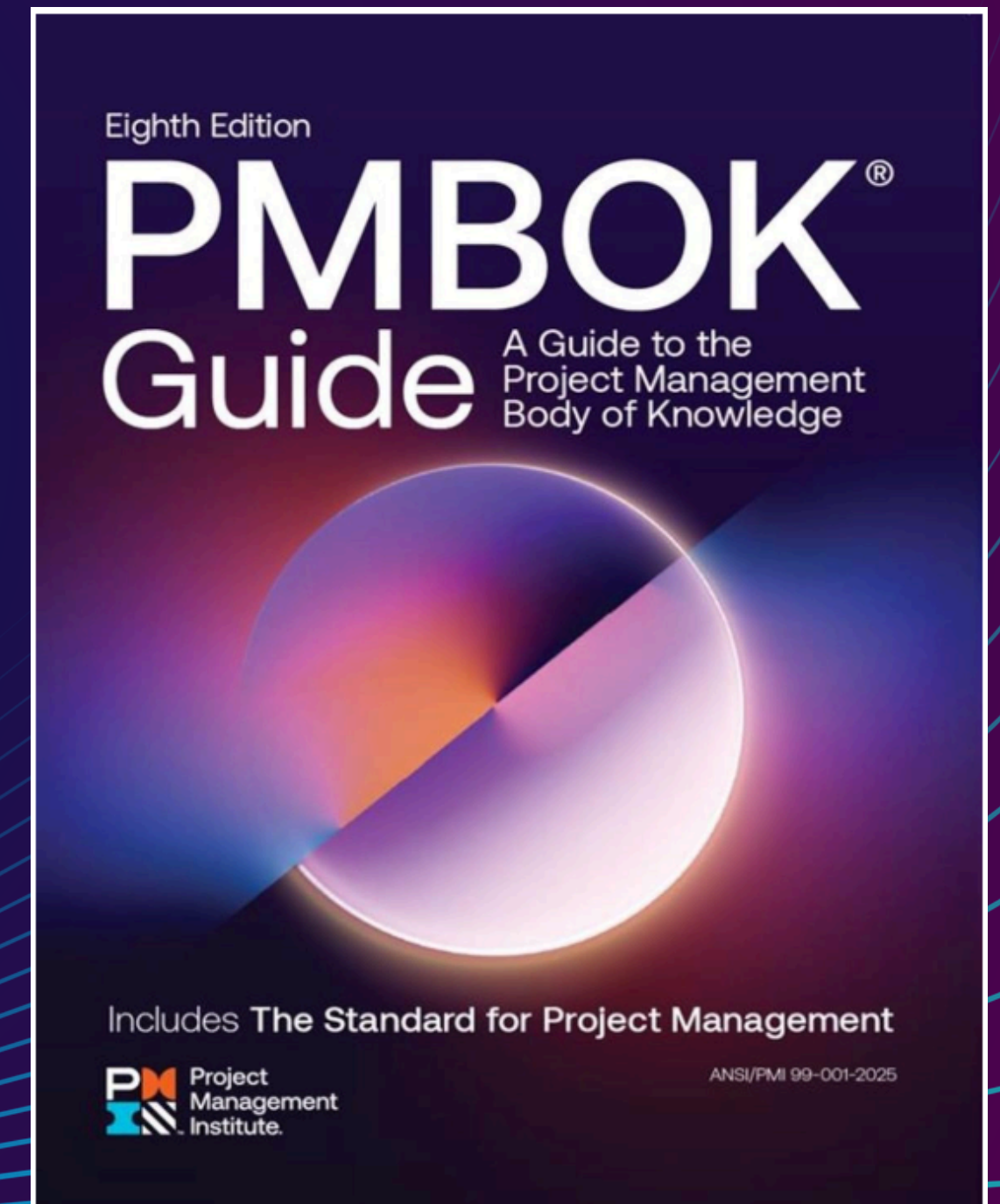


Implementing PMBOK Guide 8th Edition

What's New, What Still Works, and How to Make It Fit Your Reality

Arief Prasetyo

Integration PMO Manager at SLB
Co-Author of PMI PMBOK Guide 8th Edition



What is the **Body of Knowledge**?

... and what's the **PMBOK Guide**?





Tell me a bit about yourself




What's your **name**?

How long have you worked in **projects**?

What are you hoping to **learn** today?


Arief Prasetyo

 **Bachelors**
Electrical Eng.

2002

2003

2005

 **MBA**
Management IS

2007

2011

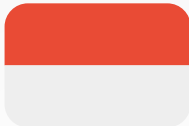
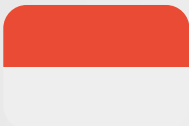
IT Staff

Field Engineer

Network Engineer

Field Training Manager

Service Delivery Manager



2013

2016

2024

 **PhD**
Project
Resilience

Operations Manager

Principal Integration
Project Manager

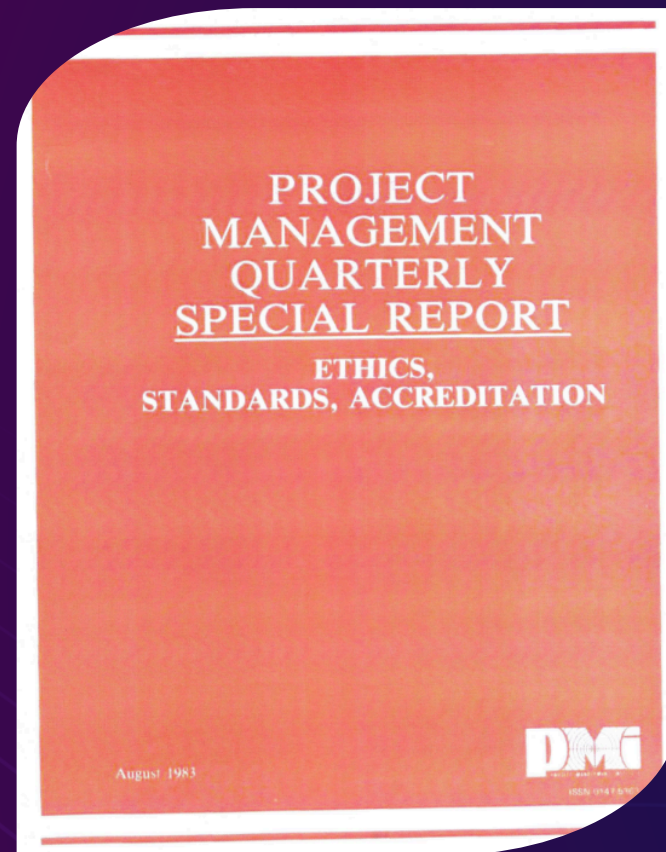
HQ Integration
PMO Manager



Volunteer Work



PMBOK Evolution : Early Beginnings

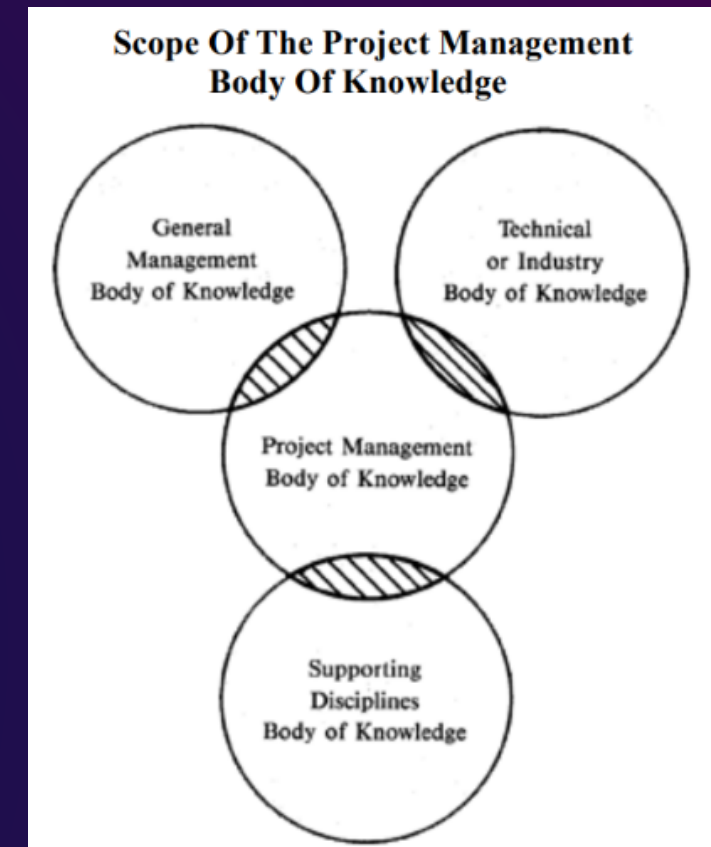


PM Quarterly Special Report
1983

HR Management
Cost Management
Time Management
Communications Management
Scope Management
Quality Management
Ethics

PMBOK Standards

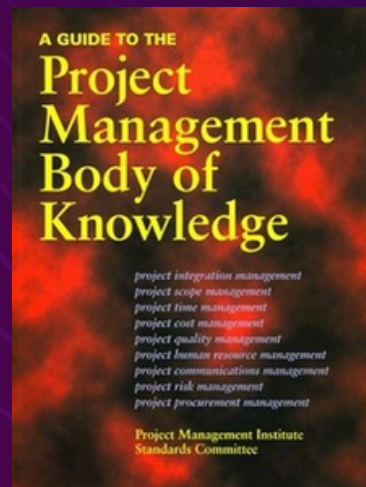
Let us begin by identifying a *project*. Really, it is any undertaking with an established starting point and defined objectives, the achievement of which clearly signify the conclusion of the project. In practice most projects are constrained by limits on the resources available to achieve the required objectives. The whole process of managing such a project is, of course, known as Project Management.



PM Body of Knowledge
1987

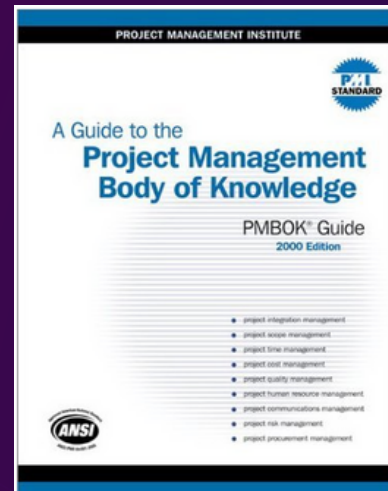
The Framework
Scope Management
Quality Management
Time Management
Cost Management
Risk Management
HR Management
Contract/ Procurement Management
Communications Management

PMBOK Evolution : PMI PMBOK Guide



1996

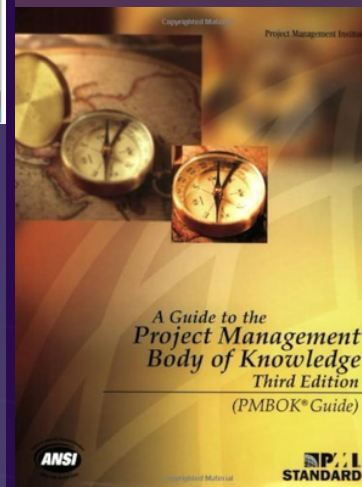
176 Pages
9 Knowledge Areas
37 Processes



2000

211 Pages
9 Knowledge Areas
39 Processes

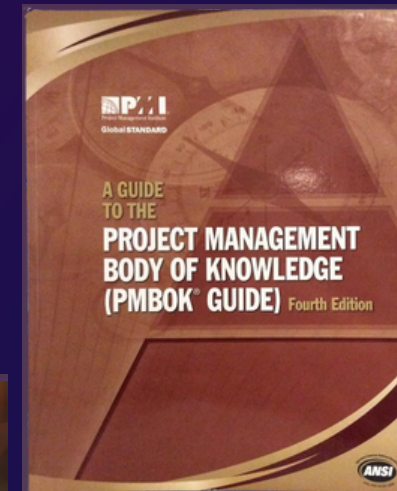
- "A Guide" to the PMBOK



2004

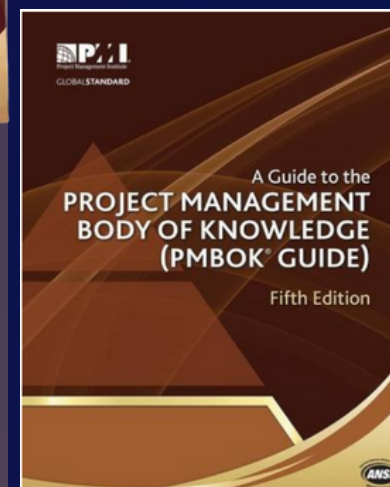
390 Pages
9 Knowledge Areas
44 Processes

- Separate Standard
- Most projects most of the time.



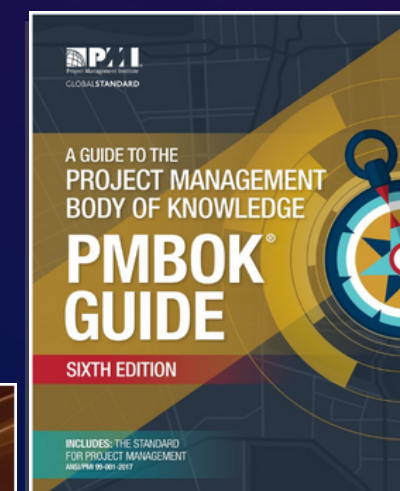
2009

467 Pages
9 Knowledge Areas
42 Processes



2013

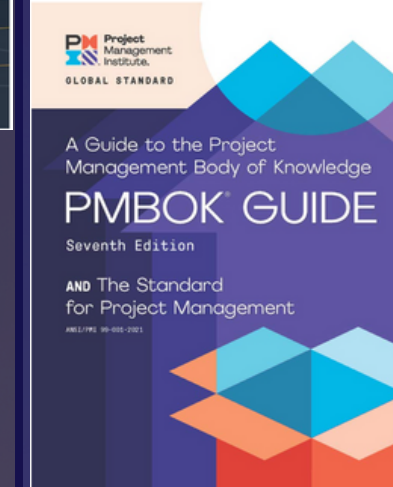
589 Pages
10 Knowledge Areas
47 Processes



2017

390 Pages
10 Knowledge Areas
49 Processes

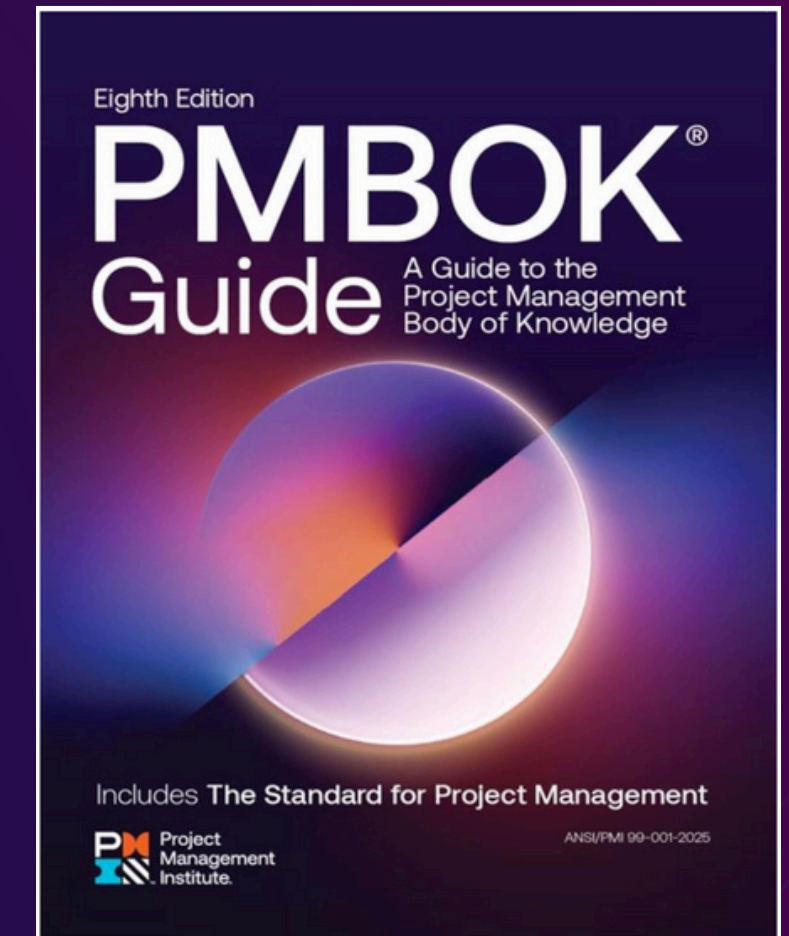
- Introduction of "agile"
- Introduce key concepts, trends, etc.



2021

370 Pages
12 Principles
8 Performance Domains

- Principle-based
- Agile methods
- Performance domains



2025

401 Pages
6 Principles
7 Performance Domains
40 Processes

- Simplify and refine principles to make it more actionable
- Reintroduce process groups as focus areas
- Reintroduce processes

PMBOK Guide 8 Architecture

The PMBOK Guide

Performance Domains, Processes, Inputs and Outputs, Tools and Techniques, Tailoring.

Provides the practical guidance.
It shows how the concepts and principles are applied through performance domains, processes, tools, and tailoring.

The Standard for Project Management

System for Value Delivery, Principles, Project Life Cycles

Defines key terms, and why projects exist and deliver value.
It explains the concepts and principles, but does not tell you how to run a project.

What We Will Cover Today

The PMBOK Guide	Governance	Risks
	Scope	Tailoring
	Schedule	ITTO
	Finance	Appendix X2: PMO
	Stakeholders	Appendix X3: AI
	Resources	Appendix X4: Procurement
The Standard for Project Management	Key Terms and Concepts	Project Management Principles
	A System for Value Delivery	Project Life Cycles

What is Project Success?

Everyone has been to a hospital and felt the long queues, repeated registration, or unclear updates. Now imagine a group of hospitals **launching a project to fix this by introducing one digital appointment and patient-tracking system across all their facilities**. The aim is to improve the patient experience, support doctors, and give management better visibility, within a fixed budget and a twelve-month timeframe.

10
minutes

Split into three groups: **doctors, patients, and management**.
Based on this scenario, define what project success looks like from your perspective.
Think about the outcomes you expect, what matters most, and also what would make the project unsuccessful.



Takeaway

PMBOK Guide 8
reframes projects around **value**.

Different stakeholders define success differently
Value is experienced, not assumed
A project must align and negotiate these expectations early
Project success requires shared outcomes

Project Managers must treat value and success criteria as living targets, not fixed assumptions.

Stakeholders learn, users express their opinions, priorities evolve, organizations reframe what "good" looks like for them.

A System for Value Delivery

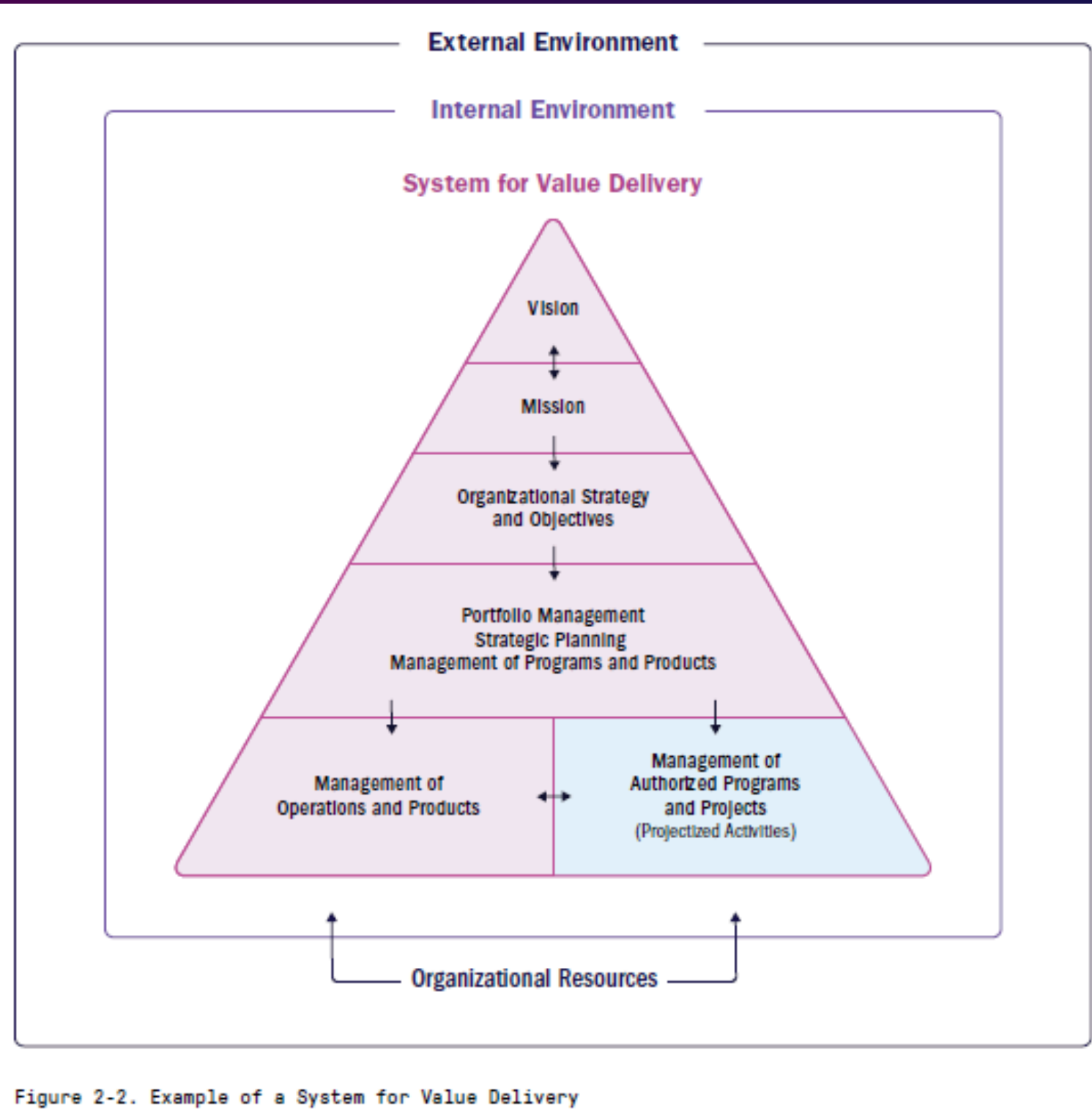


Figure 2-2. Example of a System for Value Delivery

Project Success

The Success of
Project Outcomes

The Success of
Project Management Processes

Achieve impact and contribute to
organizational success.

Effective use of resource and meeting
stakeholders expectations.

PM Standard – Some Updated Definitions

Project

A temporary initiative in a unique context undertaken to create value.

The temporary nature of a project indicates a beginning and an end to the project work or a phase of the project work.

A project's unique context can be driven by its distinct goals, environmental conditions, approaches, stakeholders, or other dimensions.

Projects can be stand-alone efforts or part of a portfolio or program.

Project Management

The application of knowledge, skills, tools, and techniques to project activities to meet or exceed the intended value.

Meeting or exceeding value in project management does not mean to endorse or accept gold plating or scope creep, but to emphasize a value-driven decision-making process, helping to ensure that the final project outcome satisfies the stakeholders' needs.

Project Management Office

Organizational entities, typically established as departments or teams, primarily tasked with centralizing activities related to the management of portfolios, programs, and/or projects. The nature of these activities can vary according to the unique needs of each organization.

PM Standard – Some Updated Definitions

Project Manager

The person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.

Project managers perform a variety of functions such as facilitating the project team's work to achieve the intended outcomes and managing the processes to bring about those outcomes in order to enable value delivery.

Project Success

The consensus view across intended beneficiaries, other stakeholders, and project participants that a project was perceived to have delivered value that was worth the effort and expense.

Value

The excess of financial and nonfinancial benefits over investment that is gained from achieving the goals of a portfolio, program, or project. Different stakeholders perceive value in different ways, which can be explained quantitatively or qualitatively. Thus, organizations may focus on business value as determined by performance metrics or finances, such as return on investment (ROI). Customers may interpret value as the convenience offered by a given product or service. Governments and nongovernmental organizations (NGOs) may prioritize the value of societal impact on groups of people and their communities and environments.

Share examples from your industry

The Success of
Project Outcomes

The Success of
Project Management
Processes



Delivering Value Not in Isolation: Functions in Project Management



PRINCIPLES

Project Management Principles

Integrated decision-making, enhanced communication, proactive risk management.

Meeting deliverables acceptance criteria, ensuring processes are effective.

Continually evaluate and adjust alignment with intended benefits and value.

Proactive

Adopt a Holistic View

Embed Quality Into Processes and Deliverables

Ownership

Be an Accountable Leader

Build an Empowered Culture

Mindset

Focus on Value

Integrate Sustainability Within All Project Areas

Value-Driven

Integrity, honesty and fairness. Making responsible decisions with intent.

Promote collaboration and unity in shared objectives.

Consider people, the planet, society when performing project activities.

Figure 3-1. The Project Management Mindset

Principle in Action Example

An online travel agency executed a project to roll out a new automated escalation workflow. The intent was to route all complex partner tickets to a newly formed specialist team. After deployment, it was discovered that this new team did not have system access to certain major hotel chains in North America. As a result, escalated tickets from those chains could not be processed.

The PM immediately sent an alert to all frontline agents to flag the issue, suspended further escalations to the new team, and temporarily reverted those workflows to the original handling path. The PM then assigned teams to review regional SOPs, identify other potentially affected chains, and work with the system owner to address access gaps before the workflow could be safely reinstated.

Which One Was Applied

Adopt a Holistic View
Embed Quality into Processes and Deliverables
Focus on Value
Be an Accountable Leader
Build an Empowered Culture
Integrate Sustainability Within All Project Areas

What can PMs do to
make it worse?

Keep deployment, and push it to the
next PM to fix (new project)

Blame somebody else

In a perfect world, gaps are caught before execution. The principles are not only about prevention, but also about how PMs behave when flaws are exposed.



FOCUS AREAS

Focus Areas

Focus Areas are implemented using formal processes, informal practices, or other policies, procedures or techniques.

Initiating - Planning - Executing - Monitoring and Controlling - Closing

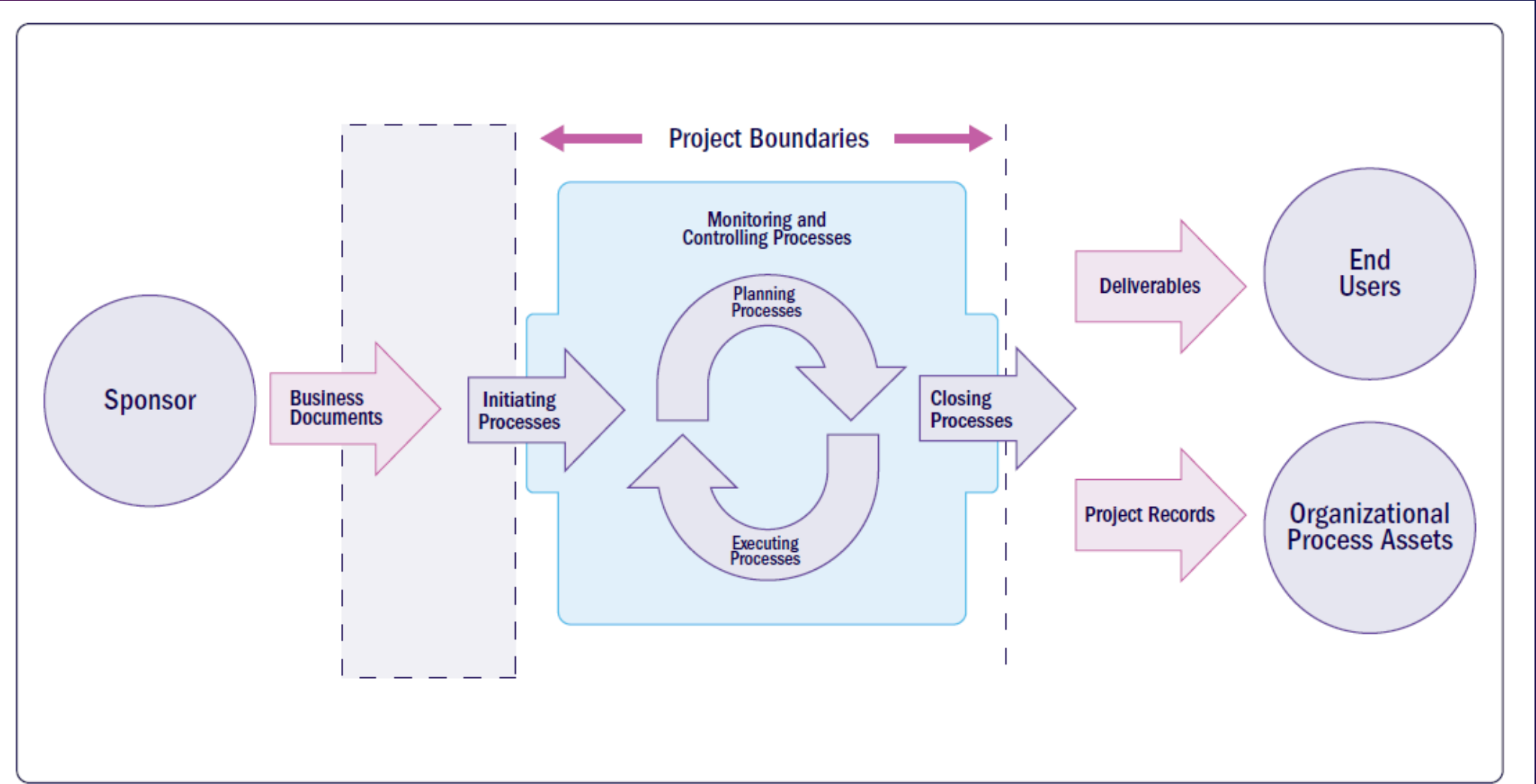


Figure 4-12. Project Boundaries

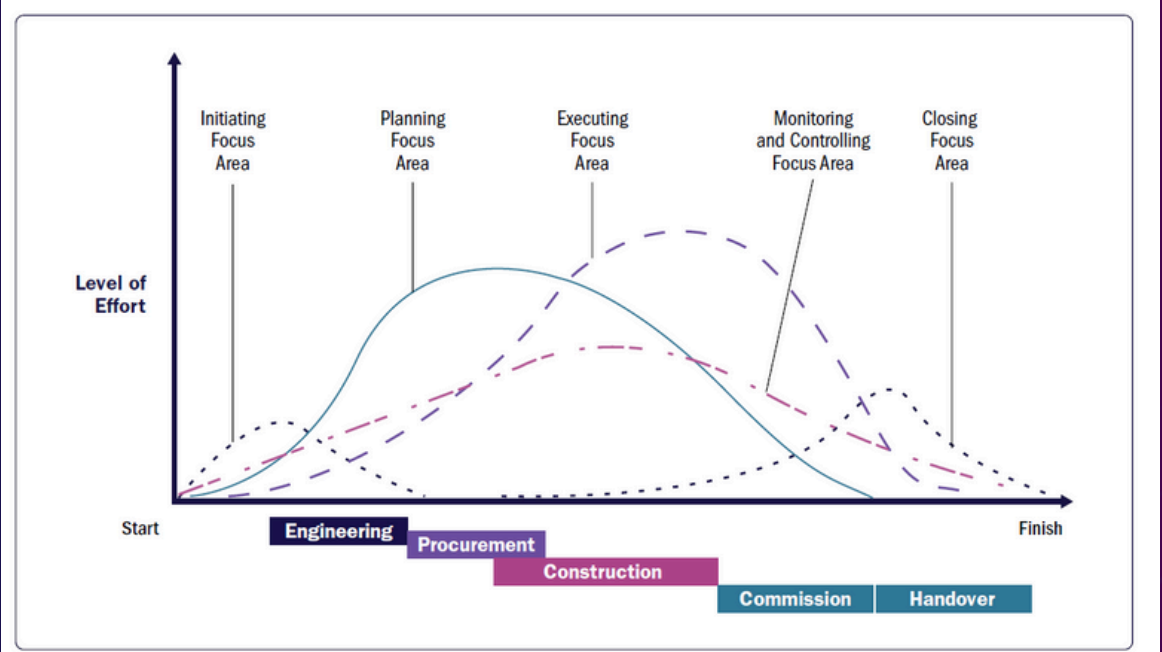


Figure 4-13. Example of Focus Area Interactions Within a Project or Phase Using a Predictive Approach

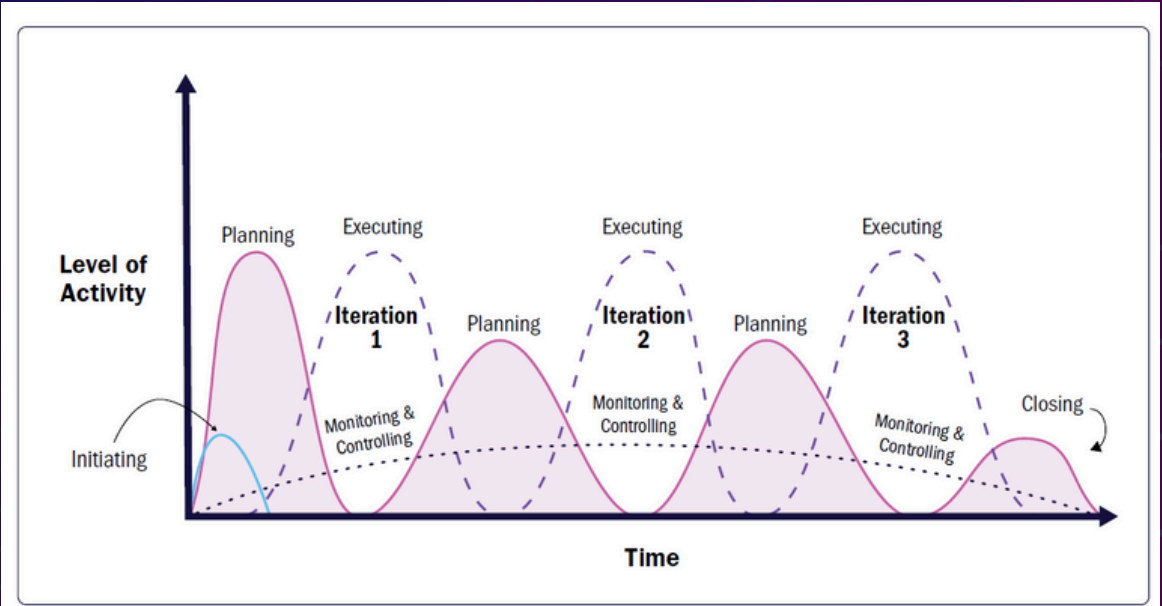


Figure 4-14. Example of Focus Area Interactions Within a Project or Phase Using an Adaptive Approach

The PMBOK Guide 8th Edition

Governance

Scope

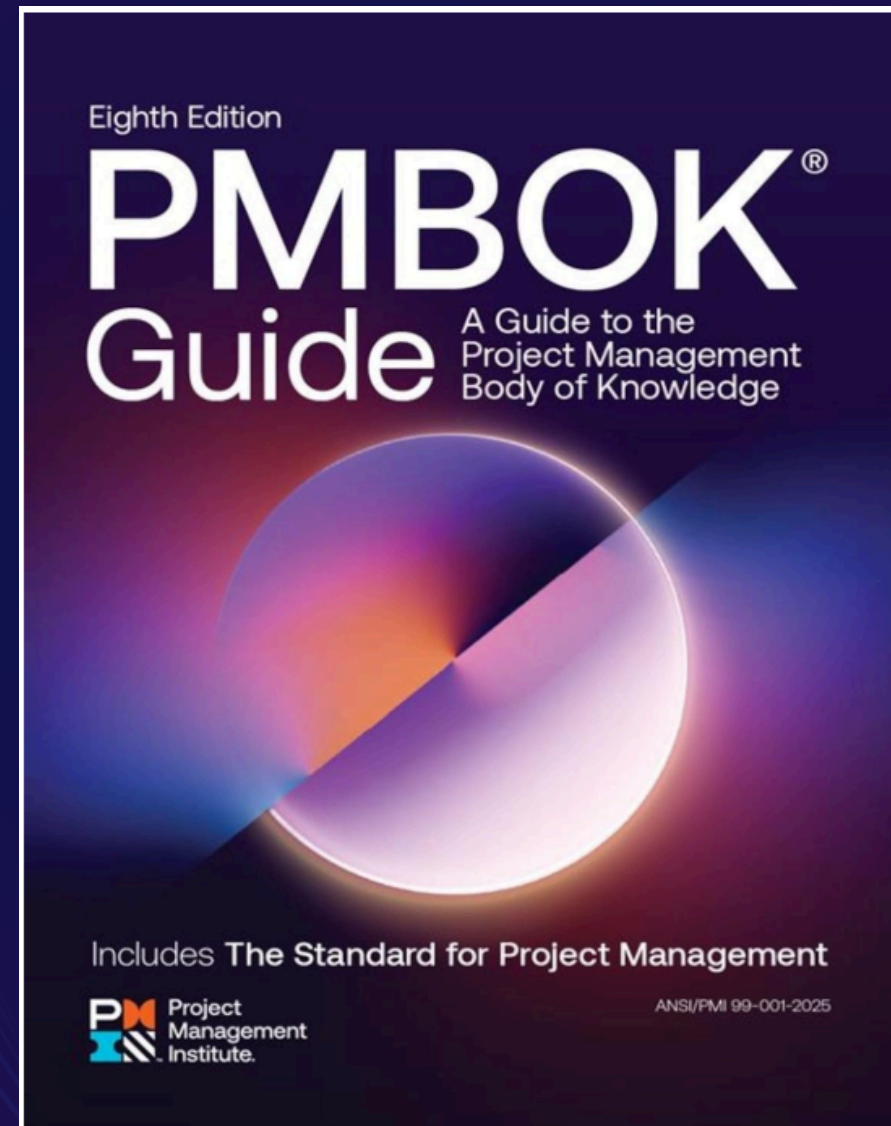
Schedule

Finance

Stakeholders

Resources

Risks



Tailoring

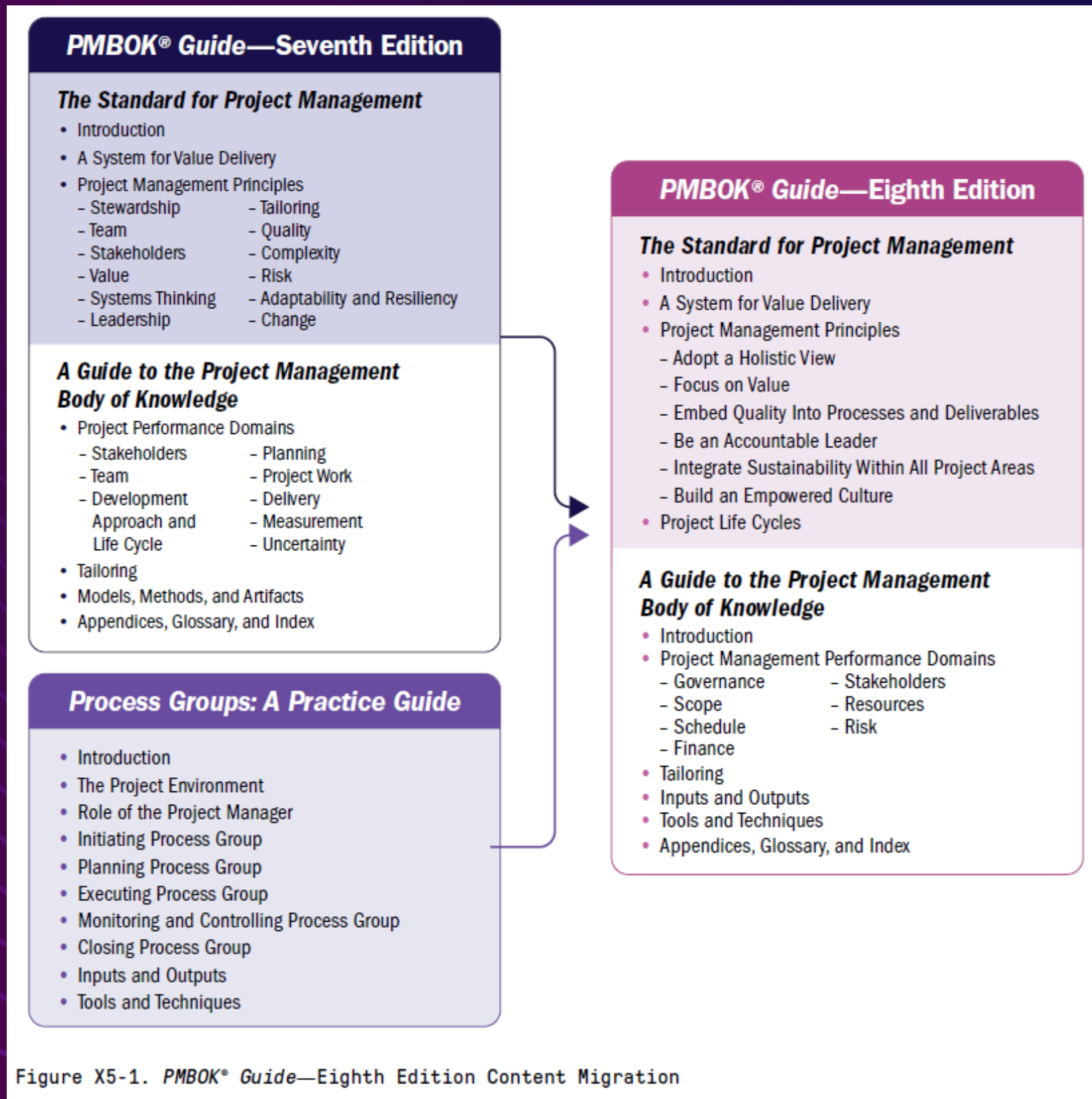
ITTO

Appendix X2: PMO

Appendix X3: AI

Appendix X4: Procurement

The PMBOK Guide 8th Edition – Content Migration



Who read the PMBOK Guide 7th Edition?
How did your organizations implement this?



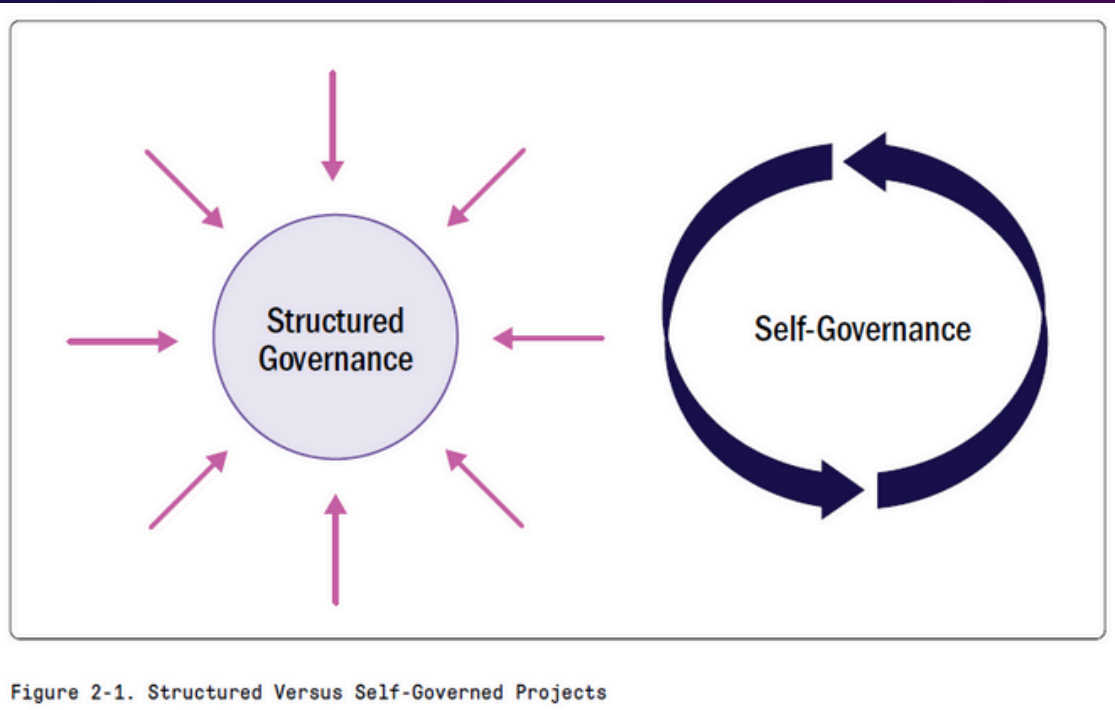
The PMBOK Guide 8th Edition – Process Mapping

Performance Domains	Initiating	Planning	Executing	Monitoring & Controlling	Closing	
Governance	<ul style="list-style-type: none"> Initiate project/Phase 	<ul style="list-style-type: none"> Integrate and align project plans Plan sourcing strategy 	<ul style="list-style-type: none"> Manage project execution Manage quality assurance Manage project knowledge 	<ul style="list-style-type: none"> Monitor and control project performance Assess and implement changes 	<ul style="list-style-type: none"> Close project/phase 	9
Scope		<ul style="list-style-type: none"> Plan scope management Elicit and analyze requirements Define scope Develop scope structure 		<ul style="list-style-type: none"> Monitor and control scope Validate Scope 		6
Schedule		<ul style="list-style-type: none"> Plan schedule management Develop schedule 		<ul style="list-style-type: none"> Monitor and control schedule 		3
Finance		<ul style="list-style-type: none"> Plan financial management Estimate costs Develop budget 		<ul style="list-style-type: none"> Monitor and control finances 		4
Stakeholders	<ul style="list-style-type: none"> Identify stakeholders 	<ul style="list-style-type: none"> Plan stakeholder engagement Plan communications management 	<ul style="list-style-type: none"> Manage stakeholder engagement Manage communicati 	<ul style="list-style-type: none"> Monitor stakeholder engagement Monitor communications 		7
Resources		<ul style="list-style-type: none"> Plan resource management Estimate resource 	<ul style="list-style-type: none"> Acquire resources Lead the team 	<ul style="list-style-type: none"> Monitor and control resourcing 		5
Risk		<ul style="list-style-type: none"> Plan risk management Identify risks Perform risk analysis Plan risk responses 	<ul style="list-style-type: none"> Implement risk responses 	<ul style="list-style-type: none"> Monitor risks 		6
	2	19	8	10	1	40

The PMBOK Guide 8th Edition – Governance PD

Performance Domains	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Governance	<ul style="list-style-type: none">Initiate project/Phase	<ul style="list-style-type: none">Integrate and align project plansPlan sourcing strategy	<ul style="list-style-type: none">Manage project executionManage quality assuranceManage project knowledge	<ul style="list-style-type: none">Monitor and control project performanceAssess and implement changes	<ul style="list-style-type: none">Close project/phase

- Governance is shaped by the organization’s governance model, customers and regulatory bodies
- It includes project integration management related to:
 - strategic alignment with program, portfolio, organization
 - decision-making and change
 - success criteria
 - opportunity and risk management
 - coordination of processes, documents and activities
- Tailor and apply the right governance model to avoid wasting resources and ensure strategic alignment



Tailoring and Considerations

- Escalation (decision making, risks)
- Investment control
- Organization’s culture, proximity to project processes

Check Results (examples)

- Processes are in place
- Lessons learned are managed throughout the project
- Management is kept apprised of the project

The PMBOK Guide 8th Edition – **Scope PD**

Performance Domains	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Scope		<ul style="list-style-type: none">• Plan scope management• Elicit and analyze requirements• Define scope• Develop scope structure		<ul style="list-style-type: none">• Monitor and control scope• Validate Scope	

- Ensures the project encompasses all the work required, and no unnecessary work is performed, thus helping to maximize project value.
- It includes project quality:
 - meeting stakeholders expectation
 - fulfilling project/ product requirements
 - ensuring processes are effective and efficient
- Emphasizes continuous process improvement

Tailoring and Considerations

- Dependency on external partners (third party, subcontractors, client)
- Environmental dynamics (market volatility, customer preferences)
- Adaptive/ hybrid life cycles

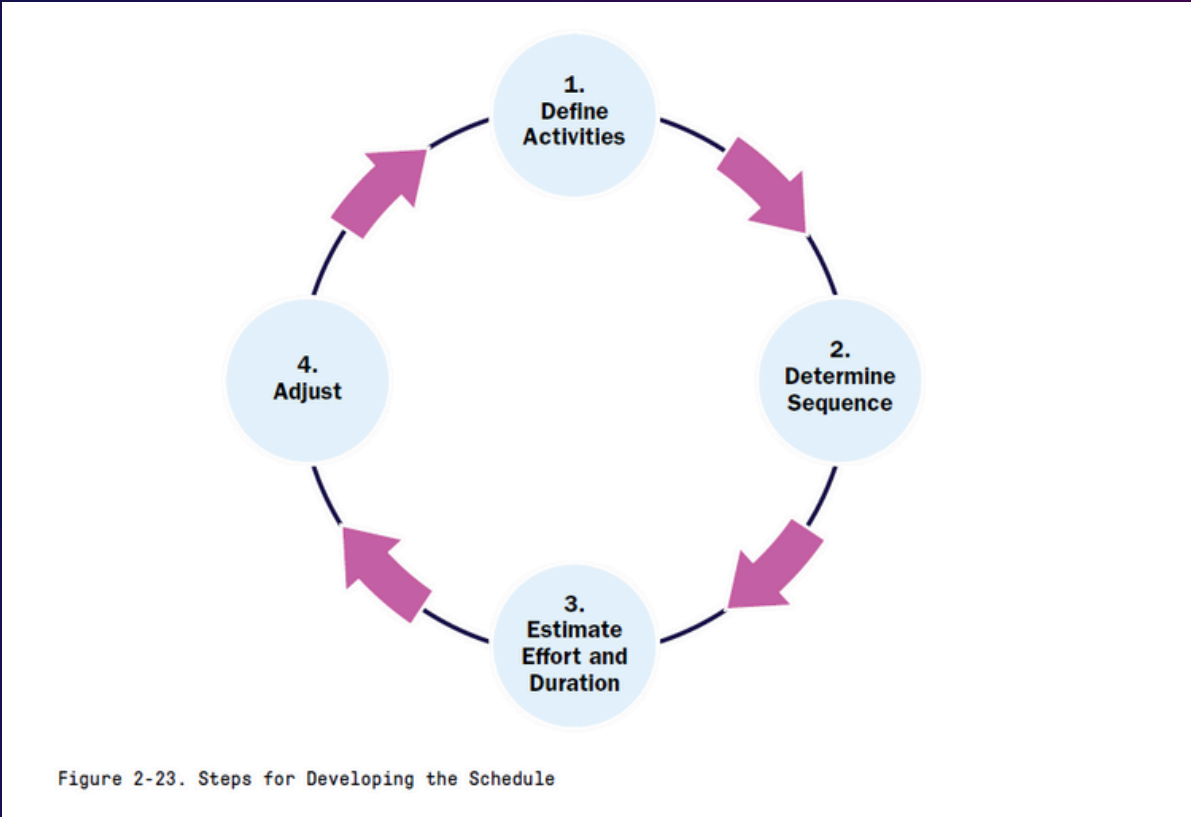
Check Results (examples)

- There is clear understanding of requirements
- Stakeholders are satisfied with deliverables
- Scope creep is measured in percentages

The PMBOK Guide 8th Edition – Schedule PD

Performance Domains	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Schedule		<ul style="list-style-type: none">Plan schedule managementDevelop schedule		<ul style="list-style-type: none">Monitor and control schedule	

- Provides a plan for how and when the project will deliver the scope
- Estimates of effort and duration for activities
- Progressive detailing of the schedule
- A schedule serves as a communication tool for managing stakeholders expectations



Tailoring and Considerations

- Development approach influences detail, timing, thresholds
- Interaction with scope, resources, risk, finances domains
- Align phases with value delivery across the life cycle

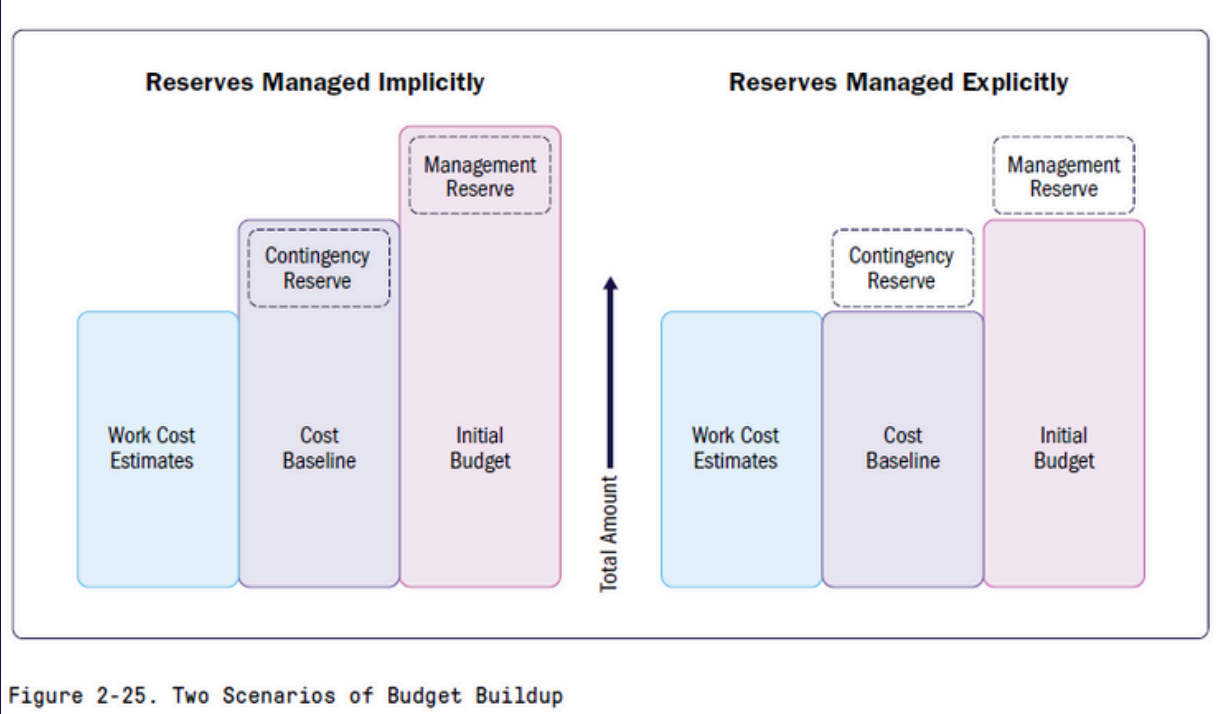
Check Results (examples)

- Schedule shows complete, aligned plan with no disconnect
- Team uses appropriate tools and techniques
- Sufficient buffers for known-unknowns

The PMBOK Guide 8th Edition – Finance PD

Performance Domains	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Finance		<ul style="list-style-type: none">Plan financial managementEstimate costsDevelop budget		<ul style="list-style-type: none">Monitor and control finances	

- Addresses processes and tools related to the allocation of monetary resources, both internally and externally
- Relates to the costs, funding and in some cases, the value proposition of the project
- Project Managers need to familiarize with broader metrics such as ROI, IRR, payback period, return on assets, etc.
- Customer satisfaction and innovation are intangible values that can be considered



Tailoring and Considerations

- Funding models, cost-approval thresholds and organizational governance requirements
- Adjust cost estimating methods based on development approach

Check Results (examples)

- Cost performance is monitored and understood
- Costs aligned with work performed
- Financial controls support timely decisions

The PMBOK Guide 8th Edition – Stakeholders PD

Performance Domains	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Stakeholders	<ul style="list-style-type: none">Identify stakeholders	<ul style="list-style-type: none">Plan stakeholder engagementPlan communications management	<ul style="list-style-type: none">Manage stakeholder engagementManage communicati	<ul style="list-style-type: none">Monitor stakeholder engagementMonitor communications	

- Ensures stakeholders needs, interests, and potential impacts are understood and addressed
- Supports effective engagement, communication and alignment
- Assess stakeholder needs and monitor how it evolve over time
- Communicating effectively to support informed decision-making

Tailoring and Considerations

- Vary engagement strategies by customers, partners, regulators, etc.
- Adjust communication modes, frequency, cultural context
- Power dynamics, decision authority, level of organizational change

Check Results (examples)

- Stakeholders understand the project’s objectives and progress
- Stakeholder expectations are realistic and aligned
- Stakeholder concerns are identified and acted upon

The PMBOK Guide 8th Edition – Resources PD

Performance Domains	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Resources		<ul style="list-style-type: none">Plan resource managementEstimate resource	<ul style="list-style-type: none">Acquire resourcesLead the team	<ul style="list-style-type: none">Monitor and control resourcing	

- Ensures the project has the people, materials, infrastructure, and services needed to deliver intended outcomes
- Supports acquiring, developing, managing, and optimizing resource
- Includes managing and motivating the team, addressing conflict and performance issues
- Ensuring resource sufficiency across phases and adjusting to constraints

Tailoring and Considerations

- Availability of skilled people and specialized equipment
- Organizational policies for hiring, procurement, contracting
- Cultural and geographical factors affecting collaboration

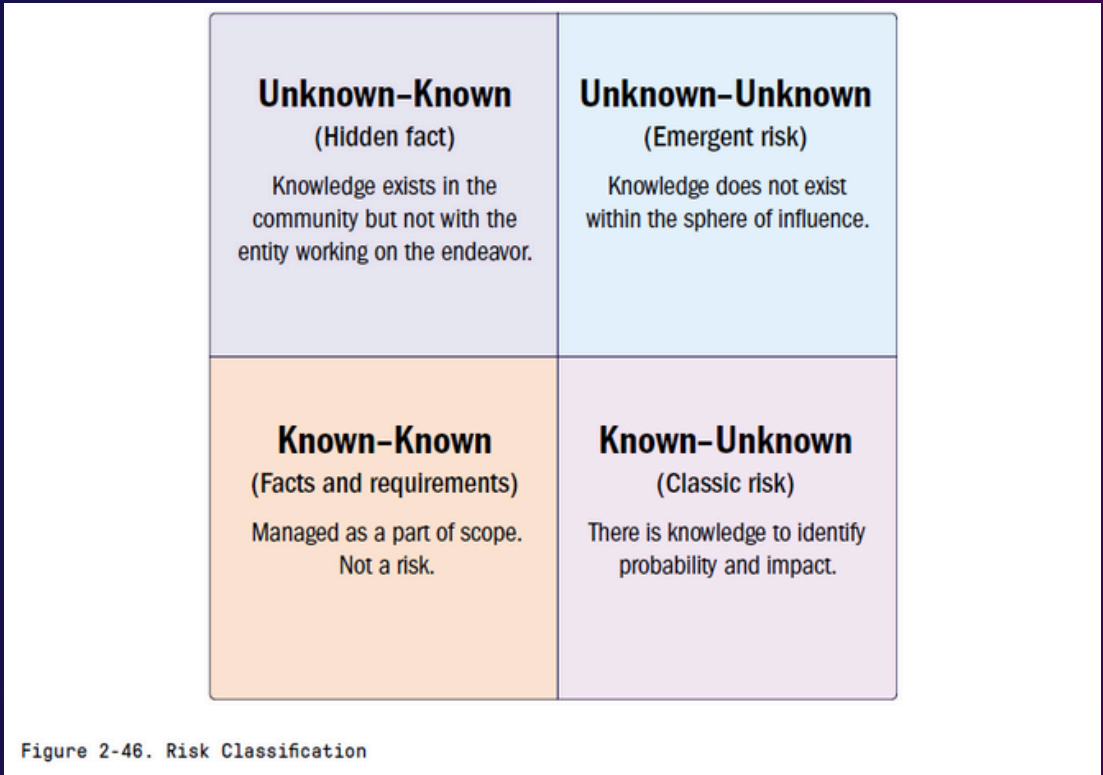
Check Results (examples)

- Team members have the skills and capacity needed (competency mix)
- Resource availability aligns with the schedule
- Team engagement and performance are healthy

The PMBOK Guide 8th Edition – Risk PD

Performance Domains	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Risk		<ul style="list-style-type: none">Plan risk managementIdentify risksPerform risk analysisPlan risk responses	<ul style="list-style-type: none">Implement risk responses	<ul style="list-style-type: none">Monitor risks	

- Ensures the project team identifies, analyzes responds to, and monitor risks that could affect objectives, value delivery or stakeholder expectations
- Supports informed decision-making by continuously managing uncertainty throughout the project
- Calls for proactive stance in planning, and being adaptive when risks materialize



Tailoring and Considerations

- Project complexity, uncertainty and development approach
- Organizational risk appetite, tolerance and governance requirement
- Documentation level and analysis sophistication

Check Results (examples)

- Risks are identified early and continuously
- Opportunities are recognized and leveraged
- Decision-making incorporates current risk information

The PMBOK Guide 8th Edition – Appendices

X2 - Project Management Offices (PMO)

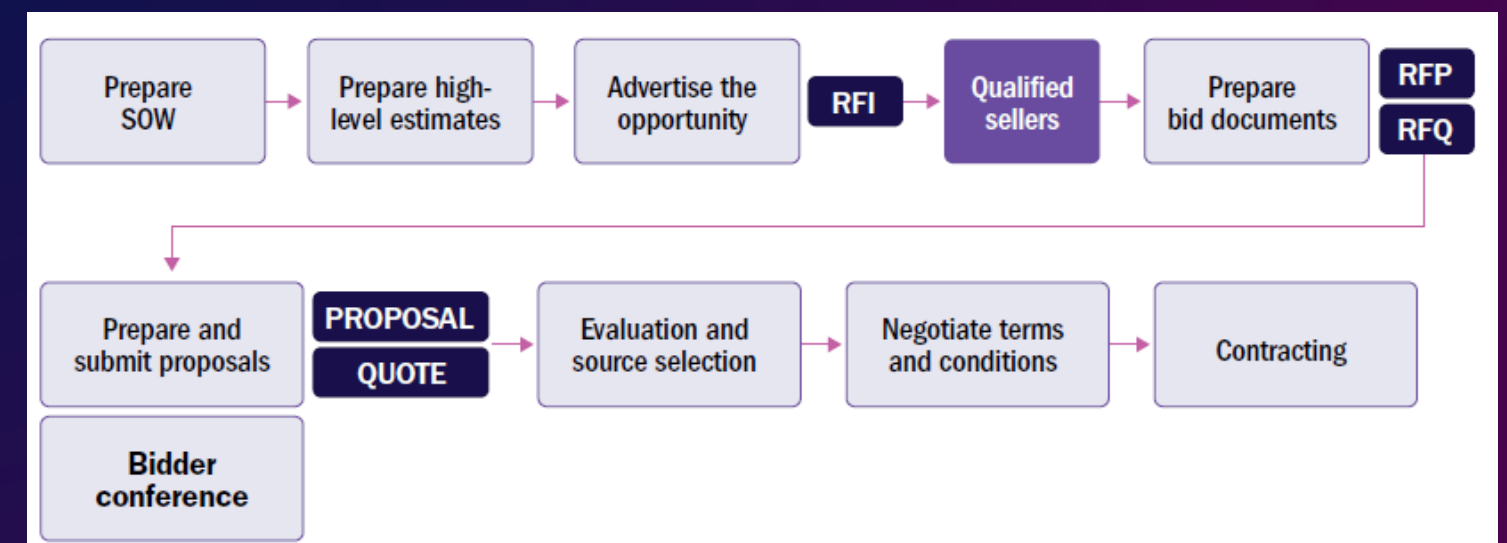
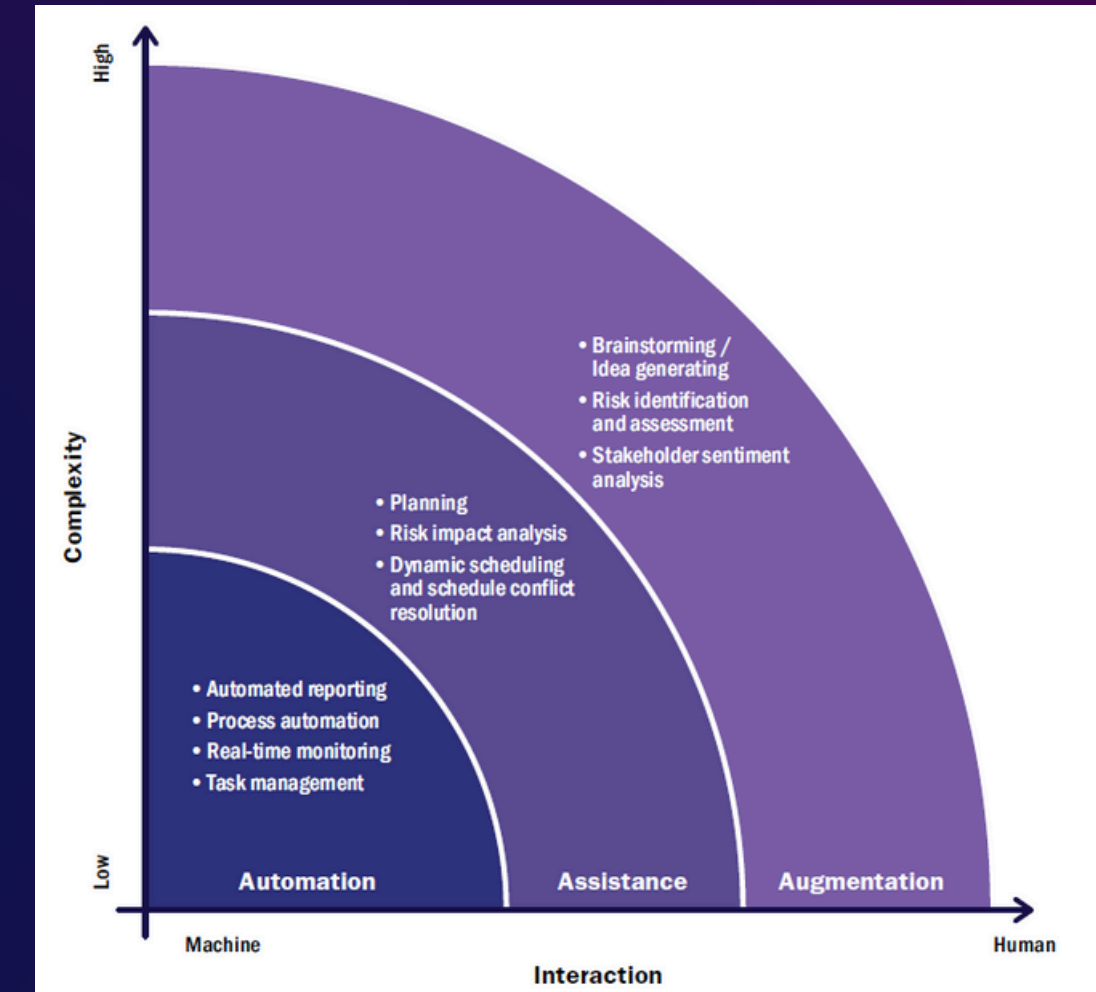
- The PMO Value Proposition - enable strategic execution
- Customer Centricity
- PMO Types, Models and Structure

X3 - Artificial Intelligence

- Strategies for AI adoption: automation, assistance, augmentation
- Common use cases
- Responsible use and ethical concerns

X4 - Procurement

- Procurement is positioned as part of the larger organization
- Procurement in (most) projects: make-or-buy, source selection process, contract types, dispute resolution



The PMBOK Guide 8th Edition – How to Make It Fit Your Reality

Context Determines What Is Appropriate

Assess your
project environment



- How clear or unclear is the scope?
- How stable or volatile are requirements?
- How predictable is the schedule?
- **How constrained is the budget or funding model?**
- How distributed/remote is the team?
- What is the organization's risk appetite?
- How complex are the stakeholders?

The PMBOK Guide 8th Edition – How to Make It Fit Your Reality

Context Determines What Is Appropriate

Tailor,
Don't Adopt Wholesale



- What must I use?
- What is optional?
- **What can I simplify?**
- **What should I add because my environment demands it?**
- What needs to be adapted because it doesn't naturally fit?

The PMBOK Guide 8th Edition – How to Make It Fit Your Reality

Context Determines What Is Appropriate

Focus on Value,
not just Deliverables



- Are we clear on what value looks like for this project?
- Are we monitoring whether **value expectations have shifted**?
- Do our decisions still support the **current definition of success**, not just the original one?



Arief Prasetyo



Thank you.
Let's keep in touch.

