

## **A New Project Management Manifesto<sup>1</sup>**

Crispin (“Kik”) Piney

### **Introduction**

I recently saw a proposal in LinkedIn by Antonio Nieto-Rodriguez that projects deserve their own Manifesto (<https://www.linkedin.com/pulse/project-manifesto-antonio-nieto-rodriguez/>).

This idea of a project management manifesto comes at exactly the right moment, because PMI is currently working on developing the Seventh Edition of the Guide to the Project Management Body of Knowledge (the PMBOK® Guide). This forthcoming edition of the PMBOK® Guide will give a leading role to the principles of project management.

A statement of principles and a manifesto are complementary approaches to framing a given domain. A manifesto defines the aims and presents an image, whereas the principles encompass the actual practice.

I have, of course, also taken inspiration from the Agile Manifesto (<https://www.agilealliance.org/agile101/the-agile-manifesto/>), which provides a basis and impetus for all current Agile-related work.

Taking all of this into account and, based on my understanding of the plans for the forthcoming Seventh Edition of the PMBOK® Guide, my proposal – as a basis for discussion – for the Project Management Manifesto is given below.

### **A New Project Management Manifesto**

Project management practitioners

1. Promote the project approach for delivering beneficial change throughout society and in all endeavours.
2. Ensure clarity of objectives.
3. Focus on effectiveness of outcomes.
4. Understand both the detail and the big picture.
5. Insist on open communications to promote stakeholder engagement and to facilitate adoption of changes.
6. Promote the project-based approach. Reject wishful thinking and approximate planning

---

<sup>1</sup> How to cite this article: Piney, C. (2019). A New Project Manifesto, *PM World Journal*, Vol. VIII, Issue X, November.

7. Manage risk and uncertainty in all activities.
8. Incorporate quality at every stage.
9. Simplify methods and solutions as far as possible.
10. Remain open to change and to conflicting ideas; address them in a structured and constructive manner.
11. Encourage critical thinking.
12. Confront complexity in problems and solutions.
13. Value diversity in people, ideas, approaches, and mindsets.
14. Nurture teamwork.
15. Exhibit courage, honesty, tenacity and resilience.

I have based this proposal on the way I aspire to behave as a project manager, and I hope that it corresponds to the ways of thinking and working of the majority of practitioners.

---

## About the Author



### **Crispin Piney**

France



After many years of managing international IT projects within large corporations, **Crispin (“Kik”) Piney**, B.Sc., PgMP is now a freelance project management consultant based in the South of France. At present, his main areas of focus are risk management, integrated Portfolio, Program and Project management, scope management and organizational maturity, as well as time and cost control. He has developed advanced training courses on these topics, which he delivers in English and in French to international audiences from various industries. In the consultancy area, he has developed and delivered a practical project management maturity analysis and action-planning consultancy package.

Kik has carried out work for PMI on the first Edition of the Organizational Project Management Maturity Model (*OPM3™*) as well as participating actively in fourth edition of the *Guide to the Project Management Body of Knowledge* and was also vice-chairman of the Translation Verification Committee for the Third Edition. He was a significant contributor to the second edition of both PMI’s Standard for Program Management as well as the Standard for Portfolio Management. In 2008, he was the first person in France to receive PMI’s PgMP® credential; he was also the first recipient in France of the PfMP® credential. He is co-author of PMI’s *Practice Standard for Risk Management*. He collaborates with David Hillson (the “Risk Doctor”) by translating his monthly risk briefings into French. He has presented at a number of recent PMI conferences and published formal papers.

Kik Piney is the author of the book [\*Earned Benefit Program Management, Aligning, Realizing and Sustaining Strategy\*](#), published by CRC Press in 2018

Kik Piney can be contacted at [kik@project-benefits.com](mailto:kik@project-benefits.com).

To view other works by Kik Piney, visit his author showcase in the PM World Library at <http://peworldlibrary.net/authors/crispin-kik-piney/>