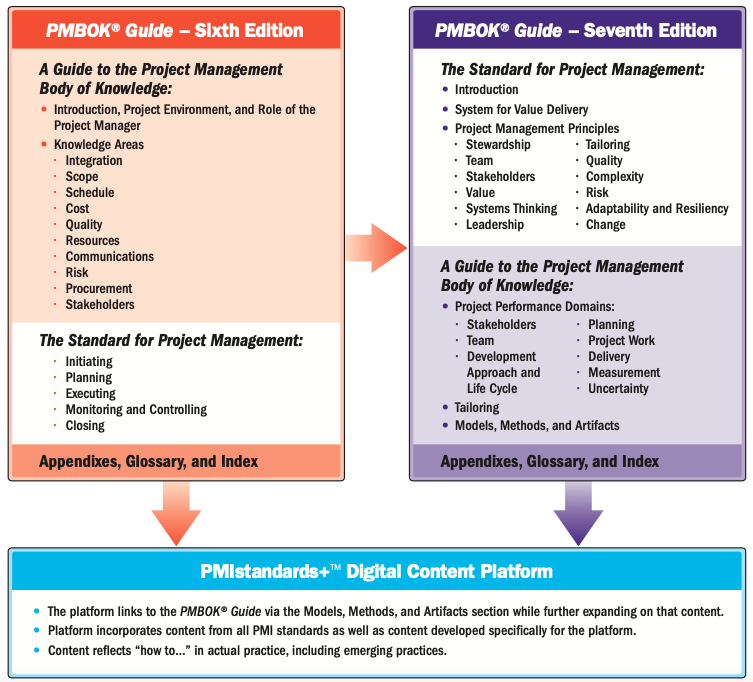
Since 1987, the standard of Project Management has represented a process-based standard.

This standard includes project management discipline and functions around a collection of business processes. Those business processes enabled consistent and predictable practices:

1. That could be documented;
2. Though which performance against the process could be assessed;
3. Though which improvements to the process could be made to maximise efficiency and minimise threads.



[**1. Introduction 4**](#_nbyr8k6oimsd)

[1.1 Purpose of the Standard for Project Management 4](#_k83erso0b4ww)

[1.2 Key Terms and Concepts 4](#_vcgixrm4svvf)

[1.3 Audience for this Standard 4](#_yhczec371cbp)

[**2. A System for Value Delivery 4**](#_70i1rbmjfic)

[2.1 Creating Value 4](#_13lm96307e02)

[2.1.1 Value Delivery Components 4](#_n3dytvhid35h)

[2.1.2 Information Flow 4](#_ddybdnjoeus4)

[2.2 Organizational Governance Systems 4](#_cjzh32iz53ca)

[2.3 Functions Associated with Projects 4](#_vy16emg534cz)

[2.3.1 Provide Oversight and Coordination 4](#_sc2pd5gv2xmu)

[2.3.2 Present Objectives and Feedback 4](#_qfx7bwupbq22)

[2.3.3 Facilitate and Support 4](#_ggtnwinju94j)

[2.3.4 Perform Work and Contribute Insights 4](#_g4pvcsu5v8vp)

[2.3.5 Apply Expertise 4](#_lqdnxicvwx48)

[2.3.6 Provide Business Direction and Insight 4](#_smxhehqyeew2)

[2.3.7 Provide Resources and Direction 4](#_680arbc2uccr)

[2.3.8 Maintain Governance 5](#_5v4ow6ssgg01)

[2.4 The Project Environment 5](#_50px7km7f8ch)

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[2.4.2 External Environment 5](#_vi334do8zsec)

[2.5 Product Management Considerations 5](#_okdpcewsb289)

[**3. Project Management Principles 5**](#_f5sgnlkuarb9)

[3.1 Be a Diligent, Respectful, and Caring Steward 5](#_ynqcqs989kjm)

[3.2 Create a Collaborative Project Team Environment 5](#_aho59jpxc8ww)

[3.3 Effectively Engage with Stakeholders 5](#_fhm9c98x66fa)

[3.4 Focus on Value 5](#_il7mrhvbcjp3)

[3.5 Recognize, Evaluate, and Respond to System Interactions 5](#_5ejitxnpfy7t)

[3.6 Demonstrate Leadership Behaviors 5](#_c9iq2ry1yt1v)

[3.7 Tailor Based on Context 5](#_siqpmfmimanx)

[3.8 Build Quality into Processes and Deliverables 5](#_ufgw2lnhu81x)

[3.9 Navigate Complexity 5](#_ngn91o97zmjb)

[3.10 Optimize Risk Responses 5](#_46yu8y6jkbty)

[3.11 Embrace Adaptability and Resiliency 6](#_mbbbgmxf997t)

[3.12 Enable Change to Achieve the Envisioned Future State 6](#_hctxtmc10xn1)

[**1. Introduction 7**](#_fq9km93fqno3)

[1.1 Structure of the PMBoK Guide 7](#_sno7grpulk6b)

[1.2 Relationship of the PMBoK Guide and the Standard for Project Management 7](#_887dawj313q5)

[1.3 Changes to the PMBoK Guide 7](#_2ctkolhyyq6m)

[1.4 Relationship to PMIstandards+ 7](#_l6cb4uaug9c1)

[**2. Project Performance Domains 7**](#_h0u6h41qwyhp)

[2.1 Stakeholder Performance Domain 7](#_w687j8nbmh9t)

[2.1.1 Stakeholder Engagement 7](#_vj7zypop4nxk)

[2.1.2 Interactions with Other Performance Domains 7](#_rkc6v4tri2h3)

[2.1.3 Checking Results 7](#_6f80a1h1ls10)

[2.2 Team Performance Domain 7](#_dwnlb6ymkcqc)

[2.2.1 Project Team Management and Leadership 7](#_4frjr51hnjgx)

[2.2.2 Project Team Culture 7](#_gue2bfk407nv)

[2.2.3 High-Performance Project Team 7](#_dt0ul9mc9v22)

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[2.2.6 Interactions with Other Performance Domains 7](#_6axud7ecay0)

[2.2.7 Checking Results 8](#_h8gk5ge8r0he)

[2.3 Development Approach and Life Cycle 8](#_ltg2gc2o6lgo)

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[2.3.3 Development Approaches 8](#_nt4m6etsvtwz)

[2.3.4 Considerations for Selecting a Development Approach 8](#_lvp3uf8hf3lp)

[2.3.5 Life Cycle and Phase Definitions 8](#_w0ssuprsslug)

[2.3.6 Alligning of Delevery Cadence, Development Approach, and Life Cycle 8](#_6xb9e0oliwuc)

[2.3.7 Interactions with Other Performance Domains 8](#_7ia2n5w6rgf7)

[2.3.8 Measuring Outcomes 8](#_n6oi0eejrj57)

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[2.4.2 Planning Variables 8](#_604549l09qw)

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[2.5.6 Working with Procurements 9](#_4myxczoro0dz)

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[2.6.2 Deliverables 9](#_3lw9n7fs3s1l)

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[3.3.1 Life Cycle and Development Approach Selection 11](#_rg5vjbv2vqc9)

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[3.3.4 Tools 11](#_4pzqiy4za37t)

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[3.4.3 Tailor for the Project 11](#_a7s5pqqbf9td)

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[3.5.1 Stakeholders 11](#_vvgzjk6djg6s)

[3.5.2 Project Team 11](#_b5ppe7e3n1e7)

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[3.5.4 Planning 12](#_v6nbeb9qhs9l)

[3.5.5 Project Work 12](#_lsomek6ogqwi)

[3.5.6 Delivery 12](#_hfsv47is6bkj)

[3.5.7 Uncertainty 12](#_v4xg0dcc0bfp)

[3.5.8 Measurement 12](#_7z4no6rbrvcv)

[3.6 Diagnostics 12](#_xtkn1remapl8)

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[4.2 Commonly Used Models 12](#_dvqv39u12f6)

[4.2.1 Situational Leadership Models 12](#_ogmqhbtymrov)

[4.2.2 Communication Models 12](#_4ti9si9rsl2p)

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[4.2.6 Project Team Development Models 12](#_mefiwkg8hwq5)

[4.2.7 Other Models 12](#_4gmvtv324e9z)

[4.3 Models Applied Across Performance Domains 13](#_2cif03c55zsh)

[4.4 Commonly Used Methods 13](#_mv01x0quex3c)

[4.4.1 Data Gathering and Analysis 13](#_ca2v082kapop)

[4.4.2 Estimating 13](#_ftphtba5iws8)

[4.4.3 Meetings and Events 13](#_fapyiq2fpc2s)

[4.4.4 Other Methods 13](#_cuu2r8s915g4)

[4.5 Methods Applied Across Performance Domains 13](#_13zxftfpg29g)

[4.6 Commonly Used Artifacts 13](#_rmma5ldoj0pv)

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[4.6.5 Baselines 13](#_99pyn7nch03r)

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[4.6.8 Agreements and Contracts 13](#_v3p7eh83cwmn)

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[4.7 Artifafcts Applied Across Performance Domains 13](#_o1ij1vunri1)

The Standard for Project Management

# Introduction

## 1.1 Purpose of the Standard for Project Management

## 1.2 Key Terms and Concepts

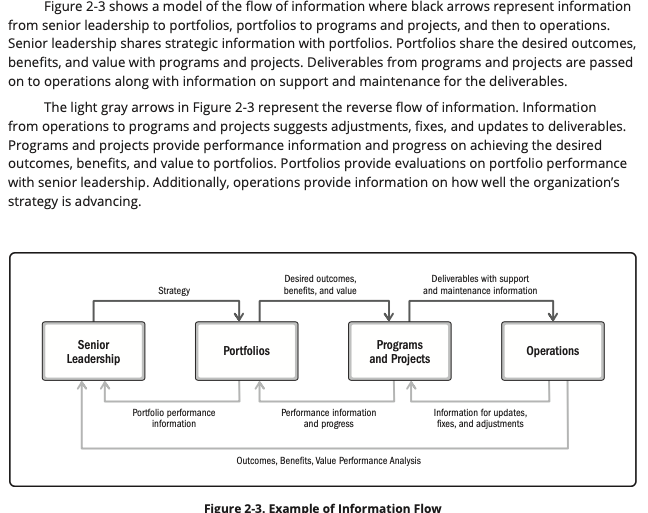
## 1.3 Audience for this Standard

# A System for Value Delivery

## 2.1 Creating Value

### 2.1.1 Value Delivery Components

### 2.1.2 Information Flow



## 2.2 Organizational Governance Systems

## 2.3 Functions Associated with Projects

### 2.3.1 Provide Oversight and Coordination

### 2.3.2 Present Objectives and Feedback

### 2.3.3 Facilitate and Support

### 2.3.4 Perform Work and Contribute Insights

### 2.3.5 Apply Expertise

### 2.3.6 Provide Business Direction and Insight

### 2.3.7 Provide Resources and Direction

### 2.3.8 Maintain Governance

## 2.4 The Project Environment

### 2.4.1 Internal Environment

### 2.4.2 External Environment

## 2.5 Product Management Considerations

# Project Management Principles

## 3.1 Be a Diligent, Respectful, and Caring Steward

## 3.2 Create a Collaborative Project Team Environment

## 3.3 Effectively Engage with Stakeholders

## 3.4 Focus on Value

## 3.5 Recognize, Evaluate, and Respond to System Interactions

## 3.6 Demonstrate Leadership Behaviors

## 3.7 Tailor Based on Context

## 3.8 Build Quality into Processes and Deliverables

## 3.9 Navigate Complexity

## 3.10 Optimize Risk Responses

## 3.11 Embrace Adaptability and Resiliency

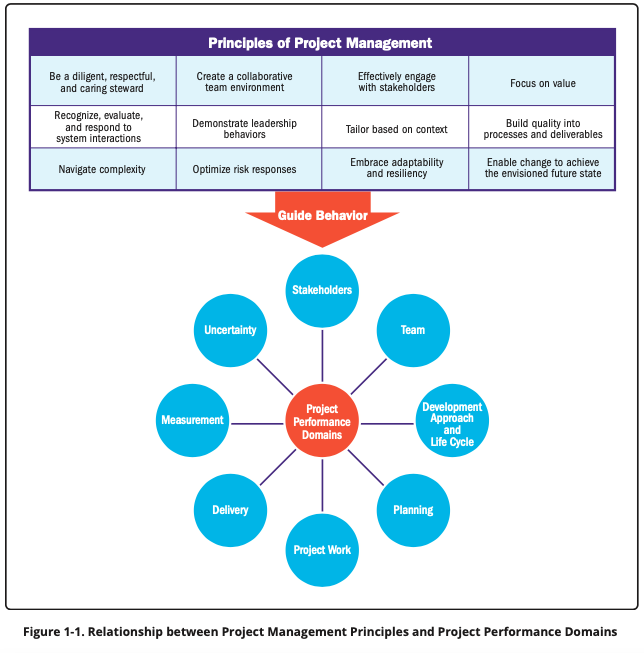
## 3.12 Enable Change to Achieve the Envisioned Future State

A Guide to the Project Management Body of Knowledge(PMBoK Guide)

# Introduction

## 1.1 Structure of the PMBoK Guide

## 1.2 Relationship of the PMBoK Guide and the Standard for Project Management

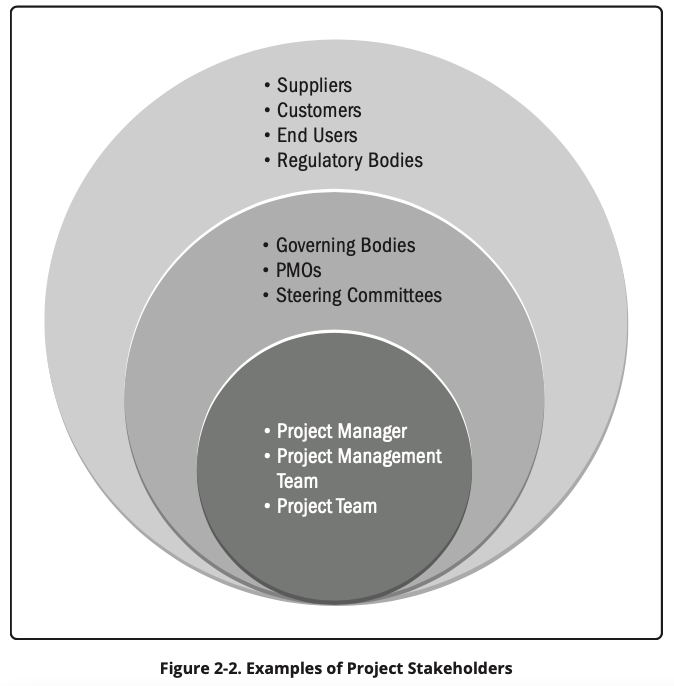


## 1.3 Changes to the PMBoK Guide

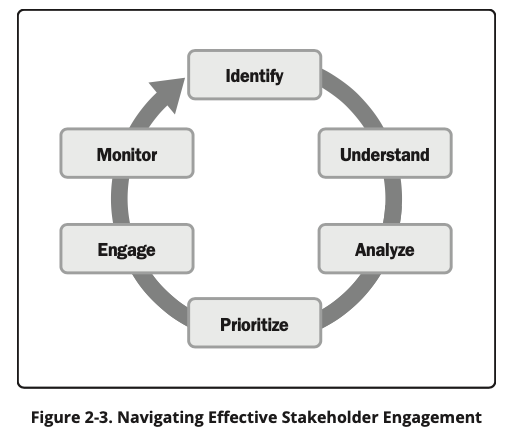
## 1.4 Relationship to PMIstandards+

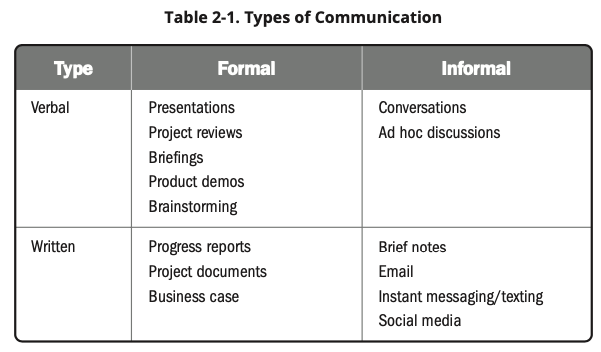
# Project Performance Domains

## 2.1 Stakeholder Performance Domain



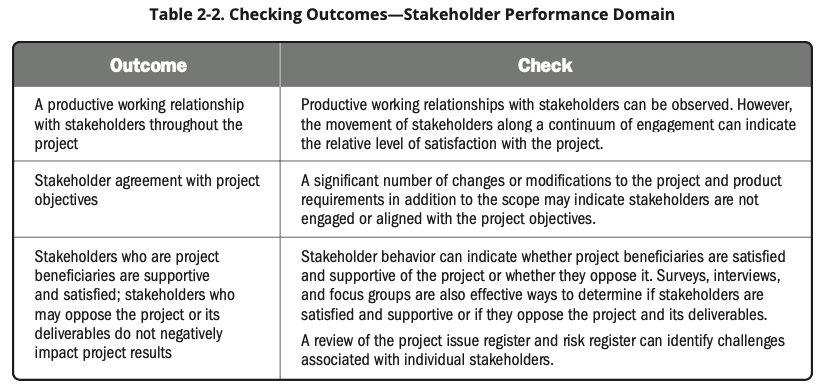
### 2.1.1 Stakeholder Engagement





### 2.1.2 Interactions with Other Performance Domains

### 2.1.3 Checking Results



## 2.2 Team Performance Domain

### 2.2.1 Project Team Management and Leadership

### 2.2.2 Project Team Culture

### 2.2.3 High-Performance Project Team

### 2.2.4 Leadership Skills

### 2.2.5 Tailoring Leadership Styles

### 2.2.6 Interactions with Other Performance Domains

### 2.2.7 Checking Results

## 2.3 Development Approach and Life Cycle

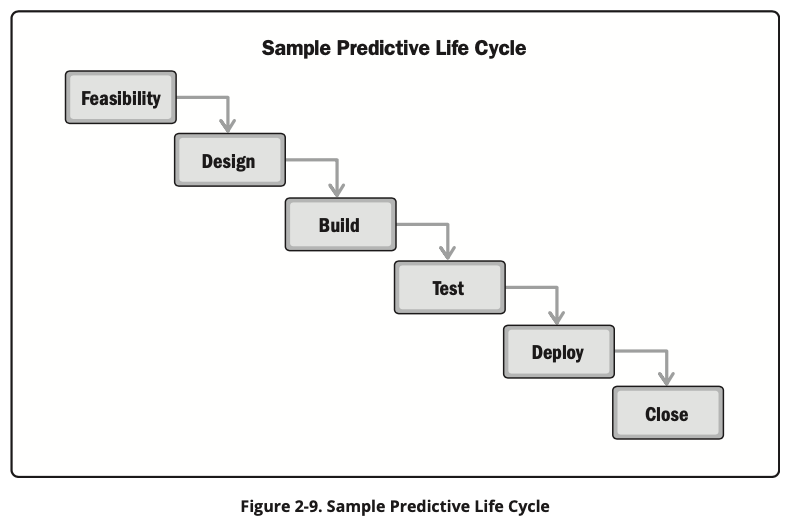
### 2.3.1 Development, Cadence, and Lift Cycle Relationship

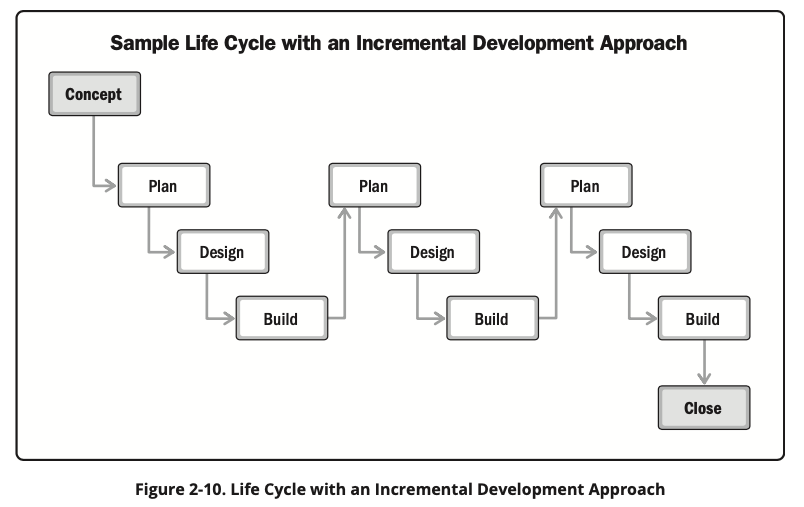
### 2.3.2 Delivery Cadence

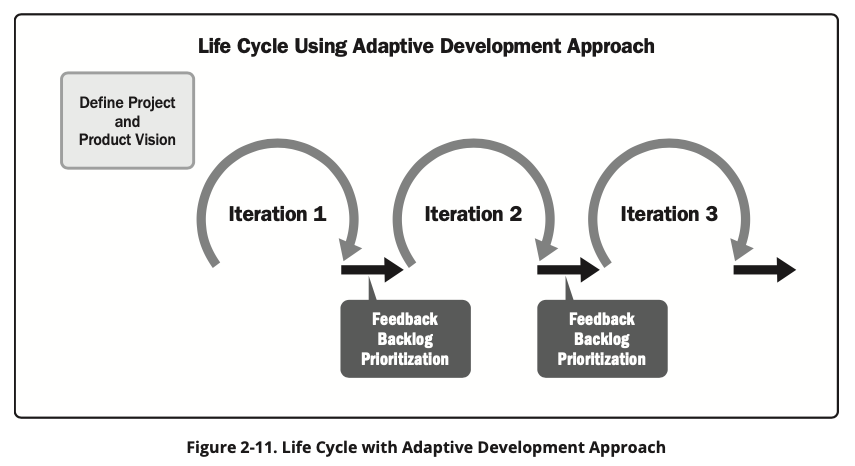
### 2.3.3 Development Approaches

### 2.3.4 Considerations for Selecting a Development Approach

### 2.3.5 Life Cycle and Phase Definitions







### 2.3.6 Alligning of Delevery Cadence, Development Approach, and Life Cycle

### 2.3.7 Interactions with Other Performance Domains

### 2.3.8 Measuring Outcomes

## 2.4 Planning Performance Domain

### 2.4.1 Planning Overview

### 2.4.2 Planning Variables

### 2.4.3 Project Team Composition and Structure

### 2.4.4 Communication

### 2.4.5 Physical Resources

### 2.4.6 Procurement

### 2.4.7 Changes

### 2.4.8 Metrics

### 2.4.9 Alignment

### 2.4.10 Interactions with Other Performance Domains

### 2.4.11 Checking Results

## 2.5 Project Work Performance Domain

### 2.5.1 Project Processes

### 2.5.2 Balancing Competing Constraints

### 2.5.3 Maintaining Project Team Focus

### 2.5.4 Project Communications and Engagement

### 2.5.5 Managing Physical Resources

### 2.5.6 Working with Procurements

### 2.5.7 Monitoring New Work and Changes

### 2.5.8 Learning throughout the Project

### 2.5.9 Interactions with Other Performance Domains

### 2.5.10 Checking Results

## 2.6 Delivery Performance Domain

### 2.6.1 Delivery of Value

### 2.6.2 Deliverables

### 2.6.3 Quality

### 2.6.4 Suboptimal Outcomes

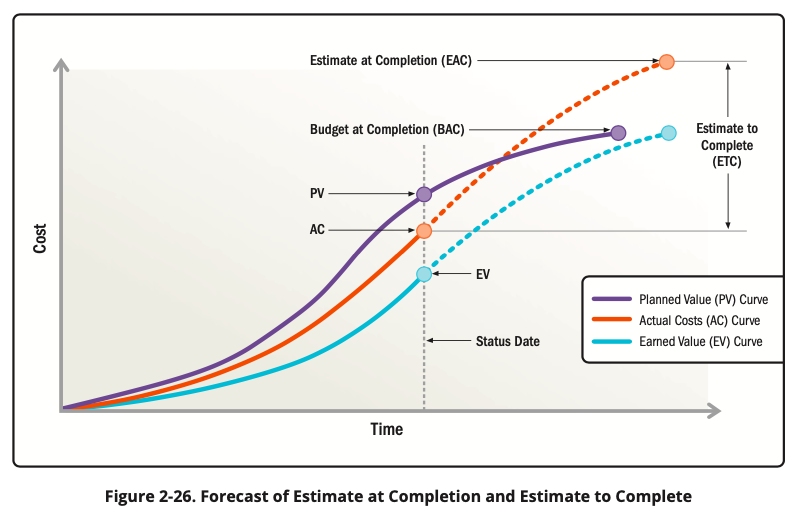
### 2.6.5 Interactions with Other Performance Domains

### 2.6.6 Checking Results

## 2.7 Measurement Performance Domain

### 2.7.1 Establishing Effective Measures

### 2.7.2 What to Measure



### 2.7.3 Presenting Information

### 2.7.4 Measurement Pitfalls

### 2.7.5 Troubleshooting Performance

### 2.7.6 Growing and Improving

### 2.7.7 Interactions with Other Performance Domains

### 2.7.8 Checking Results

## 2.8 Uncertainty Performance Domain

### 2.8.1 General Uncertainty

### 2.8.2 Ambiguity

### 2.8.3 Complexity

### 2.8.4 Volatility

### 2.8.5 Risk

### 2.8.6 Interactions with Other Performance Domains

### 2.8.7 Checking Results

# Tailoring

## 3.1 Overview

## 3.2 Why Tailor?

## 3.3 What to Tailor

### 3.3.1 Life Cycle and Development Approach Selection

### 3.3.2 Processes

### 3.3.3 Engagement

### 3.3.4 Tools

### 3.3.5 Methods and Artifacts

## 3.4 The Tailoring Process

### 3.4.1 Select Initial Development Approach

### 3.4.2 Tailor for the Organization

### 3.4.3 Tailor for the Project

## 3.5 Tailoring the Performance Domains

### 3.5.1 Stakeholders

### 3.5.2 Project Team

### 3.5.3 Development Approach and Life Cycle

### 3.5.4 Planning

### 3.5.5 Project Work

### 3.5.6 Delivery

### 3.5.7 Uncertainty

### 3.5.8 Measurement

## 3.6 Diagnostics

## 3.7 Summary

# Models, Methods, and Artifacts

## 4.1 Overview

## 4.2 Commonly Used Models

### 4.2.1 Situational Leadership Models

### 4.2.2 Communication Models

### 4.2.3 Motivation Models

### 4.2.4 Change Models

### 4.2.5 Complexity Models

### 4.2.6 Project Team Development Models

### 4.2.7 Other Models

## 4.3 Models Applied Across Performance Domains

## 4.4 Commonly Used Methods

### 4.4.1 Data Gathering and Analysis

### 4.4.2 Estimating

### 4.4.3 Meetings and Events

### 4.4.4 Other Methods

## 4.5 Methods Applied Across Performance Domains

## 4.6 Commonly Used Artifacts

### 4.6.1 Strategy Artifacts

### 4.6.2 Logs and Registers

### 4.6.3 Plans

### 4.6.4 Hierarchy Charts

### 4.6.5 Baselines

### 4.6.6 Visual Data and Information

### 4.6.7 Reports

### 4.6.8 Agreements and Contracts

### 4.6.9 Other Artifacts

## 4.7 Artifafcts Applied Across Performance Domains