Project Knowledge Managment

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1) Interview with Cyndi Snyder Dionisio

C: Let's move on, let's may be go to the PMBOK Guide and we start with Project Integration Management. What has changed here?

So, in Project Integration we actually have a new process

C: Oh, lovely

And is called Manage Project Knowledge, so Knowledge Management is part of the new PMP exam content outline, I saw that one coming from far away…

Is not in the control domain, we put it in Executing, what can I say… but knowledge management is knowledge management… right so… there a group of passionate knowledge management people who wanted a all new knowledge area and we did not do that

C: You evolved rather than lapt…

So we gave a process called Manage Project Knowledge and one of the things I think is a key shift in the sixth edition from the fifth edition is really emphasizing lessons learned and they're being collected I think we have lessons learned … So a lessons learned register is an output from Manage Project Knowledge and it then becomes a Project Document and so in a lot of processes you see Project documents updates and in probably 20 processes you see that you are updating the lessons learned register

So the fade is please do not wait to the end trying to do your lessons learned. I know that one of the things that we either on our own we updated our lessons to be lerned register at the end of every phase and we tried to implement changes based on that as we went out through the project…. So that is a big change

C: And it is also a way of showing how Agile has made his way into that with retrospective lessons learned which happen on a very very frequent basis

That's exactly right… so that's a really good point is Agile calls retropsective for still called lesson learned but that's is what you can tailor from Agile… it's just a word

You are still learning from the process

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2) Interview with…

Mercedes Martínez Sanz, PMP

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Master in Physics and PhD candidate, she is an experienced professional with extensive background in management of large IT projects and PMOs for banking and government.

As a passionate of methods and norms, she has collaborated as a SME at several PMI Standards and she has been a member of the Core Committee for the 5th and 6th Editions of the PMBOK. She was also involved in the ISO 21500 Standard on Project Management and is presently a member of the ISO TC/258 on Program and Portfolio Management.

- **Can you share with us your vision on the "duo": knowledge management and project management?**

Knowledge is an asset in strategic terms. It is what makes a company different from other company, and it is the basis for improvement and innovation. On the other hand, projects are the means by which Organizational Strategies are materialized.

Therefore, KM and PM are two of the elements that support the strategy of an organization, and can benefit from each other to produce better business results.

- **Is in your opinion the actual PMBOK and the next one more concentrated on the subject of sharing knowledge internally to the project or in capitalizing knowledge for future project at Enterprise level? If both, please explain**

We must be clear that the focus of the PMBOK is the "project" not the organization. Having said that, both aspects are not exclusive but complementary and both are desirable in a project.

We need to share knowledge internally to overcome difficulties, to solve problems, to gain efficiency, to analyze scenarios, etc Team members contribute their know-how to achieve the project objectives.

But at the same time, projects can benefit from the previous experiences of the organization. How many times have we made mistakes that others previously did? How many times have we reinvented the wheel? Using the organizational knowledge already existing in the company can make our projects more efficient too.

- **Can you share with us the main improvements on KM to the new Guide6?**

From my point of view, KM has been always something implicit in the PMBOK. Including the "Manage Project Knowledge" process makes it explicit, something that needs to be managed to improve the results of a project.

KM is very often confused with managing documents and making the information available to those who require it through repositories, databases and other devices. The new version of the PMBOK provides a wider view of what KM is, and emphasizes the importance of managing tacit knowledge.

Finally, I would point out to the relevance of lessons learned. Traditionally, lessons learned have been associated to KM and to the end of the project. This new edition references lessons learned several times throughout the project lifetime, and states that it is advisable to gather them during the project and not only at the end. It also sets a clear connection between what it is learned in the project and how it is turned into an organizational asset thus supporting the learning process of the organization.

- **Do you want to say something more about the new process of Integration (general overview)?**

Integration is the very specific task of a PM but for many people it is a bit hard to understand. I think that this edition improves explanations and details on what integration is about. I think it will be easier to understand for less experienced PM.

- **Can you talk about the main changes to lesson learned management (general overview)?**

I would say that one of the main changes is that lessons learned are not just gathered at the end of the project but throughout the project life-cycle. Another change is the way lessons learned in a project are transitioned to the organizational level.

- **Did you work on some outputs from worldwide research? If yes, which authors did you mainly consider? What are your suggestions?**

I think this edition is the first one that incorporates the results of research in addition to the contributions of SMEs worldwide. The kick-off documents were the results of sponsored PMI research projects and other PMI publications, like the Pulse of the Profession.