



Version 6.1 Updated for the 2021
Project Management Professional (PMP)[®] Exam



Crosswind Success Series: PMP[®] Exam Bootcamp Manual

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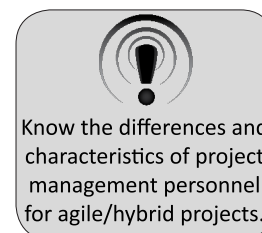
4.2.12. Personality

Personality is characterized by differences in thinking, feeling, and behaving. Effective project managers possess some level of ability with the personality attributes listed below.

Personality Attributes	
Authentic	Shows open concern, accepts others for who they are
Courteous	Has the ability to behave appropriately and politely
Creative	Has the ability to think abstractly, see things differently, innovate
Cultural	Is sensitive to the values, norms, and beliefs of other cultures
Emotional	Has the ability to perceive, interpret, and manage emotions
Intellectual	Is able to learn, understand, and/or solve problems in multiple aptitudes
Managerial	Has experience and aptitude in management practices
Political	Is motivated to accomplish things through the exercise of power
Service-oriented	Has a willingness and ability to serve others (generally, a pleasant, knowledgeable individual with good communication skills)

4.3. Agile and Hybrid Project Role Descriptions

The following table briefly describes the key agile/hybrid project roles and their primary responsibilities and interactions with other players.



Agile and Hybrid Project Role Descriptions	
Role	Description
Actor	A representative title for the role that users or other systems assume with respect to the system <i>The customer is an example of an actor because, no matter the actor's position in the company, the actor uses the system as a customer</i>
Agile Coach	An experienced leader who consistently directs team members to move beyond the performance of Agile practices and adopt Agile thinking
Business Owner	Scrum role that exists outside of the team that represents management; typically either sponsor, lead stakeholder, or owner of the project result (solution) or product

Agile and Hybrid Project Role Descriptions	
Role	Description
Core Team (Agile)	Group composed of cross-functional team members with varying levels of Agile knowledge; typically comprised of a sponsor, project management, developers, quality assurance personnel, architecture expert, product manager, and business knowledge experts
Customer (Agile)	The person or group, internal or external, responsible for creating the vision, creating and prioritizing user stories and the product backlog, writing acceptance tests, and accepting completed work; also known as the purchaser or user
Developer	Programmer
Portfolio Owner (Agile)	The person responsible for the strategy, vision, and execution of a portfolio
Product Owner	The primary business representative who manages the vision, ROI, and backlog and has the authority to make decisions; also called the product champion and voice of the customer
Programmer-Coach	A person, typically a senior programmer, who guides the team in applying XP practices
Scribe	The person who documents meetings and modeling sessions
Scrum Team	A self-organizing, cross-functional group of individuals who do the work of the sprint
ScrumMaster	The servant leader and facilitator who ensures that the Scrum process is followed, that Scrum is used in a positive way by the team, and that the team is continually improving its use of Scrum
Servant Leader	A leader whose focus is on providing what the team needs, removing roadblocks, and performing tasks that will support and improve team productivity
Sprint Team	A self-organizing, cross-functional team that includes the product owner, developers, ScrumMaster, and testers
Subject Matter Expert	Any person who has deep, specialized knowledge of a subject

4.4. Project Manager Performing Integration

Project managers have two roles in connection with the performance of project integration.

They ensure the alignment of project objectives and results with those of the business area, program, and portfolio after working with the sponsor to understand strategic objectives. This allows them to contribute to the integration of the strategy.

They assume responsibility for persuading everyone on the team to work toward attaining project objectives and focus on project-level essentials. This is accomplished by integrating processes, knowledge, and people.



4.4.1. Process Level

At the process level, project managers determine how often and when to apply the processes selected during project tailoring.

4.4.2. Cognitive Level

At the cognitive level, project managers determine the methodology (e.g. Agile, hybrid, or waterfall) that will be used to manage the project. They are expected to exercise proficiency in all knowledge areas and apply experience, leadership, and technical and business management skills to the project. The successful achievement of project objectives and results is predicated on the ability of project managers to integrate the processes in the knowledge areas.

4.4.3. Context Level

At the context level, project managers need to be aware of and understand new technologies and considerations (social networks, virtual teams, multicultural considerations, and new values) when managing integration.

4.5. Organizational Structures, Cultures, and Communications

A critical aspect of project success is the project manager's ability to align the project with the organizational structure in which it exists. Most project environments have some common components such as values, norms, expectations, policies, procedures, established authority relationships, governance, and work hours.

For the exam, it is important to know the main organizational types and their characteristics.

4.5.1. Organizational Cultures and Styles

Organizations consist of people, companies, divisions, and departments, as applicable, which focus on accomplishing business and project goals. An organization develops its culture (or style) over time based on those within the organization and their experiences. This culture can influence project environments, which can ultimately affect project success.

To be effective, the project manager should be aware of the most influential decision makers in the project environment and be sensitive to the primary culture if working on a geographically diverse project.