

PMBOK Guide 7th Edition

Changes – Impacts

12 March 2021, PMI Germany Chapter

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.



Survey #1

Go to
www.menti.com
and use the code
3821 8321



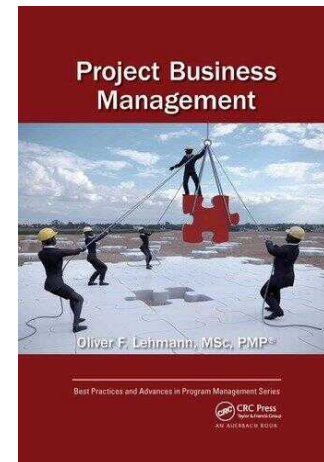
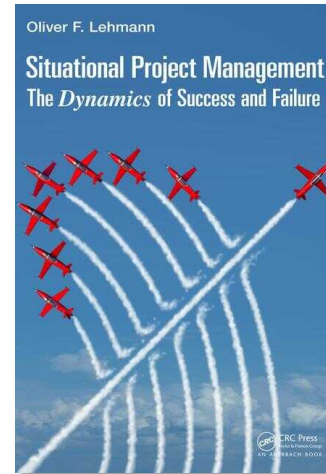
Oliver F. Lehmann

- Born 1957, married, 4 children, 2 grandchildren
- University studies in Stuttgart, Liverpool
- Degrees:
 - Master of Science in Project Management
 - Approved Consultant & Educator in Project Business Management (ACE)
 - Project Management Professional (PMP)
 - Authorized Training Partner Instructor
- PM practitioner (since ~1983), trainer (since 1995)
- Assignments in Europe, Asia, and USA
- Active at Project Management Institute (PMI®)
 - Member (since 1998)
 - Volunteer in various roles (since 2001)
 - President of the PMI Southern Germany Chapter e.V. (2013 – 2018)



Oliver F. Lehmann - Publications

- Situational Project Management:
The *Dynamics* of Success and Failure
 - ISBN: 9781498722612
 - <https://www.routledge.com/9781498722612>
- Project Business Management
 - ISBN: 9781498722612
 - <https://www.routledge.com/9780367522070>
- Articles at PM World Journal
 - 32 articles
 - Focus: Project Business Management
 - <https://pmworldlibrary.net/authors/oliver-f-lehmann/>

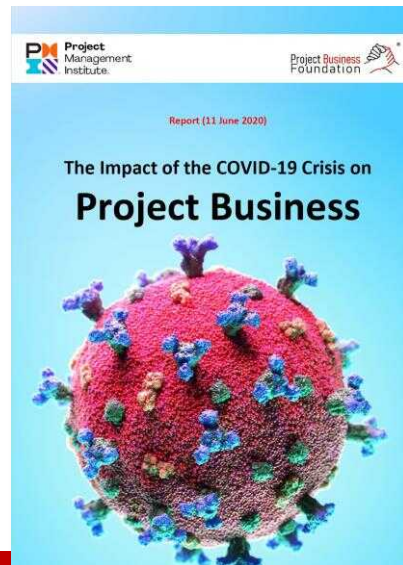


ARTICLES AND PAPERS

- ★ Contract Risks for Project Vendors (Project Business Management) - Series Article - Lehmann - October 2020
- ★ David, Goliath, and Artificial Intelligence in Project Business - Series Article - Lehmann - August 2020
- ★ The Great Challenge: Project Contracting - Series Article - Lehmann - June 2020
- ★ When The Game Is On Again (Project Business Management) - Series Article - Lehmann - May 2020
- ★ Survival Hints for Project Business - Series Article - Lehmann - April 2020
- ★ The Freelancer's Story (Project Business Management) - Series Article - Lehmann - March 2020
- ★ Conflict Resolution in Project Business - Series Article - Lehmann - February 2020
- ★ Sleepless in Project Management - Series Article - Lehmann - December 2019
- ★ On the Subject of Contracts and Legal Systems - Letter to the Editor - Lehmann - November 2019
- ★ Supply Chains Versus Project Supply Networks - Series Article - Lehmann - November 2019
- ★ Taking Care of (Project) Business - Series Article - Lehmann - October 2019
- ★ The Cooperative Transformation - Series Article - Lehmann - August 2019
- ★ Are you ready for Success as a Project Vendor? - Series Article - Lehmann - June 2019
- ★ Healing Conflicts in Project Business (Project Business Management) - Series Article - Lehmann - May 2019
- ★ When There is No Way Out - The Sunk Cost Dilemma - Series Article - Lehmann - April 2019
- ★ Before You're Bound Forever... - Series Article - Lehmann - January 2019
- ★ A Health Check for a Portfolio with Customer-Facing Projects (Project Business Management) - Series Article - Lehmann - December 2018
- ★ Bringing Strangers into the Projects (Project Business Management) - Series Article - Lehmann - November 2018
- ★ Projects as Profit Centers—Must We Go Back to Square One Again? - Series Article - Lehmann - October 2018
- ★ Mission Failure at LIDL - But Actually, What was the Mission? - Series Article - Lehmann - August 2018
- ★ Dealing with Project Supply Networks (PSNs), Be a Connective Leader - Series Articles - Lehmann - July 2018
- ★ The Great Talent Gap in Project Business Management - Series Articles - Lehmann - June 2018
- ★ Be the Project (Business) Manager that People Think You are and Get Paid as That! - Series Articles - Lehmann - May 2018
- ★ Let's Talk Money (Project Business Management Series) - Series Articles - Lehmann - February 2018
- ★ Freebie Projects and The Project Business Management Office - Series Articles - Lehmann - December 2017
- ★ Leading Project Teams Across Corporate Borders - Series Articles - Lehmann - November 2017
- ★ Crisis in Your Customer Project? Try Benefit Engineering - Series Articles - Lehmann - October 2017
- ★ Managing Portfolios and Programs in Project Business Management - Series Articles - Lehmann - September 2017
- ★ Project Supply Networks (PSNs) - Series Articles - Lehmann - August 2017
- ★ Customer Projects: What is the Future of the Business? - Featured Papers - Lehmann - February 2017
- ★ An Introduction to a Typology of Projects - Series Articles - Lehmann - December 2016

Oliver F. Lehmann

- Project Business Foundation
 - Co-founder and President (since 2019)
 - <https://www.project-business.org/>
- Association for project business management
- Cooperation partner with PMI
 - Example: Joint study on the impact of COVID-19 on project business



Project Business Foundation

Home Members Basics Partnering Programs Contact

The Home of Project Business

GET RECOGNIZED AS AN EXPERT

JOIN OR LOG IN

BECOME A CORPORATE PARTNER

The Project Business Foundation

We are the home association for professionals and organizations involved in **Project Business**. A community of project business professionals and organizations. Welcome!

- You are a project customer or a contractor, and you know how to do project business? Join us and show others, how you do it.

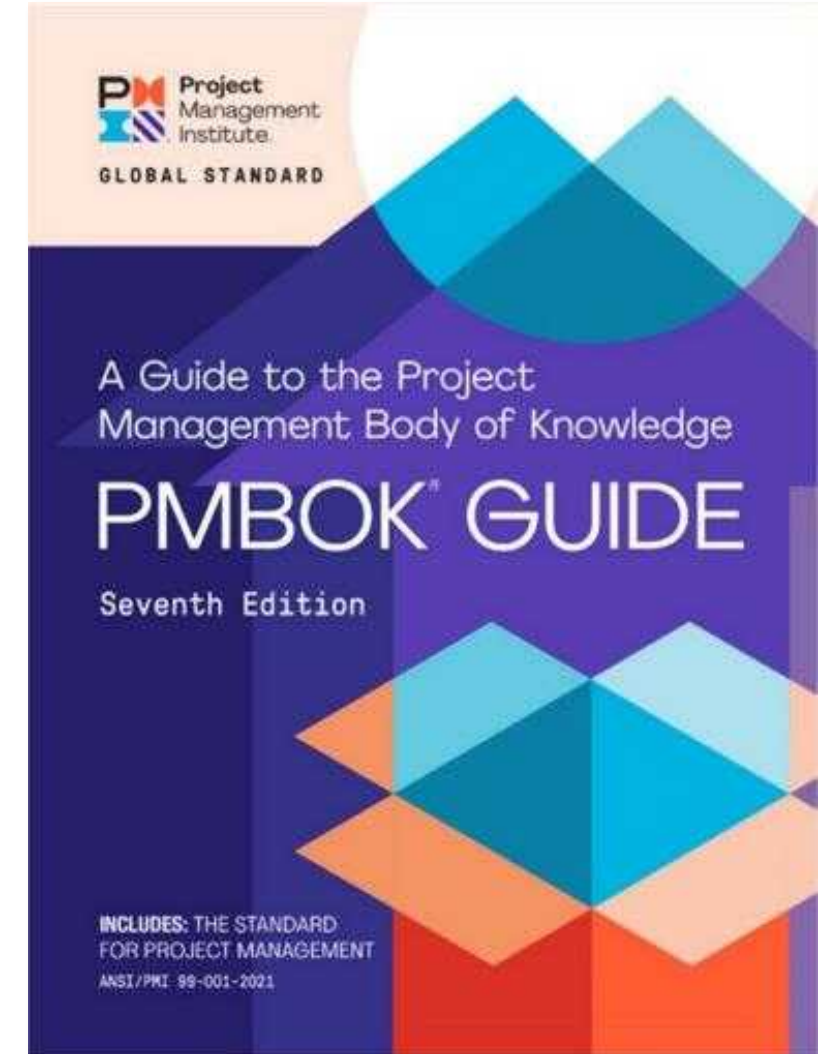
Survey #2

Go to
www.menti.com
and use the code
1731 9392



The topics for today

- Some myth-busting, please?
- The context – what happened so far...
- Changes in structure and contents
- How the *PMBOK Guide* connects to PMI's certifications



Note: Information given in this presentation is preliminary

Survey #3

Go to
www.menti.com
and use the code
1998 6072



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.



Myth #1:

The *PMBOK Guide* is the PMBOK.



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.



Myth #2:



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

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.



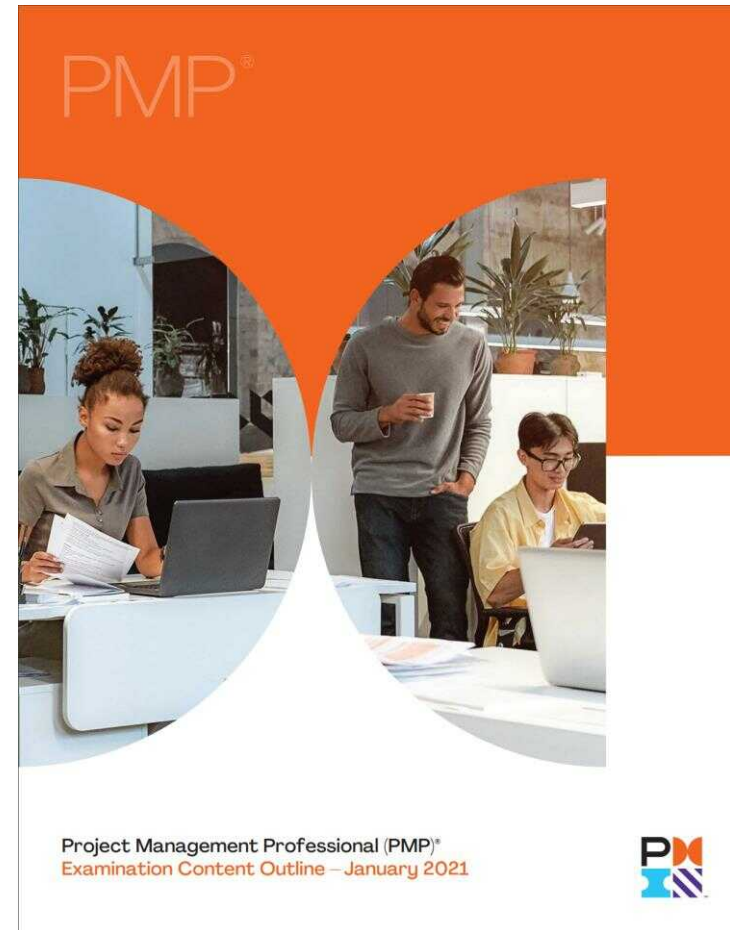
Myth #3:

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



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
 - Relevanceof exam items.



Myth #4:



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

Myth #4 – busted:

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

Adriano Jose da Silva Neves	Les Foley, MPM, PMP	David G. Hendrickson, PMP	M. Raashid Kiani, PMP, CSM	Nancy Lopez	Lubomira Mihalova, MBA, PMP
Hernán D Adamo, MPM, PMP	Gloria Folle Estrada, PMP	Barbara Henrich	Taeyoung Kim, PMP	Samuel López González de Murillo,	Gloria J. Miller, PMP
Michelle Daigle, PMP	Frank P. Forte, PMP	Baruch Herrera	Ariel S. Kirshbom, PMP, ACP	MPM, PMP	Romeo Mitchell, MSc, BSc
Larry C Dalton, PMP, PgMP	Laura Franch, PMP	Sergio Herrera-Apestigue,	Konstantinos Kirytopoulos,	Carlos López Javier, MBA, PMP	Mannan Mohammed, Peng, PMP
Farshid Damirchilo, MSc	Nestor C. Gabarda Jr., ECE, PMP	PMP, P30	PhD, PMP	Zheng Lou, MBA, PMP	Venkatram Vasi Mohanvasi
Tran Dang	Jaime Garcia Castro, PMP	Robert Hierholtz, PhD, MBA, PMP	Ian Koenig PMP	Sérgio Lourenço, PMP, PMI-RMP	Ricardo Monteiro
Teodor Darabaneanu, PMP, MEng	Sam Ghavanloo, PMP	Robert N. Higgins V,	Athens Kollias, MPM, PMP	Catla Lourenço	Paula Morais
Russell W. Darnall, DM, PMP	Ing Gustavo Gianattasio	PMP, ITIL Expert	Henry Kondo, PMP, PMP	Hugo Kleber Magalhães Lourenço,	Maciej Mordaka, PMP
Edson G. Freitas, PMP	MBA, PMP	David A. Hillson, PhD, PMI Fellow,	Maciej Koszykowski,	MPM, ACP	Rachel A. Morris, PMP
Jean-Michel de Jaeger, EMBA, PMP	Sheila Gibbs	HonFAPM	PMP, PMI-RMP	Amy S. Lugibihl, PMP	Doris Moss
Maria Angela de Souza Fernandes	Carl M. Gilbert, PMP PMP	Shirley Hinton, PMP	Rouzbeh Kotobzadeh,	Sergio O. Lugo, MBA, PMP	Henrique Moura, PMP, PMI-RMP
Allan E. Dean PMP, PgMP	Theofanis Giotis, PhDc, PMP	Kenji Hiraishi, MSc, PMP	PMP, PMI-ACP	Vijayar Prasanth M. L., PMP, MCTS	Timur Mukharyamov, PhD, PMP
G. Murat Dengiz, PMP	José Abranches Gonçalves,	Lenora Holmsten, PMP, MPM	Srikanth Krishnamoorthy,	José Carlos Machicao, MSc, PMP	Antonio Muntaner, PMP
Valerie P. Denney, DBA, PMP	MSc, PMP	Jenny Anne Horst-Martz, JD, PMP	PMP, PGDSA	Frederick G. Mackaden,	Muktesh Murthy, MBA (IS), PMP
Jacqueline E. Dennis, PMP, PgMP	Juan Carlos González,	Alfred J. Howard, PMP, ITIL Expert	Amit Kumar	CRISC, PMP	Lemya Musa M. Idris,
Konika Dey, MCA, PMP	PMP, PMI-ACP	Cynthia L. Hoxey, PMP	Devesh Kumar	Jas Madhur	PMP, PMI-PBA
Cyndi Snyder Dionisio, MBA, PMP	Jean Goux, PMP, PgMP	Gheorghe Hriscu, PMP, CGEIT	Pramit Kumar, PMP	Krishan Gopal Maheshwari,	Khalid M. Mulesh, PMP, PMI-RMP
Ajay Kumar Dixit, MBA, B Tech	Therese Graff	Ananth HV PMP, CSM	Rakesh Kumar, MBA, PMP	PMP, ITILV3 Expert	Syed Ahsan Mustaqeem, PE, PMP
Roland Doerr, MSc, PMP	Scott M. Gratius, PMP, CSM	Guillermo A. Ibañez, PMP, ITIL	Santosh Kumar	Konstantinos Mallakas,	Todd Nielsen Myers, MBA, PMP
Rex Wotan Dominguez Chang	Brian Grafsgaard, PMP, PgMP	Victor Manuel Ibanez Salazar,	S. Y. Satish Kumar	MSc (PM), PMP	Narayanawamy Nagarajan, PMP
Jorge Duenas-Lozano	Sara Grilli Colombo	PMP, MA	Abhilash Kuzhikat, PMP, CISA	Rich Maltzman, PMP	Kiran Nalam
Stephen M. Duffield, MPM, CPPD	Anita Griner	Waleed Idris	Thierry Labriet	Vaios Maniotis	Faig Nasibov, PMP
Josée Dufour, PMP	Maxim Grishin, PhD, PMP	Shuichi Ikeda, PMP	G.Lakshmi Sekhar, PMP, PMI-SP	Antonio Marino, PMP, PMI-ACP	Asad Naveed, PMP, RMP
Darya Duma, PEng, PMP	Robert C Grove, MBA, PMP	Andrea Innocenti PMP, CGEIT	Boon Soon Lam	Gaitan Marius Titi, Eng, PMP	Serge Patrick N'Guessan,
Keiran J. Dunne, PhD	David Guan, PMP	Can Izgi, PMP	Vincent Hiu Sing Lam, PMP	Photoula Markou-Voskou	MSIS, PMP
Awab Elameer, PMP, PMI-SP	Juan E. Guarache, V, BEng, PMP	Pablo Jaramillo	Ruchie Lamba	Lou Marks, PMP	Praveen K. Nidumolu,
Khaled EL-Nakib, MSc, PMP	Pier Luigi Guida	Tariq Javed, MS, PMP	Deborah Langlois MBA, PMP	Cristian Martin Corrales, MPM, PMP	PMP, PMI-ACP
Yasir Elsadig, PMP, PMP	Vijay Guliani, PMP, PMI-PBA	Cari Jewell, PMP, MISST	Alvaro Latorre, MSc, PMP	Mike McElroy, MHA, PMP	Eric Nielsen, PMP
Majdi N. Elyyan, PMP, PMI-RMP	Tomasz Gutmanski	Gabriela Jimenez P.	Oliver Lazar	Jon McGlothlin, MBA, PMP	Jeffrey S. Nielsen, PMP, PgMP
Pedro Engrácia	Omar Haddad, CAPM, PMP	Icivillajoe Joe	Chang-Hee Lee, PMP, CISA	William T. McNamara, PMP	Victor Nieva Martin-Portugues, PMP
Mark W. Erwin, PMP, PMI-ACP	Mustafa Hafizoglu, PMP	Tony Johnson, PMP, PMP	Cheryl G. Lee, PMP, PMI-PBA	Rob D. Meadows, MBA, PMP	Michael C. Nollet, PMP, PMI-ACP
Behnam Falzabadi, PhD, PMP	Yoshifumi Hamamichi	Michele J. Jones, PMP	Oliver F. Lehmann, MSc, PMP	Alain Patrick Medenou,	Takamasu Nomura
Marco Falcao, PMP, PMI-RMP	Simon Harris, PMP, CGEIT	Yves Jordan, PMP	Michael J. Leisegang, PMP	PMP, PRINCE2 Practitioner	Ernesto Antonio Noya Carbajal
Pulian Masudi Far, PhDc, PMP	Patti M. Harter, PMP	Alisher Kabilidjanov, PMP	Craig Letavec, PgMP, PMP	Lourdes Medina, PMP, PMP	Mufaro M. Nyachoto,
Jamil Faraj	Sean Shraden Hasley, MSIT-PM	SS Kanagaraj, PMP, ITIL	Jean-Pierre Lhomme, PMP	Peter Berndt de Souza Mello,	PMI-PBA, CAPM
Saurater Faraday, PMI-RMP	Ahmed Hassan	Naoki Kasahara, PMP	Junquan Liu	PMI-SP, PMP	Conor O'Brien,
Fereydoun Fardad, PMP, PRINCE2	Akram Hassan, PhD, PMP	Arcady Katnikov	Shihuan Liu	Yan Bello Mendez	MBA (Tech Open), PMP
Sergio Ferreto Gutiérrez,	Susumo Hayakawa, PMP	Suhail Khaleid	Tong Liu (James Liu), PhD, PMP	Ernst Menet, PMP	Peter O Driscoll
MPM, MBA	Bruce A. Hayes, PMP	Basher Khalil	Anand Loganathan, MS	Sunil Meshram, PMP	Michael O. Ogberuor, PMP, EVP
David Foley, MBA	Guangcheng He, PMP	Aaron Ho Khong, PMP, ITIL Expert	Anand Lokhande, PMP	Mohammed M'Hamdi, PMP	Baylonie Oladoja, PMP, PRINCE2

Myth #5:



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

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)

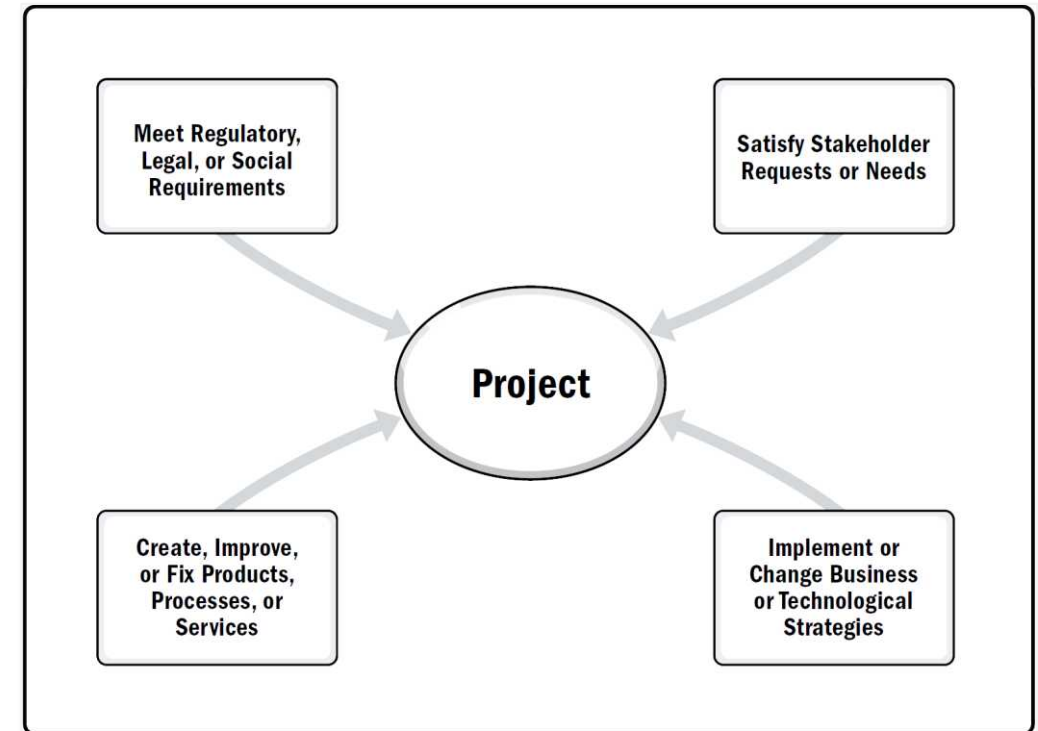
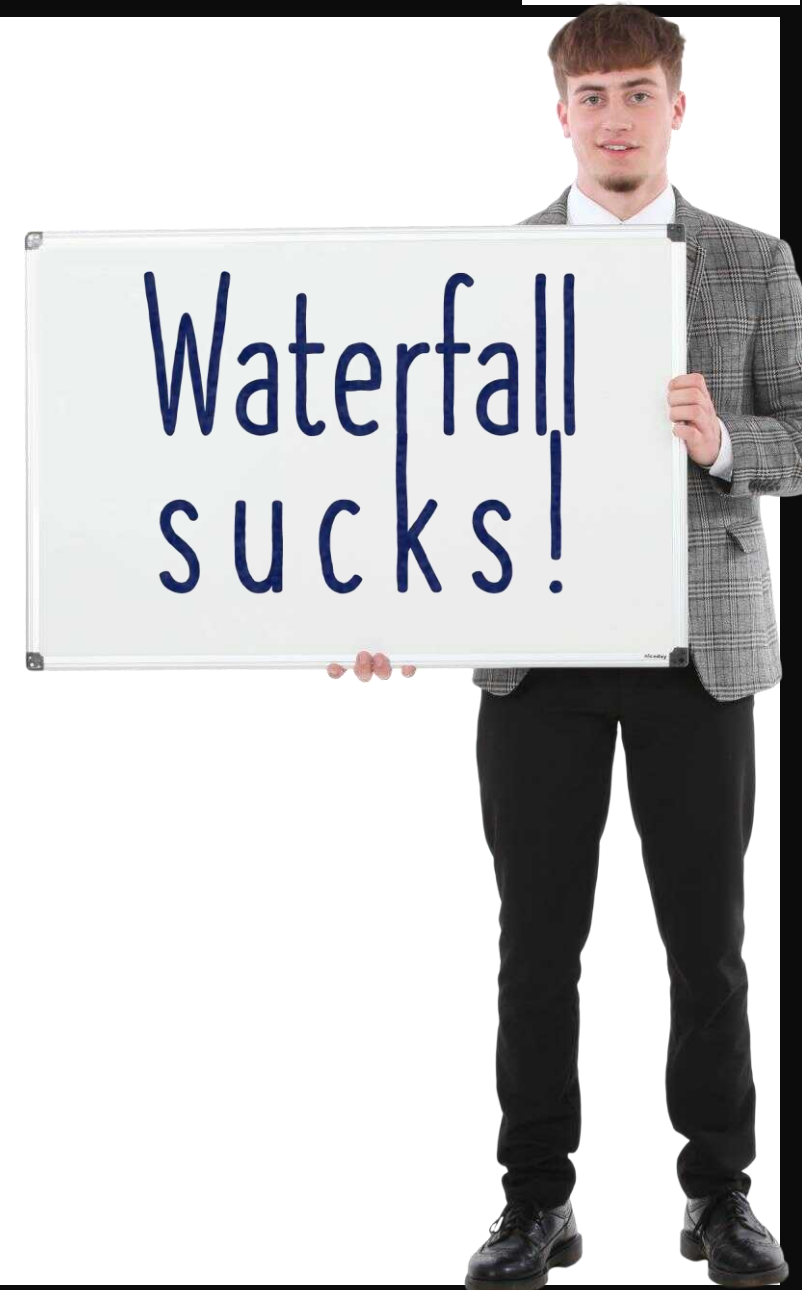


Figure 1-2. Project Initiation Context

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.**

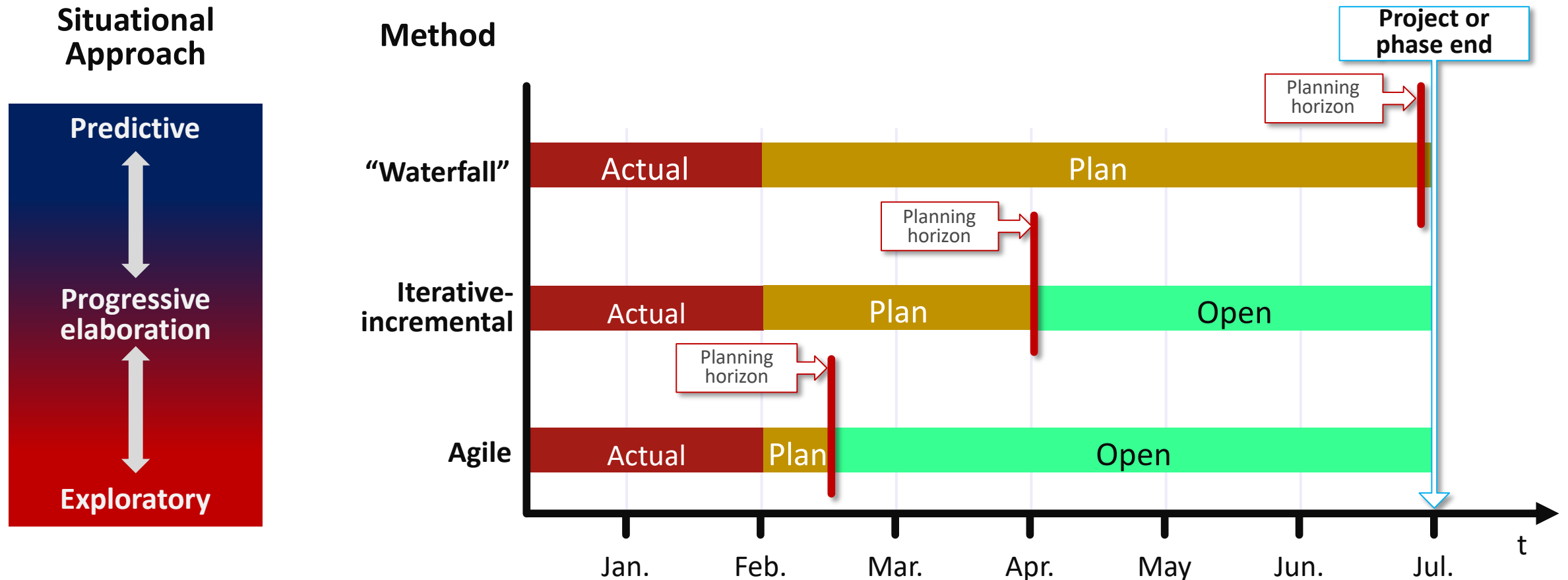
Myth #6:

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



Myth #6 – busted:

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



Myth #7:

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



Myth #7 – busted:

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

David Beckham



Christiano Ronaldo

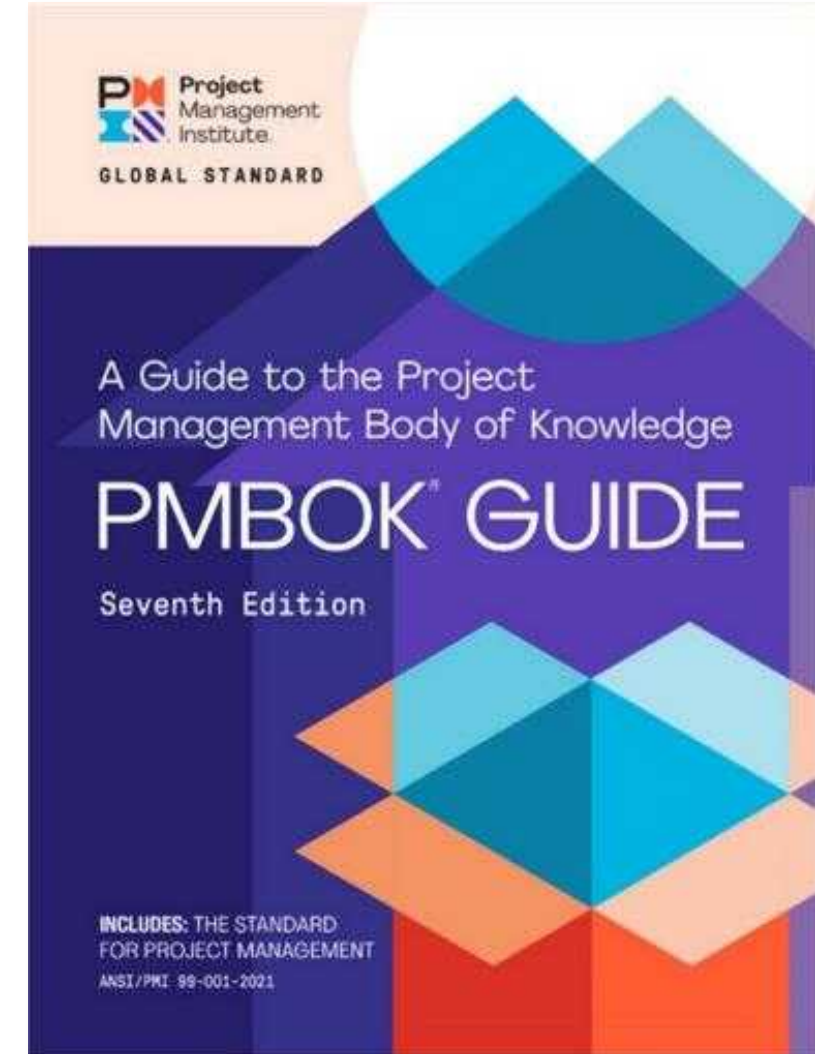


- It also says that the body of knowledge of project management is constantly evolving.

The Context – What Happened so Far...

Understanding the changes

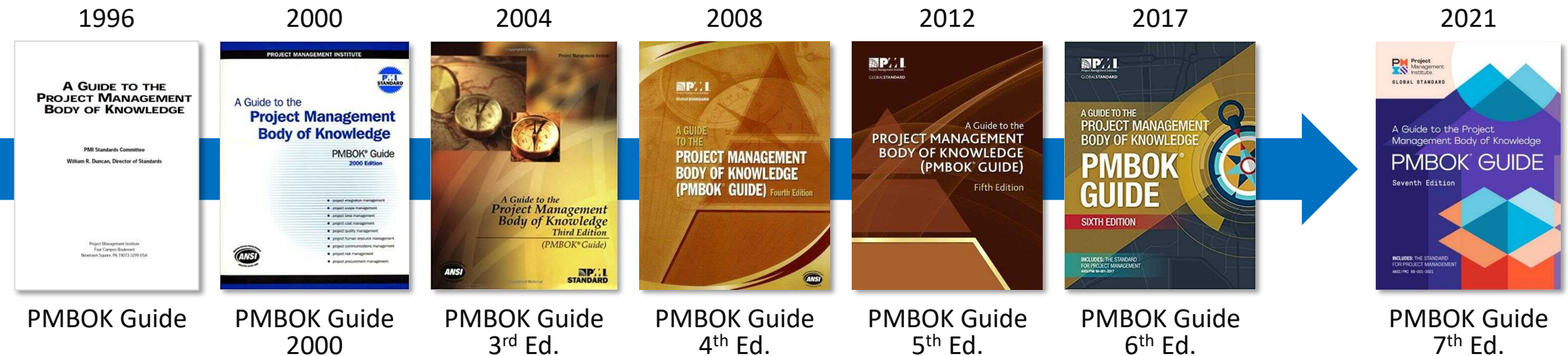
- ...is often easiest with a look into history.
- ...is best done with a look at the addressed challenges.



The Context – What Happened so Far...

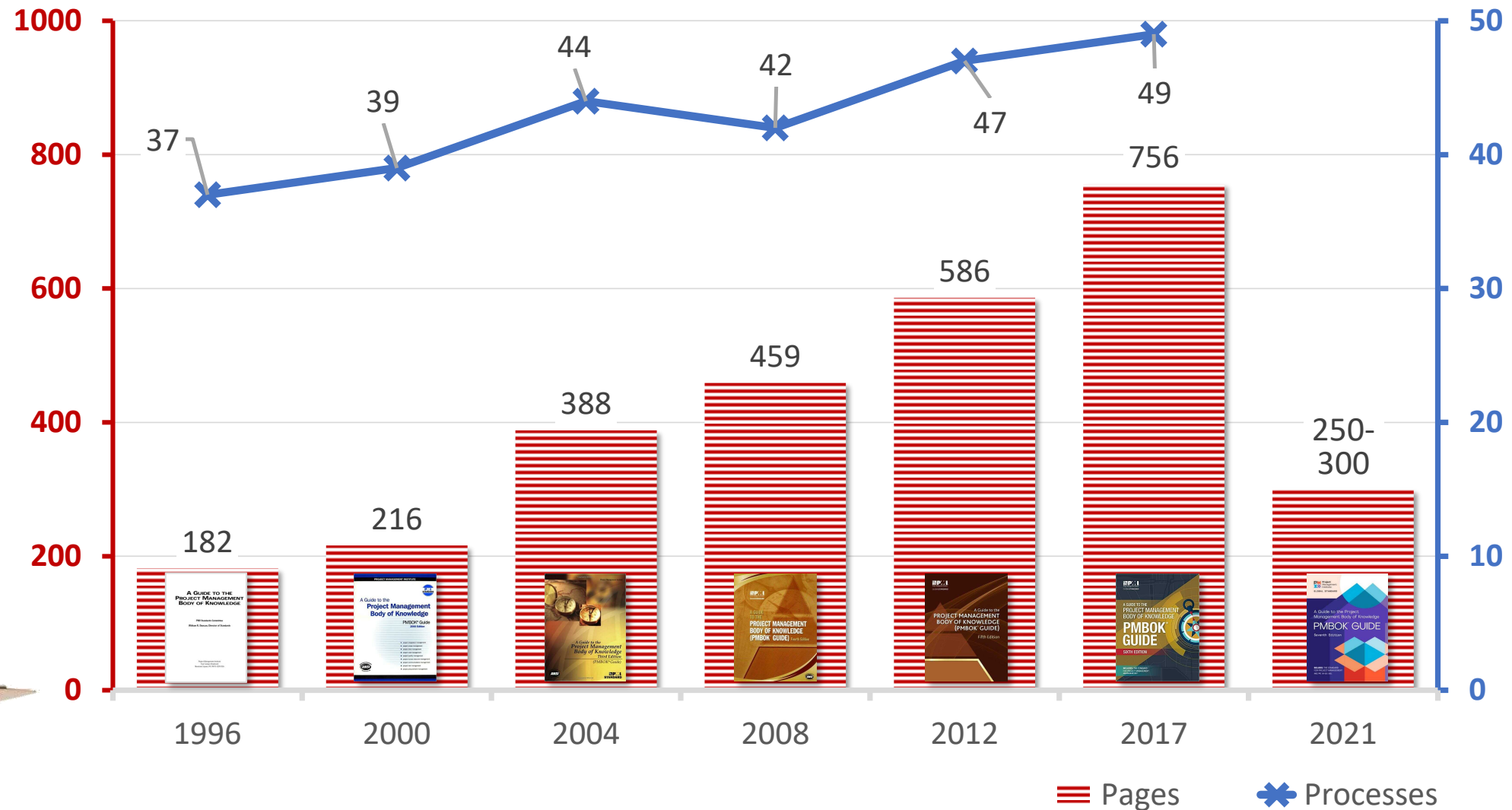
Evolution of the PMBOK / PMBOK Guide

- 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:



The Context – What Happened so Far...

Evolution of the PMBOK / PMBOK Guide



Evolution of the PMBOK / PMBOK Guide

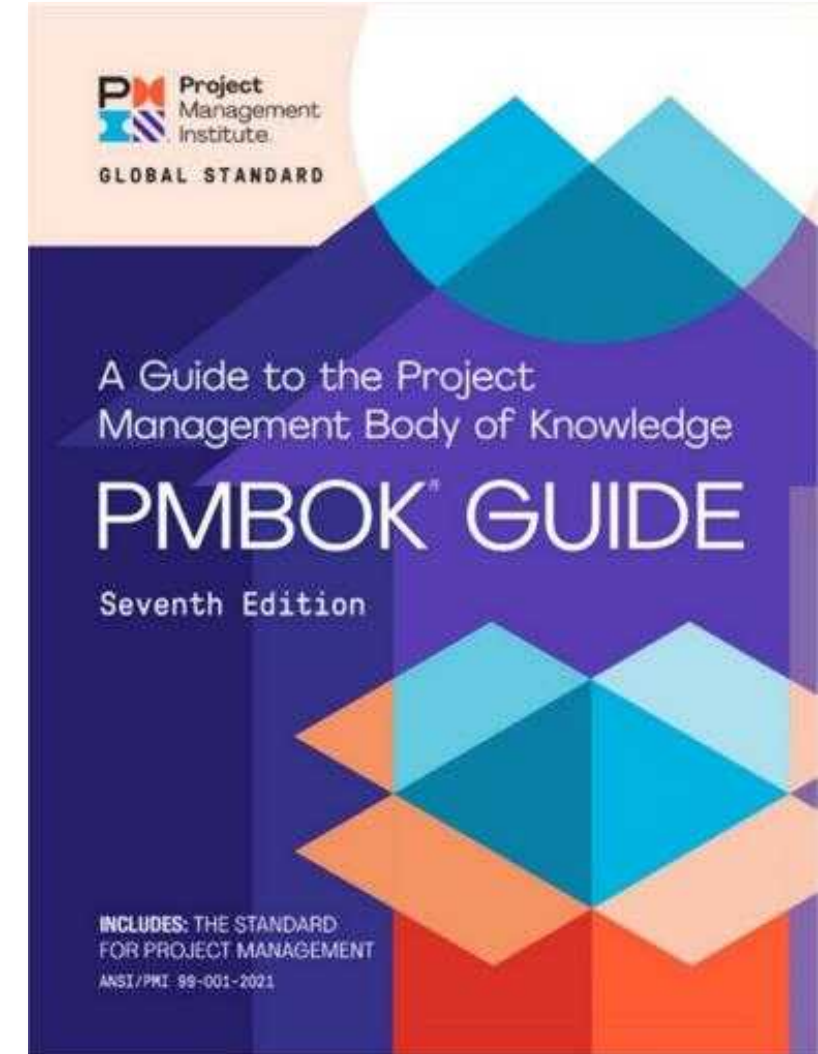
- Further development would have been challenging.
 - The book became voluminous.
 - The number of processes became overwhelming.
 - The level of detail became too deep.
- A restart seemed unavoidable.



Changes In Structure and Contents

Restarting the PMBOK Guide

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



Part, section & chapter structure

6th Edition

1. A Guide to the Project Management Body of Knowledge
 - Introduction
 - The environment, in which projects operate
 - The role of the project manager
 - 10 knowledge areas
2. The Standard for Project Management
 - Introduction
 - 5 process groups

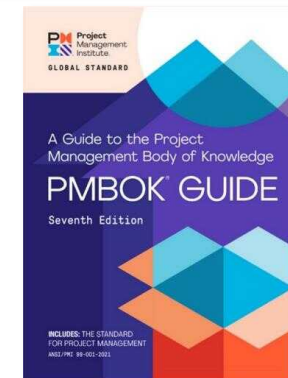
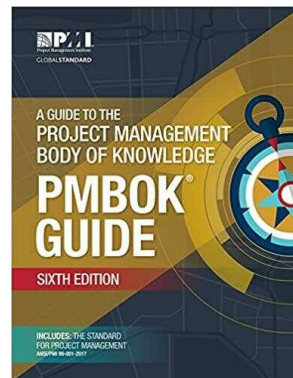


7th Edition

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

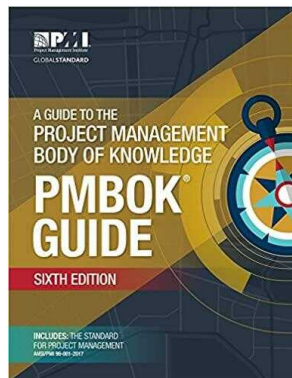


Overall approach

6th Edition

Focus on what things are:

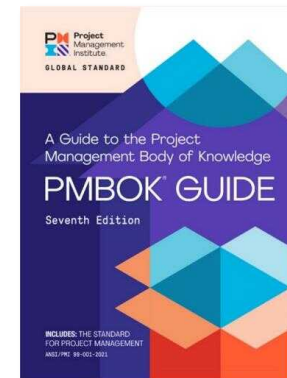
- Inputs
- Tools & techniques
- Process outputs



7th Edition

Focus on things that help bring value:

- Principles (broad statements that guide us through our thoughts and actions)
- Mindsets
- Actions & behaviors

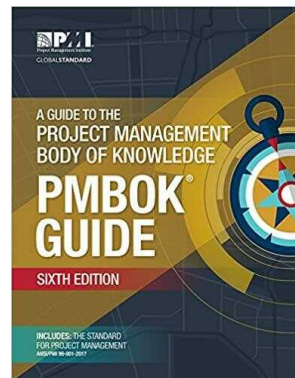


Design approach

6th Edition

Based on

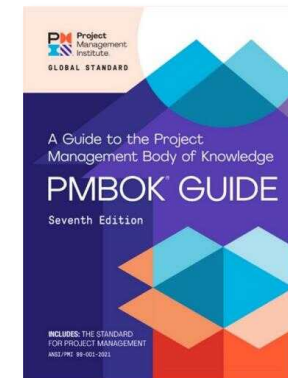
- Process groups
- Knowledge areas
- Processes



7th Edition

Based on

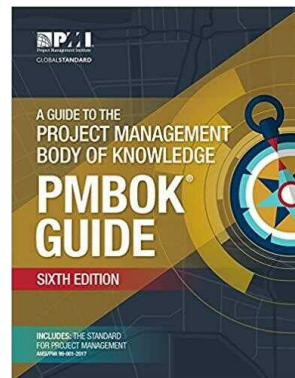
- Customer focus
- Areas of activity
- Performance outcomes
- Tools, techniques, artifacts, and framework



Application

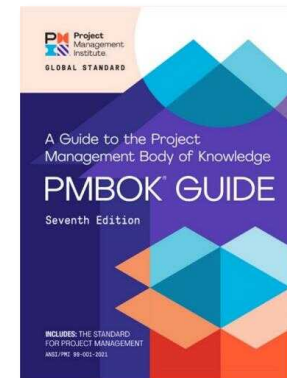
6th Edition

“Good practice for most project most of the time.”



7th Edition

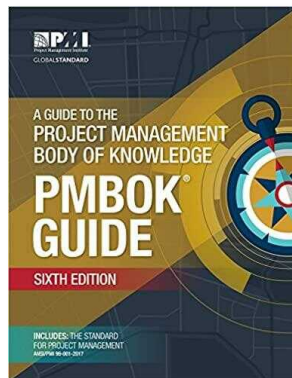
Principle statements and a systems view, applicable for all projects



Target audience

6th Edition

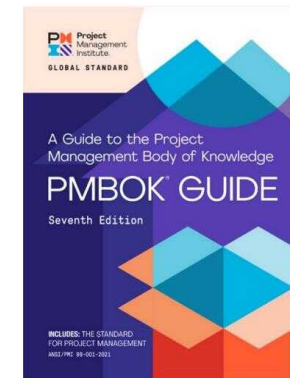
Primarily project managers



7th Edition

Anyone involved in the project in a supervising function, including

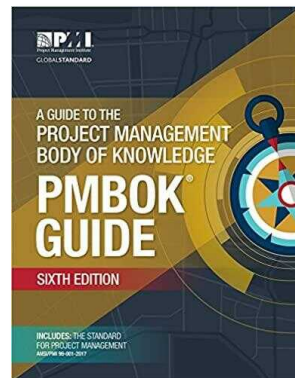
- Project lead
- Project sponsor
- Product owner



Tailoring guidance

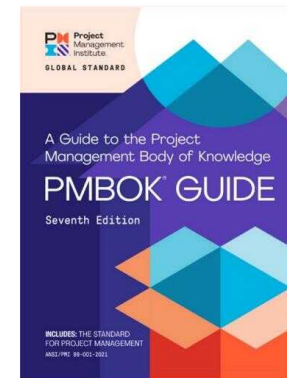
6th Edition

Tailoring referenced but no guidance provided



7th Edition

Specific tailoring guidance provided



Structural elements

6th Edition

Process groups

Knowledge areas

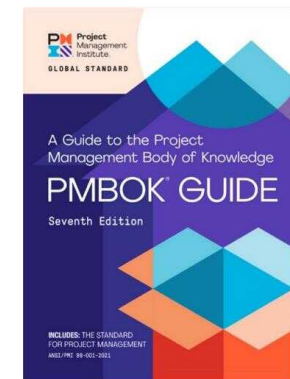
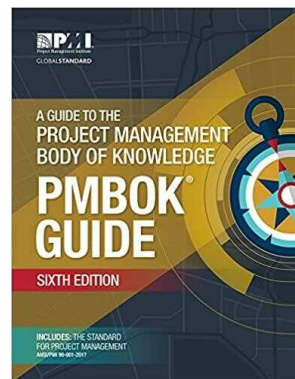
7th Edition

Principles

Performance domains

Section on tailoring

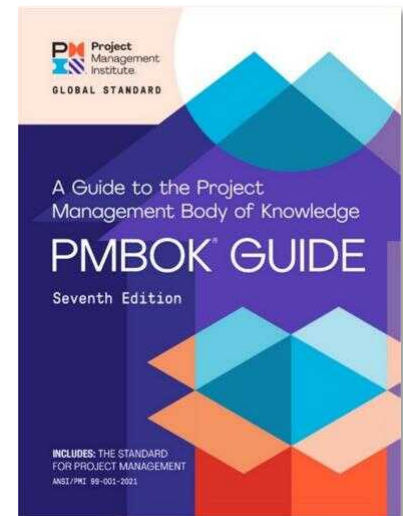
Common models, methods and artifacts



The 12 project delivery principles

1. Stewardship

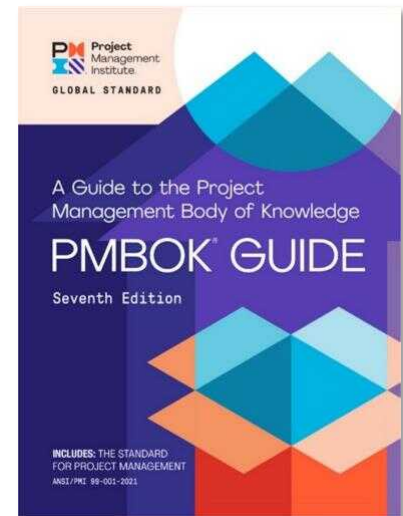
Be a diligent, respectful, and caring steward.



The 12 project delivery principles

2. Team

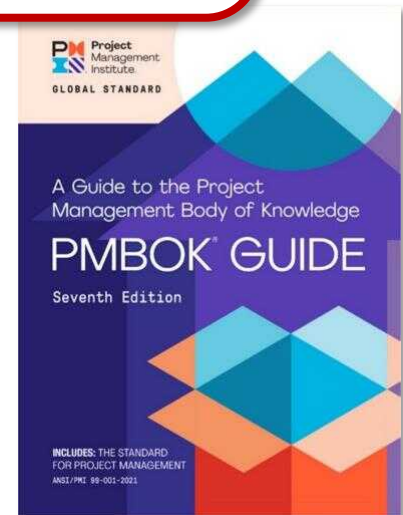
Build a culture of accountability and respect.



The 12 project delivery principles

3. Stakeholders

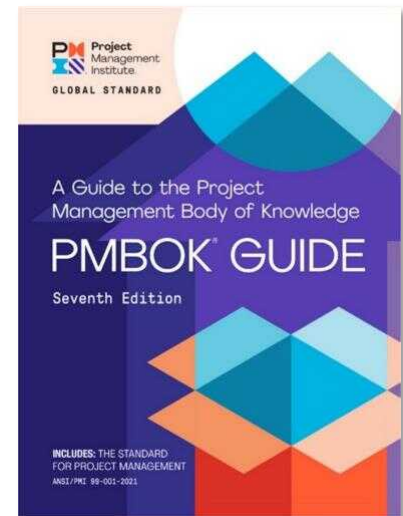
Engage stakeholders to understand their interests and needs.



The 12 project delivery principles

4. Value

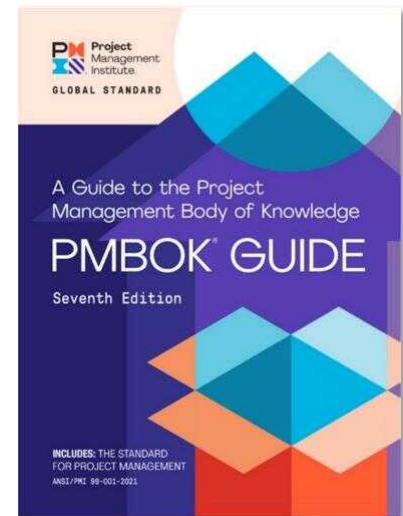
Focus on value.



The 12 project delivery principles

5. System thinking

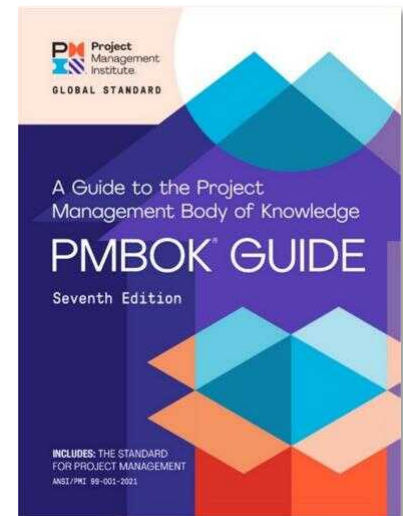
Recognize and respond to systems' interactions.



The 12 project delivery principles

6. Leadership

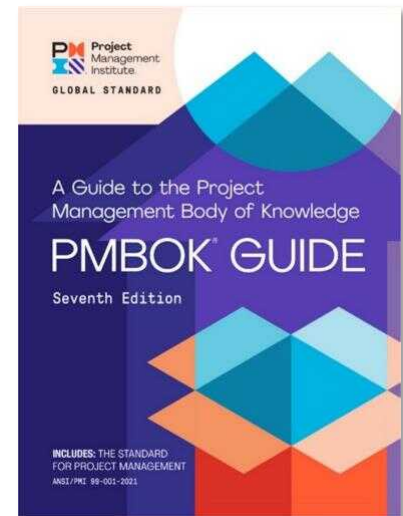
Motivate, influence, coach, and learn.



The 12 project delivery principles

7. Tailoring

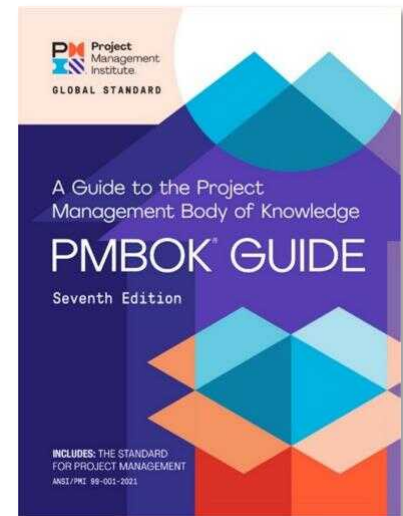
Tailor the delivery approach based on context.



The 12 project delivery principles

8. Quality

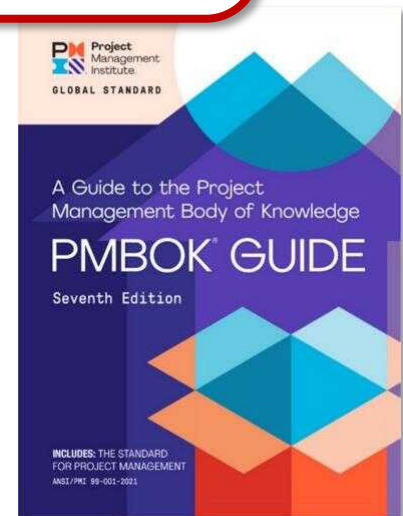
Build quality into processes and results.



The 12 project delivery principles

9. Complexity

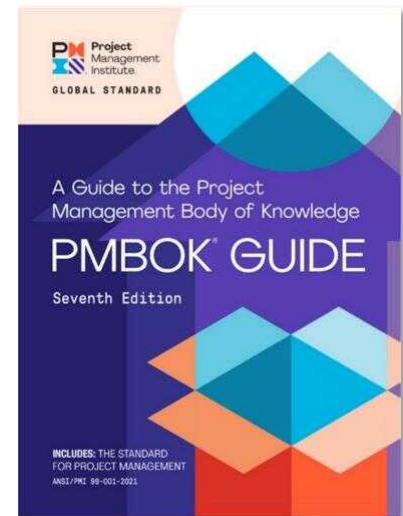
Address complexity using knowledge, experience, and learning.



The 12 project delivery principles

10. Risk

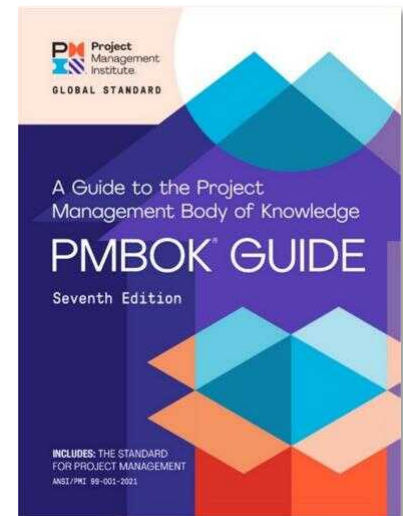
Address opportunities and threats.



The 12 project delivery principles

11. Adaptability and resilience

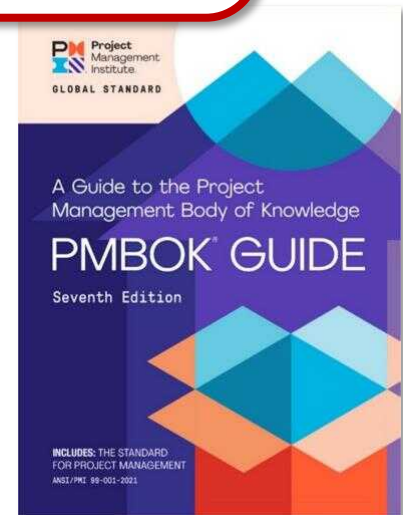
Be adaptable and resilient.



The 12 project delivery principles

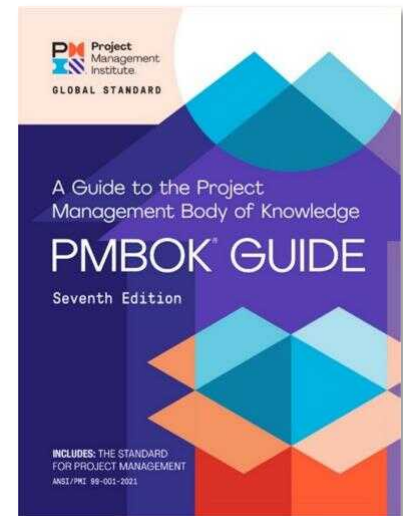
12. Change

Enable change to achieve the envisioned future state.



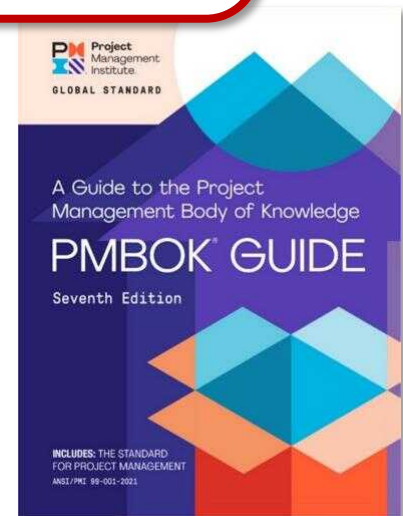
The 8 performance domains

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



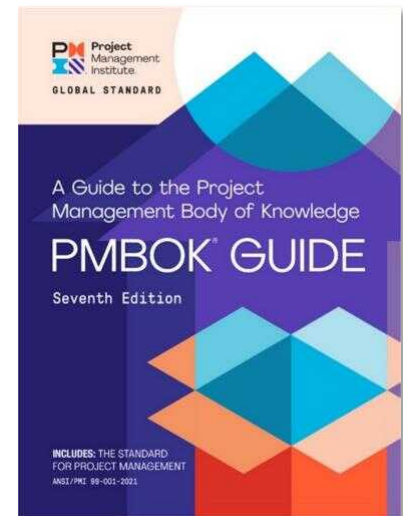
The 8 performance domains

Performance domains focus on outcomes, not outputs



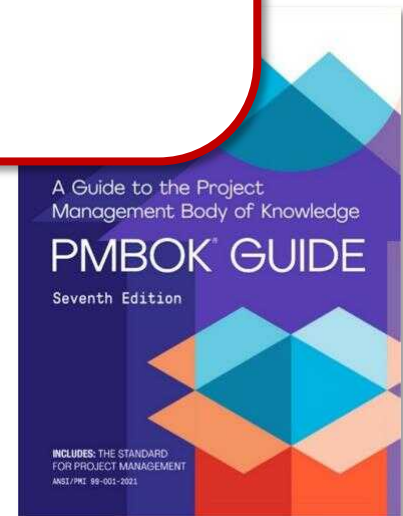
The 8 performance domains => Outcomes

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



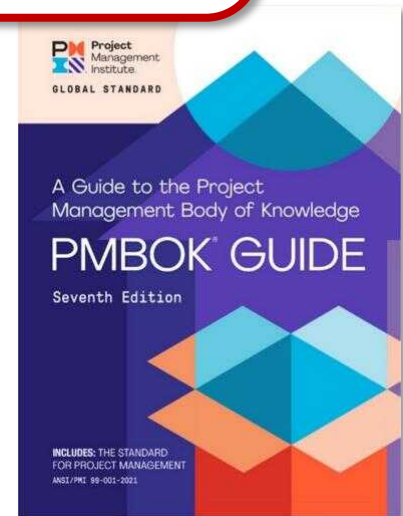
Tailoring

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



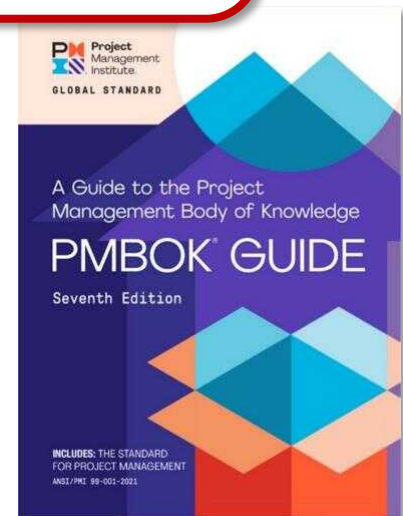
Models, methods, and artifacts

Models: Small-scale simplified versions of reality



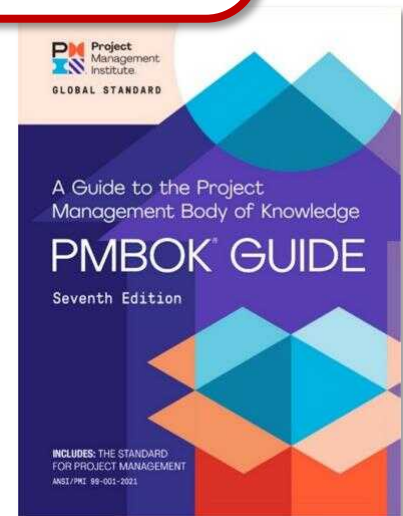
Models, methods, and artifacts

Methods: Means of achieving outcomes, outputs, or results



Models, methods, and artifacts

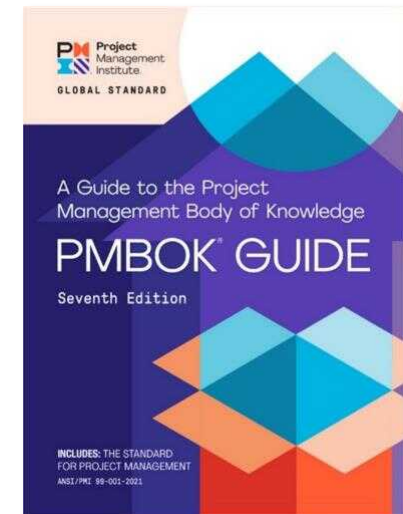
Artifacts: Templates, documents, outputs, or deliverables



The new part, section & chapter structure

7th Edition

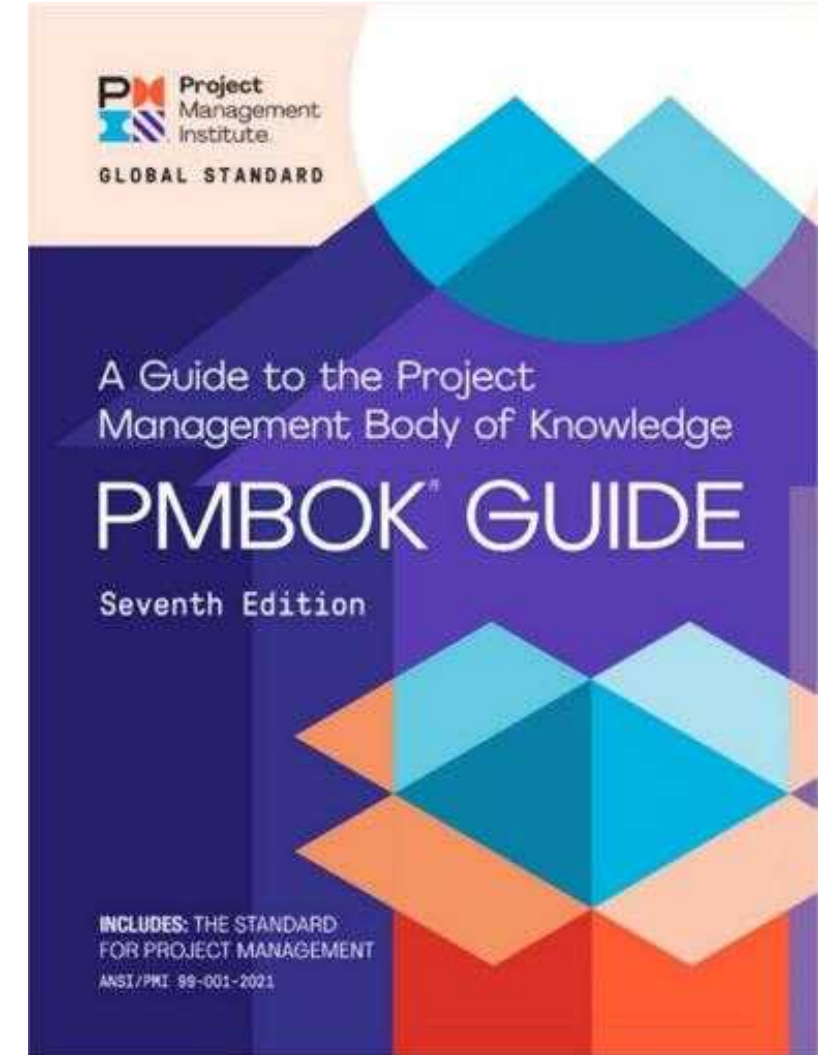
1. The Standard for Project Management
 - Introduction
 - System for value delivery
 - 12 Principles
2. A Guide to the Project Management Body of Knowledge
 - 8 performance domains
 - Tailoring
 - Models, methods, and artifacts
3. Appendices, glossary, and index



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?



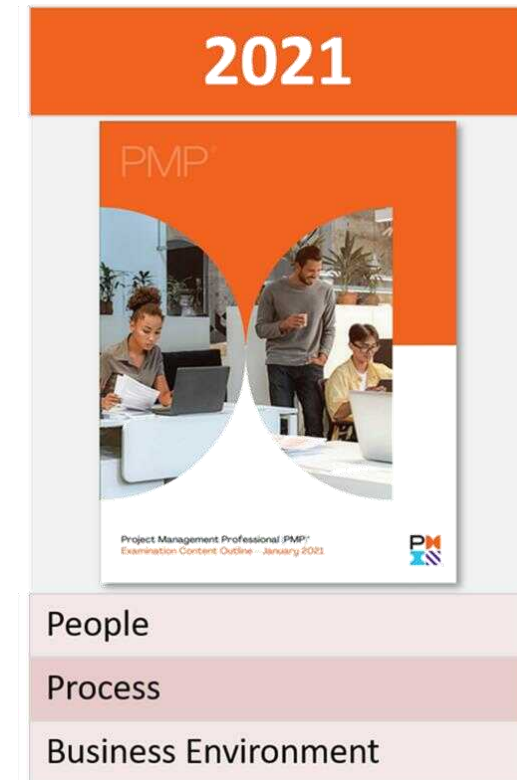
The PMP Examination Content Outline

- The syllabus (guiding document) for the PMP exam

2005	2010	2015	2021
			
Initiating	Initiating	Initiating	People
Planning	Planning	Planning	Process
Executing	Executing	Executing	Business Environment
Monitoring & Controlling	Monitoring & Controlling	Monitoring & Controlling	
Closing	Closing	Closing	
Professional Responsibility			

The PMP Examination Content Outline

- The 2021 PMP ECO
 - Valid from January 2021.
 - PMP exam items still reference to the *PMBOK Guide* 6th Edition (and other sources).
 - The adoption of the *PMBOK Guide* 7th Edition for the PMP exam may take place in the 2nd half of 2021.



People

Process

Business Environment

How the PMBOK Guide® Connects to PMI Certifications

Other PMI exams

- Adoption of the PMBOK Guide 7th Edition may take place later.
- PMI is rethinking the future of various certification.



Questions?



Contact me or follow me
on LinkedIn:



Survey #4

Go to
www.menti.com
and use the code
1222 8797

