PMBOK 7 and Tailoring, Models, Methods, and Artifacts

Copyright© De Ceuster Academy @ APraCom

1

Structure of the PMBOK® 7th Edition

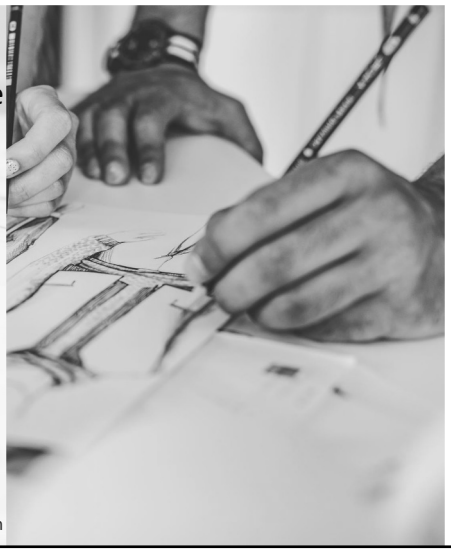
- The PMBOK 7 has three sections:
  - Section 2 – Project Performance Domains
    Identifies and describes eight project performance domains. They form an integrated system to enable project success.
  - Section 3 – Tailoring
    What is tailoring? What to tailor? Application of tailoring to individual projects.
  - Section 4 – Models, Methods, and Artifacts
    Models, methods, and artifacts used in project management.

Copyright© De Ceuster Academy @ APraCom

2

Overview of Tailoring

- Tailoring is about adapting the project management approach, governance, and process so that they fit the environment and the work.
- Tailoring is driven by the project management principles as described in the standard for project management.
- Organizations that are stakeholders focused, will have more processes related to stakeholder engagement.
- When considering risks, organizations with higher risk tolerance may have fewer processes compared with low-risk tolerant organizations.



Copyright© De Ceuster Academy @ APraCom

3

Frameworks and Methodologies

- Some frameworks and methodologies exist that are applied without customization to the organizational and project context.
- This may result in higher-than-needed complexity and too much focus on processes compared to the actual needs.
- Even though these methodologies have a clear set of processes, it is advised to adjust them to the actual needs to avoid too much non-value-added work.

Copyright© De Ceuster Academy @ APraCom

4

Goals of Tailoring

Proper tailoring will have positive effects on the project and will lead to:

- ✓ Quicker delivery or as soon as possible
- ✓ Minimizing project cost
- ✓ Value optimization (reduction of non-value add)
- ✓ High-value deliverables and outcomes
- ✓ Compliance with regulatory standards
- ✓ Satisfying stakeholder expectation
- ✓ Adapting to change

Copyright© De Ceuster Academy @ APraCom

5

Why is Tailoring Important?

- Tailoring needs are identified considering the organization, the operating environment, and the project needs.
- For example, building a house or a train station with surrounding infrastructure will need a different approach, and applying the tools, techniques, and processes must be adjusted.
- Communication needs to change depending on the number of stakeholders and the complexity of the communication needs.
- The way we deal with projects must be adjusted to the actual needs.

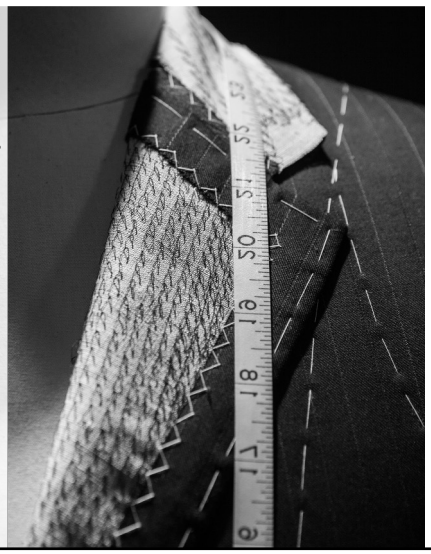
Copyright© De Ceuster Academy @ APraCom

6

Positive effects of Tailoring

- The team members are more committed because the tailoring has taken out the unnecessary workload that would only turn the team members into administrators.
- Tailoring has a customer-oriented focus because the customer will have a clearer look at the organization and status of the project as unnecessary items are removed and, on their side, less admin control and support will be needed.
- Project resources are used more efficiently, and the effect is that the costs will be lower and more in balance with the total costs of the project.

Copyright© De Ceuster Academy @ APraCom



7

What do we have to Tailor?

Tailoring is important and we can apply tailoring to different project aspects:

- ✓ Life cycle and development approach selection
- ✓ Processes
- ✓ Engagement
- ✓ Tools
- ✓ Methods
- ✓ Artifacts

Copyright© De Ceuster Academy @

8

Tailoring Life Cycle and Development Approach Selection

- The project life cycle selection and the project phases are important parts of tailoring. More complex projects may have more phases than less complex ones.
- The development approach is another way to tailor. Smaller, less complex projects may have a single development approach while more complex projects may have hybrid life cycles that are adapted to the difficult parts of the project.

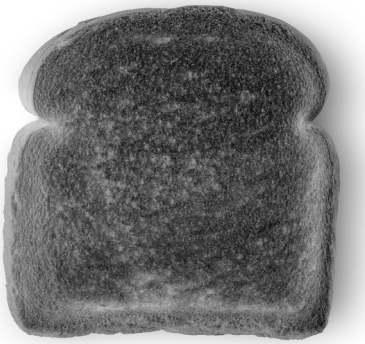
Copyright© De Ceuster Academy @ APraCom

9

Tailoring Processes

When we look at tailoring of the processes for the selected life cycle, we can apply

- Adding: add elements to the processes that are necessary for the project
- Modifying: elements of the process to comply with the project like modifying documents and reports
- Removing: processes or documents that are not really necessary or are not bringing value add
- Blending: combining different elements
- Aligning: harmonize different elements to increase consistency.



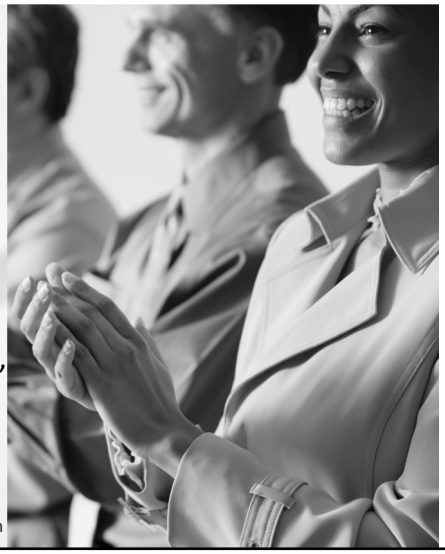
Copyright© De Ceuster Academy @ APraCom

10

Tailoring Engagement

Tailoring engagement for the people involved includes the following elements:

- **People**
  evaluate skills, capabilities, and experience to assemble the best team for the project.
- **Empowerment**
  select the responsibilities that will be assigned to the team depending on project complexity and team skills, capabilities, and experience.
- **Integration**
  add people from suppliers, customers, and others to improve performance and success.

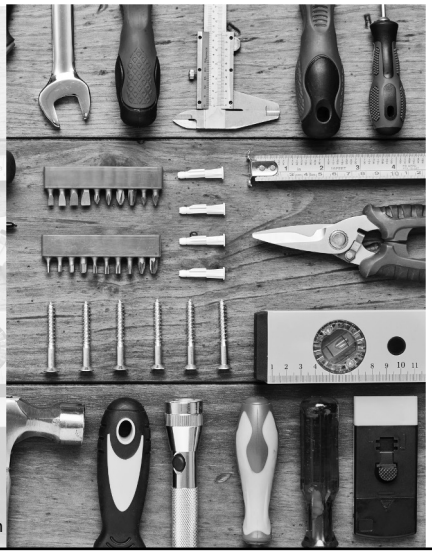


Copyright© De Ceuster Academy @ APraCom

11

Tailoring Tools, Methods, and Artifcts

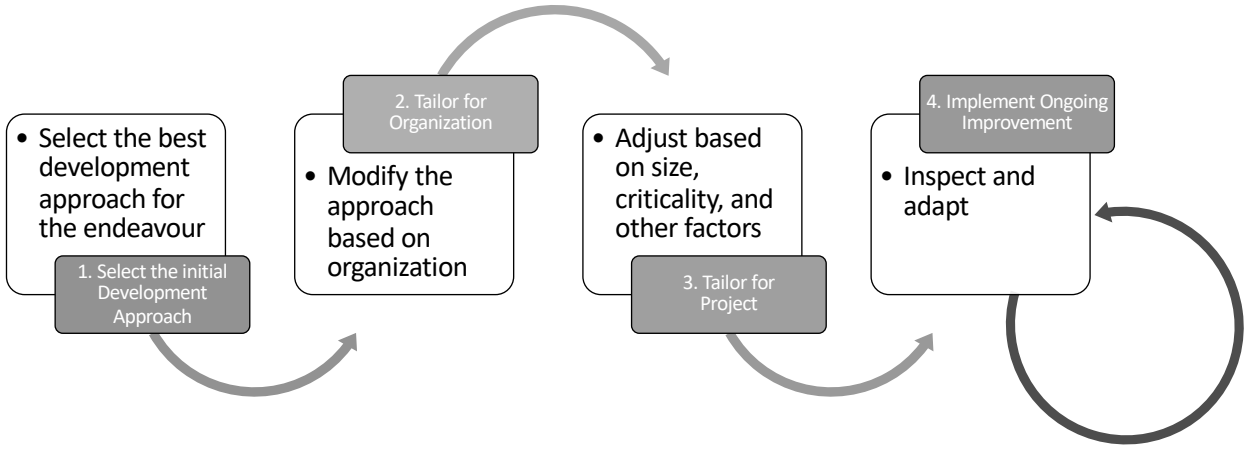
- Many tools exist and each has specific capabilities and functions. Selecting the best suitable tool includes considering the complexity of the tool. Integrated PMIS exist but they may be too complex for the project while in other cases, they may be necessary.
- The different methods that we use must be adjusted to the project, its complexity, and the environment.
- Artifacts like documents, templates, and others must be adjusted to the specific necessities of the project. Too complex forms, reports, and others must be avoided to remove unnecessary work and reduce costs.



Copyright© De Ceuster Academy @ APraCom

12

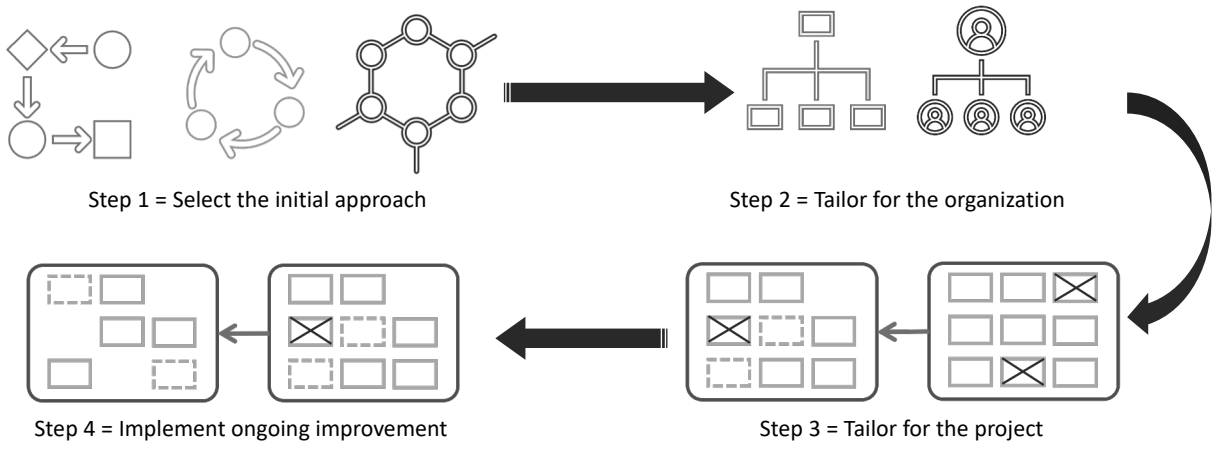
The Four Steps of the Tailoring Process



Copyright© De Ceuster Academy @ APraCom

13

Overview Tailoring



Copyright© De Ceuster Academy @ APraCom

14

Performance Domain - Stakeholders

- Tailoring the stakeholder performance domain includes answering the following questions:
  - ✓ Is the environment between stakeholders and suppliers collaborative?
  - ✓ Internal, external, or mixed stakeholders?
  - ✓ Best communication technology and what is available?
  - ✓ Languages used? Is a dictionary available?
  - ✓ What is the number of stakeholders?
  - ✓ Cultural differences?
  - ✓ Relationships within the stakeholder community?
  - ✓ Complexity of the network or networks?

Copyright© De Ceuster Academy @ APraCom

15

Performance Domain – Project Team

- Tailoring the team performance domain includes answering the following questions:
  - ✓ Physical location of the team members? Colocated? Geography? Time zones?
  - ✓ Different viewpoints and cultural perspectives?
  - ✓ Identification of team members? Full-time or part-time? Contractors providing resources?
  - ✓ Team culture? Effect of culture on the tailoring?
  - ✓ Management of team development? Availability of tools? Existing or to be created?
  - ✓ Team members with special needs? Training to manage diversity?

Copyright© De Ceuster Academy @ APraCom

16

Performance Domain – Development Approach and Life Cycle

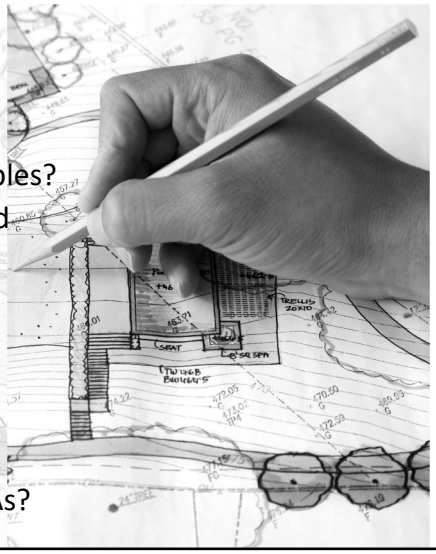
- Tailoring the development approach and life cycle performance domain includes answering the following questions:
  - ✓ What is the best development approach for the project? If adaptive, will we select incremental or iterative? Would be a hybrid approach best?
  - ✓ What are the optimal life cycle and different phases?
  - ✓ Do formal or informal audit and governance policies exist?
  - ✓ Are there defined procedures and guidelines?

Copyright© De Ceuster Academy @ APraCom

17

Performance Domain – Planning

- Tailoring the planning performance domain includes answering the following questions:
  - ✓ What is the effect of internal and external environmental factors on the project and deliverables?
  - ✓ What factors can influence duration (resources and productivity)?
  - ✓ Are there procedures, procedures, and guidelines related to cost estimating and budgeting?
  - ✓ How is cost estimating done in adaptive cycles?
  - ✓ One single or multiple procurements? Effects on complexity?
  - ✓ Local laws and regulations integrated with the OPAs?



Copyright© De Ceuster Academy @ APraCom

18

Performance Domain – Project Work

- Tailoring the project work performance domain includes answering the following questions:
  - ✓ Most effective management processes based on culture, complexity, and other factors?
  - ✓ How is knowledge managed?
  - ✓ What information must be collected?
  - ✓ What technology is available for knowledge management
  - ✓ Availability of lessons learned and historical information?
  - ✓ Does a knowledge management repository exist? Is it accessible?

Copyright© De Ceuster Academy @ APraCom

19

Performance Domain – Delivery

- Tailoring the delivery performance domain includes answering the following questions:
  - ✓ Do requirement management systems exist?
  - ✓ Are validation and control-related systems available?
  - ✓ Quality tools, procedures, tools & techniques, and templates are available in the organization.
  - ✓ Are industry-specific quality standards applicable?
  - ✓ Must specific governmental, legal, or regulatory constraints be considered?
  - ✓ Are there unstable requirements and what is the best approach?
  - ✓ Effect of sustainability on the project?

Copyright© De Ceuster Academy @ APraCom

20

Performance Domain – Uncertainty

- Tailoring the uncertainty performance domain includes answering the following questions:
  - ✓ Risk appetite and tolerance?
  - ✓ What are the methods to identify threats and opportunities?
  - ✓ What are the effects of project complexity, technological uncertainty, product novelty, cadence, and tracking on the project?
  - ✓ Is a detailed risk management plan necessary or is a simplified plan sufficient?
  - ✓ Do we have to implement a rigid risk management approach or is a reduced plan sufficient?
  - ✓ How strategic is the project? What is the effect on risk management?

Copyright© De Ceuster Academy @ APraCom

21

Performance Domain – Measurement

- Tailoring the measurement performance domain includes answering the following questions:
  - ✓ What methods and tools are used to measure value and its creation?
  - ✓ Do the measurements include both financial and non-financial value?
  - ✓ How is data capture enabled?
  - ✓ How will the data capture be used for the evaluation of benefits realization during or after the project?
  - ✓ What are the project status requirements?

Copyright© De Ceuster Academy @ APraCom

22

Part 4 – Models Methods, and Artifacts

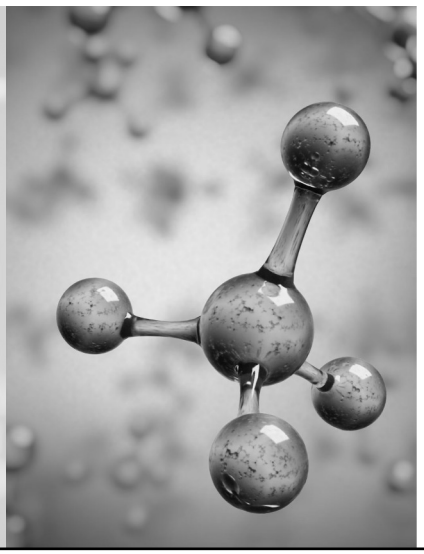
- Part 4 of the PMBOK 7th edition models, methods, and artifacts are described.
- The explanations are high-level, and it is recommended to study them in detail to understand them better.
  - ✓ A model is a thinking strategy to explain a process
  - ✓ A method is the means to achieve an outcome, output, result, or project deliverable
  - ✓ An artifact can be templates, documents, outputs, or deliverables

Copyright© De Ceuster Academy @ APraCom

23

Models

- When we refer to models, we consider small-scale, simplified views of reality.
- They present scenarios, strategies, or approaches that will help you with the optimization of work processes and efforts.
- Models can shape behavior for problem solving or meeting needs.
- Some models were especially developed for projects while others are of a general nature and useful when managing projects

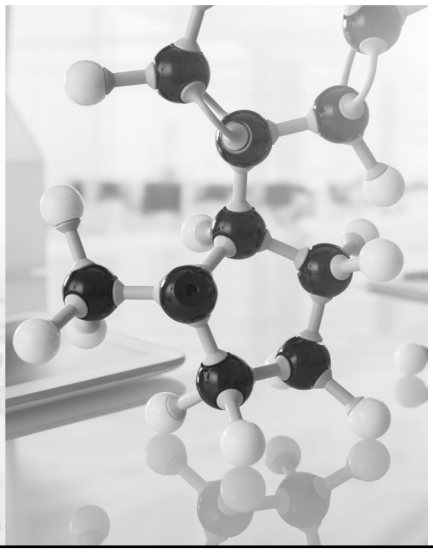


Copyright© De Ceuster Academy @ APraCom

24

Overview of Commonly Used Models

- Situational Leadership Models
- Communication Models
- Motivation Models
- Change Models
- Complexity Models
- Project Team Development Models
- Models related to Conflict, Negotiation, Planning, Process Groups, and Salience Model

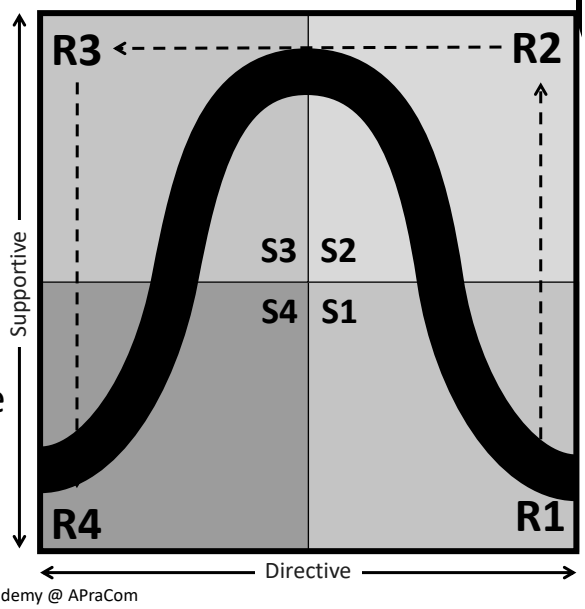


Copyright© De Ceuster Academy @ APraCom

25

Situational Leadership Dr. Paul Hershey

- The situational leadership model is built on the competence level of the people and how to adjust the leadership style.
- As competence levels evolve, the leadership style changes and the performance readiness (R) increases.

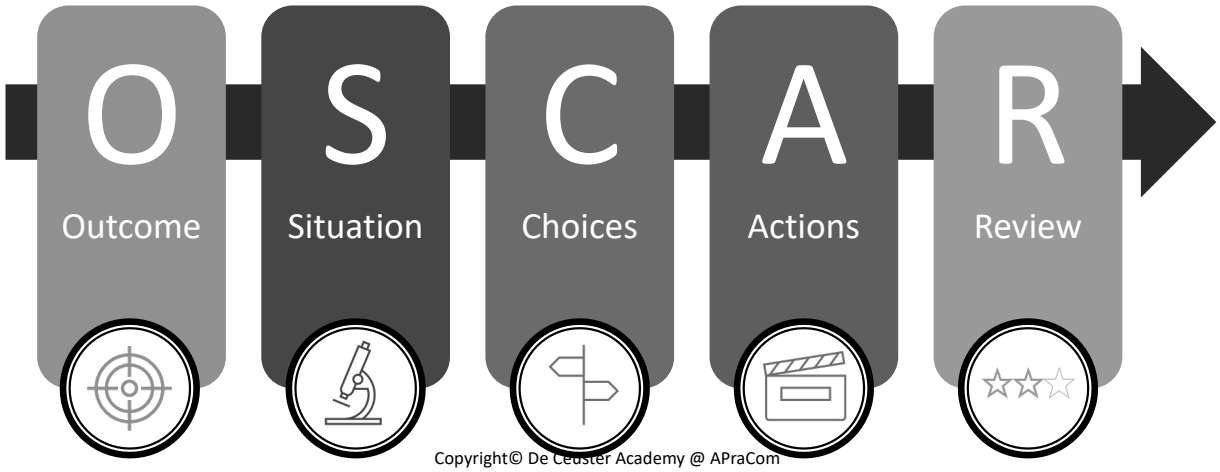


Copyright© De Ceuster Academy @ APraCom

26

OSCAR Model

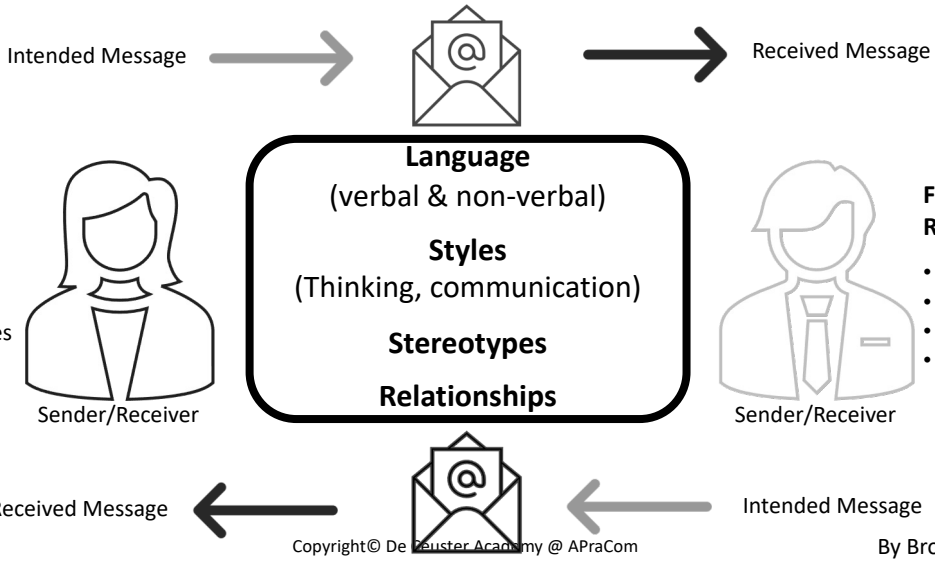
Karen Whittleworth and Andrew Gilber, 2002



Copyright© De Ceuster Academy @ APraCom

27

Cross-cultural Communication

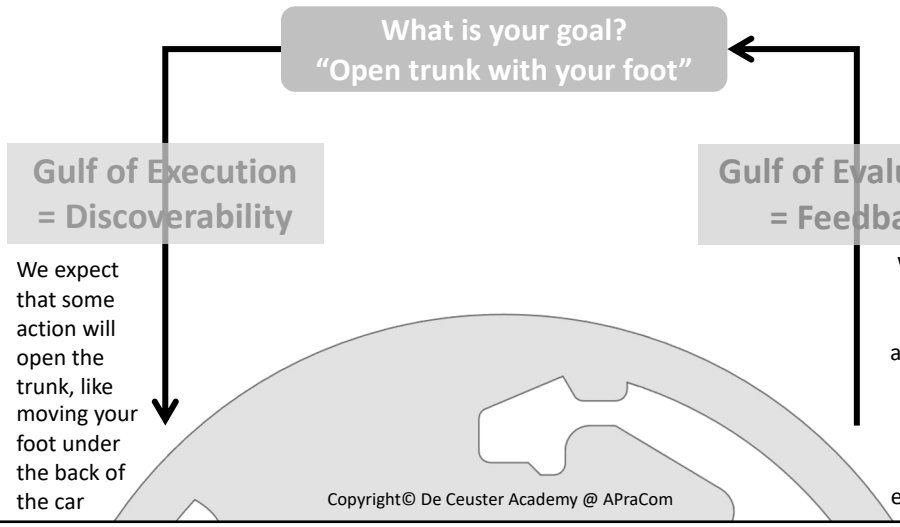


Copyright© De Ceuster Academy @ APraCom

By Browaeys and Price

28

Gulfs of Execution and Evaluation



Copyright© De Ceuster Academy @ APraCom

29

Hygiene and Motivational Factors

Herzberg Two Factor Theory

Job Dissatisfaction →

Hygiene Factors

- Salary
- Working Conditions
- Physical Workspace
- Colleagues
- Supervisor
- Policies and Rules

Motivation Factors

- Achievement
- Recognition
- Job Status
- Responsibility
- Opportunities
- Personal Growth
- The Work itself

← Job Satisfaction

Copyright© De Ceuster Academy @ APraCom

30

McGregor Theory X and Y, and Ouchi's Theory Z

Theory X	Theory Y	Theory Z
• Dislike work and want to avoid it • Prefer to be controlled • Security, not responsibility • Perform through intimidation • Motivated by financial rewards	• Work is a natural part of life • Prefer limited control and direction • Seek responsibility under proper work conditions • Perform better in a non-intimidating environment • Motivated by different needs	• Employee involvement is the key to increased productivity • Employee control is implied and informal • Share responsibilities and decision making • Perform better in environments that foster trust and cooperation • Need guaranteed employment and will accept slow evaluation

Copyright© De Ceuster Academy @ APraCom

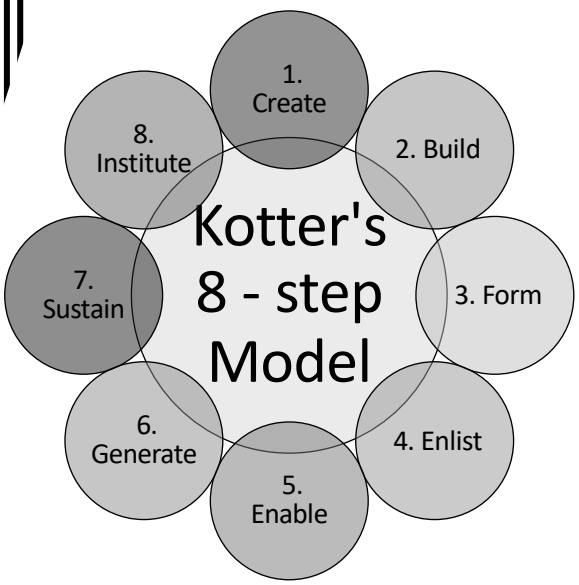
31

The ADKAR® Model by Jeff Hiatt

A	D	K	A	R
Awareness	Desire	Knowledge	Ability	Reinforcement
1. Identify that change is necessary 2. Evaluate the options 3. Communicate 4. Focus on the main reasons to change	1. Understand why change is necessary 2. Evaluate risks 3. Address fears 4. Identify what actions you want to take	1. Study ways to implement change 2. Find support to change 3. Identify and set reasonable targets	1. Combine knowledge with hands-on practice 2. Start small 3. Share to get support	1. Evaluate changes and adjust if necessary 2. The changes become sustainable 3. Feedback

Copyright© De Ceuster Academy @ APraCom

32

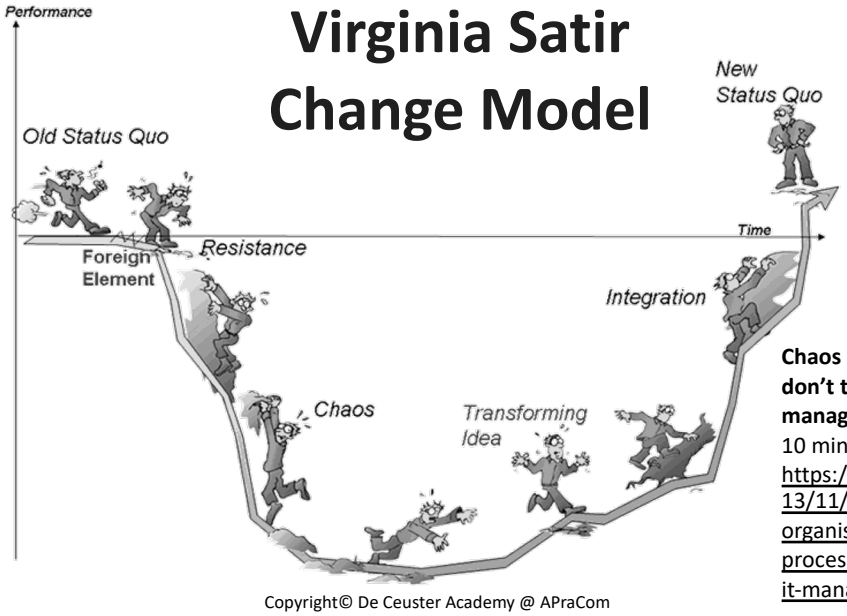


1. **Cr**eate
   Identify the threat and opportunities that drive the change. Create a feeling of urgency
2. **Build**
   Identify change leaders and build a coalition
3. **Form**
   Develop the vision and strategy for change
4. **Enlist**
   Communicate the vision and strategy
5. **Enable**
   Empower people and remove obstacles to implementing the changes
6. **Generate**
   Identify short-term implementations and wins to gain support for change
7. **Sustain**
   Capitalize on wins and set goals for the next steps
8. **Institute**
   Incorporate into the organization and remove old processes

Copyright© De Ceuster Academy @ APraCom

33

Virginia Satir Change Model

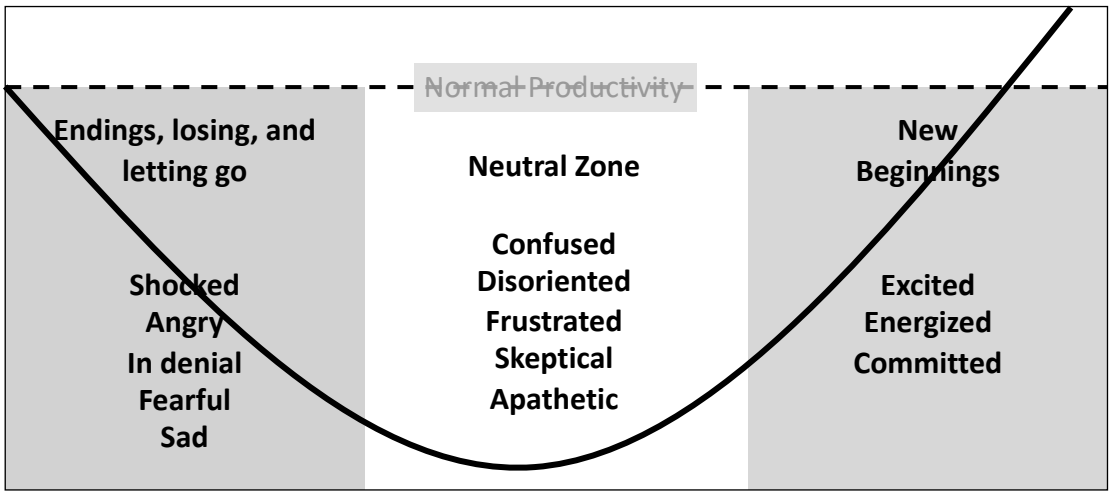


Chaos during change – don't try to avoid it, manage it.
10 minute HR
https://10minutehr.com/2013/11/11/chaos-in-the-organisational-change-process-dont-try-to-avoid-it-manage-it/

Copyright© De Ceuster Academy @ APraCom

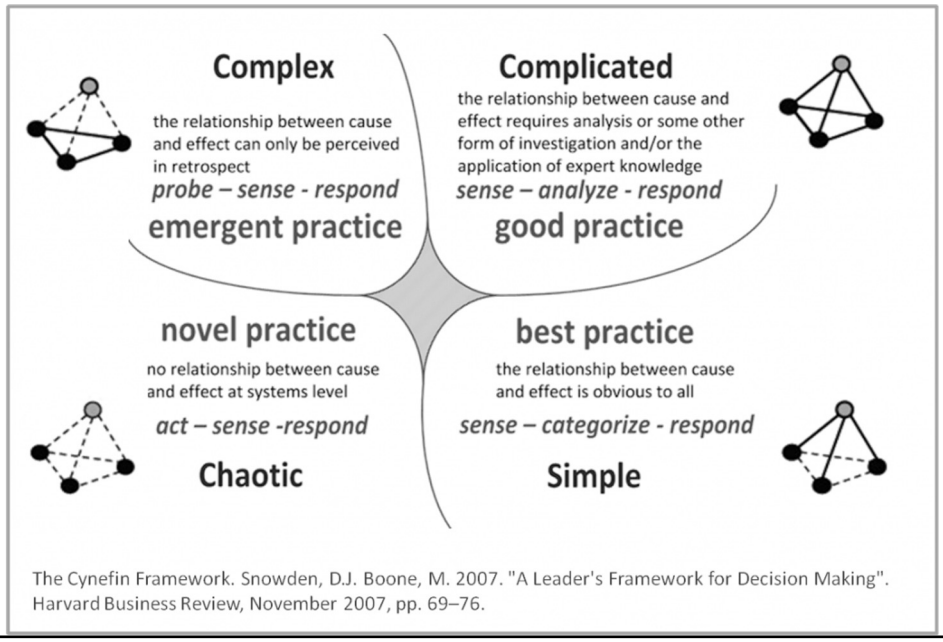
34

William Bridges' Transition Model



Copyright© De Ceuster Academy @ APraCom

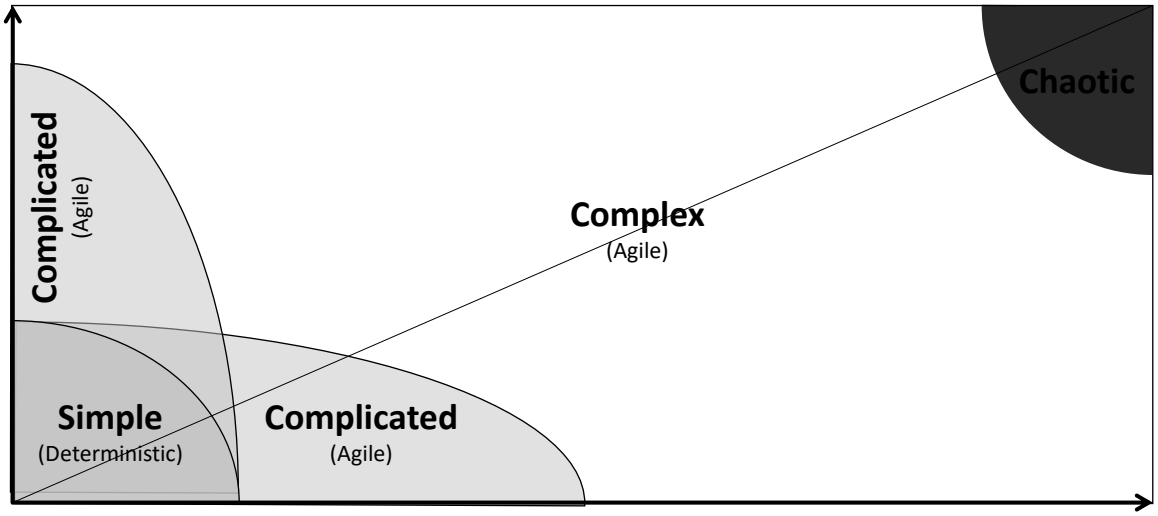
35



The Cynefin Framework. Snowden, D.J. Boone, M. 2007. "A Leader's Framework for Decision Making". Harvard Business Review, November 2007, pp. 69–76.

36

The Stacey Matrix



Copyright© De Ceuster Academy @ APraCom

37

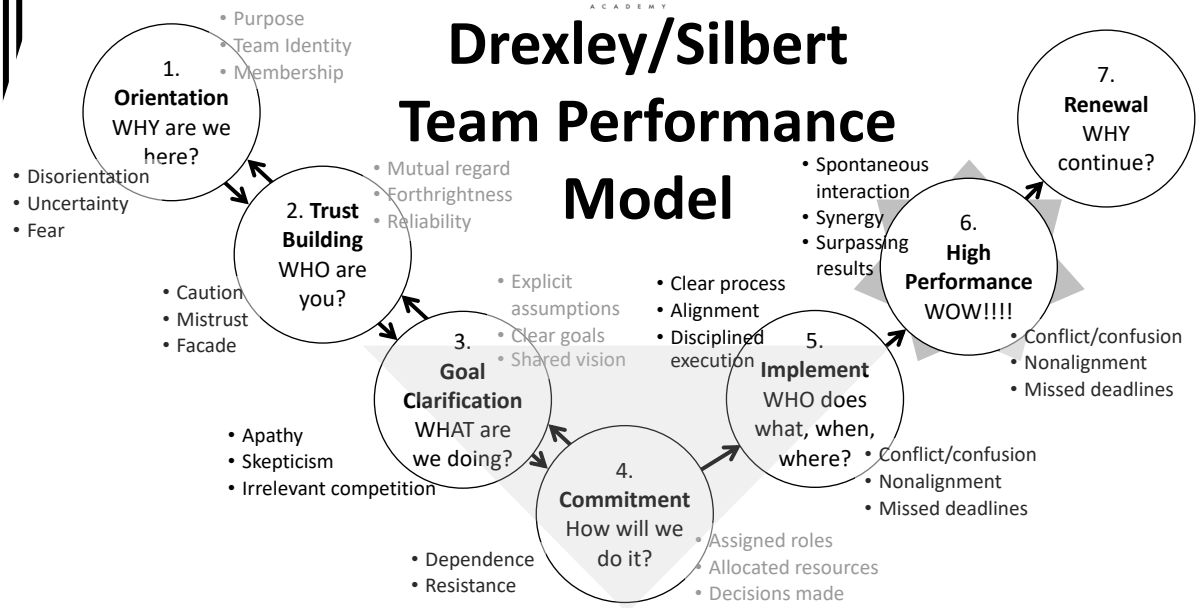
Tuckman Ladder

Forming	The team meets for the first time. They learn about the team members, the project, the work to be completed, and what roles have been assigned to the different team members.
Storming	The team members are looking for their position in the group, conflicts arise, and discussions about responsibilities and power. During this stage, cooperation is difficult
Norming	The people have found their position, the roles and responsibilities have become clear, and the behavior normalizes, and they start working as a team.
Performing	The team starts to work on an efficient level, deliverables are being created
Adjourning	The team is released, the bonds are broken, sadness, saying goodbye and new challenges await.

Copyright© De Ceuster Academy @ APraCom

38

Drexley/Silbert Team Performance Model



Copyright© De Ceuster Academy @ APraCom

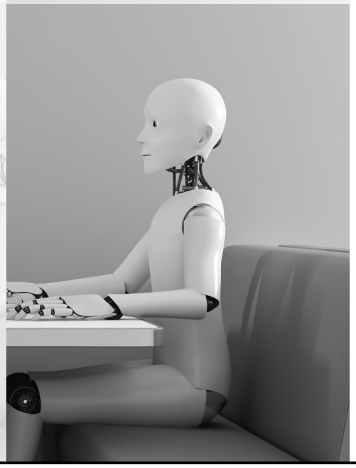
39

Defining a Method

- According to PMBOK® 7th Edition, a method is

"a means for achieving an outcome, result, or project deliverable"

- The methods we will discuss in the following presentations and slides, are a selection of methods that are commonly used.
- Some methods have not been integrated here since they are either not commonly used, they may be industry-specific, or they are used in a similar way in other disciplines.

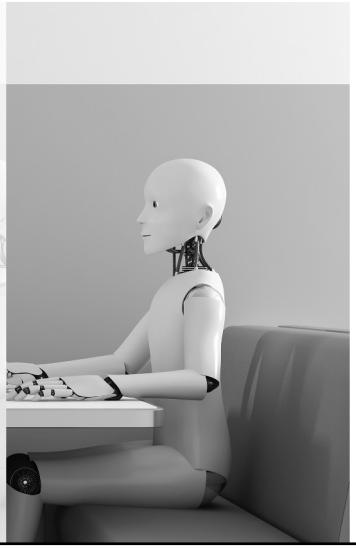


Copyright© De Ceuster Academy @ APraCom

40

Commonly Used Methods

- Methods can be classified into different categories
  - ✓ Methods for data gathering and analysis
  - ✓ Methods for estimating
  - ✓ Methods for meetings and events
  - ✓ Other methods



Copyright© De Ceuster Academy @ APraCom

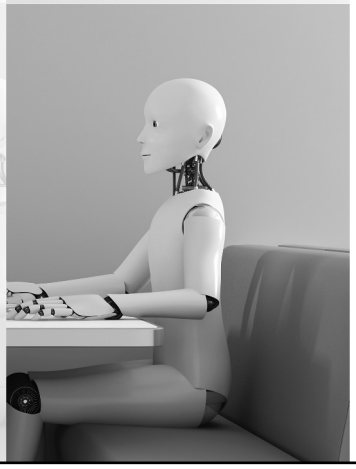
41

Defining an Artifact

- According to PMBOK® 7th Edition, an artifact is

  "is a template, document, output, or project deliverable"

- The artifacts we will discuss in the following presentations and slides are a selection of artifacts that are commonly used.
- Some artifacts have not been integrated here since they are either not commonly used, they may be industry-specific, or they are used in a similar way in other disciplines.

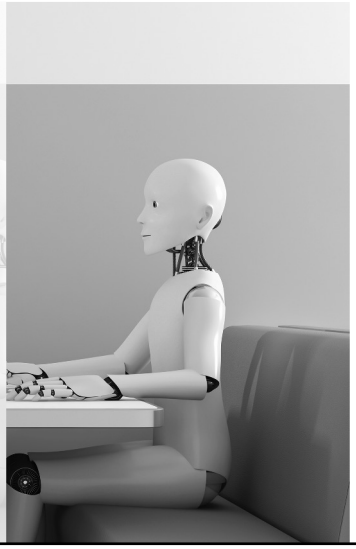


Copyright© De Ceuster Academy @ APraCom

42

Commonly Used Artifacts

- Artifacts can be classified into different categories
  - ✓ Strategy artifacts
  - ✓ Logs and registers
  - ✓ Plans
  - ✓ Hierarchy charts
  - ✓ Baselines
  - ✓ Visual data and information
  - ✓ Reports
  - ✓ Agreements and contracts
  - ✓ Other artifacts



Copyright© De Ceuster Academy @ APraCom

43