

PMBOK Guide 7th Edition

Changes – Impacts

xx April 2021, PMI Vietnam Potential Chapter

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Before We Start






Note



- The PMBOK Guide 7th Ed. is still in development.
 - No guarantee is given that all statements made in this presentation remain accurate until publication.
- Parts of the development work are still confidential.
 - The author of the presentation has diligently ensured that all information given here has been previously published by
 - PMI or
 - people affiliated with the development of the standard and with PMI.



About me





Herbert Georg Gonder

**Trainer | Coach | ATP Instructor
Project management | Agile**
e.g. for Finance, Computer Science, Pharmaceutical, Aero Space
15 years, classroom and online

30 years of experience in IT projects
e.g. Power plants, Finance Industry, Automotive, Media, Pharma



Non-Medical Practitioner in Psychotherapy

Active at Project Management Institute (PMI®)
Member (since 2003)
Volunteer in various roles (since 2004)
President of the PMI Southern Germany Chapter e.V. (2007 – 2013)
Board member of PMI Vietnam Chapter (2020 – 2022)

contact:
HG@GONDERCONSULTING.COM

<https://www.linkedin.com/in/herbertgonder/>

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Some Myth-Busting, Please?

Why the need to discuss myths?

- Before we discuss changes and impacts, let's make sure, we have a common understanding of what the *PMBOK Guide* is.
- And what it not is.




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Some Myth-Busting, Please?

Myth #1:

The *PMBOK Guide* is the PMBOK.




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Some Myth-Busting, Please?

Myth #1 – busted:


- The Project Management Body of Knowledge (PMBOK) is not a book, it's a library.
- The *PMBOK Guide* is the *Guide to the Project Management Body of Knowledge*.
- It leads readers through the library.



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Some Myth-Busting, Please?

Myth #2:




The *PMBOK Guide* is a 'Best practice', a prescriptive cookbook for project management.

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Some Myth-Busting, Please?

Myth #2 – busted:


- The PMBOK Guide actually is
 - "Generally considered good practice for most project most of the time."
- It describes
 - What constitutes professionalism for a project chef.
 - What equipment a professional project kitchen needs.



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Some Myth-Busting, Please?

Myth #3:




The *PMBOK Guide* is the basis for the PMP® certification.

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Some Myth-Busting, Please?

Myth #3 – busted:

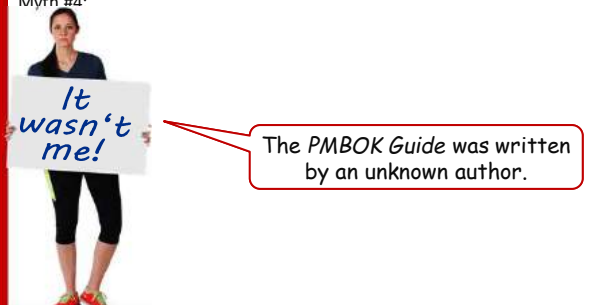
- The basis for the PMP certification is the PMP Examination Content Outline.
- The *PMBOK Guide* is used as a reference for
 - Correctness
 - Appropriateness
 - Relevance
 of exam items.



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Some Myth-Busting, Please?

Myth #4:



The *PMBOK Guide* was written by an unknown author.

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Some Myth-Busting, Please?

Myth #4 – busted:

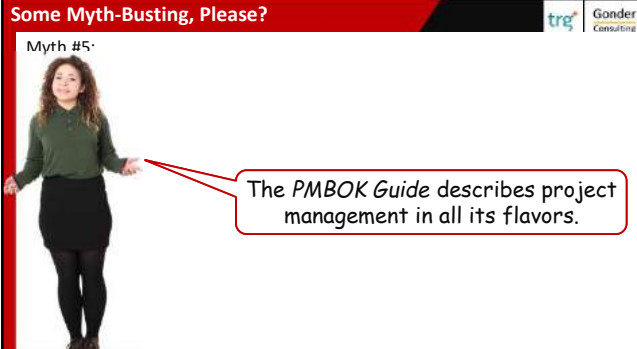
- The *PMBOK Guide* has been written, reviewed, and edited by 100s of people.
- Pages 651 to 664 list these contributors.



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Some Myth-Busting, Please?

Myth #5:



The *PMBOK Guide* describes project management in all its flavors.

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Some Myth-Busting, Please?

Myth #5 – busted:

- The *PMBOK Guide* focuses on projects
 - ...done for internal requestors.
 - ...following a strategic mission.
- It mostly ignores:
 - Projects of other types, e.g.
 - Projects performed by contractors for paying customers as profit centers (see pages 8, 459)

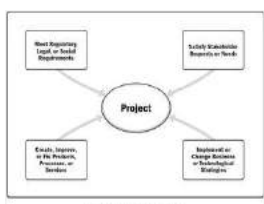


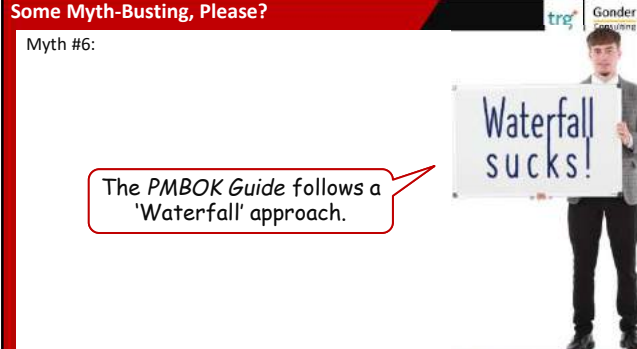
Figure 1-2 Project Initiation Output

The procurement processes are presented as discrete processes with defined interfaces. In practice, procurement processes can be complex and can interact with each other and with processes in other Knowledge Areas in ways that cannot be completely detailed in the *PMBOK® Guide*. The processes described in this section are written from the viewpoint where goods or services are obtained from outside of the project.

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Some Myth-Busting, Please?

Myth #6:



The *PMBOK Guide* follows a 'Waterfall' approach.

Waterfall sucks!

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Some Myth-Busting, Please?

Myth #6 – busted:

- The *PMBOK Guide* addresses the entire continuum between highly predictive and highly exploratory project approaches.

The diagram illustrates the relationship between Situational Approach and Method. On the left, a vertical axis shows Situational Approach ranging from Predictive (top) to Exploratory (bottom), with Progressive elaboration in the middle. On the right, a horizontal axis shows time from Jan. to Jul. Three methods are compared: 'Waterfall', Iterative-Incremental, and Agile. For 'Waterfall', the 'Actual' phase is red and spans from Jan. to Jun., followed by a 'Plan' phase in yellow from Jun. to Jul. For Iterative-Incremental, 'Actual' is red (Jan.-Feb.), 'Plan' is yellow (Feb.-Mar.), and 'Open' is green (Mar.-Jul.). For Agile, 'Actual' is red (Jan.-Feb.), 'Plan' is yellow (Feb.-Mar.), and 'Open' is green (Mar.-Jul.). 'Planning horizons' are indicated by brackets above the 'Actual' and 'Plan' phases. A 'Project or sub-phase end' is marked at the end of the timeline.

Some Myth-Busting, Please?

Myth #7:

The *PMBOK Guide* knows the single best way to manage a project.

A woman in a light blue shirt and dark trousers stands on the right side of the slide. A red speech bubble points to the text 'The PMBOK Guide knows the single best way to manage a project.' The background is white with a red header.

Some Myth-Busting, Please?

Myth #7 – busted:

- The *PMBOK Guide* assumes that one size doesn't fit all.

David Beckham

Christiano Ronaldo

- It also says that the body of knowledge of project management is constantly evolving.

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 Project Management Training

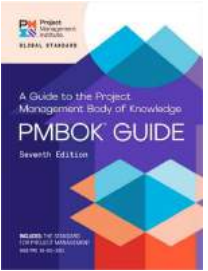
The Context – What Happened so Far...

Oliver F. Lehmann, MSc, ACE, PMP / Herbert G. Gonder, MSc., ACE, PMP, PMI-ACP

The Context – What Happened so Far...

Understanding the changes


- ...is often easiest with a look into history.
- ...is best done with a look at the addressed challenges.



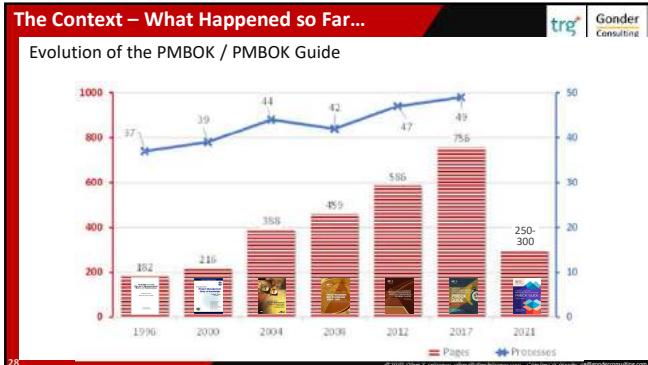
The Context – What Happened so Far...

Evolution of the PMBOK / PMBOK Guide

- Predecessors:
 - 1983: PMI Ethic, Standards, and Accreditation Report (ESA Report)
 - Standards section was the first Project Management Body of Knowledge (PMBOK).
 - 1988: Revised PMBOK
- PMBOK Guide History:



1996: PMBOK Guide
 2000: PMBOK Guide 2000
 2004: PMBOK Guide 3rd Ed.
 2008: PMBOK Guide 4th Ed.
 2012: PMBOK Guide 5th Ed.
 2017: PMBOK Guide 6th Ed.
 2021: PMBOK Guide 7th Ed.



The Context – What Happened so Far...

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Evolution of the PMBOK / PMBOK Guide

- Further development would have been challenging.
 - The book became voluminous.
 - The number of processes became overwhelming.
 - The level of detail became too deep.
- A restart seemed unavoidable.

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Team Oliver F. Lehmann


Changes in Structure and Contents

Oliver F. Lehmann, MSc, ACE, PMP / Herbert G. Gonder, MSc., ACE, PMP, PMI-ACP

Changes In Structure and Contents

Restarting the PMBOK Guide

- Made major changes necessary.
- The standard is completely rewritten right from scratch.





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Changes In Structure and Contents

Part, section & chapter structure

6 th Edition	7 th Edition
<ol style="list-style-type: none"> A Guide to the Project Management Body of Knowledge <ul style="list-style-type: none"> Introduction The environment, in which projects operate The role of the project manager 10 knowledge areas The Standard for Project Management <ul style="list-style-type: none"> Introduction 5 process groups 	<ol style="list-style-type: none"> The Standard for Project Management <ul style="list-style-type: none"> Introduction System for value delivery 12 Principles A Guide to the Project Management Body of Knowledge <ul style="list-style-type: none"> 8 performance domains Tailoring Models, methods, and artifacts
3. Appendices, glossary, and index	





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Changes In Structure and Contents

Overall approach

6 th Edition	7 th Edition
<p>Focus on what things are:</p> <ul style="list-style-type: none"> Inputs Tools & techniques Process outputs 	<p>Focus on things that help bring value:</p> <ul style="list-style-type: none"> Principles (broad statements that guide us through our thoughts and actions) Mindsets Actions & behaviors






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
Changes In Structure and Contents  

Design approach

6 th Edition	7 th Edition
Based on <ul style="list-style-type: none"> • Process groups • Knowledge areas • Processes 	Based on <ul style="list-style-type: none"> • Customer focus • Areas of activity • Performance outcomes • Tools, techniques, artifacts, and framework






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
Changes In Structure and Contents  

Application

6 th Edition	7 th Edition
"Good practice for most project most of the time."	Principle statements and a systems view, applicable for all projects






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Changes In Structure and Contents  

Target audience

6 th Edition	7 th Edition
Primarily project managers	Anyone involved in the project in a supervising function, including <ul style="list-style-type: none"> • Project lead • Project sponsor • Product owner





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Changes In Structure and Contents

Tailoring guidance

6 th Edition	7 th Edition
Tailoring referenced but no guidance provided	Specific tailoring guidance provided






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Changes In Structure and Contents

Structural elements

6 th Edition	7 th Edition
Process groups	Principles
Knowledge areas	Performance domains
	Section on tailoring
	Common models, methods and artifacts

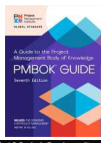
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Changes In Structure and Contents

The 12 project delivery principles

1. Stewardship

Be a diligent, respectful, and caring steward.




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Changes In Structure and Contents

The 12 project delivery principles

2. Team

Build a culture of accountability and respect.




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Changes In Structure and Contents

The 12 project delivery principles

3. Stakeholders

Engage stakeholders to understand their interests and needs.




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Changes In Structure and Contents

The 12 project delivery principles

4. Value

Focus on value.



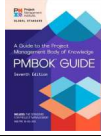
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Changes In Structure and Contents

The 12 project delivery principles

5. System thinking

Recognize and respond to systems' interactions.



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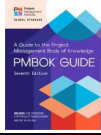
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Changes In Structure and Contents

The 12 project delivery principles

6. Leadership

Motivate, influence, coach, and learn.



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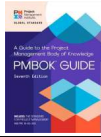
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Changes In Structure and Contents

The 12 project delivery principles

7. Tailoring

Tailor the delivery approach based on context.



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Changes In Structure and Contents

The 12 project delivery principles

8. Quality

Build quality into processes and results.




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Changes In Structure and Contents

The 12 project delivery principles

9. Complexity

Address complexity using knowledge, experience, and learning.



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Changes In Structure and Contents

The 12 project delivery principles

10. Risk

Address opportunities and threats.



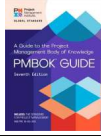
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Changes In Structure and Contents

The 12 project delivery principles

11. Adaptability and resilience

Be adaptable and resilient.



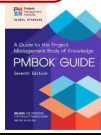
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Changes In Structure and Contents

The 12 project delivery principles

12. Change

Enable change to achieve the envisioned future state.

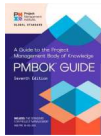


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Changes In Structure and Contents

The 8 performance domains

1. Stakeholders
2. Team
3. Life cycle
4. Planning
5. Project work
6. Delivery
7. Uncertainty
8. Measurement




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

Changes In Structure and Contents  

The 8 performance domains

Performance domains focus on outcomes, not outputs




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Changes In Structure and Contents  

The 8 performance domains => Outcomes

1. Stakeholders	=> Interactions and relationships
2. Team	=> High performance
3. Development approach & life cycle	=> Appropriate development approach
4. Planning	=> Organized, elaborated, and coordinated work
5. Project work	=> Enabling the team to deliver
6. Delivery	=> Strategy execution, advancing business objectives delivery of intended outcomes
7. Measurement	=> Acceptable performance
8. Uncertainty	=> Activities and functions associated with risks and uncertainty




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Changes In Structure and Contents  

Tailoring

The deliberate adaptation of the project delivery approach, processes, methods, and artifacts to make them appropriate for the environment and project



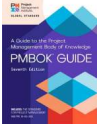
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Changes In Structure and Contents

Models, methods, and artifacts

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Models: Small-scale simplified versions of reality



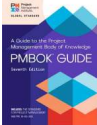
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Changes In Structure and Contents

Models, methods, and artifacts

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Methods: Means of achieving outcomes, outputs, or results



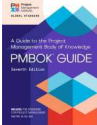
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Changes In Structure and Contents

Models, methods, and artifacts

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Artifacts: Templates, documents, outputs, or deliverables



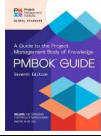
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Changes In Structure and Contents


The new part, section & chapter structure

7th Edition

1. The Standard for Project Management
 - Introduction
 - System for value delivery
 - 12 Principles
2. A Guide to the Project Management Body of Knowledge
 - 8 performance domains
 - Tailoring
 - Models, methods, and artifacts
3. Appendices, glossary, and index



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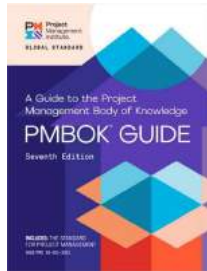
How the PMBOK Guide® Connects to PMI Certifications

Oliver F. Lehmann, MSc, ACE, PMP / Herbert G. Gonder, MSc., ACE, PMP, PMI-ACP

How the PMBOK Guide® Connects to PMI Certifications

Questions arise for educators and practitioners

- How will the *PMBOK Guide* 7th Edition influence certification?
- And when?



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