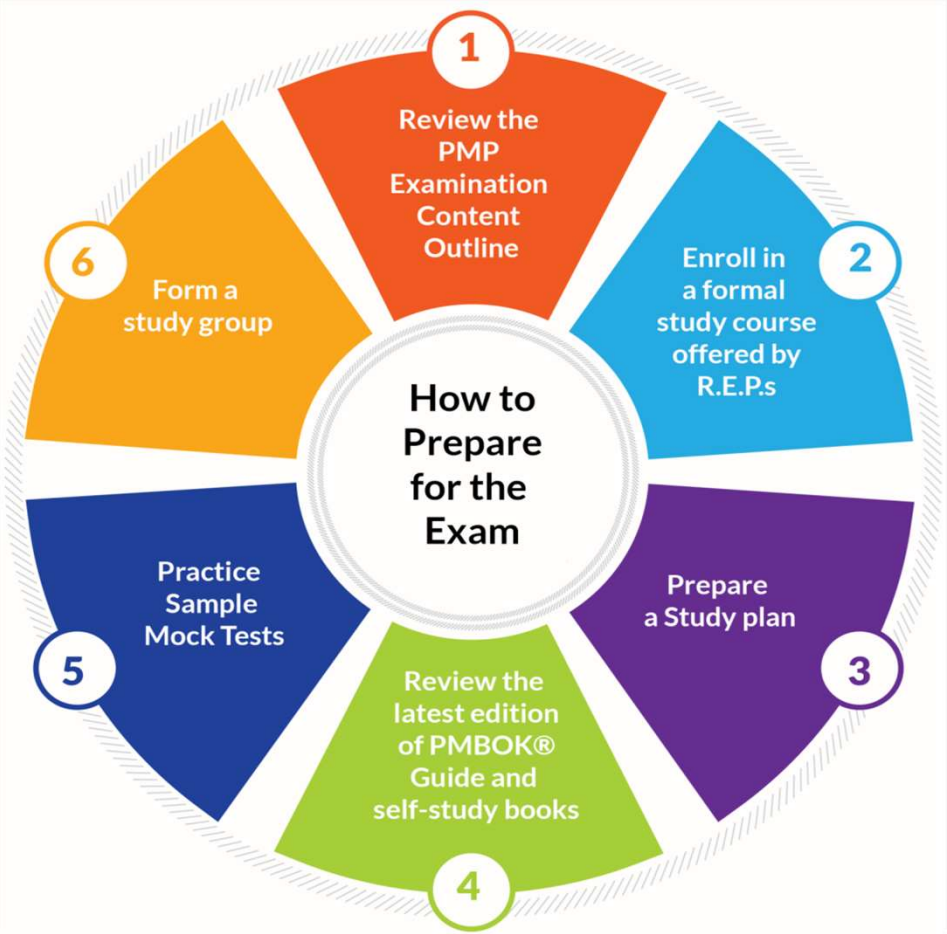
How to prepare for the exam



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The PMP® EGO

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

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Examination question types

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

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PMP exam prerequisite

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

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Proctored PMP Examination Requirement

Duration & Reliable Internet Connection

The exam lasts for 230 minutes. Uninterrupted internet connection

Question Count & Quiet Place

180 questions, including multiple-choice, multiple responses, and fill-in-the-blank.

Computer Webcam for Proctoring

Strictly monitored, either in-person or online, ensuring exam integrity.

Passing Score

Candidates must achieve a minimum score set by PMI.

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EXAM COST

Exam Category	Fee for PMI Members	Fee for Non Members
✓ Computer-Based Testing (CBT)	✓ USD 423	✓ USD 555
✓ Re-Examination Computer-Based Test (CBT)	✓ USD 275	✓ USD 375
✓ **Proctored Online PMP**	✓ USD 423	✓ 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

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Our Training Methodology

Comprehensive Study Materials

In-depth PMBOK 7 guide and supplementary resources.

Interactive Lectures

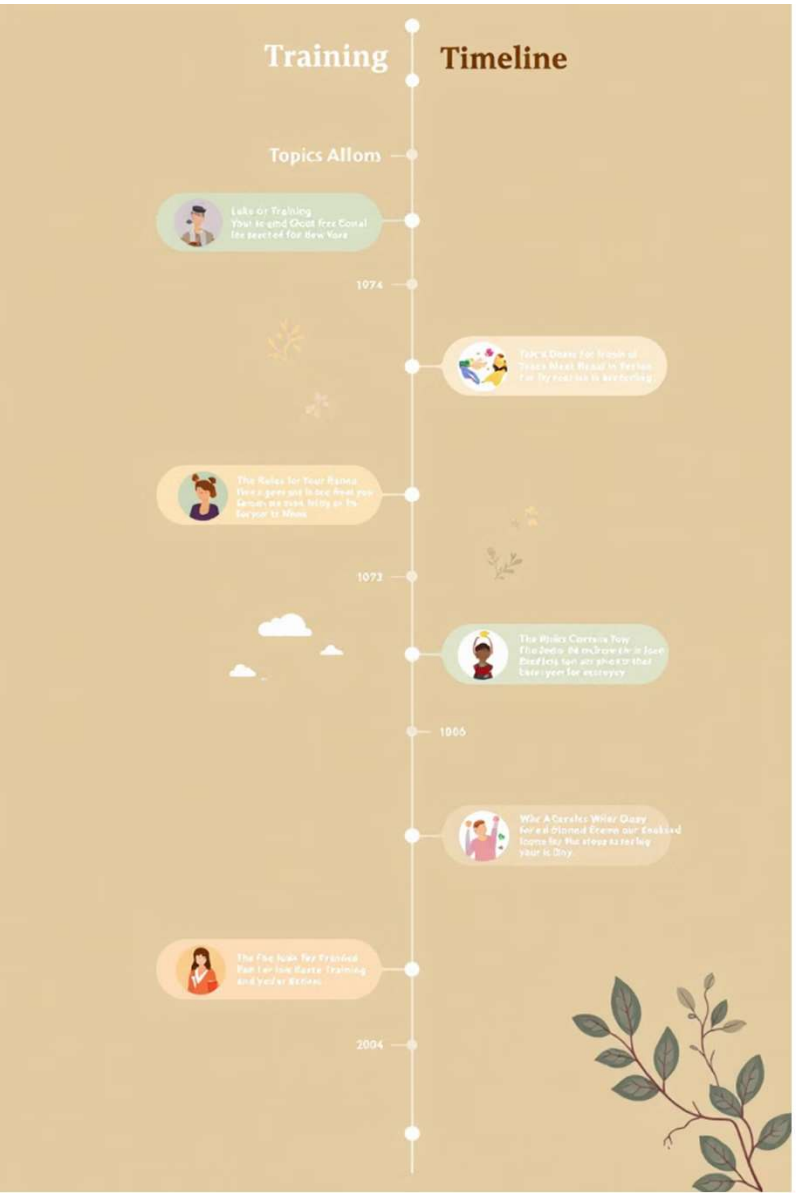
Engaging sessions led by experienced PMP instructors.

Case Studies and Simulations

Real-world scenarios for practical application.

Practice Tests

Regular assessments to gauge progress and readiness.



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Training Outline

1

Day 1-3: Foundations & Performance Domains

- Introduction to PMBOK 7 and project management basics.
- Stakeholder, Team, Development Approach & Planning Performance Domains

2

Day 4-6: Performance Domains & Core Concepts

- Deep dive into Performance Domains and PM Tailoring.

3

Day 7-9: Methodologies

- Exploring traditional, agile, and hybrid approaches.
- Exploring PM Models, Methods and Artifacts

4

Day 10: Application & Mock Exams

- Case studies, simulations, and exam preparation.

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Project Management History

1

Ancient Times

Pyramids and monuments demonstrate early project management principles.

2

20th Century

Gantt charts and Critical Path Method developed.

3

1969

Project Management Institute (PMI) founded.

4

1996

First edition of PMBOK Guide published.

5

2021

PMBOK 7th Edition released, shifting focus to principles-based standard.

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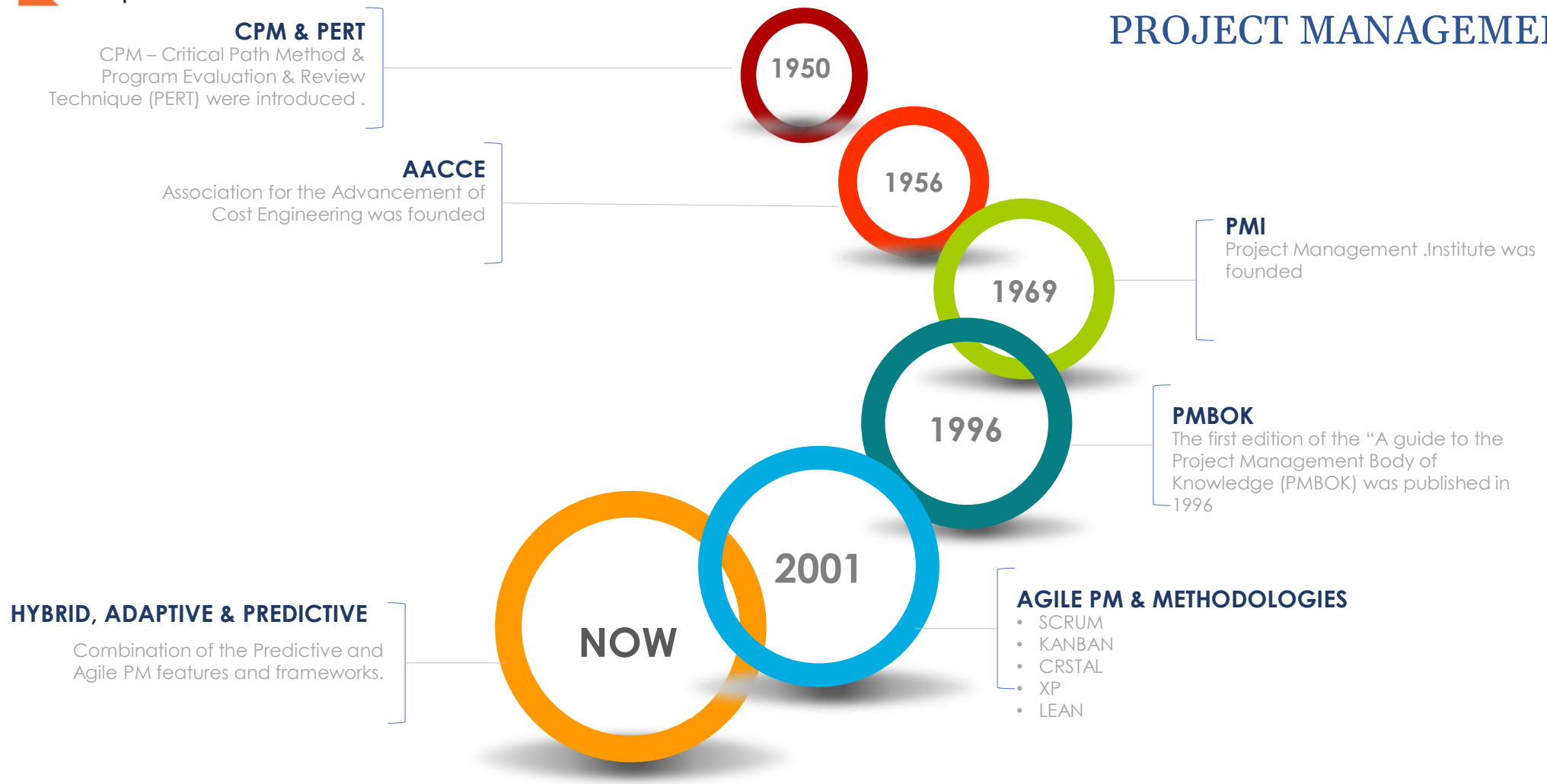
TIMELINE
PROJECT MANAGEMENT



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

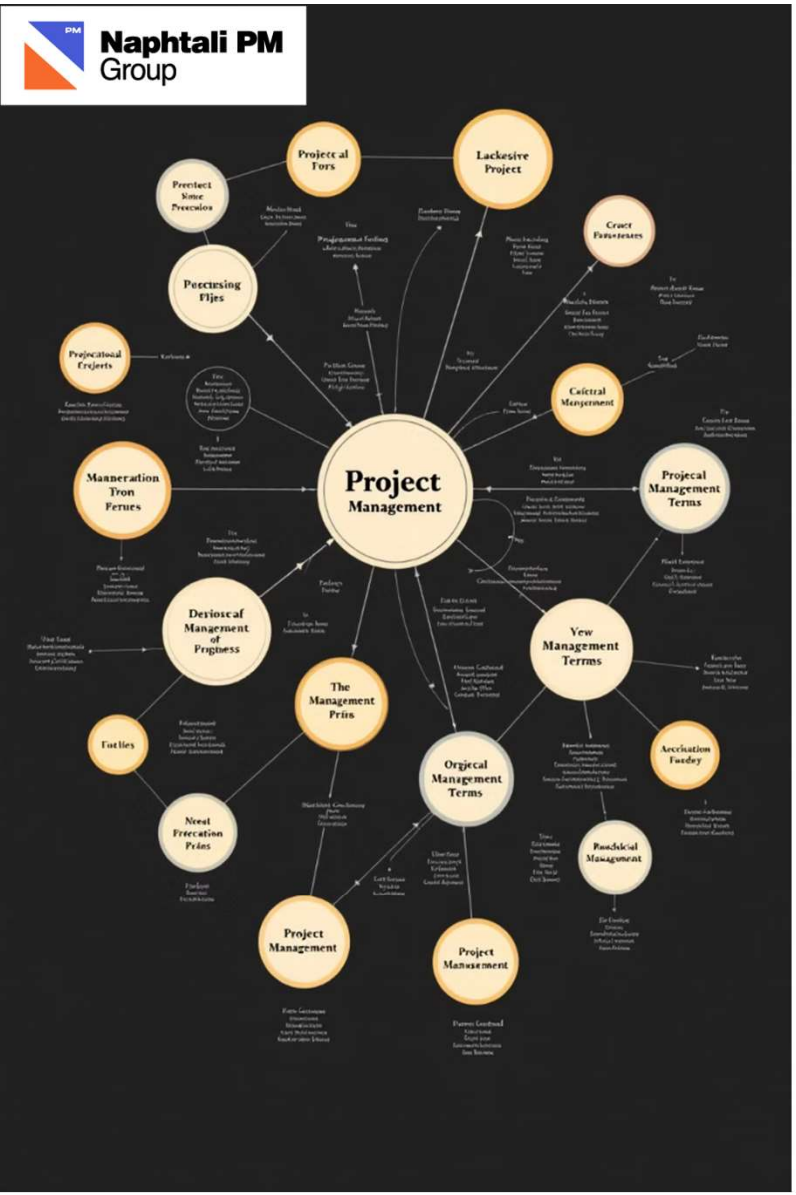
AACCE
Association for the Advancement of Cost Engineering was founded

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 & METHODOLOGIES
- SCRUM
- KANBAN
- CRSTAL
- XP
- LEAN

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



KEY CONCEPTS – Terms For Project Management Standard

Project

A temporary endeavor to create a unique product, service, or result.

Portfolio

Collection of projects, programs, and operations managed as a group.

Program

Related projects managed in a coordinated way for enhanced benefits.

Stakeholder

Individual or group with interest in or impact on the project.

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What is Project Management?

Definition

Application of knowledge, skills, tools, and techniques to project activities.

Purpose

To meet project requirements and achieve specific objectives.

Scope

Encompasses planning, executing, monitoring, and closing of projects.

Value

Enables organizations to execute projects effectively and efficiently.

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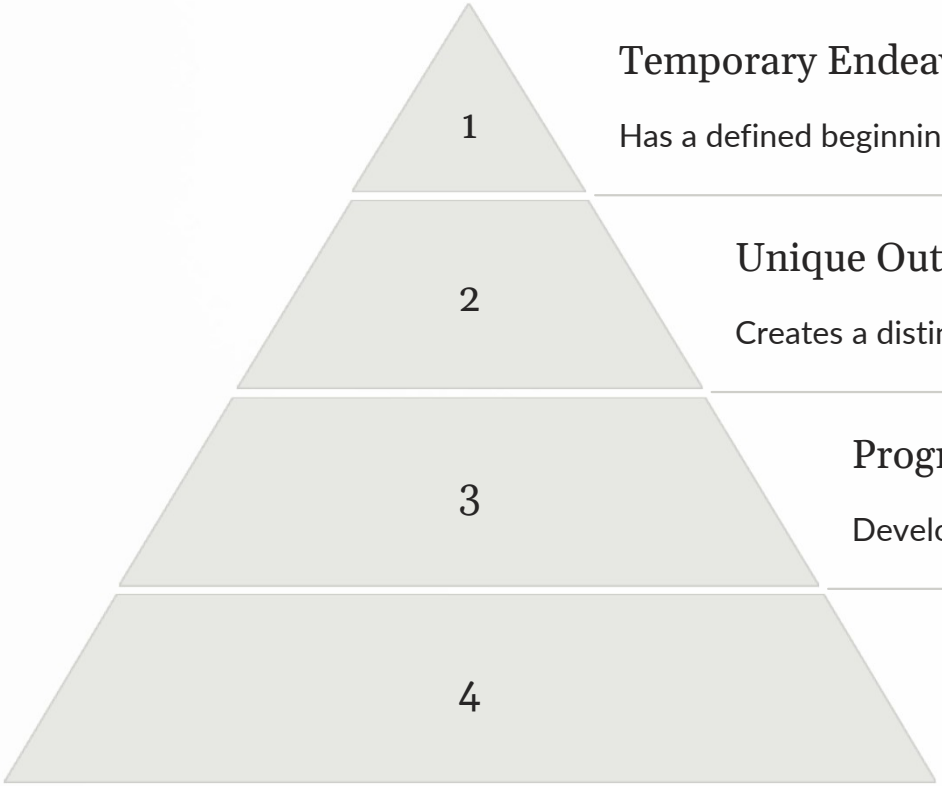
What is a Project?



Temporary Endeavor

Has a defined beginning and end.

Unique Output

Creates a distinct product, service, or result.

Progressive Elaboration

Developed in incremental steps.

Constrained

Limited by time, cost, and scope.

Characteristics of a Project

Temporariness

Every project has a definite beginning and end.

Uniqueness

Produces distinctive deliverables or outcomes.

Uncertainty

Involves elements of risk and unpredictability.

Specific Objectives

Aimed at achieving defined goals or results.

Characteristics of a Project

Requires Resources

Every project has a definite beginning and end.

Progressive Elaboration

Produces distinctive deliverables or outcomes.

Stakeholders

Involves elements of risk and unpredictability.

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Project vs. Operations

Projects

- Temporary
- Unique output
- Progressive elaboration
- Defined end

Operations

- Ongoing
- Repetitive output
- Stable processes
- Continuous

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Who is a Project Manager and The Project Team?

Project Manager

Leader responsible for project planning, execution, and delivery.

Core Team

Key members dedicated to the project throughout its lifecycle.

Extended Team

Specialists who contribute at specific project stages.

Stakeholders

Individuals or groups with interest in the project's outcome.

The Project Management Profession

Global Demand

Growing need for skilled project managers across industries.

Certification

PMP is the foremost Project Management certification, though there are other certifications used validate expertise and enhance career prospects.

Continuous Learning

Evolving field requires ongoing professional development.

Career Growth

Opportunities for advancement to senior management roles.

PMBOK Guide 7th Edition

Updated Content

Reflects latest project management practices and methodologies.

Principles-based Approach

Focuses on guiding principles rather than processes.

Tailoring Emphasis

Encourages adapting practices to specific project needs.

Global Perspective

Incorporates diverse project management approaches worldwide.

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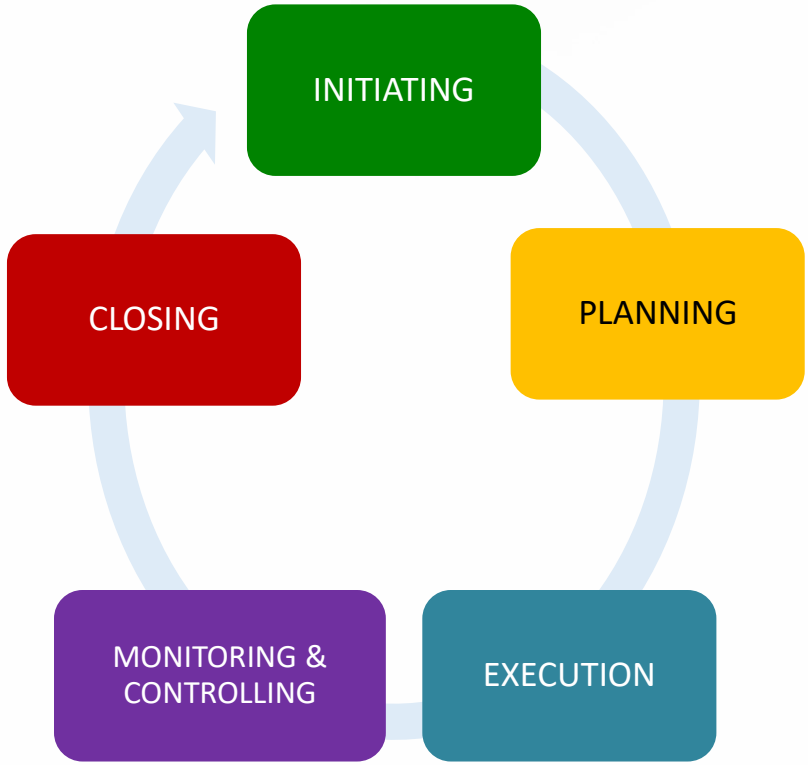
Predictive Approach Project Life Cycle

1. **Initiation**
   Define project objectives and scope.
2. **Planning**
   Develop detailed project plan and schedule.
3. **Execution**
   Implement the project plan and create deliverables.
4. **Monitoring and Controlling**
   Track progress and make adjustments.
5. **Closing**
   Formally complete the project and review outcomes.



Initiating Factors Of A Project

Market Demand

Responding to new market opportunities or customer needs.

Strategic Opportunity

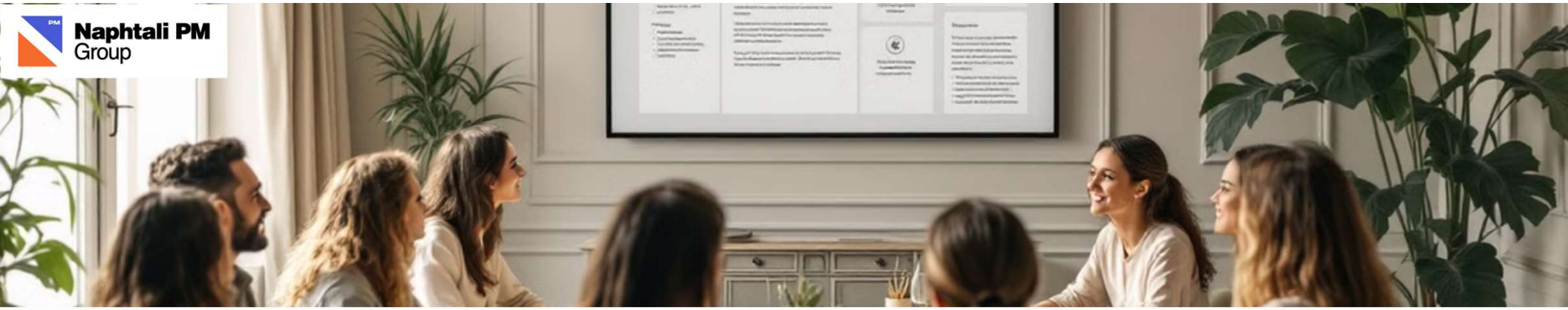
Aligning with organizational goals and strategies.

Customer Request

Fulfilling specific client requirements or contracts.

Technological Advancement

Leveraging new technologies for competitive advantage.



Initiating Process Group

1 **Develop Project Charter**

Formal authorization document for project initiation.

2 **Identify Stakeholders**

Recognizing all parties involved or affected by the project.

3 **Assess Feasibility**

Evaluating project viability and potential outcomes.

4 **Define Initial Scope**

Outlining high-level project boundaries and deliverables.

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Planning Process Group

Schedule Development

Creating timeline and milestones for project activities.

Budget Planning

Estimating and allocating financial resources.

Scope Definition

Detailing project boundaries and deliverables.

Resource Planning

Identifying and assigning human and material resources.

Executing Process Group

Team Management

Leading and coordinating project team activities.

Quality Assurance

Implementing quality management processes.

Stakeholder Engagement

Managing communications and expectations.

Procurement

Acquiring necessary resources and services.

Monitoring and Controlling Process Group

1. **Performance Tracking**

   Measuring project progress against planned metrics.

2. **Change Control**

   Managing and approving changes to project scope.

3. **Risk Monitoring**

   Continuously assessing and addressing project risks.

4. **Quality Control**

   Ensuring deliverables meet specified standards.

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Closing Process Group

1 **Deliverable Acceptance**

Obtaining formal approval of project outcomes.

2 **Administrative Closure**

Completing and archiving project documentation.

3 **Lessons Learned**

Capturing and documenting project experiences and insights.

4 **Resource Release**

Formally disbanding the project team and releasing resources.

KEY CONCEPTS – Project/Program Management Office (PMO)

Definition

Organizational structure standardizing project-related governance processes.

Purpose

Facilitates sharing of resources, methodologies, tools, and techniques.

Scope

Can range from providing project support to direct management.

Value

Enhances project efficiency, consistency, and alignment with organizational strategies.

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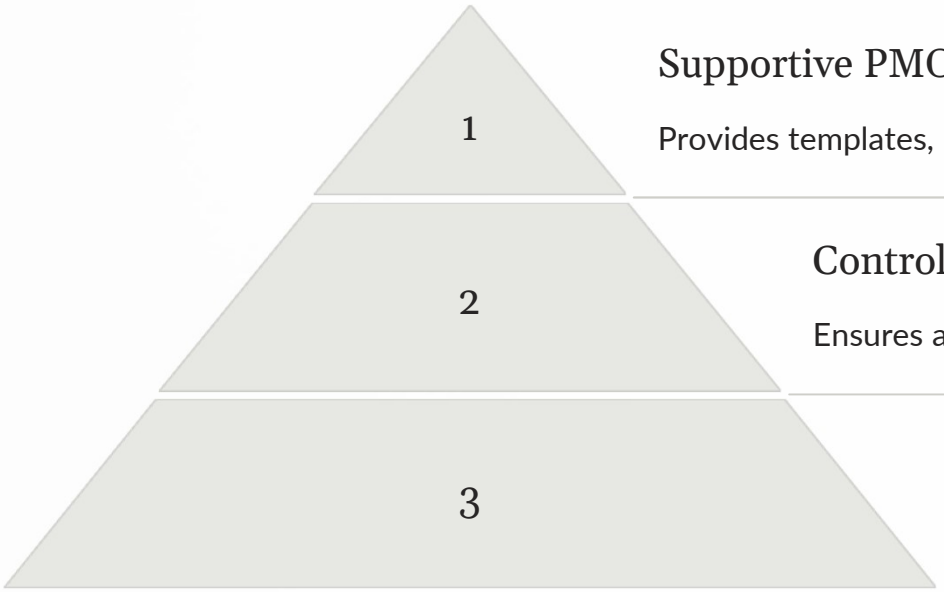
Forms of PMO



Supportive PMO

Provides templates, best practices, and training.

Controlling PMO

Ensures adherence to methodologies and governance.

Directive PMO

Takes control and manages projects directly.

Types & Functions of PMO

Standalone

PMO has sufficient resources to perform all Project Management functions.

Hub

PMO is created on demand-basis

Hybrid

PMO exist with members, but often time organization member staff with requisite PM skill and consultants join the existing team to deliver the project, the temporal members are let go when their service is longer required or at project closure .

Types & Functions of PMO

Project Support

Provides administrative assistance and resources.

Center of Excellence

Promotes best practices and training.

Enterprise PMO

Aligns projects with organizational strategy.

Delivery Management

Actively manages and oversees projects.

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The Project Environment

Internal Environment

Factors within the organization that influence project success.

External Environment

Outside factors impacting project planning and execution.

THE PROJECT ENVIRONMENT – Internal Environment

Organizational Culture

Values, beliefs, and attitudes that influence project execution.

Organizational Structure

Hierarchy and reporting relationships affecting project dynamics.

Infrastructure

Facilities, equipment, process assets, knowledge assets, and systems supporting project work.

Resource Availability

Access to personnel, IT software materials, and budget for project needs.

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THE PROJECT ENVIRONMENT – External Environment

Market Conditions

Economic factors and industry trends affecting the project.

Legal and Regulatory

Laws, regulations, and standards impacting project execution.

Technological Advances

New technologies influencing project methods and outcomes.

Social and Cultural Influences

Societal norms and cultural factors shaping project context.

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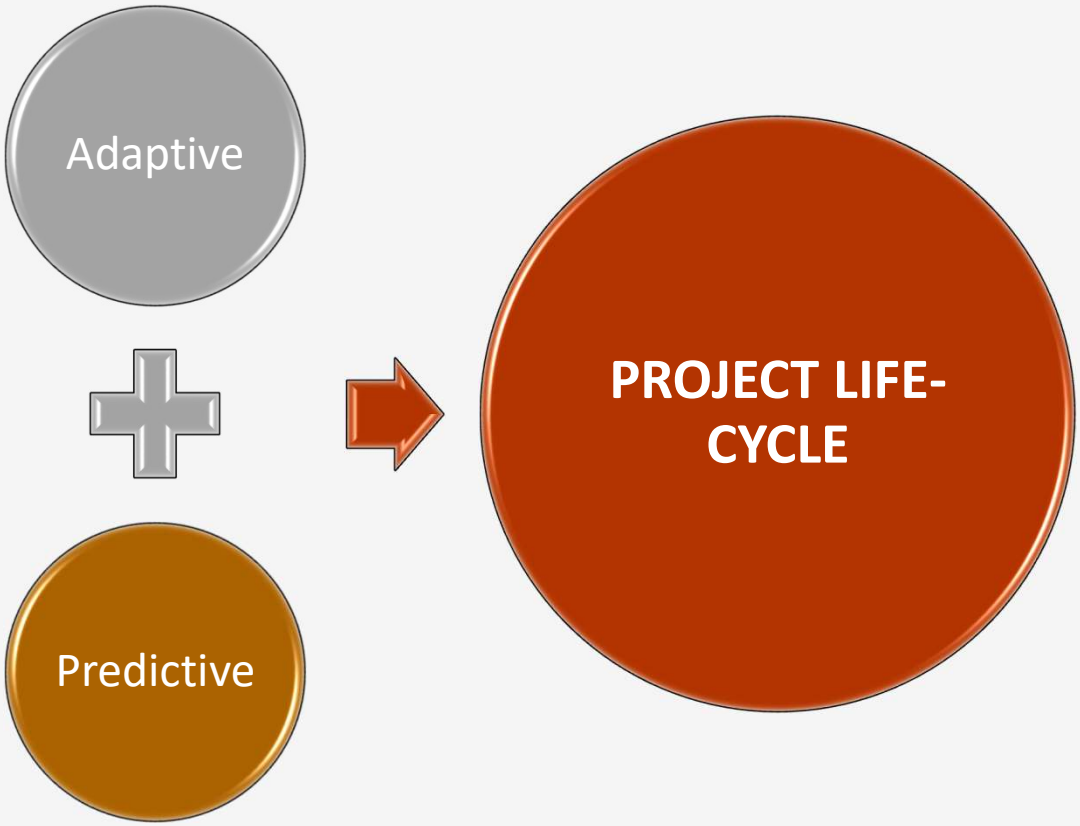
Project Life-cycle



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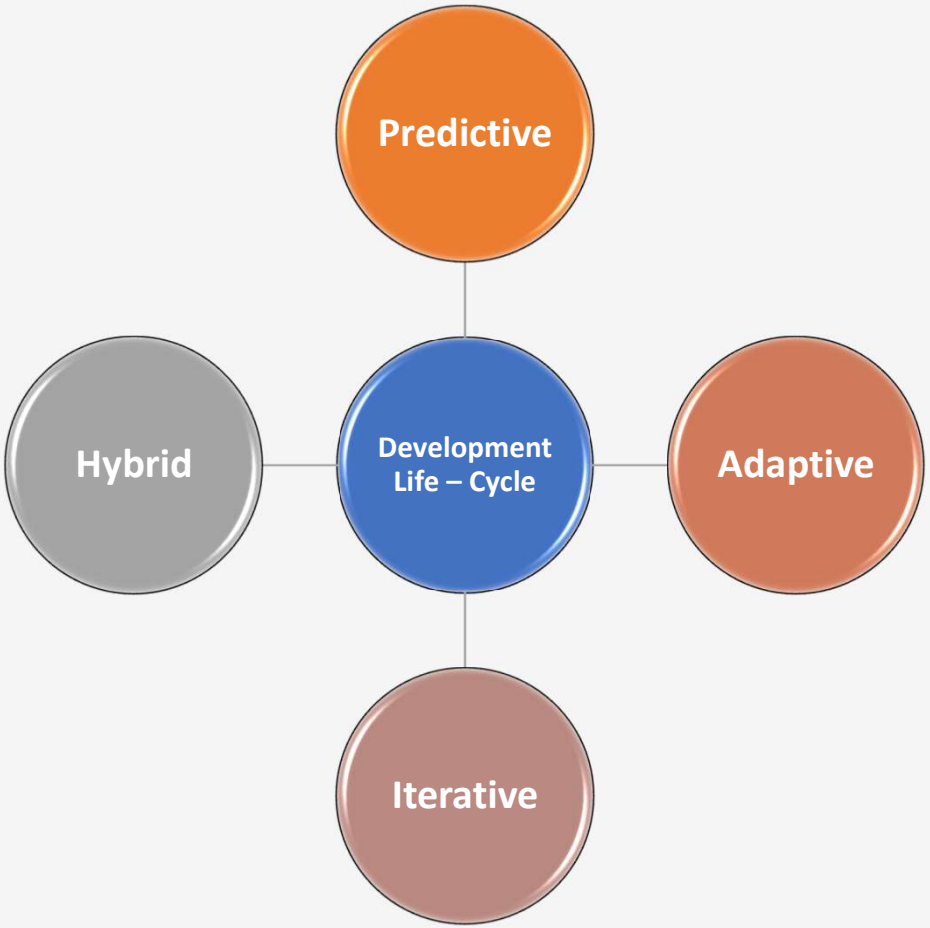
Product Management Consideration



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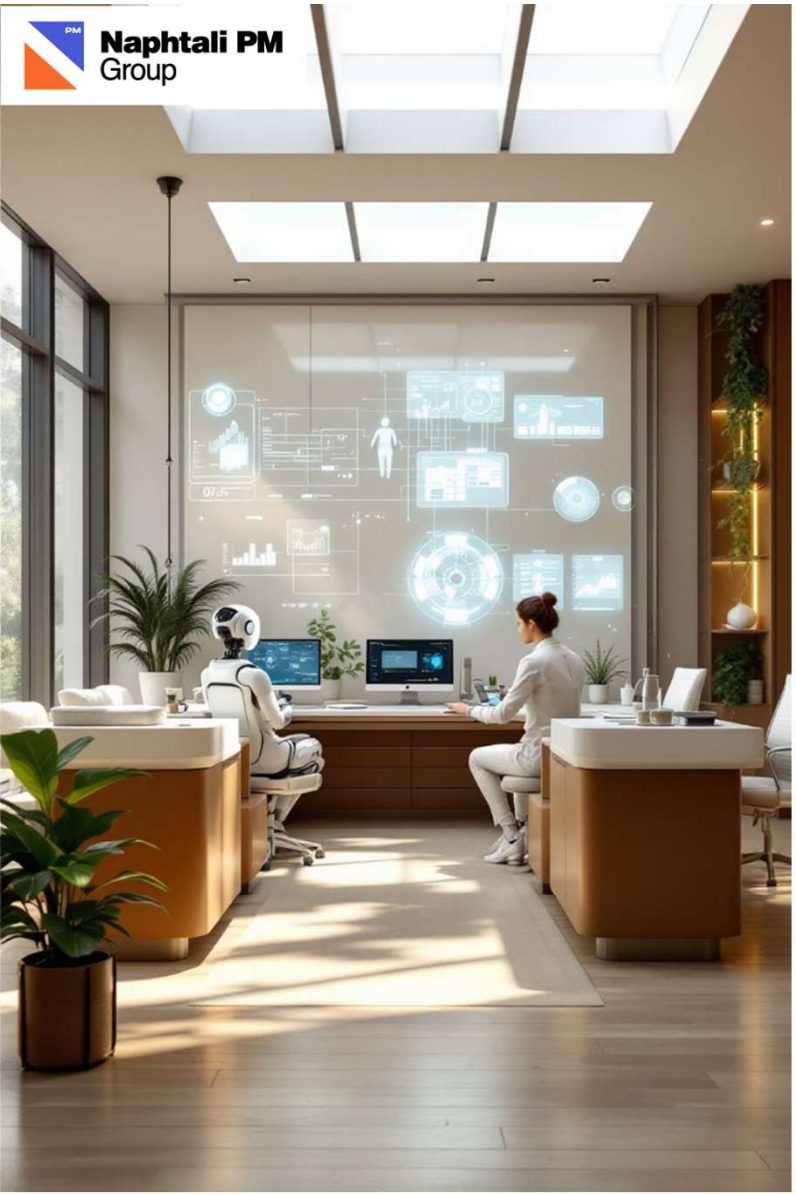
Agile and Hybrid Approaches

Agile

- Iterative development
- Flexible scope
- Continuous customer feedback
- Adaptable to change

Hybrid

- Combines traditional and agile methods
- Tailored to project needs
- Balances structure and flexibility
- Adaptable framework



Trends and Emerging Practices

Cloud-based PM Tools

Collaborative platforms for remote project management.

AI in Project Management

Intelligent systems for predictive analysis and automation.

Sustainable Project Management

Incorporating environmental considerations in projects.

Virtual Reality

Immersive technologies for project visualization and training.

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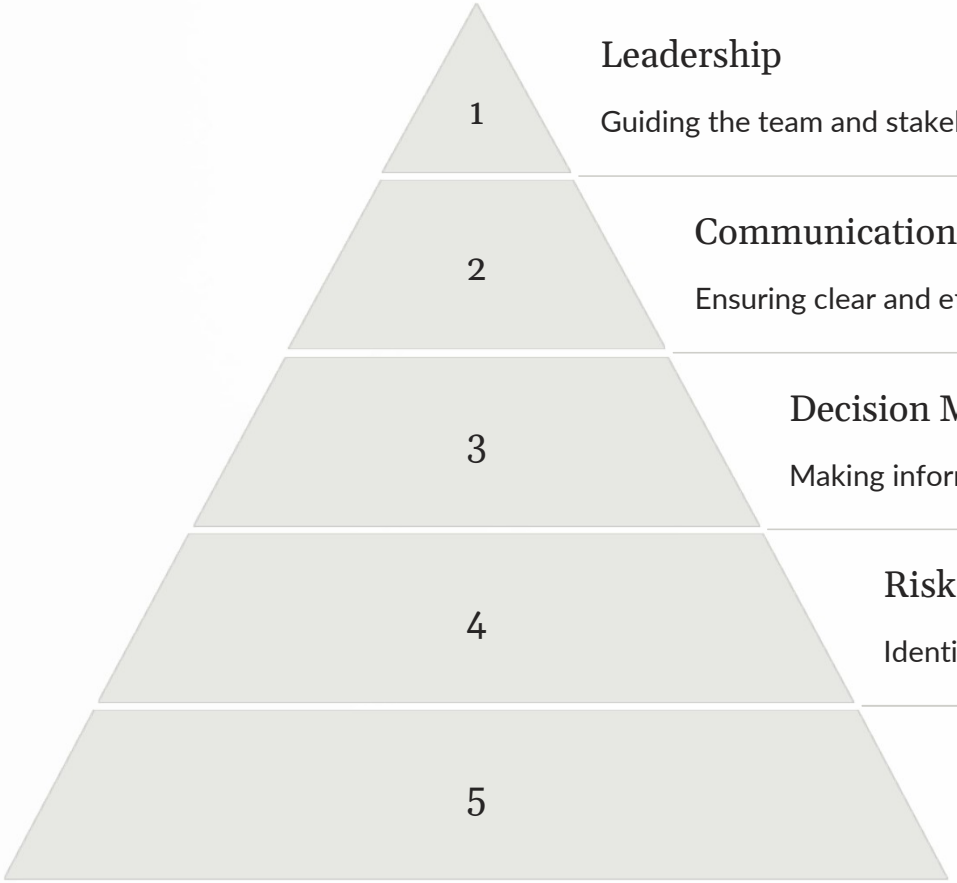
The Role of the Project Manager



Leadership

Guiding the team and stakeholders towards project goals.

Communication

Ensuring clear and effective information exchange.

Decision Making

Making informed choices to drive project success.

Risk Management

Identifying and mitigating potential project threats.

Stakeholder Management

Balancing diverse interests and expectations.

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Leadership Style

Transformational

Inspires and motivates team to exceed expectations.

Servant Leadership

Prioritizes team needs and facilitates their success.

Situational

Adapts leadership approach based on project context.

Collaborative

Encourages team participation in decision-making.

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Leadership Personality

Emotional Intelligence

Understanding and managing emotions effectively.

Adaptability

Flexibility in approach to meet changing project needs.

Resilience

Ability to recover quickly from setbacks and challenges.

Integrity

Maintaining ethical standards and trustworthiness.

Professional and Social Responsibility

Ethical Conduct

Adhering to professional codes of ethics and integrity.

Social Impact

Considering broader societal implications of projects.

Diversity and Inclusion

Promoting equality and representation in project teams.

Environmental Stewardship

Incorporating sustainable practices in project management.

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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

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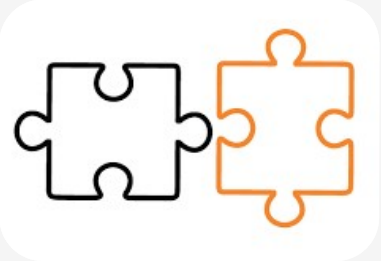
PROJECT MANAGEMENT PRINCIPLES

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.

Conclusion and Key Takeaways

Holistic Approach

PMBOK 7 emphasizes a principles-based, adaptable framework for project management.

Continuous Learning

Stay updated with evolving project management trends and methodologies.

Leadership Focus

Develop strong leadership skills alongside technical project management expertise.

Ethical Practice

Maintain high standards of professional and social responsibility in all projects.

Q & A?

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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.

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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.

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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.

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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.

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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.

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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.

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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

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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.

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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.

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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;

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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

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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.

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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.

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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.

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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.

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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

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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;

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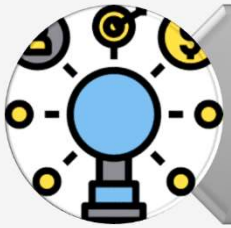
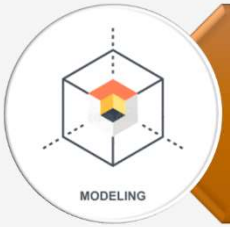
PROJECT MANAGEMENT PRINCIPLES – SYSTEM THINKING

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.

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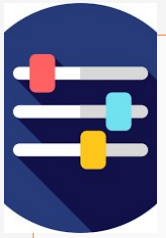
PROJECT MANAGEMENT PRINCIPLES – SYSTEM THINKING

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

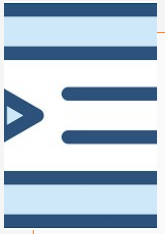
Early consideration of uncertainty and risk within the project, exploration of alternatives, and consideration of unintended consequences;



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.

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PROJECT MANAGEMENT PRINCIPLES – SYSTEM THINKING

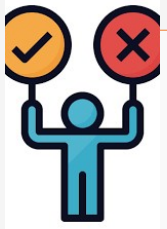
Recognizing, evaluating, and responding to system interactions can lead to the following positive outcomes;

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.

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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.

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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.

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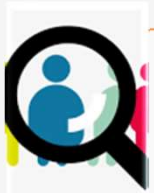
PROJECT MANAGEMENT PRINCIPLES – LEADERSHIP

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,

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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,

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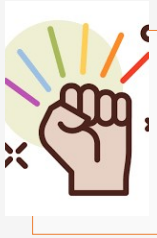
PROJECT MANAGEMENT PRINCIPLES – LEADERSHIP

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,

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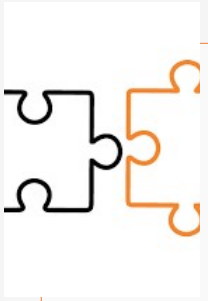
PROJECT MANAGEMENT PRINCIPLES – LEADERSHIP

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.

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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.

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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.

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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.

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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.

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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.

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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?

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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.

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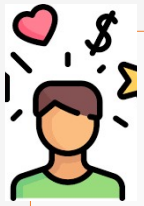
PROJECT MANAGEMENT PRINCIPLES – QUALITY

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,

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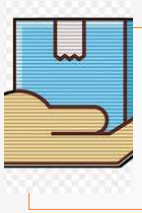
PROJECT MANAGEMENT PRINCIPLES – QUALITY

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;

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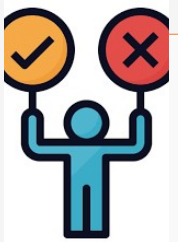
PROJECT MANAGEMENT PRINCIPLES – QUALITY

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.

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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.

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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.

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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.

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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.

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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.

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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.

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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;

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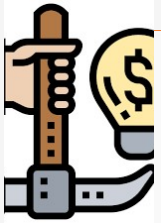
PROJECT MANAGEMENT PRINCIPLES – ADAPTABILITY & RESILIENCY

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;

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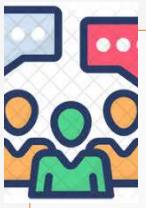
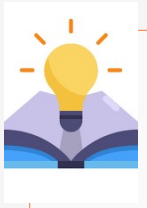
PROJECT MANAGEMENT PRINCIPLES – ADAPTABILITY & RESILIENCY



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.

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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.