

# *STANDARDS TRANSFORMATION*

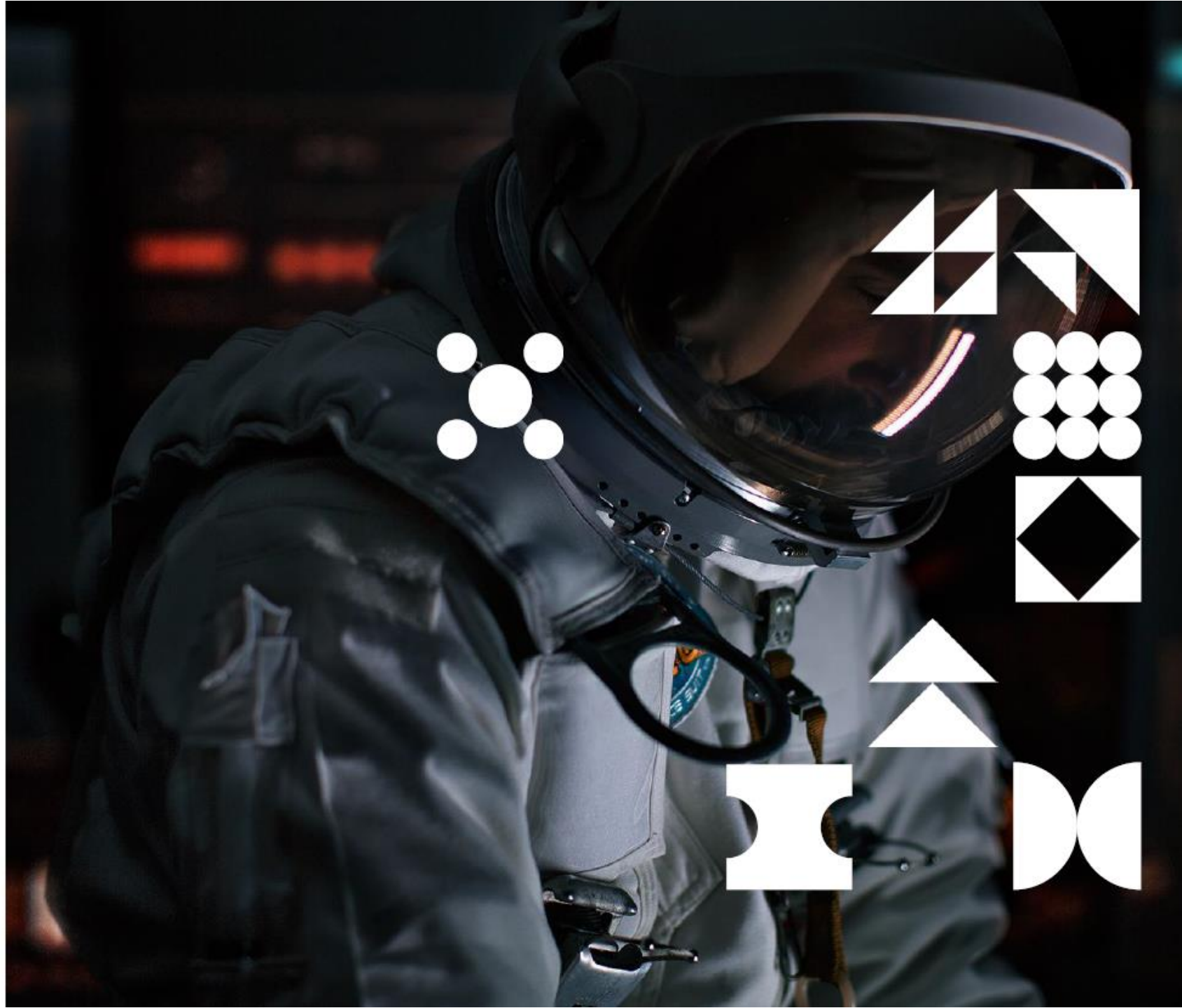
Evolution and Revolution

Introduction

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# Evoluzione della PMBOK® Guide e dello Standard



Since **1996** the PMBOK® Guide and the Standard is a **tree that continuously evolves**.

More content is **added** every four years to the constellation of knowledge elements that a project manager should know and use (practices, tools, techniques, skills).

The tree can expand and **evolve**. You can add branches and leaves. **Seeds generate new trees.** (Santinello P., 2019).

<https://www.projectmanagement.com/blog-post/57551/A-Story-of-Monks--Trees--and-New-Horizons-for-the-Evolution-of-the-PMBOK--Guide->



# 2017 – Agile Practice Guide & PMBOK® Guide 6<sup>th</sup> Edition



I temi dell'Agile sono indirizzati in ogni Knowledge Area della PMBOK® Guide



# 2017

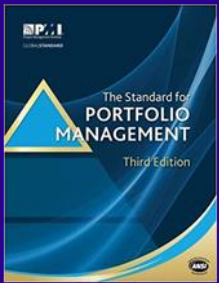
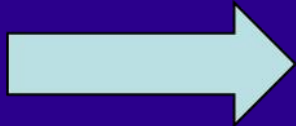
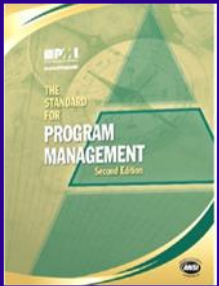


# Standards Evolution from Processes to Principles



*(2018) A statement that captures and summarizes a generally accepted objective for the practice of the disciplines and functions of portfolio, program, and project management.*

- **Principles** provide a level of abstraction that can incorporate multiple perspectives and approaches
- **Principles** summarize core objectives for effective management
- **Principles** provide parameters within which to operate
- **Principles** recognize there are many ways to remain aligned with the intent of the principles



# Evoluzione della PMBOK® Guide e dello Standard



PMI abandoned the “**tree model**” and opened to future evolutions in a modern multidisciplinary and digitized context.

The structure is organized in “modules”:

The “**Principles**” (**more static**)

“**Performance Domains**” + “**Methods and Artifacts**”+ The *Standards Plus*® (**continuously updated**)



# The Standard for Project Management: A Manifesto?



1

## 2 Introduction

3 This section describes the purpose of *The Standard for Project Management*, identifies the audience, and provides a brief overview of the structure of the standard.

### 5 1.1 Purpose of The Standard for Project Management

6 *The Standard for Project Management – Seventh Edition* provides a common basis for and  
7 understanding of project **delivery**. This standard applies to any project or delivery  
8 approach—such as predictive, agile, and hybrid—across industries.

9

10 The standard describes the Value Delivery System, of which projects are a fundamental  
11 component. The standard identifies principles that guide the practice of project  
12 management practitioners, project team members, and other stakeholders who work on or who  
13 **are engaged with projects**. The principles support achievement of the intended outcomes  
14 that ultimately deliver value to organizations and stakeholders.

15

16 The **project delivery principles** in this standard represent a departure from what has  
17 historically been a process-oriented approach to a principles-oriented approach that  
18 supports any type of project delivery. The principles articulated in this standard provide  
19 guidance for practitioner behaviors and actions for any projects and project-related  
20 activities. These principles support project teams to enable realization of the intended  
21 value from projects to the organization and stakeholders.

22

23 In the context of *The Standard for Project Management*, project management encompasses the  
24 application of knowledge, skills, tools, and techniques to project activities to meet  
25 project requirements. While this tactical focus ensures the project delivers its intended  
26 results, this standard expands the term to address the continuing pace of change in global  
27 business. The expanded term **project delivery** complements the term **project management**.  
28 It embraces the broadening continuum of ways in which project results can be achieved by  
29 **bringing a sharper focus on project outcomes rather than just project deliverables**. This  
30 **standard speaks to both project management and project delivery**.

### 31 1.2 Audience for the Standard

32 This standard provides a foundational reference for anyone participating in a project  
33 environment. This includes, but is not limited to:

- 34 • People who are accountable for delivering project outcomes;
- 35 • People who work on projects full or part time;
- 36 • People who work in project management offices (PMOs);
- 37 • People involved in project sponsorship, product ownership, product management,  
38 executive leadership, or project governance;
- 39 • People involved with portfolio or program management;
- 40 • People who provide resources for project work;
- 41

- 570 • Be a diligent, respectful, and caring steward.
- 571 • Build a culture of accountability and respect.
- 572 • Engage stakeholders to understand their interests and needs.
- 573 • Focus on value.
- 574 • Recognize and respond to systems' interactions.
- 575 • Motivate, influence, coach, and learn.
- 576 • Tailor the delivery approach based on context.
- 577 • Build quality into processes and results.
- 578 • Address complexity using knowledge, experience, and learning.
- 579 • Address opportunities and threats.
- 580 • Be adaptable and resilient.
- 581 • Enable change to achieve the envisioned future state.

**The MANIFESTO for tomorrow project leaders**  
**The MANIFESTO for project economy leaders**  
**The MANIFESTO of project delivery for new generations**