IN THIS CHAPTER

- Defining a project and its four phases
- Breaking down project management
- Shifting from process-based to principles-based project management
- Determining whether you have what you need to be successful

Chapter 1

Project Management: The Key to Achieving Results

Successful organizations create projects that produce desired results in established timeframes with assigned resources. As a result, businesses are increasingly driven to find individuals who can excel in this project-oriented environment.

Because you're reading this book, chances are good that you've been asked to manage a project (or multiple projects!). So, hang on tight — you're going to need a new set of skills and techniques to steer that project to successful completion. But not to worry! This chapter gets you off to a smooth start by showing you what projects and project management really are and by helping you separate projects from non-project assignments. This chapter also offers rationale for why projects succeed or fail and gets you into the project management mindset.

REMEMBER

We are hopeful that you read this book's Introduction but, if not, don't worry, we can bring you up to speed. Whether you read the Introduction or not, keep in mind as you're reading that one of our intentions with this book is to help you navigate the Project Management Institute (PMI)-published *A Guide to the Project Management Body of Knowledge, 7th Edition* (we use the abbreviation *PMBOK* 7 throughout the book) and prepare you for the PMI-administered Project Management Professional (PMP) certification exam.

Since PMI's first edition of the *Project Management Body of Knowledge (PMBOK)* in 1987, *The Standard for Project Management* included in and explained by the *PMBOK Guide* has remained a process-based standard aimed at enabling consistent and predictable outcomes. . .until now. *PMBOK* 7 introduces a fundamental shift from the process-based standard of the previous versions to the now principles-based approach of *PMBOK* 7, with a newly refined focus on intended outcomes rather than project phases and deliverables.

PMI has ensured that nothing in *PMBOK* 7 negates any of the processes, terminology, or concepts of *PMBOK 6* and prior, but rather complements the content of the previous versions, with an updated and more holistic view of project management and its ability to deliver valuable outcomes to stakeholders. A few of the most fundamental concepts from the prior *PMBOK* editions (Editions 1 through 6), discussed in earlier editions of this *For Dummies* book (Editions 1 through 5), will always be true even if not explicitly referenced by name in *PMBOK* 7. We review those in the next few sections. You'll know that we've transitioned to *PMBOK* 7 concepts and terminology when you reach the "Adopting a Principled Approach to Project Management" section of this chapter.

Determining What Makes a Project a Project

No matter what your job is, you handle a myriad of assignments every day. For example, you may prepare a status report, conduct a meeting, design a marketing campaign, or relocate to new offices. Or you may make your company's information systems more user-friendly, develop a research compound in the laboratory, or improve the organization's public image. Not all these assignments are projects. How can you tell which ones are and which ones aren't? This section is here to help.

Understanding the three main components that define a project

A *project* is a temporary undertaking performed to produce a unique product, service, or result. Large or small, a project always has the following three components:

- **Specific scope:** Desired results or products (check out Chapter 5 for more on describing desired results)
- **Schedule:** Established dates when project work starts and ends (see Chapter 7 for how to develop responsive and feasible project schedules)
- **Required resources:** Necessary number of people, funds, and other supporting elements like lab space, test equipment, manufacturing facilities, computer hardware and software, and so on (see Chapter 8 for how to establish whom you need for your project and Chapter 9 for how to set up your budget and determine any other resources you need)

REMEMBER

As illustrated in Figure 1-1, each component affects the other two. For example: Expanding the type and characteristics of desired outcomes may require more time (a later end date) or more resources. Moving up the end date may necessitate paring down the scope or increasing project expenditures (for instance, by paying overtime to project staff). It is within this three-part project definition that you perform work to achieve your desired results.

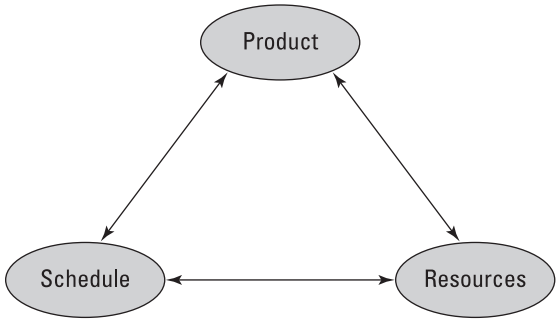

FIGURE 1-1: The relationship between the three main components of a project.

Although many other considerations may affect a project's performance, these three components are the basis of a project's definition for the following three reasons:

- The only reason a project exists is to produce the results specified in its scope.
- The project's end date is an essential part of defining what constitutes successful performance, as the desired result must be achieved by a certain time to meet its intended need.
- The availability of resources shapes the nature of the results the project can produce.

A Guide to the Project Management Body of Knowledge, 7th Edition *(PMBOK 7)*, elaborates on these components by:

- Emphasizing that *product* includes both the basic nature of what is to be produced (for example, a new software program or a new prescription drug) and its required characteristics (for example, the features and functions the software program must include), which are defined as the product's *quality.*
- Noting that *resources* refers to funds, as well as to other, nonmonetary resources, such as people, equipment, raw materials, and facilities.

PMBOK 7 also emphasizes that *risk* (the likelihood that not everything will go exactly according to plan) plays an important role in defining a project and that guiding a project to success involves continually managing trade-offs among the three main project components — the products to be produced and their characteristics, the schedule, and the resources required to do the project work.

TIP

You may have encountered the previous concept with slightly different terms, including the Project Management Triangle, the Time-Cost-Scope Continuum, the Triple Constraint, and the Iron Triangle, to name a few. Time is often used interchangeably with Schedule, Cost with Resources, and Scope with Product. The exact terminology you use is immaterial; the key takeaway from this section is that every project is constrained in some way or another by each of these three elements and all three are inextricably linked. Your job, should you choose to accept it, is to use these three levers throughout your project to influence the quality of your results.

Recognizing the diversity of projects

Projects come in a wide assortment of shapes and sizes. For example, projects can:

- **Be large or small:**
  - Installing a new subway system, which may cost more than $1 billion and take 10 to 15 years to complete, is a project.
  - Preparing an ad hoc report of monthly sales figures, which may take you a few hours to a day or two to complete, is also a project.
- **Involve many people or just you:**
  - Training all 10,000 of your organization's staff on a new diversity, equity, and inclusion policy, is a project.
  - Rearranging the furniture and equipment in your office is also a project.
- **Be defined by a legal contract or by an informal agreement:**
  - A signed contract between you and a customer that requires you to build a house defines a project.
  - An informal promise you make to install a new software package on your colleague's computer also defines a project.
- **Be business-related or personal:**
  - Conducting your organization's annual blood drive is a project.
  - Organizing and hosting a dinner party for 15 friends is also a project.

A PROJECT BY ANY OTHER NAME JUST ISN'T A PROJECT

People often confuse the following two terms with *project:*

- **Process:** A *process* is a series of routine steps to perform a particular function, such as a procurement process or a budget process. A process isn't a one-time activity that achieves a specific result; instead, it defines *how* a particular function is to be done every time. Processes, like the activities that go into buying materials, are often parts of projects.
- **Program:** This term can describe two different situations. First, a *program* can be a set of goals that gives rise to specific projects, but, unlike a project, a program can never be completely accomplished. For example, a health-awareness program can never completely achieve its goal (the public will never be totally aware of all health issues as a result of a health-awareness program), but one or more projects may accomplish specific results related to the program's goal (such as a workshop on minimizing the risk of heart disease). Second, a *program* sometimes refers to a group of specified projects that achieve a common goal.

REMEMBER

No matter what the individual characteristics of your project are, you define it by the same three components we discussed in the previous section: results (or scope), start and end dates (or schedule), and resources (or cost). The information you need to plan and manage your project is the same for any project you manage, although the ease and the time to develop it may differ. The more thoroughly you plan and manage your projects, the more likely you are to succeed.

Describing the four phases of a project life cycle

REMEMBER

A project's *life cycle* is the series of phases that the project passes through as it goes from its genesis to its completion. A *phase* is a collection of logically related project activities that culminates in the completion of one or more project milestones or deliverables (see Chapters 5 and 6 for more on project deliverables). Every project, whether large or small, passes through the following four life cycle phases:

- **Starting the project:** This phase involves generating, evaluating, and framing the business need for the project and the general approach to performing it and agreeing to prepare a detailed project plan. Outputs from this phase may include approval to proceed to the next phase, documentation of the need for the project and rough estimates of time and resources to perform it (often included in a project charter), and an initial list of people who may be interested in, involved with, or affected by the project. This phase typically encompasses a set of project management process groups, collectively referred to as the *Initiating* processes.
- **Organizing and preparing:** This phase involves developing a plan that specifies the desired results; the work to do; the time, cost, and other resources required; and a plan for how to address key project risks. Outputs from this phase may include a project plan that documents the intended project results and the time, resources, and supporting processes needed to create them. The project management process groups that support this phase are called *planning* processes.
- **Carrying out the work:** This phase involves establishing the project team and the project support systems, performing the planned work, and monitoring and controlling performance to ensure adherence to the current plan. Outputs from this phase may include project results, project progress reports, and other communications. *Executing* processes is the general term for all those that are performed during this phase.

- **Closing the project:** This phase involves assessing the project results, obtaining customer approvals, transitioning project team members to new assignments, closing financial accounts, and conducting a post-project evaluation. Outputs from this phase may include final, accepted, and approved project results and recommendations and suggestions for applying lessons learned from this project to similar efforts in the future.


REMEMBER

We began this chapter by discussing that PMI-updated *PMBOK 7* to move away from rigidly prescribed *life cycle phases* and project management *knowledge areas*, in favor of more flexible *project performance domains* and *project management principles*. However, it is helpful to understand where the life cycle phases and knowledge areas of the past are complemented or replaced by the performance domains and principles of today.

For small projects, this entire life cycle can take just a few days. For larger projects, it can take many years! In fact, to allow for greater focus on key aspects and to make it easier to monitor and control the work, project managers often subdivide larger projects into separate phases, each of which is treated as a mini-project and passes through these four life cycle phases. No matter how simple or complex the project is, however, these four phases (start; plan; do; stop) are the same.


REMEMBER

In a perfect world, you complete one phase of your project's life cycle before you move on to the next one, and after you complete that phase, you never return to it again. But the world isn't perfect, and project success often requires a flexible approach that responds to real situations that you may face.

Some common, unplanned scenarios might include:

- **You may have to work on two (or more) project phases at the same time to meet tight deadlines.** Working on the next phase before you complete the current one increases the risk that you may have to redo tasks, which may cause you to miss deadlines and spend more resources than you originally planned. If you choose this strategy, document and be sure people understand the potential risks and costs associated with it (see Chapter 10 for how to assess and manage risks).
- **Sometimes you learn by doing.** Despite doing your best to assess feasibility and develop detailed plans, you may realize you can't achieve what you thought you could. When this situation happens, you need to return to the earlier project phases and rethink them in light of the new information you've acquired.

- **Sometimes things change unexpectedly.** Your initial feasibility and benefits assessments are sound, and your plan is detailed and realistic. However, certain key project team members leave the organization without warning during the project. Or a new technology emerges, and it's more appropriate to use than the one in your original plans. Because ignoring these occurrences may seriously jeopardize your project's success, you need to return to the earlier project phases and rethink them in light of these new realities.

Adopting a Principled Approach to Project Management

If you recall, we opened this chapter with mention of the *PMBOK*'s evolution since its inception. For most of the past 35 years, from *PMBOK 1* through *PMBOK 6*, there have been a number of structural updates, like distinguishing between *The Standard for Project Management* and *A Guide to the Project Management Body of Knowledge* rather than simply the body of knowledge for project management.

There have also been substantive updates, such as the introduction of project management processes to demonstrate the linkages between the various knowledge areas or the inclusion of Agile methodology as it became mainstream.

We think you'll find that the recent changes — to add project management principles and project performance domains and forego formal life cycle phases and knowledge areas — are the most transformational of all the changes to date. Whether we refer to these topics and skills as knowledge areas or performance domains, processes or principles, the underlying motivation for this shift is to refocus project managers on the holistic outcomes their stakeholders expect rather than the specific deliverables, artifacts, and other tangibles that are, more accurately, components of the overall outcomes.

The 12 project management principles defined by PMI in *PMBOK 7* that will help you deliver your project's intended outcomes include: Stewardship, Team, Stakeholders, Value, Systems Thinking, Leadership, Tailoring, Quality, Complexity, Risk, Adaptability and Resiliency, and Change. We delve into each of these in the following sections.

Starting with stewardship and leadership

We've reorganized the 12 principles into logical groupings to illustrate how they can come together to help you run your project to achieve optimal results. The first of these groupings includes *stewardship* and *leadership*, two principles directed at none other than yourself, the project manager.

REMEMBER

It is undeniable that your project cannot possibly be successful without an engaged and committed team, involved stakeholders, and sufficient time and resources to perform the agreed-upon scope. However, even the most well-oiled, finely-tuned, and expensive race car cannot drive itself around the track (not legally, at least). Like the race car, your project requires a diligent, respectful, and caring steward at the helm to lead your team over the finish line.

Additional characteristics of a good steward include integrity, trustworthiness, and compliance. Compliance typically refers to external factors, such as with environmental regulations, societal norms, or the policies, procedures, and standards of relevant industry professional groups (like PMI for project management). Stewardship requires an appreciation of the trust that you earn and work diligently to maintain, throughout your project and in general. Implicit in this trust is your duty to be transparent with your stakeholders through timely, honest, and accurate communication.

The most effective leaders share a number of common characteristics and behaviors, including:

- Finding ways to motivate and empower others to want to perform at a high level
- Allowing team members to operate without worrying that someone is always looking over their shoulder (Chapter 12 offers tips for how to deal with micromanagers)
- Motivating others to perform tasks that have been assigned to them (see Chapter 16 for how to motivate and keep your team engaged)
- Helping to line up the tools that each resource needs to effectively accomplish their tasks
- Establishing a team dynamic that fosters collaboration and respect without fear of failure or shame

The challenge is not only to embody these characteristics and behaviors, but to do so consistently, day-to-day, throughout the life of the project.

TIP

We initially asserted that the principles of stewardship and leadership are directed at you, the project manager. Ideally, these principles should be possessed and demonstrated by all members of your team. In reality, you can only control how you conduct yourself as a steward and a leader, but you can influence others as you lead by example.

Continuing with team and stakeholders

You'd be hard-pressed to find a more pertinent and inspirational affirmation of the significance of the *team* than former long-time University of Michigan football head coach Bo Schembechler's legendary 1983 "The team, the team, the team" pep talk that he gave before taking the field against longtime rival Ohio State. Taken out of the context of a team preparing for a football game against a bitter rival, or perhaps a battalion of soldiers preparing to take on an enemy, Schembechler's speech might seem a bit extreme for more tame and routine activities like managing a project.

We are not suggesting you deliver an impassioned pep talk to your project team at your next kickoff meeting (although, if it's appropriate for your audience, it could be fun to try)! Schembechler says, "We're gonna play together as a team. We're gonna believe in each other, we're not gonna criticize each other, we're not gonna talk about each other, we're gonna encourage each other." It is this portion of his speech that we consider when assessing a team's dynamic. Your team, project or otherwise, will be most effective when members work together, support, encourage, and believe in each other, and promote an environment free from criticism (unless it's constructive), disrespect, and other counterproductive behaviors. By the way, the Wolverines went on to defeat the Buckeyes in that Thanksgiving-weekend 1983 game with a final score of 24-21. Go Blue!

For a college football game, the *stakeholders* include upwards of 100 players, a dozen coaches, trainers, medical personnel, front-office staff, fans (both in person and around the world), media, the opposing team's personnel, the referees, and many more. In fact, all the other teams in the league and their fans are also stakeholders in each football game, because, even if only in a small, indirect way, all these people are affected by the events and outcome of the game. Stakeholder is an intentionally vague term because, in project management, considering all possible ways your project impacts others and others impact your project can be critical to your project's success.

The reality is that many of these football stakeholders have no measurable impact on any one game, football team, or coach. The same may be true for your project. During the initiation phase, identify and document, in a stakeholder register, everyone involved in some way in the activities or outcome of your project (see Chapter 4 for much more on stakeholders, including how to prepare a stakeholder register).

Then, ask those stakeholders who else they believe should be involved or might be impacted by your project and add them to your register. Depending on the size and scope of your project, you may want to continue identifying stakeholders. There is no correct number of stakeholders; no rule of thumb or best practice to say how many stakeholders you must identify before moving onto the next task. Use your discretion and compile the list that feels right for your project.

WARNING

If your stakeholder list consists of you, your project team, and perhaps your client's day-to-day key point of contact, either your list of stakeholders is incomplete or your project may not be worth pursuing! After all, why pursue a project whose outcome doesn't really affect anyone, when you have other, more impactful ways to spend your time?

The stakeholder project management principle is all about engagement. The more you can proactively engage your stakeholders, early on and all throughout your project, the more likely you are to achieve its intended outcomes. Stakeholder engagement helps to ensure that you and your project team have the latest and most accurate information, business requirements, and expectations and, similarly, that your stakeholders are never out of the loop, particularly as it pertains to major decisions, milestones, risks, issues, and so on.

Delivering value and quality

Your project's success is ultimately measured, quantitatively or qualitatively, by your stakeholders' perceived *value* — worth, importance, or utility — of the outcome they receive, during or after the project. If you're fortunate enough to manage a project driven by a business case (many are, but not all) that lays out the business need, project justification, and strategy to realize the benefits of the intended outcomes, you have the baseline you need to inform your project decisions and against which you'll assess your project's value. Value is a subjective term, so the more assured you are of your baseline, the more confident you'll be in your assertion of the value provided by your project. If you are managing a project without a clearly defined business case, then work with your relevant stakeholders to document the business need, project justification, and business strategy. Use those learnings to inform your project decisions and guide your team.

Like value, *quality* may initially seem like a subjective term. It does not need to be. With clearly defined objectives and intended outcomes, well-thought-out test cases and test scripts (or whatever instrument is most fitting to evaluate your project's quality), quality can be objectively assessed by how many scripts passed or failed during testing. This methodology is well-suited for software development projects, for example; however, not all projects can be evaluated in such an objective manner. If this is true for your project, devote time early on with your stakeholders to devise a mechanism for evaluating project success in a

quantifiable and measurable way. This upfront effort will pay dividends when you consider what worked well and what could be improved the next time you undertake a similar project.

TIP

Once your project's requirements are well-defined and finalized, consider developing a *traceability matrix* (also called a *requirements traceability matrix*) to associate every individual test script to a test case and ultimately to a project requirement. Test scripts and test cases are commonly used in software development projects, but they may not be applicable to your project. That's no problem! Substitute the artifacts and tools that are most relevant to your project type and you'll be good to go. The purpose of the traceability matrix is two-fold: first, it helps to ensure that every requirement is addressed by your product and that every requirement is sufficiently tested; and second, it forces you to justify each test script to ensure your team's effort is relevant and helps to achieve an intended outcome.

Handling complexity, opportunities, and threats

If managing a project were simple, everyone would do it, right? Most projects have some degree of *complexity* resulting from uncertainty and ambiguity (Chapter 5 has more on defining requirements and project scope), interpersonal conflicts, or the interactions between activities and resources. Document any potential sources of complexity in your project as early as possible so you and your project team can develop a plan to prevent complexities from becoming full-fledged issues. Complexity can sneak up on you during any project phase, triggered by some change in scope, requirements, stakeholders, value, technology, or risk.

A *risk* is a potential event, which may or may not come to fruition, that would impact your project if it did materialize (see Chapter 10 for more on identifying and managing risk). Notice that we didn't say the impact to your project would be negative. Many people are risk-averse because they assume all risks are negative; that is not the case with project management. When managing your project, a positive risk (an opportunity) would lead to some benefit if it came to be. Conversely, a negative risk (a threat) would result in scope creep, schedule slippage, budget overrun, failure to deliver the intended outcome, or some combination of each.

WARNING

Negative risks have the potential to derail your project and, accordingly, should receive most of your attention, but don't assume you can just ignore the positive risks! Unrecognized or unrealized positive risks can be just as detrimental to your project as unaddressed negative risks.

Let's assume, for this example, that Elena is about to kick off a new project to renovate the kitchen of her family's beach house (remember, projects don't have to be work-related to benefit from project management). Their kitchen hasn't been updated since the house was built in 1965, although the appliances had all been updated roughly ten years ago. The cabinets, flooring, countertops, and wallpaper are all dated and need to go!

Elena contacts a family friend, Erwin, the best carpenter around, to quote the cabinetry activity. Erwin provides an estimate of $20,000 for his time and the materials and two weeks to complete the project, but he won't be able to begin the work for at least nine months with his current workload. Elena and her family want to complete the entire project in three months, so she contacts a couple of other carpenters to compare multiple quotes. The first two quotes are out of Elena's budget, so she tentatively accepts the third quote from Joel at ABC Cabinetry for $25,000 and four weeks to complete. Joel can begin the work in three weeks. Elena must sign the contract and pay a $5,000 deposit within two weeks to secure Joel's services.

For a project like Elena's kitchen renovation, it might be a bit excessive to develop a formal risk register to track each project risk, but Elena is eager to complete this project on time and within budget to impress her family. She lists some negative risks, such as:

- Joel doesn't show up on day one.
- ABC Cabinetry's materials order is delayed, delaying the task's start.
- Raw material prices skyrocket due to a global shortage of lumber.
- Joel's work is of poor quality, despite the positive feedback from his references.

Elena also jots down some positive risks, including:

- Raw material prices drop due to a surplus of lumber locally.
- ABC Cabinetry sends workers with Joel to help him complete the job faster than the three weeks they quoted.
- Her first choice, Erwin, becomes available. His next client cancels their project and he can start the work in four weeks.
- Upon closer inspection, the cabinets are found to be structurally sound and only require refacing to fit the updated style of the renovated kitchen, dropping the cabinetry price by $10,000.

Countertops and flooring consume most of Elena's focus over the next week as she works to line up contractors for those tasks. Elena's neighbor, Lucas, agrees to paint the kitchen for $300 plus the cost of materials and a constant supply of pizza while he's on the job.

Week 1 is behind Elena and she begins week 2 by reviewing her risk register. She alleviates some concern by confirming there is not currently any global shortage of lumber. She calls Joel at ABC Cabinetry to touch base, confirm his quoted price and start date are still valid, and let him know she'll make her final decision in the next week. Before shifting gears back to countertops and flooring, Elena decides to follow up on the positive risk that Erwin might have an opening in his schedule. She knew it was a long shot, but it couldn't hurt to ask.

What if we told you that Erwin's next client did in fact cancel their project? It sounds too good to be true, and in the real world it may just be, but continue to suspend your disbelief for the sake of this example, as we are about to get to the point! Erwin's client does cancel their project and Erwin's schedule does open up for about four weeks. Erwin could start on Elena's kitchen in three weeks. Elena informs Joel that she no longer needs his services before the deadline to sign the contract with ABC Cabinetry and pay the $5,000 deposit.

Had Elena not identified, documented, and followed up on the positive risk, or opportunity, that Erwin might become available, she wouldn't have thought to call him. If she hadn't called him, Elena would've had to pay $5,000 more for Joel to do the same work in twice the time as Erwin. Also, Elena can eliminate the uncertainty about the quality of Joel's work since she knows Erwin is the best around.

Exhibiting adaptability and resilience

Even with clearly defined requirements, engaged stakeholders, a competent and experienced project team, and sufficient time and budget, you'll find that projects rarely go exactly as you planned. This isn't to say that you'll never come close to your original plan. We are confident that you will, but there will likely be some deviation at some point throughout your project. This is perfectly fine; it is even expected.

Your success as a project manager won't (at least, it shouldn't!) be measured by your ability to deliver to the exact plan that you laid out at the outset of your project. This isn't realistic and, frankly, the purpose of your project isn't to demonstrate that you can stick to a plan. Your project's purpose is to deliver value, in the form of your intended outcomes, whatever they may be, as defined by your stakeholders.

REMEMBER

Your ability to react and respond to unexpected events and conditions, to demonstrate your *adaptability* and *resiliency*, will help you weather the storm and right the ship when things start to go astray from your original project plan.

Just as no two projects follow the exact same course, rarely are the circumstances around two projects ever identical. If you routinely manage projects to configure, test, and deliver the same software application, your work breakdown structure (WBS) might be very similar, but each of these projects will likely be performed for different clients, or at different times, or with a different project team. At different times of the year, the exact same project may be subject to different resource constraints. For example, you may have more difficulty lining up consistent resources in the summer months when people often go on vacation. You may have similar difficulty during the holidays in December and into the new year.

With different clients come different requirements and expectations. Where one client may want to be hands-off and largely uninvolved until you're ready to deliver the final product, other clients may want daily meetings to review progress and participate in technical design sessions. All of this boils down to the need to be adaptable when designing your project development approach.

Tailoring is the process of designing your approach based on the context of each project, each set of objectives, each group of stakeholders, and so on. Acknowledging that every project is unique will force you to keep an open mind as you determine the proper approach to each one.

WARNING

Tailoring is an iterative process. You may kick off your project with a solid approach, but don't assume that approach will remain optimal through project closure. As your project progresses, external factors can change that might warrant or even necessitate a revised approach.

Thinking holistically and enabling change

Projects are fundamentally systems of intertwined and interdependent subsystems or components that must function together and interact as an integrated unit to yield the intended outcomes. Adopting this approach to *systems thinking* (and helping your team appreciate it) enables the following outcomes:

- Flexibility during the project when assumptions and plans need to change
- Ability to minimize the overall impact of changing needs and expectations
- Better alignment of project objectives with customer and organizational goals and objectives

- More comprehensive, informed, and timely risk identification
- Ability to realize synergies between aligned projects, project teams, and initiatives

We often discuss *change*, in the context of project management, as something that needs to be monitored closely and controlled to ensure project success. We do this for multiple reasons, including:

- Change in scope can lead to missed milestones and increased costs.
- Change that isn't clearly documented can result in miscommunications and mismanaged expectations.
- Change can make people uncomfortable, so we typically strive to maintain the status quo.


TIP

Change shouldn't be feared and its negative connotation is often undeserved. When communicated, socialized, and managed properly, change is necessary for survival (it's even given a fancy name like "evolution"). Similarly, if you intend to remain relevant in your industry, as a project manager or any other role, you need to adapt and evolve to accommodate the unavoidable and unexpected changes around you.

The Agile project management methodology, for example, was first conceptualized only slightly more than 20 years ago (see Chapter 18 for more on Agile). This fundamental change to the field of project management eventually required practitioners to evolve or be left behind.

As a principle of project management, change refers to the necessary mindset to ensure the acceptance and adoption of your project's outcomes. If your project is to develop a new widget, the end users of that widget will need to change how they currently operate to effectively utilize your new widget. Change management is a discipline in and of itself. It's no longer a nice-to-have, but rather a must-have, when considering the introduction of any substantial organizational, systemic, or otherwise impactful change.


WARNING

While change can be good, don't forget the adage that it's possible to have too much of a good thing. It is critical to approach change in a controlled and logical manner. Changing too much too quickly can either create excess confusion and chaos or it can elicit anxiety and rigidity among the people you need to adopt the

change for you to succeed. As with many things in life, change is best in moderation!

What Happened to Process Groups and Knowledge Areas?

You may be wondering, now that we've reviewed the new project management principles, whether the process groups and knowledge areas from prior *PMBOK* editions have disappeared entirely, never to be mentioned in the context of project management again? Well, of course that isn't the case! While many terms have changed and concepts have been updated, it is important to retain an appreciation of the way things were, because you never know when it'll prove valuable to you.

Figure 1-2 is a straightforward and comprehensive mapping of *PMBOK 7* performance domains with *PMBOK 7* project management principles, *PMBOK 6* life cycle phases, and *PMBOK 6* knowledge areas. This matrix view shows where each of these concepts intersect.

We won't go into nearly as much detail on performance domains as we have on project management principles in this chapter. The performance domains are applications of the project management principles over the course of a project. Principles are closely correlated to the performance domains and, in fact, many principles even share similar names as their corresponding performance domains. The principles of project management are intended to guide the behaviors exhibited through each of the project performance domains.

WARNING

Figure 1-2 indicates the most common intersections between the performance domains along the top row and the principles, phases, and knowledge areas down the first column, but don't assume that these concepts cannot interact with each other differently for different projects, performed under different circumstances at different times. They most definitely can! We are confident that, after reading this book, you'll be equipped to assess these interactions and apply them to your projects.

Principles, Phases, and Knowledge Areas	PMBOK7 Performance Domains (8)							
	Team	Stakeholders	Dev Approach and Life Cycle	Planning	Project Work	Delivery	Measurement	Uncertainty
PMBOK7 Project Management Principles (12):								
Stewardship	X	X			X	X		X
Team	X	X	X	X	X	X		X
Stakeholders	X	X	X	X	X	X	X	X
Value		X					X	
Systems Thinking		X	X	X	X		X	
Leadership	X	X			X	X		X
Tailoring	X	X	X	X	X	X	X	X
Quality		X	X	X	X	X	X	X
Complexity		X	X	X	X	X	X	X
Risk		X	X	X	X	X	X	X
Adaptability and Resiliency	X	X	X	X				X
Change		X	X	X				X
PMBOK6 Life Cycle Phases (5):								
Initiating	X	X	X					
Planning	X	X	X	X				X
Executing	X	X			X	X		X
Monitoring and Controlling	X	X					X	X
Closing	X	X						
PMBOK6 Knowledge Areas (10):								
Resources	X	X		X	X			
Integration		X	X	X				
Scope		X		X	X	X	X	X
Schedule		X	X	X	X	X	X	X
Cost		X		X	X	X	X	X
Quality		X		X	X	X	X	X
Communications	X	X		X				X
Risk		X		X				X
Procurement		X		X	X		X	
Stakeholders	X	X	X	X	X	X	X	X

FIGURE 1-2: Mapping principles, phases, and knowledge areas to performance domains.

Do You Have What It Takes to Be an Effective Project Manager?

You're reading this book because you want to be a better project manager, right? Well, before you jump in much further, we suggest you do a quick self-evaluation to identify your strengths and weaknesses. By answering the following ten

questions, you can get an idea of what subjects you need to spend more time on so you can be as effective as possible. Good luck!

Questions

1. Are you more concerned about being everyone's friend or getting a job done right?
2. Do you prefer to do technical work or manage other people doing technical work?
3. Do you think the best way to get a tough task done is to do it yourself?
4. Do you prefer your work to be predictable or constantly changing?
5. Do you prefer to spend your time developing ideas rather than explaining those ideas to other people?
6. Do you handle crises well?
7. Do you prefer to work by yourself or with others?
8. Do you think you shouldn't have to monitor people after they've promised to do a task for you?
9. Do you believe people should be self-motivated to perform their jobs?
10. Are you comfortable dealing with people at all organizational levels?

Answer key

1. Although maintaining good working relations is important, the project manager often must make decisions that some people don't agree with for the good of the project.
2. Most project managers achieve their positions because of their strong performance on technical tasks. However, after you become a project manager, your job is to encourage other people to produce high-quality technical work rather than to do it all yourself.
3. Believing in yourself is important. However, the project manager's task is to help other people develop to the point where they can perform tasks with the highest quality.
4. The project manager tries to minimize unexpected problems and situations through responsive planning and timely control. However, projects are not always predictable and when problems do occur, the project manager must deal with them promptly to minimize their impact on the project.
5. Though coming up with ideas can help your project, the project manager's main responsibility is to ensure that every team member correctly understands all ideas that are developed.

6. The project manager's job is to provide a cool head to size up the situation, choose the best action, and encourage all members to do their parts in implementing the solution.
7. Self-reliance and self-motivation are important characteristics for a project manager. However, the key to any project manager's success is to facilitate interaction among a diverse group of specialists.
8. Although you may feel (and we agree) that honoring one's commitments is a fundamental element of professional behavior, the project manager needs both to ensure that people maintain their focus and to model how to work cooperatively with others.
9. People should be self-motivated, but the project manager has to encourage them to remain motivated by their job assignments and related opportunities.
10. The project manager routinely deals with people at all levels — from executive leadership to support staff — who perform project-related activities.

TIP

Check out the table of contents to find out where we discuss these different aspects of the project manager's job in more depth.

Relating This Chapter to the PMP Exam and PMBOK 7

Pay special attention to Table 1-1, which notes topics in this chapter that may be addressed on the Project Management Professional (PMP) certification exam and that are included in *A Guide to the Project Management Body of Knowledge*, 7th Edition *(PMBOK 7)*.

TABLE 1-1 Chapter 1 Topics in Relation to the PMP Exam and *PMBOK 7*

Topic	Location in This Chapter	Location in *PMBOK 7*	Comments
Definition of a project	"Determining What Makes a Project a Project"	Appendix X4. Product	The best definition of a project in *PMBOK 7* is in Table X4-2, Unique Characteristics of Projects, Programs, and Products, of Appendix X4. The definition in this book is the same.
The phases in a project's life cycle	"Describing the four phases of a project life cycle"	2.3.5. Life Cycle and Phase Definitions	*PMBOK 7* has shifted away from the traditionally-prescribed four phases of a project, in favor of tailoring one's approach to define the optimal life cycle for each project. This book still discusses the four traditional life cycle phases, as that is still the most common project structure.

Topic	Location in This Chapter	Location in *PMBOK 7*	Comments
Stewardship and Leadership principles	"Starting with stewardship and leadership"	3.1. Be a Diligent, Respectful, and Caring Steward 3.6. Demonstrate Leadership Behaviors	The definitions of these project management principles are the same in *PMBOK 7* and in this book.
Team and Stakeholders principles	"Continuing with team and stakeholders"	3.2. Create a Collaborative Project Team Environment 3.3. Effectively Engage with Stakeholders	The definitions of these project management principles are the same in *PMBOK 7* and in this book.
Value and Quality principles	"Delivering value and quality"	3.4. Focus on Value 3.8. Build Quality into Processes and Deliverables	The definitions of these project management principles are the same in *PMBOK 7* and in this book.
Complexity and Risk principles	"Handling complexity, opportunities, and threats"	3.9. Navigate Complexity 3.10. Optimize Risk Responses	The definitions of these project management principles are the same in *PMBOK 7* and in this book.
Tailoring and Adaptability & Resiliency principles	"Exhibiting adaptability and resilience"	3.7. Tailor Based on Context 3.11. Embrace Adaptability and Resiliency	The definitions of these project management principles are the same in *PMBOK 7* and in this book.
Systems Thinking and Change principles	"Thinking holistically and enabling change"	3.5. Recognize, Evaluate, and Respond to System Interactions 3.12. Enable Change to Achieve the Envisioned Future State	The definitions of these project management principles are the same in *PMBOK 7* and in this book.