

Domain	Task Name	ID #	Enabler	Primary Reference
PEOPLE 42%	Manage conflict 1.1	1.1.1	Interpret the source and stage of the conflict	9.5
		1.1.2	Analyze the context for the conflict	9.5
		1.1.3	Evaluate / recommend / reconcile the appropriate conflict resolution solution	9.5
	Lead a team 1.2	1.2.1	Set a clear vision and mission	4.1
		1.2.2	Support diversity and inclusion (e.g., behavior types, thought process)	9.1
		1.2.3	Value servant leadership (e.g., relate the tenets of servant leadership to the team)	NEW p 36 APG
		1.2.4	Determine an appropriate leadership style (e.g., directive, collaborative)	4.1, 9.1 and 9.5
		1.2.5	Inspire, motivate, and influence team members/stakeholders (e.g., team contract, social contract, reward system)	9.5
		1.2.6	Analyze team members and stakeholders' influence	13.1, and 13.4
		1.2.7	Distinguish various options to lead various team members and stakeholders	9.1
	Support team performance 1.3	1.3.1	Appraise Team Member Performance against Key Performance Indicators	9.5
		1.3.2	Support and recognize team member growth and development	9.5
		1.3.3	Determine appropriate feedback approach	9.5
		1.3.4	Verify performance improvements	9.4, and 9.6
	Empower team members and stakeholders	1.4.1	Organize around team strengths	9.1
		1.4.2	Support team task accountability	9.1, 9.2, 9.3, and 9.6
		1.4.3	Evaluate demonstration of task accountability	9.4, 9.5, and 9.6
		1.4.4	Determine and bestow level(s) of decision making authority	9.1 and 9.3
	Ensure team members/stakeholders are adequately trained 1.5	1.5.1	Determine required competencies and elements of training	9.1 and 9.2
		1.5.2	Determine training options based on training needs	9.1, 9.2, 9.3, and 9.6
		1.5.3	Allocate resources for training	9.2, and 9.6
		1.5.4	Measure training outcomes	NEW 9.1 and 9.4, and 9.6
	Build a team 1.6	1.6.1	Appraise stakeholder skills	9.4
		1.6.2	Deduce project resource requirements	9.2, and 9.6
		1.6.3	Continuously assess and refresh team skills to meet project needs	9.4
		1.6.4	Maintain team and knowledge transfer	NEW 4.4
	Address and remove impediments, obstacles, and blockers for the team 1.7	1.7.1	Determine critical impediments, obstacles, and blockers for the team	9.1, APG
		1.7.2	Prioritize critical impediments, obstacles, and blockers for the team	9.1, 9.4, and APG
		1.7.3	Use network to implement solutions to remove impediments, obstacles, and blockers for the team	9.1, 9.4, and APG
		1.7.4	Re-assess continually to ensure impediments, obstacles, and blockers for the team are being addressed	9.4 and APG
	Negotiate project agreements 1.8	1.8.1	Analyze the bounds of the negotiations for agreement	12.1
		1.8.2	Assess priorities and determine ultimate objective(s)	12.2
		1.8.3	Verify objectives of the project agreement are met	12.3
		1.8.4	Participate in agreement negotiations	12.2
		1.8.5	Determine a negotiation strategy	12.1

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	Collaborate with stakeholders 1.9	1.9.1	Evaluate engagement needs for stakeholders	13.1, 13.2, and 13.4
		1.9.2	Optimize alignment between stakeholder needs, expectations and project objectives	13.1, and 13.4
		1.9.3	Build trust and influence stakeholders to accomplish project objectives	13.3
	Build shared understanding 1.10	1.10.1	Breakdown situation to identify the root cause of a misunderstanding	13.3 and 9.5
		1.10.2	Survey all necessary parties to reach consensus	5.2
		1.10.3	Support outcome of parties' agreement	9.5 and 13.3
		1.10.4	Investigate potential misunderstandings	9.5
	Engage and support virtual teams 1.11	1.11.1	Examine Virtual Team Member Needs (e.g., environment, geography, culture, global, etc.)	9.2
		1.11.2	Investigate alternatives (e.g, communication tools, co-location) for Virtual Team Member engagement	APG, 10.1 10.3 and 9.2
		1.11.3	Implement options for Virtual Team Member engagement	10.2, 13.3
		1.11.4	Continually evaluate effectiveness of Virtual Team Member engagement	10.3
	Define team ground rules 1.12	1.12.1	Communicate organizational principles with team and external stakeholders	13.3 and 9.3
		1.12.2	Establish an environment that fosters adherence to the ground rules	13.3 and 9.1
		1.12.3	Manage and rectify ground rule violations	9.4 and 9.5
	Mentor relevant stakeholders 1.13	1.13.1	Allocate time to mentoring	9.1 and APG
		1.13.2	Recognize and act on mentoring opportunities	9.5 and APG
	Promote team performance through the application of emotional intelligence 1.14	1.14.1	Assess behavior through the use of personality indicators	NEW 9.1, 9.3 and 9.5
		1.14.2	Analyze personality indicators and adjust to the emotional needs of key project stakeholders	NEW 13.2
	Execute project with the urgency required to deliver business value 2.1	2.1.1	Assess opportunities to deliver value incrementally	NEW 4.2 p 23 APG
		2.1.2	Examine the business value throughout the project	5.4, 5.5 and APG
		2.1.3	Support the team to subdivide project tasks as necessary to find the Minimum Viable Product	NEW 9.1 p 33 APG
	Manage communications 2.2	2.2.1	Analyze communication needs of all stakeholders	13.1, 13.4 and 10.1
		2.2.2	Determine communications methods, channels, frequency, and level of detail for all stakeholders	10.1
		2.2.3	Communicate project information & updates effectively	10.2
		2.2.4	Confirm communication is understood and feedback is received	10.2
	Assess and manage risks 2.3	2.3.1	Determine risk management options	11.1
		2.3.2	Iteratively assess and prioritize risks	11.7
	Engage stakeholders 2.4	2.4.1	Analyze stakeholders (e.g., power interest grid, influence, impact)	13.1, and 13.4
		2.4.2	Categorize stakeholders	13.1
		2.4.3	Engage stakeholders by category	13.3
		2.4.4	Develop, execute, and validate a strategy for stakeholder engagement	13.2
	Plan and manage budget and resources 2.5	2.5.1	Estimate budgetary needs based on the scope of the project and lessons learned from historical projects	7.2 and 7.3
		2.5.2	Anticipate future budget challenges	7.1, 7.3, and 7.4

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PROCESS 50%		2.5.3	Monitor budget variations and work with governance process to adjust as necessary	7.4
		2.5.4	Plan and manage resources	7.1, 7.2, 7.3 and 7.4
	Plan and manage schedule 2.6	2.6.1	Estimate project tasks (milestones, dependencies, story points)	6.4
		2.6.2	Utilize benchmarks and historical data	6.2
		2.6.3	Prepare schedule based on methodology	6.1 and 6.5
		2.6.4	Measure ongoing progress based on methodology	6.1 and 6.6
		2.6.5	Modify schedule, as needed, based on methodology	6.1, 6.5 and 6.7
		2.6.6	Coordinate with other projects and other operations	NEW PMBOK 4.1, 6.3, 6.6 p 543 APG p 82 and 111
	Plan and manage quality of products/ deliverables 2.7	2.7.1	Determine quality standard required for project deliverables	8.1
		2.7.2	Recommend options for improvement based on quality gaps	8.2
		2.7.3	Continually survey project deliverables quality	8.3
	Plan and manage scope 2.8	2.8.1	Determine and prioritize requirements	5.2
		2.8.2	Break down scope (e.g., WBS, backlog)	5.3 and 5.4
		2.8.3	Monitor and validate scope	5.5 and 5.6
	Integrate project planning activities 2.9	2.9.1	Consolidated the project/phase plans	4.2
		2.9.2	Assess consolidated project plans for dependencies, gaps, and continued business value	4.2, 4.4, 4.5 and APG
		2.9.3	Analyze the data collected	4.3, 4.4 and all M/C
		2.9.4	Collect and analyze data to make informed project decisions	4.3, 4.6 and all M/C
		2.9.5	Determine critical information requirements	4.1, 4.3, 5.2 and 4.5
	Manage project changes 2.10	2.10.1	Anticipate and embrace the need for change (e.g., follow change management practices)	4.1, 4.2, 4.3 and 4.6
		2.10.2	Determine strategy to handle change	4.2
		2.10.3	Execute change management strategy according to the methodology	4.3, 4.6
		2.10.4	Determine a change response to move the project forward	4.6 and 4.3
	Plan and manage procurement 2.11	2.11.1	Define resource requirements and needs	9.2 and 12.1
		2.11.2	Communicate resource requirements	5.2, 9.2, 12.1 and 12.2
		2.11.3	Manage suppliers/contracts	12.3
		2.11.4	Plan and manage procurement strategy	12.1, 12.2 and 12.3
		2.11.5	Develop a delivery solution	12.2
	Manage project artifacts 2.12	2.12.1	Determine the requirements (what, when, where, who etc.) for managing the Project artifacts	4.1, 4.2 and 5.2
		2.12.2	Validate that the project information is kept up to date (i.e., version control) and accessible to all Stakeholders	4.4, 4.3 and 4.5
		2.12.3	Continually assess the effectiveness of the management of the Project artifacts	4.4 and 4.5
	Determine appropriate project methodology/ methods and practices 2.13	2.13.1	Assess project needs, complexity, and magnitude	4.1 and 4.2
		2.13.2	Recommend project execution strategy (e.g., contracting, finance)	4.1 and 4.2
		2.13.3	Recommend a project methodology/approach (i.e, predictive, agile, hybrid)	NEW 4.1
		2.13.4	Use iterative, incremental practices throughout the project lifecycle (e.g., lessons learned, stakeholder engagement, risk)	NEW 4.2, 4.3

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<b>BUSINESS ENVIRONMENT</b> 8%	Establish project governance structure 2.14	2.14.1	Determine appropriate governance for a project (e.g., replicate organizational governance)	<b>4.1</b>
		2.14.2	Define escalation paths and thresholds	4.1, <b>9.1</b> and 13.2
	Manage project issues 2.15	2.15.1	Recognize when a risk becomes an issue	<b>11.6</b>
		2.15.2	Attack the issue with the optimal action to achieve project success	11.1, 11.5 and <b>11.6</b>
		2.15.3	Collaborate with relevant stakeholders on the approach to resolve the issues	10.1, 10.2, 11.1, 11.5 and <b>13.2</b>
	Ensure knowledge transfer for project continuity 2.16	2.16.1	Discuss project responsibilities within team	4.3, 4.4 and <b>9.1</b>
		2.16.2	Outline expectations for working environment	4.4 and <b>9.2</b>
		2.16.3	Confirm approach for knowledge transfers	<b>NEW 4.1 and 4.4</b>
	Plan and manage project/phase closure or transitions 2.17	2.17.1	Determine criteria to successfully close the project or phase	4.1, 5.2 and <b>4.2</b>
		2.17.2	Validate readiness for transition (e.g., to operations team or next phase)	8.3, 5.5 and <b>4.7</b>
		2.17.3	Conclude activities to close out project or phase (e.g., final lessons learned, retrospective, procurement, financials, resources)	4.4, 12.3, <b>4.7</b> and APG
	Plan and manage project compliance 3.1	3.1.1	Confirm project compliance requirements (e.g., security, health and safety, regulatory compliance)	4.1, <b>5.2</b> , 8.1, 8.2, 8.3, 11.1, 11.2 and 13.1
		3.1.2	Classify compliance categories	<b>NEW 5.1, 8.1, 11.1</b>
		3.1.3	Determine potential threats to compliance	<b>NEW 5.2, 8.1, 11.2</b>
		3.1.4	Use methods to support compliance	<b>NEW 4.3, 8.3, 11.6</b>
		3.1.5	Analyze the consequences of noncompliance	<b>NEW 5.2, 8.1, 11.2, 11.3</b>
		3.1.6	Determine necessary approach and action to address compliance needs (e.g., risk, legal)	<b>NEW 5.2, 8.1, 11.2</b>
		3.1.7	Measure the extent to which the project is in compliance	<b>NEW 4.5, 8.2, 5.5, 11.6</b>
	Evaluate and deliver project benefits and value 3.2	3.2.1	Investigate that benefits are identified	<b>4.1, 5.2, 8.1</b>
		3.2.2	Document agreements on ownership for ongoing benefits	<b>NEW 4.1, 8.1 and 4.4</b>
		3.2.3	Verify measurement system is in place to track benefits	<b>NEW 4.3 and 8.2</b>
		3.2.4	Evaluate delivery options to demonstrate value	<b>NEW 4.2, 4.5 and 5.5</b>
		3.2.5	Appraise stakeholders of value gain progress	<b>13.3, 13.4, 4.5, 4.7 and APG</b>
	Evaluate and address external business environment changes for impact on scope 3.3	3.3.1	Survey changes to external business environment (e.g., regulations, technology, geopolitical, market)	<b>4.1</b>
		3.3.2	Assess and prioritize impact on project scope/backlog based on changes in external business environment	<b>NEW 4.1 and 4.3</b>
		3.3.3	Recommend options for scope/backlog changes (e.g. schedule, cost changes)	<b>NEW 4.1 and 4.3</b>
		3.3.4	Continually review external business environment for impacts on project scope/backlog	<b>NEW 4.1 and 4.3</b>
	Support organizational change 3.4	3.4.1	Assess organizational culture	<b>NEW 4.1</b>
		3.4.2	Evaluate impact of organizational change to project and determine required actions	<b>NEW 4.3 and 4.6</b>
		3.4.3	Evaluate impact of the project to the organization and determine required actions	<b>NEW 4.1 and 4.2</b>
Totals 100%	35	133		25 NEW!!!!