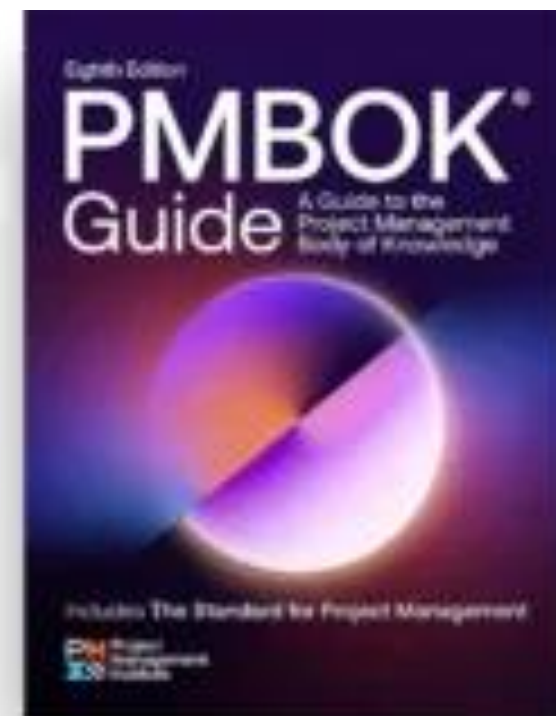


Systems Thinking PMI® - PMBOK® 8ª ed.

Prof. João Carlos
Boyadjian, PMP, MBA, MSc
Fellow do PMI-SP



JCB MANAGEMENT is a company focused on the segment of Project Management, Planning, Project Control and Production to serve industries and service providers.

In the area of Project Management, we are members of the PMI® – PROJECT MANAGEMENT INSTITUTE.

Since the 1st. Ed from the PMBOK Guide I have been analyzing its changes in these almost 30 years when I participated in the Global Forum in 1995, when the PMBOK Guide 1996 – 1st ed.

With the recent publication of the PMBOK ® Guide Summary - 8th ed, I carried out with the support of AI the systemic thoughts 1 and 2 and created a derivation for model 3 for use in my project management classes with models, methods and artifacts, value and benefits, integration with principles, domains and areas of focus.

Important: These systemic thoughts may be revised after the official release of the new Guide scheduled to be printed between November 2025 and January 2026

Systems Thinking (1) Based on the PMBOK® 8th Guide

Principles-Domains-MM&A-Focus Areas- JCBoyadjian

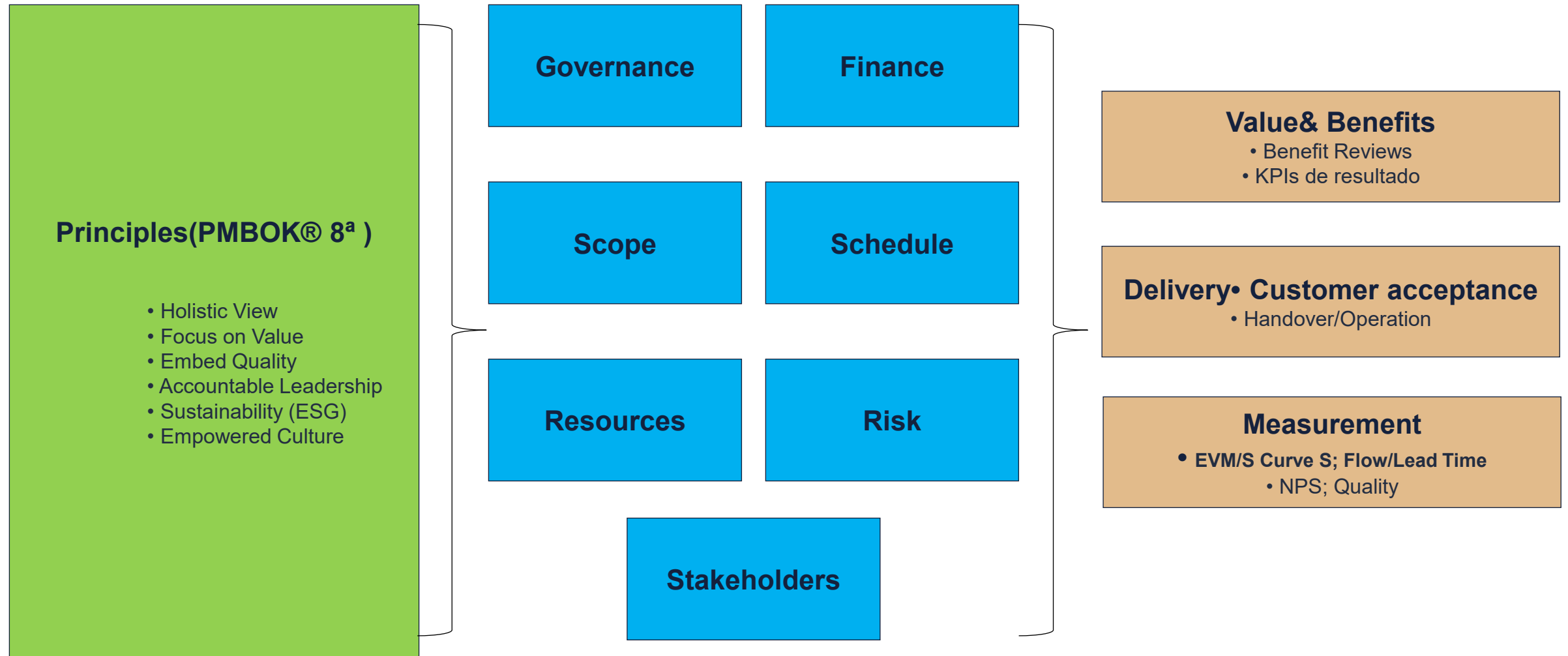
Reading: Principles guide the Domains; Domains are operationalized via Models, Methods and Artifacts. Focus Areas provide cadence and governance throughout the cycle.



Focus Areas PMBOK® 8^a : Initiating · Planning · Executing · Monitoring & Controlling · Closing

Systems Thinking (2) based on the PMBOK® 8th Guide

Principles-Domains-Value - JCBoyadjian



Focus Areas: Initiating · Planning · Executing · Monitoring & Controlling · Closing

Systemic Thinking (3) based on the PMBOK® 8th ed.

Principles – Domains – Life Cycle – Value(3)- JCboyadjian

Principles (PMBOK® 8^a)

- Holistic View
- Focus on Value
- Embed Quality
- Accountable Leadership
- Sustainability (ESG)
- Empowered Culture

Governance

Finance

Scope

Schedule

Resources

Risk

Stakeholders

Life Cycle

Phase
1

Gate 1

Phase
2

Gate 2

Phase
3

Gate 3

Phase
N



Value & Benefits

- Benefit Reviews
- Outcome KPIs

Delivery

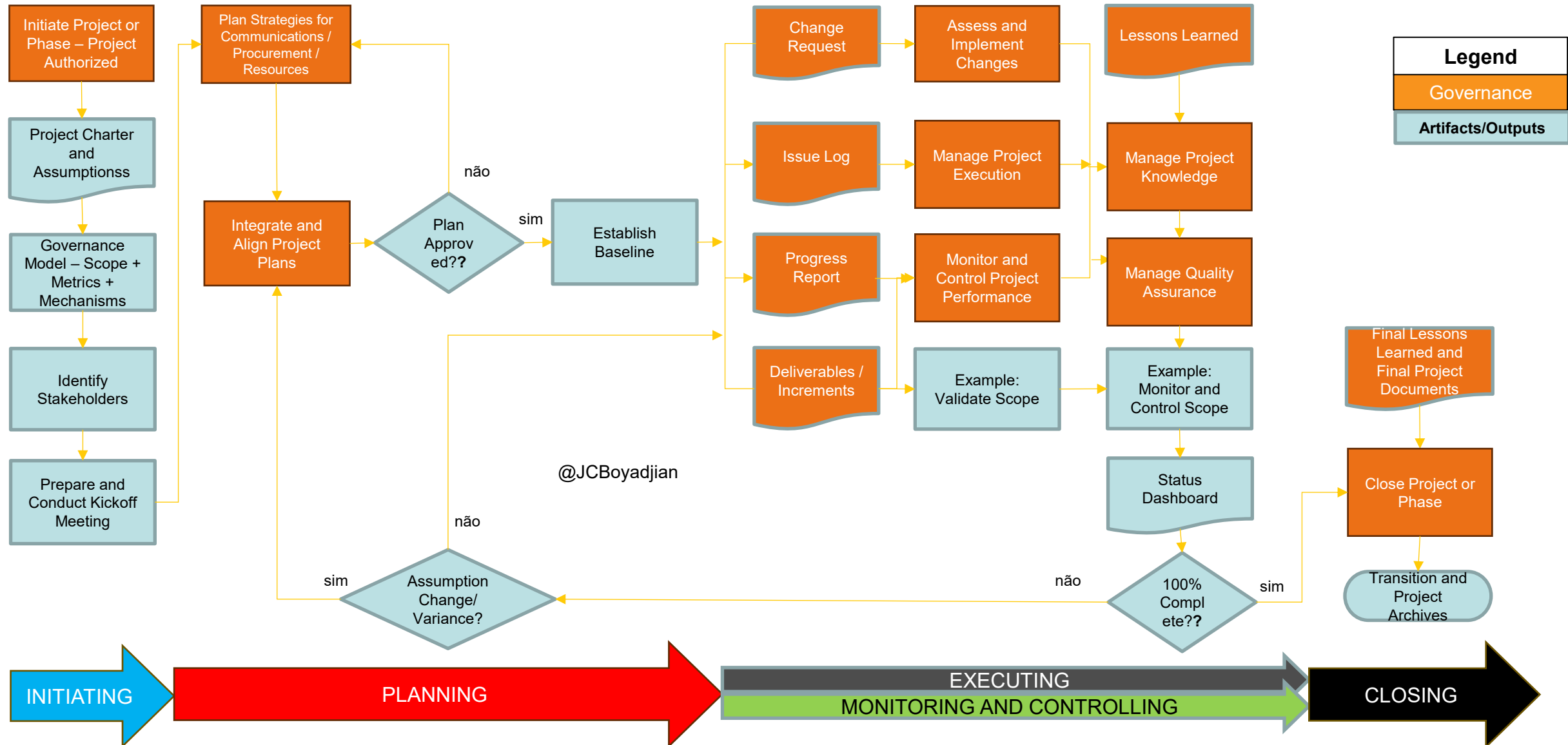
- Customer acceptance
- Handover/Operation

Measurement

Map Studies — MM&A ↔ Domains ↔ KPIs & Gates ↔ Focus Areas

Domain (8 ^a)	MM&A (Practical examples)	KPIs & Gate Criteria	Focus Areas
Governance	Project Charter; Decision Log; RACI Matrix; Change Policies / Risk	Gate approved? Decision SLA; Governance Non-Conformities	Initiating; M&C; Closing
Finance	Business Case; CBS; S Curve (EVM); Cashflow	CPI/CV; Var. benefit; adherence to budget.	Initiating; Planning; M&C
Scope	WBS/PBS; Traceability Matrix; Acceptance Criteria; DoR/DoD	% accepted without rework; CR rate; Backlog stability	Planning; Executing; M&C
Schedule	PDM (FS/SS/FF); Baseline; Buffers; Lookahead	SPI; predictability (P50/P80); % Commitments fulfilled	Planning; M&C
Resources	Capacity Planning; Procurement Plan; Team Charter; Knowledge Report	Throughput/FTE; criticality of allocation; turnover; OTD supplier	Planning; Executing; M&C
Risk	Risk Register; MatrixProb×Impact; EMV; Response Plans; Reserves	Exposure trend(heatmap/EMV); Consumption of reserves; Effectiveness of responses	Planning; M&C
Stakeholders	Power-Interest Matrix; Engagement Plan; Journey Maps	NPS/satisfaction; adherence to decisions; Requirements Fulfillment	Initiating; Executing; M&C

A Systems Thinking View of Project Governance





Executing, Monitoring & Control and Closing Process Flow Chart (PMBOK-8^a.ed)

Executing

Manage Quality Assurance

Manage Communications

Management Stakeholder Engagement

Acquire Resources

Lead the Team

Implement Risk Responses

Manage Project Execution

Manage Project Knowledge

Monitor and Control Project Performances

Assess and Implement Changes

Validate Scope

Monitor and Control Schedule

Monitor and Control Finances

Monitor Stakeholder Engagement

Management Communications

Monitor and Control Resourcing

Monitor Risks

Monitor and control Scope

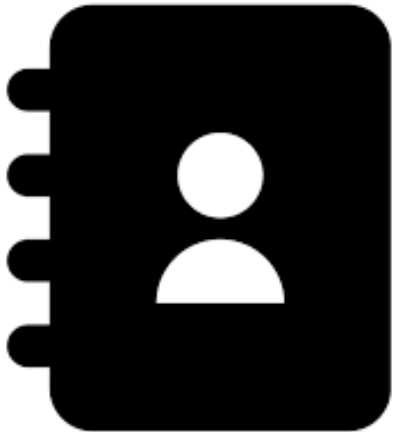
Monitoring and Controlling

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Closing

Close Project or Phase

Prof. João Carlos Boyadjian, MSc, MBA, PMP
PMI 15259, CRA 20279



Canal	Link
@	jcb@jcbmanagement.com.br
🌐	www.jcboyadjian.com
f	jcbmanagement
☎	11-3045-1336
💬	11-99971-8102
YouTube	jcboyadjian
🐦	joao c boyadjian
in	boyadjian