

# PMBok 7

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## I.1 Ključne razlike glede na PMBoK 6

- PMBoK 7 ni več strukturiran po naslednjih dveh dimenzijah:
  - Skupine procesov
  - Področja znanja
- Video: <https://www.youtube.com/watch?v=aQNJFW4wEfI>

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## II. Principi vodenja projektov

- Predanost (*stewardship*)
- Ekipa (*team*)
- Deležniki (*stakeholders*)
- Vrednost (*value*)
- Sistemsko razmišljanje (*systems thinking*)
- Biti vodja (*leadership*)
- Prilagajanje okoliščinam projekta (*tailoring*)
- Kakovost (*quality*)
- Obvladovanje kompleksnosti (*complexity*)
- Obvladovanje tveganj (*risk*)
- Prilagodljivost in odpornost (*adaptability and resiliency*)
- Obvladovanje sprememb (*change*)

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## II.1 Pregled principov vodenja projektov..

 <b>STEWARDSHIP</b> <b>Be a diligent, respectful, and caring steward</b> <b>DESCRIPTION</b> You need to care about the project and feel <b>responsible</b> and <b>committed</b> to delivering value through the project. You should oversee the project with the same level of care you use in your personal life. <b>KEYWORDS</b> - Care - Honesty - Trustworthiness - Compliance <b>COMMENTS</b> » The <b>PMI's Code of Ethics</b> is related to this principle, but it is not the same thing. » It demonstrates your <b>duty of care</b> and your behavior towards the project's interest. » It is about being <b>transparent</b> , <b>avoiding conflicts of interest</b> , and following the <b>law</b> .	 <b>TEAM</b> <b>Create a collaborative project team environment</b> <b>DESCRIPTION</b> It is <b>impossible</b> to deliver sustainable outcomes without a team that <b>collaborates</b> and <b>works together</b> towards the same objective. Team members must use their specific skills with the aim to fulfill the needs of the team and the goals of the project. <b>KEYWORDS</b> - Collaboration - Teamwork - Culture - Roles & Responsibilities <b>COMMENTS</b> » Team collaboration does not necessarily mean <b>friendship</b> . » Organizational <b>culture</b> <b>affects</b> the way teams work together. » It is more efficient and effective to work as a <b>team</b> than <b>alone</b> .
 <b>STAKEHOLDERS</b> <b>Effectively engage with stakeholders</b> <b>DESCRIPTION</b> Stakeholders can <b>directly and indirectly influence</b> the project. If you do not engage with them, you may <b>create threats</b> and <b>miss opportunities</b> to optimize the outcomes you should focus on to deliver value. <b>KEYWORDS</b> - Engagement - Individuals - Groups - Organizations <b>COMMENTS</b> » They can <b>support</b> or <b>oppose</b> the project work, and their opinion can change over time. » Stakeholders can be <b>internal</b> or <b>external</b> to the organization. » They can <b>come and go</b> during the project life cycle.	 <b>VALUE</b> <b>Focus on value</b> <b>DESCRIPTION</b> Successful projects are all about delivering value. It goes <b>above and beyond a simple delivery</b> . Benefits are realized when the target stakeholders perceive the <b>positive value of the outcomes</b> enabled by the deliverables. <b>KEYWORDS</b> - Outcomes - Success - Business results - Benefits <b>COMMENTS</b> » There is <b>no point in focusing on schedule and on budget</b> if you do not deliver value. » Value can be <b>realized during or after</b> the end of a project. » The project should <b>NOT</b> continue if it does not deliver the proposed outcome or value.

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## II.1 Pregled principov vodenja projektov..

	<b>SYSTEMS THINKING</b> Recognize, evaluate, and respond to system interactions
<b>DESCRIPTION</b> Your project is not a bubble. It is a "gear" of a more extensive system that includes several other <b>interdependent agents</b> . It is your responsibility to make sure these interactions are considered and planned.	<b>KEYWORDS</b> - Interdependency - Systems of systems - Integration - Holistic view
<b>COMMENTS</b> » It is essential to balance <b>internal</b> and <b>external</b> perspectives. » <b>Systems may change over time</b> due to internal and external volatilities. » Systems operate <b>beyond the project life cycle</b> and will continue afterward.	
	<b>TAILORING</b> Tailor based on context
<b>DESCRIPTION</b> Your approach cannot be "one size fits all." It must be <b>adapted</b> to fit the corresponding work, organization, and cultural aspects, aiming to increase benefits and maximize value.	<b>KEYWORDS</b> - Predictive (waterfall) - Iterative (agile) - Hybrid - Swiss Army knife
<b>COMMENTS</b> » There is no "best" methodology. » There is only a "right" methodology for a specific case. » The delivery method can be a <b>mix</b> of different approaches and methods.	
	<b>LEADERSHIP</b> Demonstrate leadership behaviors
<b>DESCRIPTION</b> <b>Projects are complex efforts</b> , and they need strong leadership to get the job done. Aspects like <b>motivation, focus, self-awareness</b> , and <b>facilitation</b> are critical to align the team and overcome the natural level of conflict that may arise.	<b>KEYWORDS</b> - Motivation - Empowerment - Example - Influence
<b>COMMENTS</b> » <b>Anyone</b> in the team can demonstrate leadership skills. » Leadership is <b>different</b> from authority. » There is no single <b>universal</b> leadership style.	
	<b>QUALITY</b> Build quality into processes and deliverables
<b>DESCRIPTION</b> Quality is the way the deliverables <b>connect to the objectives and the value chain</b> . Your probability of providing business benefits is dramatically reduced if you cannot produce project deliverables that meet the requirements.	<b>KEYWORDS</b> - Satisfy needs - No defects - Fit for purpose - Conformity
<b>COMMENTS</b> » Quality is all about <b>fulfilling the requirements</b> . » Quality <b>can be measured</b> . » Focus on <b>detection and prevention</b> of errors and mistakes.	

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## II.1 Pregled principov vodenja projektov

	<b>COMPLEXITY</b> Navigate complexity
<b>DESCRIPTION</b> You must look for ways of accepting the complexity of the environment you are in. Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) are parts of any project. <b>Shift your focus from avoiding complexity to assessing and reacting when needed.</b>	<b>KEYWORDS</b> - VUCA - Ambiguity - Uncertainty - Volatility
<b>COMMENTS</b> » Complexity arises from different factors, and most of them are <b>outside of our control</b> . » It can be <b>increased or decreased</b> at any point of the project. » <b>Indicators and triggers</b> are critical tools to navigate complexity.	
	<b>ADAPTABILITY AND RESILIENCY</b> Embrace adaptability and resiliency
<b>DESCRIPTION</b> Your resilience will allow you to " <b>build back better</b> " after a setback. If you or your organization are not adaptable and resilient, it will be tough to accept change and recover from problems.	<b>KEYWORDS</b> - Recovery - Adaptability - Reaction - Diversity
<b>COMMENTS</b> » Resiliency is built by improving the <b>capacity of absorbing impact and recovering</b> . » Adaptability increases by <b>focusing on the outcomes</b> and not on a specific delivery. » <b>Team diversity improves</b> the capability of developing adaptability and resiliency.	
	<b>RISK</b> Optimize risk responses
<b>DESCRIPTION</b> Risks are part of every single project. You need to <b>proactively assess the project exposure</b> and <b>respond</b> effectively to potential threats and opportunities that may affect the project's ability to deliver value.	<b>KEYWORDS</b> - Threats - Opportunities - Risk tolerance - Risk appetite
<b>COMMENTS</b> » Each organization has a <b>different tolerance</b> to risks, and this affects their actions. » Probability and impact <b>change</b> over time. » Risks can be inside or outside <b>your control</b> .	
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### III. Domene uspešne izvedbe projekta..

<p><b>STAKEHOLDER</b></p> <p><b>DESCRIPTION</b> Combines a set of activities related to stakeholders, including the engagement process to ensure that there are <b>productive working relationships with stakeholders</b>.</p> <p><b>COMMENTS</b></p> <ul style="list-style-type: none"> <li>Contains relevant elements of <b>communications</b>.</li> <li>Includes activities to address <b>supporting and opposing</b> stakeholders.</li> <li><b>It is not about friendship</b>. It is about a productive relationship.</li> <li><b>Stakeholders change</b> during the project.</li> <li>Not all stakeholders are the same. They have different interests and influences.</li> </ul>	<p><b>TEAM</b></p> <p><b>DESCRIPTION</b> Contains activities that address the <b>responsibilities</b> associated with the work that must be done to deliver business value.</p> <p><b>COMMENTS</b></p> <ul style="list-style-type: none"> <li>Includes the <b>roles and responsibilities</b> within the team.</li> <li>Team <b>culture</b> must be built, including norms and behaviors.</li> <li>Very connected to the <b>leadership principle</b>.</li> <li>Includes components of <b>emotional intelligence, critical thinking</b> and motivation.</li> <li>Strong emphasis on <b>shared ownership</b>.</li> </ul>
<p><b>PROJECT WORK</b></p> <p><b>DESCRIPTION</b> Addresses all activities related to the <b>actual work</b> like physical resources, contracting, managing change, and continuous learning capability.</p> <p><b>COMMENTS</b></p> <ul style="list-style-type: none"> <li>Includes reviewing the project work using <b>lessons learned, retrospective, and lean methods</b>.</li> <li>Actions related to reducing <b>work in progress (WIP)</b> take place in this domain.</li> <li>Several <b>procurement</b> processes happen under the Project Work Domain, especially contracting activities.</li> <li>Very closely connected to the <b>Tailoring and Change</b> principles.</li> <li>It has some elements of the <b>executing process group</b> of the PMBOK® Guide 6th edition.</li> </ul>	<p><b>DELIVERY</b></p> <p><b>DESCRIPTION</b> Combines the activities and work associated with the project's delivery, including <b>requirements, quality, and change</b>.</p> <p><b>COMMENTS</b></p> <ul style="list-style-type: none"> <li>Requirements can be clear in <b>predictive development</b>.</li> <li>In the <b>adaptive approach</b>, requirements may only be clear at <b>later stages</b>.</li> <li>Includes aspects of Cost of Quality (COQ) like <b>prevention and correction</b>.</li> <li><b>Stakeholder acceptance and satisfaction</b> is a key performance factor to evaluate deliverables.</li> <li><b>Fail fast, learn fast</b> approach can support the handling of <b>suboptimal outcomes</b>.</li> </ul>

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### III. Domene uspešne izvedbe projekta

<p><b>DEVELOPMENT APPROACH AND LIFE CYCLE</b></p> <p><b>DESCRIPTION</b> It is the domain where the delivery approach (<b>predictive, iterative, hybrid</b>) is selected, and the life cycle, phases, and cadence are defined.</p> <p><b>COMMENTS</b></p> <ul style="list-style-type: none"> <li>A project may have a <b>single deliverable or multiple, periodic or continuous deliverables</b>.</li> <li><b>Predictive approach</b> is based on <b>defined requirements</b>.</li> <li><b>Iterative or adaptive approach</b> is useful when there is a <b>high level of uncertainty</b>.</li> <li><b>Hybrid approach</b> combines aspects of both predictive and iterative approaches.</li> <li><b>Many factors</b> affect the selection of your approach (risks, innovation, stability, funding).</li> </ul>	<p><b>PLANNING</b></p> <p><b>DESCRIPTION</b> Contains the activities associated with the required <b>coordination and organization</b> to produce the deliverables.</p> <p><b>COMMENTS</b></p> <ul style="list-style-type: none"> <li>Strongly related to the <b>Development Approach</b>.</li> <li><b>Predictive planning</b> uses WBS and decomposition models to break down the scope.</li> <li><b>Iterative planning</b> uses the concept of <b>evaluating multiple options</b> until costs may exceed benefits.</li> <li>Describes concepts of <b>estimating, scheduling and budgeting</b> using different approaches.</li> <li>It has some aspects of the <b>planning process group</b> of the PMBOK® Guide 6th edition.</li> </ul>
<p><b>MEASUREMENT</b></p> <p><b>DESCRIPTION</b> Includes the activities that <b>measure project performance</b> to allow actions to be taken to ensure the desired results are achieved.</p> <p><b>COMMENTS</b></p> <ul style="list-style-type: none"> <li>It is impossible to evaluate results if you do <b>not measure them</b>.</li> <li>Measurement goes <b>above and beyond reporting and data</b>.</li> <li>Measurement is all about <b>conversations and decisions</b> using the data.</li> <li>Covers <b>leading and lagging indicators (KPI)</b> and what is an effective metric.</li> <li>Aspects of <b>Earned Value Analysis, dashboards, Kanban</b> and other visual ways of reporting are presented by this domain.</li> </ul>	<p><b>UNCERTAINTY</b></p> <p><b>DESCRIPTION</b> Assures that the project contains activities that address <b>risks, uncertainty, and VUCA</b> (volatility, uncertainty, complexity, and ambiguity) and its environment.</p> <p><b>COMMENTS</b></p> <ul style="list-style-type: none"> <li>Despite not being mentioned in the guide, the <b>VUCA</b> concept is a critical aspect of this domain.</li> <li>Strongly connected to the <b>Systems Thinking, Complexity and Risk</b> principles.</li> <li><b>Early warning and environmental scanning</b> are relevant activities to address uncertainty.</li> <li>The "Risk" knowledge area of the PMBOK® Guide 6th edition is closely related to this.</li> <li>Uncertainty, as well as risks, are <b>not necessarily negative</b>. They can be opportunities.</li> </ul>

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## IV. Video

- <https://www.youtube.com/watch?v=QLfLFibTVUg>
- <https://www.youtube.com/watch?v=YHIMcCfCFgU>

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