What's New
The Standard for Program Management
5th Edition

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    o PMBOK 7TH EDITION
    o THE STANDARD FOR PROGRAM MANAGEMENT 5TH EDITION

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The Standard for Program Management—Fifth Edition is the definitive guide for individuals and organizations seeking to enhance their program management practices. This edition identifies the eight principles that guide behavior within program management, establishing the publication as a principle-led standard.

A new program management performance domain—Collaboration—is introduced and incorporated with reorganized content for a streamlined approach to reading, understanding, and using the standard.

PM Project
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Institute.

GLOBAL STANDARD

The Standard for
PROGRAM
MANAGEMENT

Fifth Edition

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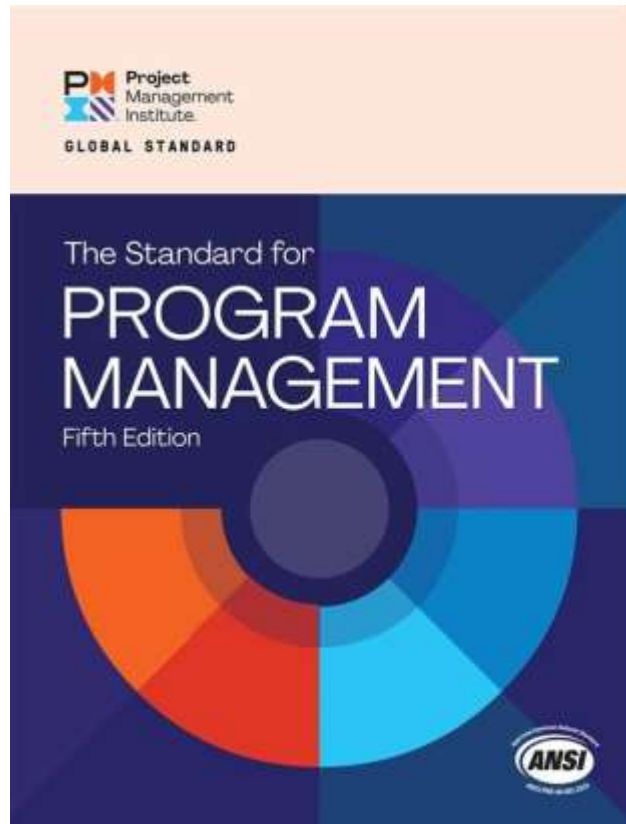
Appendix X3
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**of *The Standard for Program***
Management

The Project Management Institute is grateful to all of the contributors for their support and acknowledges their outstanding contributions to the project management profession.

X3.1 CONTRIBUTORS

The following list of contributors had input into shaping the content of the standard. Individuals listed in bold served on the Fifth Edition Development Team and individuals listed in italics served on the Fifth Edition Review Team. Inclusion of an individual's name in this list does not represent their approval or endorsement of the final content in all its parts.

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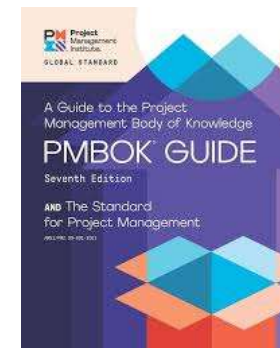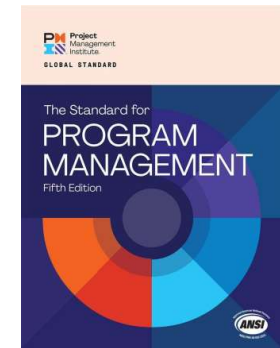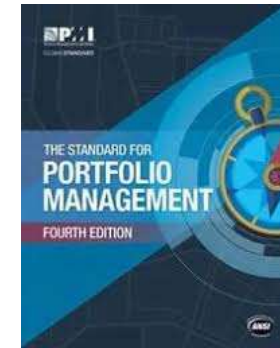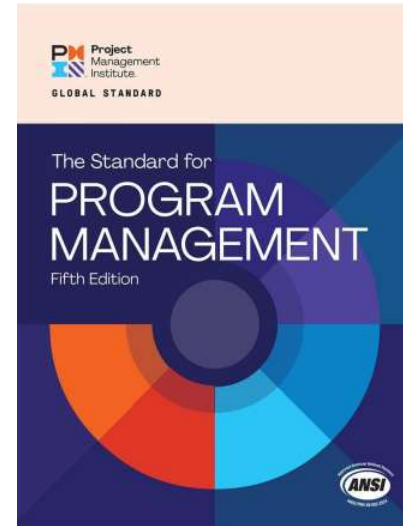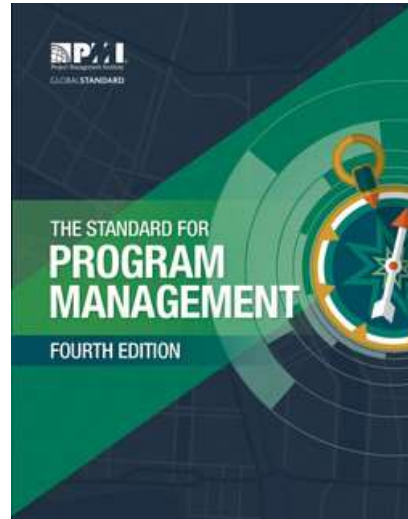
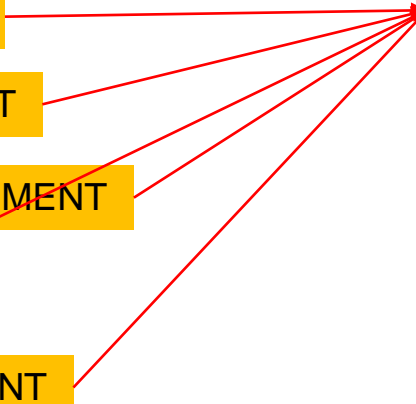| PROGRAM MANAGEMENT PERFORMANCE DOMAINS |
| PROGRAM STRATEGY ALIGNMENT |
| PROGRAM BENEFITS MANAGEMENT |
| PROGRAM STAKEHOLDER ENGAGEMENT |
| PROGRAM GOVERNANCE |
| PROGRAM LIFE CYCLE MANAGEMENT |
| PROGRAM ACTIVITIES |

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| PROGRAM MANAGEMENT PRINCIPLES |
| PROGRAM MANAGEMENT PERFORMANCE DOMAINS |
| PROGRAM ACTIVITIES |

| Parameter	Program	Project
Change Management	Operational and intermediate strategic level • Changing baseline (scope, cost, schedule, and intended benefits) • Changing processes limited to program and project management offices or program and project governance • Changing stakeholders and project personnel • Organization strategic change	Tactical level • Changing baseline (scope, cost, schedule, and intended deliverable) • Changing processes limited to project management office or project governance • Changing stakeholders and project personnel
Benefit Definition (Scope)	Delivery through component elements such as projects and subsidiary programs • Issues may involve integration of multiple project deliveries • Focus is on benefits as opposed to the deliverable	Delivery via developed products or services • Issues tie back to product, service, or capability delivery • Focus is on deliverables
Interdependency	Management between components • Adjusting program baseline (scope, cost, schedule, and intended deliverable) • Creating, monitoring, and controlling components and canceling existing components • Linking tactical product delivery to corporate strategy	Integrated master plan (IMP)/integrated master schedule (IMS) (roadmap-focused management) • Adjusting project baseline (scope, cost, schedule, and intended deliverable) • Creating, monitoring, and controlling work packages; adjusting work packages to deliver requirements
Operational Organization	Close relationship with operations • Ensuring benefits realization through transition and sustainment period with operations	Operations seen as an interface • Project is responsible until the deliverables are provided • Within DevOps, software development transition to operations seen as an interface exercise between development of operations teams
Governance	Mid to senior level • Management has wider view at higher level • Decision options and authority broad and tied more closely to enterprise strategic considerations • Access to key information usually better • Generally better able to handle risks • Link between portfolio (strategic) and project (tactical) governance	Low to mid level • Management focused on project deliveries with a tactical-oriented view • Decision options and authority limited to within the project scope • Information access may be limited as compared to higher levels of management • Governance focused on tactical project concerns
Resources	Required levels of capability and capacity are changing in life cycle • Greater ability to respond to changing resource requirements	Required resources are controlled through program and portfolio actions • In many cases, project must look to higher levels of management to address resource issue
Benefits	Integral result of the program; benefits achieved through delivery and support of capabilities via program components • Benefits realization tied directly to the program outputs	Secondary; results from delivery of quality products, services, and capabilities • Benefits link to product, service, or capability delivery • Incremental delivery and benefits realization may be accomplished via progressive elaboration/rolling wave planning

Table 1-1. Comparison of Complexity within Projects and Programs

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Figure 2-1. Relationship between Program Management Principles and Program Management Performance Domains

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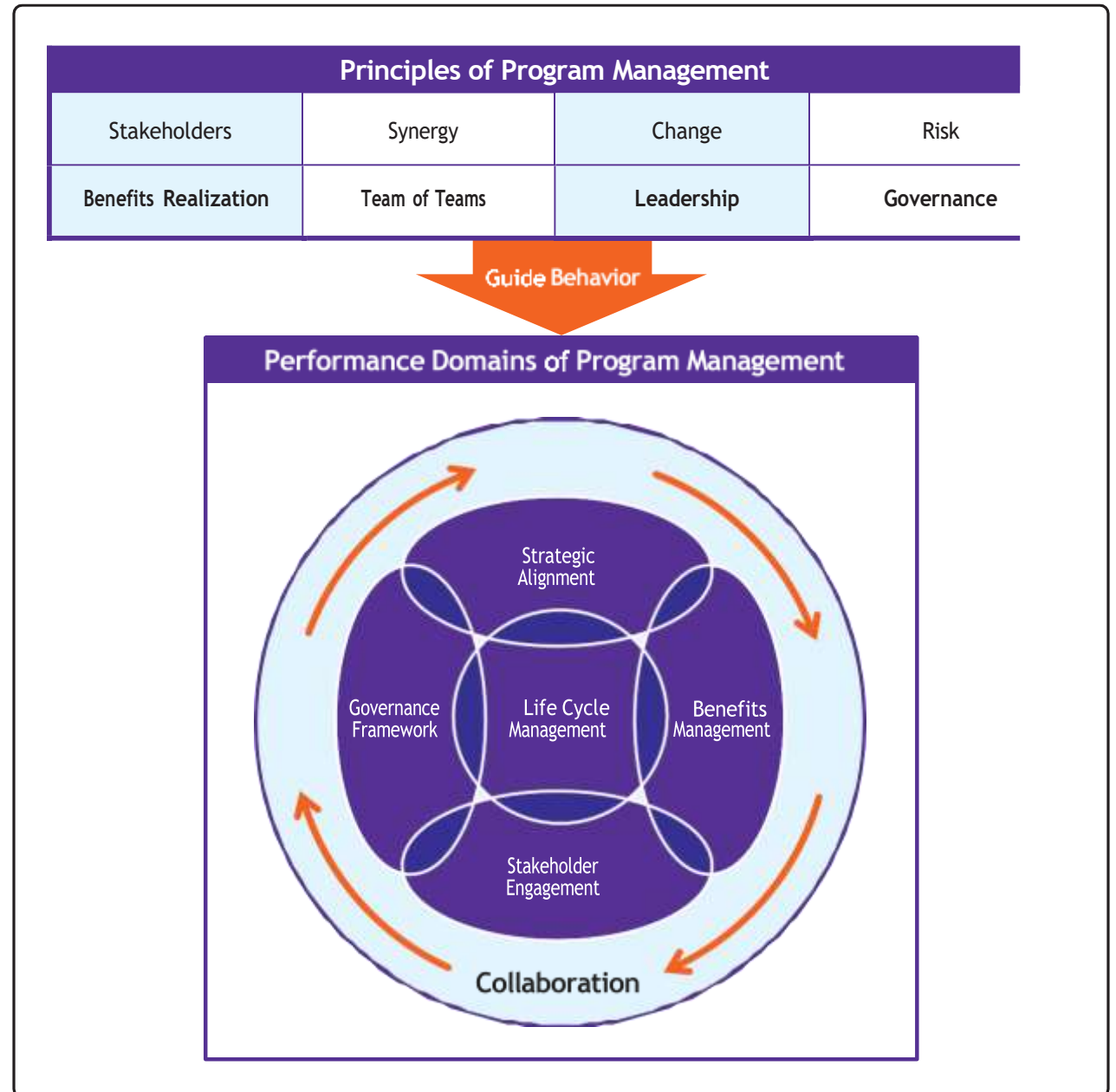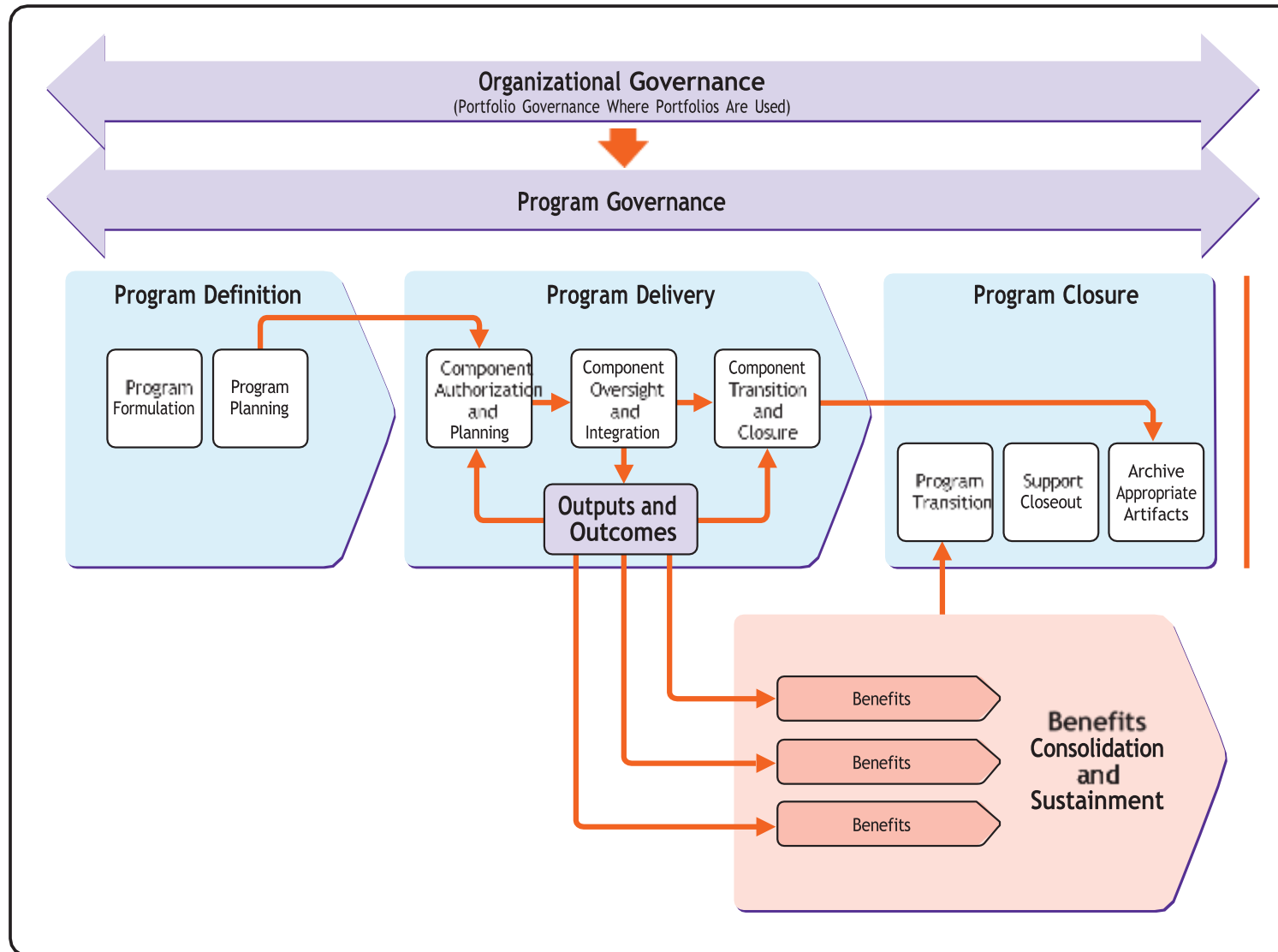
Figure 1-1. Representative Program Life Cycle

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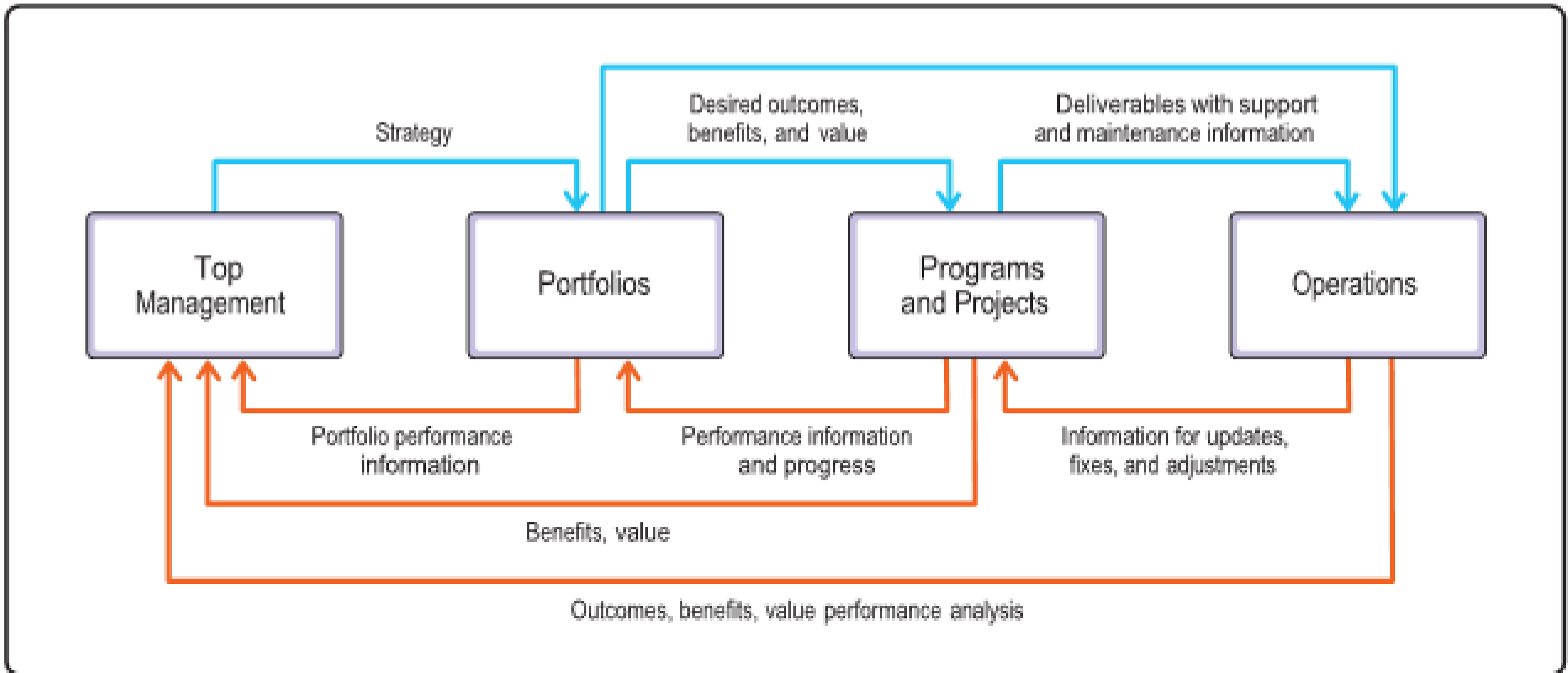
Figure 1-3. Example Information Flow in a System for Value Delivery

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principle
noun
prin·ci·ple ˈprin(t)-s(ə-)pəl -sə-bəl
Synonyms of *principle*

a: a comprehensive and fundamental law, doctrine, or assumption
b: a rule or code of conduct

PROGRAM MANAGEMENT
8 PRINCIPLES

○ Stakeholders
○ Benefits Realization
○ Synergy
○ Team of Teams
○ Change
○ Leadership
○ Risk
○ Governance

2.1 STAKEHOLDERS

STAKEHOLDERS

Engage stakeholders proactively to ensure that stakeholder expectations, program benefits, and organizational strategy are all in harmony with one another, and the expected business value of the program is achieved.

▶ Engage stakeholders based on their influence and interests toward the program.

▶ Exploit benefits gained through synergies and mitigate disruptions caused by stakeholder conflicts.

▶ Monitor and act upon stakeholder feedback within the context of the program's life cycle and goals.

2.1 BENEFITS REALIZATION

BENEFITS REALIZATION

Guides those engaged in program management to focus on generating value for the organization by aligning program outcomes with organizational strategy.

▶ Program benefits alignment with organizational strategy takes precedence over the outcome of individual components.

▶ Benefits realized should justify the use of invested resources.

▶ Planned benefits should be agreed upon by key stakeholders and beneficiaries.

▶ Risks should be balanced to support benefits realization.

▶ Governance structures should enable provisioning of adequate resources for benefits realization success.

▶ Program outputs, their outcomes, and the benefits they generate should be transitioned to ongoing operations—including accompanying operational risks, resources, training, and artifacts—and then tracked for sustainment.

2.1 SYNERGY

SYNERGY

The continual evaluation and navigation of component complexities and dependencies for optimization across the program, creating more than what was achievable by its individual component parts.

▶ Use a structured or agile approach that blends project and program management good practices to enable the program to accomplish more than what was possible by its individual components.

▶ Drive changes to individual components in a manner that optimizes the whole of the program, including the creation of new components, cancellation of components, and changes to components midlife.

▶ Foster the right conditions and ensure the proper culture is in place for projects and programs to be synergistic.

▶ Continually evaluate and navigate component complexities for optimization across the program.

▶ Align the program components with the program management plan, capacity, capabilities, and performance domain efforts in order to optimize the realization of objectives.

2.1 TEAM OF TEAMS

TEAM OF TEAMS

Team of teams is a characterization of an integrated team structure that creates a network relationship across products and processes.

A network of teams that is connected vertically and horizontally forms a structure that allows for a union of shared strategy and empowered execution that enables adaptability and resiliency in the face of complexity and uncertainty.

▶ Utilize the appropriate leadership styles, techniques, and networking tools to effectively and efficiently manage the program and its components.

▶ Team leaders, whether appointed by senior managers or executives or selected by team members, should exhibit leadership principles within the team of teams framework.

▶ The team's size should stay within a reasonable boundary.

2.1 CHANGE

CHANGE

Manage program change to improve effectiveness and efficiency of benefits realization, delivery, and sustainment during the program life cycle and after its transition to an organization's operations.

▶ Use a structured approach to change to help the program management team, the program, and its components respond to internal and/or external factors that may impact the program's ability to deliver, realize, integrate, or transition program benefits.

▶ Change can originate from internal influences or external sources.

▶ Change adoption requires fostering the right conditions and culture across the program and its components.

▶ Change should be results-oriented and evaluated against the program's strategic goals and benefits to be realized.

▶ Enablers of successful change management include assessment, adoption and assimilation, motivation, engagement and communication, urgency and speed, and embracing risk.

2.1 LEADERSHIP

LEADERSHIP

Inspire, unite, and lead the program team to align the program vision with the team's efforts and delivery throughout the program life cycle to realize the desired benefits, value, and outcomes.

▶ Show empathy for the perspectives of both the program team and other stakeholders.

▶ Create a climate of trust and consistency for the whole program team.

▶ Facilitate negotiations and resolve conflicts within the program team and between the team and other stakeholders.

▶ Ensure consistency in the program's vertical support and horizontal coordination.

▶ Empower each component manager with the authority and autonomy to lead their projects within program governance limitations.

▶ Coach and mentor fellow program team members. Adapt the leadership style to the situation and gain a keen understanding of political savvy within the program and organization.

2.1 RISK

RISK

Proactively manage program risks throughout the program life cycle to achieve benefits that are aligned with strategic objectives and build risk response plans across the different program components.

▶ Ensure the program risk threshold is aligned with the organization's risk appetite.

▶ Identify and evaluate risks throughout the program life cycle.

▶ Implement the practical use of benchmarking.

▶ Effectively manage the component dependencies of the program.

▶ Address risks related to business viability throughout the program continuously.

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2.1 GOVERNANCE

GOVERNANCE

Program governance ensures the program is managed appropriately.

▶ Enable transparency, responsibility, accountability, sustainability, and fairness.

▶ Align with policy, oversight, control, integration, and decision-making.

▶ Adhere to the governance practice of the organization and portfolio.

▶ Manage issues and risks to support decision-making.

▶ Oversee changes in the progress of program components in order to eliminate arbitrariness and establish standardized project management practice across the organization.

▶ Governance should be right-sized for the needs of the program.