What Every Manager Needs to Know About Project Management in 2018
Why is the *PMBOK*® *Guide*-6th edition so different from previous versions?

What Are Some Tools I Can Use Today and How Do I Use Them?

What are the Project Management Certifications And What Can They Do To Improve Your Marketability And Your Organization?
Why is the PMBOK Guide® 6th Edition so Different from Previous Versions?

Every Knowledge Area features four new sections:

1. Key Concepts
2. Trends and Emerging Practices
3. Tailoring Considerations
4. Considerations for Agile/Adaptive Environments
Why is the PMBOK Guide® 6th Edition so Different from Previous Versions?

Why Are Key Concepts Included?
Why Are Key Concepts Included?

A way to understand the major points in each knowledge area.

The reason behind the processes.

Why Are They Important?

Helps with studying and provides knowledge of what is considered “most important”

A way to determine if you have experience in the concepts or need to practice them on your current projects for mastery
Emergent best practices that are being seen in all industries include:

- Hybrid methodologies
- Expansion in PM responsibilities
- Project knowledge management
- Visual management tools: Kanban Boards/Burndown Charts

Every knowledge area has trends that influence our projects:

- **Schedule Management**
- **Cost Management**
- **Scope Planning**
- **Performance Reporting**

More projects are in need of tailoring or lighter weight frameworks.

Different industries may need a more Agile approach.
Definable Work vs. High Uncertainty Work
Definable Work vs. High Uncertainty Work

**Definable Work**
- Have clear procedures
- Well understood and proven processes
- Lower levels of uncertainty and risk

**High-Uncertainty Work**
- High rates of scope change, complexity and risk
- Requires collaboration and problem solving
- Less upfront planning
Definable Work vs. High Uncertainty Work
Definable Work vs. High Uncertainty Work

Agile and Adaptive Considerations
Control of detailed planning and delivery is delegated to the team.

The PM’s focus is on collaborative decision making and helping the team manage changes.
Tools You Can Use Today
How Can We Use Best Practices That Are Applicable Today?
How Can We Use Best Practices That Are Applicable Today?

Each project is unique and all best practices may not be needed every project.

Well rounded understanding of Waterfall and Agile is the single most important skill a PM can have.
How Can We Use Best Practices That Are Applicable Today?

How Can We Use Best Practices That Are Applicable Today?

- Streamlining access to information
- Frequent Team check-points
- Posting artifacts transparently
- Regular stakeholder reviews

How Can We Use Best Practices That Are Applicable Today?

- Effective Initiation
- Risk Registers
- Stand-Up Meetings
- Kanban Boards
# Effective Initiation Checklist

<table>
<thead>
<tr>
<th>Project Definition</th>
<th>Yes</th>
<th>No</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has a Business Case been developed and approve by the authority?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has the project been prioritized?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have Business Requirements been completed and sign-off?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have Deliverables been defined clearly?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has Acceptance Criteria been established for each Deliverable?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has Project Management Methodology been identified?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Risk</th>
<th>Yes</th>
<th>No</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has Risk been assessed?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have Risk Mitigation Strategies been defined?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has a Contingency Reserve been established?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Effective Initiation Checklist

<table>
<thead>
<tr>
<th>Scope</th>
<th>Yes</th>
<th>No</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have business functions been identified?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has Project interface been identified/documentated?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have business processes impacted by the project been identified?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Constraint</th>
<th>Yes</th>
<th>No</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has the Project Budget been approved?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has a Project Deadline (Completion Date) been established?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have interdependencies between other projects been identified?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Effective Initiation Checklist

### Project Estimates

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start Date</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>End Date</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Efforts in hours</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Actions

<table>
<thead>
<tr>
<th>ID</th>
<th>Action Item</th>
<th>Assigned To</th>
<th>Due By</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comments:

Approvals: ___________________________  Date: ___/___/____
The Value of Risk Management

Emergent Risk Needs **Project Resilience**

- Right Level Of Budget And Schedule Contingency
- Flexible Processes
- Empowered Team
- Frequent Review Of Early Warning Signs
- Clear Input From Stakeholders And Clarification

Trends and Emerging Practices in Project Risk Management

**Integrated Risk Management:** Each Level Manages Their Own Risks

Organizational Risk Integration
Tailoring Considerations

- Project Size
- Project Complexity
- Project Importance
- Development Approach
Considerations for Agile/Adaptive Environments

- Frequent reviews of incremental work products and cross-functional teams
- Accelerates knowledge sharing
- Each iteration considers risk when determining scope of work
- Risk is identified, analyzed and managed during the iteration
## Risk Planning: Risk Register

<table>
<thead>
<tr>
<th>Risk Register</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identified Threats and Opportunities</td>
</tr>
<tr>
<td>Probability and Impact Score</td>
</tr>
<tr>
<td>Priority and Category</td>
</tr>
<tr>
<td>Initial Responses</td>
</tr>
<tr>
<td>Risk Owners</td>
</tr>
<tr>
<td>Watch List</td>
</tr>
</tbody>
</table>
## Risk Register Updates

<table>
<thead>
<tr>
<th>Risk Register</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreed Upon Response Strategies</td>
</tr>
<tr>
<td>Specific Actions To Implement The Chosen Response</td>
</tr>
<tr>
<td>Trigger Conditions, Symptoms And Warning Signs</td>
</tr>
<tr>
<td>Budget And Schedule Activities Required To Implement Responses</td>
</tr>
<tr>
<td>Contingency Plans And Risk Triggers That Are Needed Presently</td>
</tr>
<tr>
<td>Fallback Plans For When The Primary Response Is Inadequate</td>
</tr>
<tr>
<td>Residual Risks That Are Expected To Remain Or Have Been Accepted</td>
</tr>
<tr>
<td>Secondary Risks</td>
</tr>
</tbody>
</table>

1. An opportunity to provide visibility to progress on a daily basis.

2. A daily planning opportunity.

3. The time and place is the same daily.

4. Meet for a maximum of 15 minutes.
1. Only those that have tasks in progress can speak.

2. Problems are not solved in the meeting.

3. Typically done in front of the visual task board.
1. What did we work on yesterday?

2. What will we work on today?

3. What challenges have we experienced?

By the team, for the team.

Kanban

Start with the current state

Agree to pursue incremental, evolutionary change

Respect the current process, roles, responsibilities and titles

Encourage acts of leadership at all levels

Core Properties

Visualize the workflow

Limit WIP

Mange workflow

Make policies explicit

Improve collaboratively
Kanban Boards allow for optimizing the workflow.

They signal what work is to be done next.
How Kanban Works

Kanban cards are a key component.

They signal the need to move materials within a production facility or to move materials from an outside supplier into the production facility.

Kanban Boards allow for optimizing the workflow.

They signal what work is to be done next.
How To Begin

- Start with a task list or to do list
- Can be tasks or user stories
- Have a white board set up and a variety of post it notes
- Then add swim lanes for statuses you will use
How To Begin

Next Step

- Add more details that can outline the process flow
- Could be items like research, or testing
**How To Begin**

- **Next Step**
  - [ ] Set work limits
  - [ ] Complete all tasks before starting a new one
  - [ ] Reduce bottle necks

<table>
<thead>
<tr>
<th>To Do</th>
<th>Research</th>
<th>Work In Progress</th>
<th>Test</th>
<th>Done</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Done</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- [Image of a Kanban board with task categories and status indicators]
What Are The Certifications And What Can They Do To Improve Your Marketability And Your Organization?
# Project Management Certifications

<table>
<thead>
<tr>
<th>Specifics</th>
<th>Description</th>
</tr>
</thead>
</table>
| **PMP® Certification** | • 6<sup>th</sup> Edition PMBOK® Guide includes Agile  
• Agile Practice Guide: Companion Doc  
• 6<sup>th</sup> edition PMP® Exam Launches **March 26<sup>th</sup>**  
• 6<sup>th</sup> Edition Exam Prep Course launched on **Monday, January 8<sup>th</sup>** |
| **CAPM® Certification**| • 6<sup>th</sup> Edition PMBOK® Guide includes Agile  
• Agile Practice Guide: Companion Doc  
• 6<sup>th</sup> edition CAPM® Exam Launches **May 21<sup>st</sup>**  
• 6<sup>th</sup> Edition Exam Prep Course began on **Monday, January 8<sup>th</sup>** |
| **Project +**          | • Reviews the PMBOK® Guide and is tailored toward IT Project Managers and Coordinators.                                                   |
| **PMI-ACP®**           | • Covers a variety of frameworks and best practices.  
• Designed for those who have some experience in both Agile and Predictive projects.  
• Having a PMP covers the predictive experience needed.  
• **Fastest growing certification in the world.** |
<table>
<thead>
<tr>
<th>Specifics</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transitioning to Agile Project Management</td>
<td>• Reviews how Waterfall based projects can benefit from Agile approaches or a hybrid of both</td>
</tr>
<tr>
<td>Building Successful Scrum Teams</td>
<td>• An overview of the Scrum framework</td>
</tr>
<tr>
<td>Working With Kanban Boards</td>
<td>• An interactive workshop on the value of Kanban boards and how to use them</td>
</tr>
<tr>
<td>Interested?</td>
<td>• Check the chat and your email for more info</td>
</tr>
</tbody>
</table>
Questions?
Thank You