

What All Project Managers Should Know in 2018:  
**Key PMBOK® Guide –  
Sixth Edition Updates**

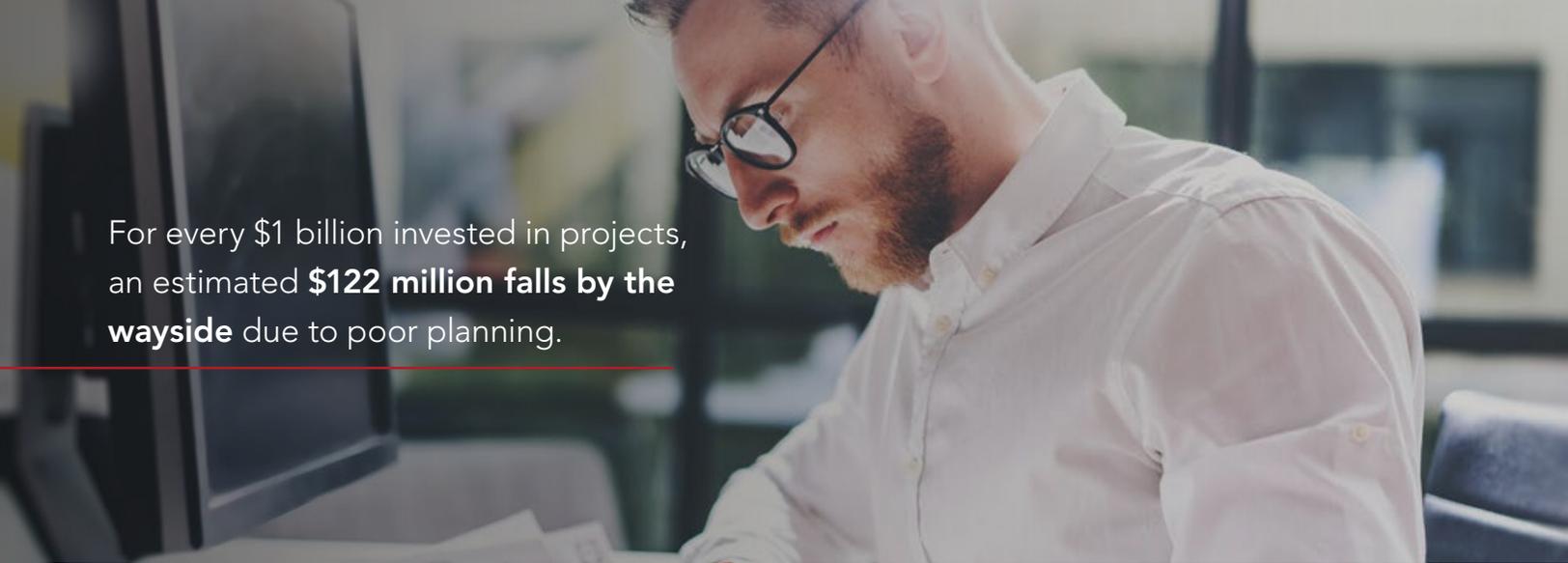
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# Table of Contents

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- 
- 01** The State Of Project Management
    - 02** An Agile Focus
    - 02** An Amended Introduction
    - 03** An Altered Tool Kit
  - 05** New Strategies For New Times



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## The State of Project Management

There are currently an estimated 16.5 million project managers working across the globe. Yet employers worldwide will need to fill roughly 87 million project management positions by 2027, according to new data from the Project Management Institute.

Simply put, there are not enough qualified project management professionals to go around due to skyrocketing demand for their expertise. And by today's estimates for every \$1 billion invested in projects, an estimated \$122 million falls by the wayside due to poor planning. More still, the growing talent shortage is expected to result in \$208 billion in gross domestic product losses across 11 countries in five continents.

So how can organizations curb costly project errors and losses and secure the right project management talent? And how can project managers fine-tune the skills needed by these organizations? The answers are one in the same – training.

The training resources required to equip project managers with the skills they need to successfully oversee internal initiatives are based on strategies covered in the Project Management Body of Knowledge (PMBOK® Guide) from the Project Management Institute, which has licensed over 2.9 million project managers since its inception 1969.<sup>1</sup>

## An Agile Focus

Perhaps the most consequential addition to the latest edition of the PMBOK® Guide is the inclusion of an implementation guide for agile development environments.<sup>2</sup> An estimated 94 percent of businesses worldwide take advantage of the agile approach, which emphasizes cross-functional workflows and client communications in the service of product evolution.<sup>3</sup>

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<sup>1</sup> "About Us," Project Management Institute, 2018.

<sup>2</sup> "PMBOK Guide - Sixth Edition," Project Management Institute.

<sup>3</sup> "12th Annual State of Agile Survey," Versionone, 2017.



An estimated **94 percent of businesses** worldwide take advantage of the agile approach.

Now project managers can effectively deploy this methodology in conjunction with established professional standards, laying the groundwork for further success.

## An Amended Introduction

The fifth edition of the PMBOK® Guide, which PMI published in 2013, featured a largely informational introduction section that included high-level information, including the definition of a project and a purpose statement.<sup>4</sup> The latest iteration eschews the basics for more aspirational content, starting with the Standard for Project Management. This overarching benchmark, which carries a seal of approval from the American National Standards Institute, outlines established project management best practices via detailed process descriptions. The opening portion of the PMBOK® Guide also includes separate standards for portfolio and program management.

A vocabulary section follows the Standard for Project Management, offering an exhaustive list of the industry-standard jargon included in the PMI Lexicon of Project Management Terms. Here, readers can sort the roughly 200 phrases that constitute this essential resource. The sixth edition of the PMBOK® Guide includes a number of terms with amended definitions, all of which were reviewed and approved by multiple PMI standards committees.<sup>5</sup>

The introduction continues with the PMI Code of Ethics and Professional Conduct, which requires project managers to function with four key values in mind: fairness, honesty, respect and responsibility.<sup>6</sup> Individuals who fail to adhere to these attributes are subject to disciplinary action from the PMI Ethics Review Committee, a regulatory body capable of revoking certifications.

<sup>4</sup> "What is in the New PMBOK Guide 6th Edition - An In-Depth Comparison," EDU Hubspot, 2017.

<sup>5</sup> "PMI Lexicon of Project Management Terms," Project Management Institute, 2017.

<sup>6</sup> "Code of Ethics and Professional Conduct," Project Management Institute, 2018.



A majority of the **most consequential changes** found in PMBOK® Guide 6 appear in sections 4-13, which offer extremely detailed strategies and tools for finding success.

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A detailed explanation of project management fundamentals closes the introduction in the sixth iteration of the PMBOK® Guide, replacing the simplified version that appeared in the previous edition. The section on value creation moves up in the subsection rankings, indicating PMI's commitment to helping businesses and project management practitioners understand that thorough planning and oversight creates value via increased organizational agility, cost-cutting and risk mitigation.<sup>7</sup>

## **An Altered Tool Kit**

A majority of the most consequential changes found in PMBOK® Guide 6 appear in sections 4-13, which offer extremely detailed strategies and tools for finding success.

Section four, which addresses project integration management, receives the same treatment as the fundamentals portion found in the introduction. A subsection on business document creation receives top billing, offering readers methodologies for proving return on investment internally. This focus on the business case for project management continues into another area of section four pertaining to tools and techniques, as advice on data gathering and cross-functional collaboration replace the high-level segment on facilitation techniques found in the fifth edition of the PMBOK® Guide.

An entirely new subsection materializes in section four. This addition covers project management knowledge and gives aspiring project managers strategies for collecting and leveraging internal expertise to find success. It also addresses new knowledge creation, advising readers to reflect throughout the execution process and compile "lessons learned" that may come in handy in the future.

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<sup>7</sup> "Pulse of the Profession: The High Cost of Low Performance," Project Management Institute, 2016.



The addition in section four covers project management knowledge and gives aspiring project managers strategies for collecting and leveraging internal expertise **to find success.**

While not completely compiled from scratch like section four, the subsection on project closing procedures was changed significantly, as the experts at PMI added new guidance for developing project success and procurement documents that go toward the group's goal of bolstering the business advantages of project management.

Sections eight and nine, which address project quality management and project resource management, respectively, are filled with changes, most of which advise project managers to document their adherence to pre-established key performance indicators and budgetary benchmarks. The subsection on team development that appears in section nine offers a variety of new processes and techniques meant to foster collaboration, including the deployment of exercises that support interpersonal development. The section also closes with an entirely new portion on resource control, which promotes the use of data-based asset tracking – another strategy meant to appeal to budget-conscious business leaders.

## **New Strategies for New Times**

For project managers, the PMBOK® Guide will offer new-and-improved guidance that will enable them to amplify their impact and generate revenue with groundbreaking programs. And in the design and construction sector, where an estimated 45 percent of the businesses are already suffering due to lacking project management functionality, and where firms will need an influx of almost 10 million project management professionals over the next decade to move forward with existing and new business, the PMBOK® Guide may help overcome challenges now and in the future.

**Sources:**

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