

# PMP WARRIOR SYSTEM

---

THE FIELD GUIDE

*Spiritus Invictus*

Adrian Pugh, PMP  
Founder & Director, PMP Warrior System Ltd

First Edition / May 2026

Copyright © 2026 Adrian Pugh and PMP Warrior System Ltd. All rights reserved. Moral rights asserted under the Copyright, Designs and Patents Act 1988.

PMP® and PMI® are registered marks of the Project Management Institute, Inc. This guide is independently produced and is not endorsed by, affiliated with, or sponsored by PMI. All scenarios and frameworks contained within are original PMI-aligned material developed by PMP Warrior System Ltd and do not reproduce, paraphrase, or derive from actual PMI examination content.

PMP Warrior System Ltd. Company No. 17115274. Registered in England and Wales. Registered office: 114 High Street, Bedford MK43 0DG.

ICO Registration C1903667. UK Trade Mark UK00004360520.

*For Rebecca, Morgan, and Jacob.*

*And for every warrior looking for the next mission.*

# CONTENTS

---

- ONE** The Frame
- TWO** The PMP Terrain
- THREE** The 3 Domains and 9 Focus Areas
- FOUR** The Evolution of Self
- FIVE** The Warrior Paths
- SIX** First Moves
- SEVEN** The Bridge

## APPENDICES

- A** Eligibility Self-Assessment
- B** 16-Week Study Cadence Template
- C** Glossary of Key Terms
- D** The 9 July 2026 Transition Brief

---

*This is a Field Guide. Free intel, plain delivery, first rung on the ladder. The simulator and the full training engine sit one tier above.*

## CHAPTER ONE

# The Frame

---

Most people approach the PMP credential the way you'd approach a wall. Something to climb, something to scale, something to break through. I want to reframe that for you before we go any further. The PMP isn't a wall. It's a piece of ground you walk across, and the only real question is whether you walk it once or three times.

I walked it three times.

The first attempt was terminated by a proctor on 7 February 2026 over a procedural complaint that had nothing to do with my performance. Complaints filed and case numbers logged on both sides. The second attempt I cancelled before sitting it. The third attempt I sat on 25 February 2026 and answered 178 of the 180 questions before the system timed out and auto-submitted. I passed. Above target on every domain. PMP credential 4309524.

The journey to that pass is one part of why this guide exists. The other part is harder to summarise.

## Who I Am to You

I'm a United States Marine Corps veteran. I've delivered enterprise programmes for fifteen years across Bentley Motors, Renault Sport Racing F1, central government, defence, financial services, and global logistics. Long career in the field. Through the whole of it, the credential I should have held early was always sitting on the other side of a wall I hadn't been told how to walk.

I'm not building this platform because the world needs another exam-prep tool. The world has plenty of those. I'm building it because most exam-prep tools assume you've done the climbing somewhere else already. They speak to the candidate who's two decades into a project career and just needs the certification stamp. They don't speak to the warrior at the bottom of the wall asking what the

ground even feels like.

***This Field Guide is what I would have wanted in my hands when I was that warrior.***

## **Who This Is For**

If you're a service leaver, a veteran, a military spouse, or anyone in the Armed Forces Community looking at PMP for the first time, this is for you. If you're a project coordinator in a corporate seat who's been told the credential matters but no one has explained why, this is for you. If you've started studying twice and stopped twice, this is for you. If you think you're too late, too rusty, or too far from the kind of person who passes things like this, this is especially for you.

There are people this isn't for. If you've already booked your exam, mapped your study cadence, and you're four weeks out from sitting it, you're past the value of a Field Guide. You want the simulator. The simulator lives behind the paywall and I'll tell you about it in the last chapter. Don't waste your time here.

## **What This Book Is**

It's a briefing. The map before the march. Free to anyone who wants it because every warrior approaching this credential should start with the same intel I wish I'd had at mile zero. What you'll get from this book is honest. The PMP terrain. What the credential returns and what it costs. The three domains and the nine focus areas underneath them. The philosophy we built the platform on. The four Warrior Paths you can walk into PMPWS through. Concrete actions you can take starting tonight.

What you won't get is exam content. That's a hard line. PMI guard their examination material under non-disclosure, and PMPWS operates inside that line. Every scenario, every drill, every question we put in front of you on the platform is original material we wrote ourselves to align with PMI's Examination Content Outline. None of it is taken from actual exam questions. None of it ever will be. If you see anyone selling you what they call real PMP questions, walk the other way. Their material is stolen, their pass rates are lies, and PMI will revoke the credential

of anyone who studied from it. We don't do that. We won't do that.

## **What This Book Isn't**

It isn't the simulator. The simulator runs you through scenarios under conditions that match what PMI will put you through, and that engine sits one tier above this Field Guide.

It isn't Book One. Book One is a memoir. It carries the full story behind PMPWS and the full method I built across twenty-one training sessions on my own road to the credential. That's a different conversation. This guide is shorter, tighter, and pointed at a specific job: getting you orientated before you commit.

It isn't a sales pitch. The last chapter does name what's behind the paywall, and I'm not going to pretend otherwise. What I will tell you is that you can stop reading after Chapter Six and the value you've taken from this book is complete. The Bridge is offered, not enforced.

## **How to Read This**

Front to back works. Each chapter sits on the one before it. Chapters Four and Five are written in a different voice, and you'll feel the shift when you hit them. That's deliberate. The doctrine in those chapters wants tactical delivery and I hand them off to a callsign on the platform we call Havoc. Havoc is the operational voice of PMPWS. He carries the warrior frame because he was built for it. When his chapters end, I come back.

The Field Guide is fifty pages because that's what fifty pages buys you in honest intel without padding. There's no filler in what follows. If a sentence didn't earn its space, I cut it. Read it the way a warrior reads a brief, with a pen in your hand and your own situation alongside.

## **The Mission, Stated Plainly**

***PMPWS exists for one purpose. We evolve the project manager within you. We call it the Evolution of Self.***

The credential is the visible proof. The deeper outcome is what happens to the way you read a problem, choose a response, carry authority, and stay accountable while you carry it. The exam is the test. The evolution is the reward. Hold that in your head as you move into Chapter Two and we map the terrain.

## CHAPTER TWO

# The PMP Terrain

---

Before you commit to walking ground, you study the ground. That's basic. This chapter is the topographical brief on PMP as a credential. What it actually is, what it returns when you hold it, what it costs you in money and in months, who's eligible to sit it, and the timing window that's open right now and closing on a specific date.

### **What the Credential Is**

The PMP, Project Management Professional, is the flagship credential issued by the Project Management Institute. PMI is a not-for-profit professional body headquartered in the United States with global reach. They've issued over a million PMP credentials worldwide, and the credential has been in continuous evolution since 1984.

What you're looking at is the most widely recognised project management qualification on earth. It is to project managers what the CFA is to investment analysts and what chartered status is to engineers. Recognition isn't the whole game, but recognition is the floor under everything else.

When a hiring manager sees PMP after your name, three assumptions land in their head before they finish reading your CV. One, you've delivered programmes, because PMI doesn't let anyone near the exam without verified hours of leading project work. Two, you've passed a serious examination on the body of knowledge underlying the discipline. Three, you've signed a code of professional ethics and you sit inside an active community of practice. Those three assumptions, fairly or unfairly, change which pile your CV sits in.

### **What the Credential Returns**

Salary. Every PMI salary survey for the past decade has shown a measurable premium for PMP holders over project managers without it. In the United Kingdom,

the difference tends to land in the region of fifteen to twenty per cent across comparable roles. Senior IT project management positions in the bracket from sixty to eighty thousand pounds and above are the natural target for a credentialed candidate with five or more years of delivery behind them. Programme management roles sit higher again.

**Mobility.** PMP is portable across industries and across countries. The same three letters open conversations in Sydney, Singapore, Dubai, Berlin, Toronto, and London. If you've spent fifteen years in defence and you want to move into financial services, the credential lets the financial services hiring manager translate your experience without having to learn the defence acquisition cycle. If you've spent your career inside one corporation and you want to go consultant, PMP is the credential that gets you onto a consultancy bench.

**Confidence.** This one is harder to count and matters more than it sounds. The candidates I've trained alongside describe it the same way. After they pass, something settles in how they hold themselves in delivery rooms. They've been tested against the body of knowledge and they've cleared it. They stop second-guessing whether they belong at the table. That carries into negotiations, into stakeholder management, into the moments when a programme is in trouble and someone needs to take the room.

## **What the Credential Costs**

**Money first.** PMI charge an examination fee for the PMP. The fee depends on whether you're a PMI member at the time of registration. Membership is itself a charge but reduces the exam fee to the point where one membership year plus the member exam fee is cheaper than the non-member exam fee. Numbers move year on year. Check PMI's site for the current figure when you're ready to register. Budget around the equivalent of four hundred to six hundred US dollars for the exam plus first-year membership.

**Time next.** The exam is four hours of computer-delivered questions. One hundred and eighty questions in total. Two scheduled breaks. The clock doesn't stop during the breaks and you have to manage them as part of your strategy. Questions are a mix of standard multiple choice, multiple response, drag and drop, hot spot, and fill

in the blank. Most are scenario-based, meaning a paragraph of context followed by a question that asks what you'd do next.

Preparation time is the bigger investment. Most candidates land somewhere between one hundred and two hundred hours of focused study. That can be spread across two months of intensive evenings and weekends, or six months of steady weekly cadence. The platform we built supports either rhythm. The honest range for a working professional with a family is three to four months from first opening the material to walking into the exam centre.

Hidden cost. The thirty-five hours of project management education PMI require before they let you register. These are not optional. They have to be on a verifiable course or platform. PMPWS provides them as part of the simulator tier. There are other providers if you choose differently.

## **Who's Eligible**

PMI run two eligibility paths. The four-year-degree path and the secondary-school path. They want different experience hours from each.

If you hold a four-year university degree, PMI ask for thirty-six months of experience leading projects. That experience can have been accumulated at any point in your career within the eight years before you apply. The definition of leading is reasonably wide. Project lead, team lead, project manager, programme manager, scrum master, delivery lead, and several more titles all qualify.

If your highest qualification is a secondary diploma or an associate's degree, PMI ask for sixty months of leading projects within the same eight-year window.

Either path requires the thirty-five hours of project management education noted above. Veterans transitioning out of service often have abundant project leadership experience without realising the hours are recognisable. Operational planning, exercise design, deployment cycles, training programmes, equipment fielding. PMI accept those as project work when you describe them in the application language they use.

## The Window That's Open Right Now

Read this section carefully. PMI shift their Examination Content Outline on a published date, and the next shift lands on 9 July 2026. After that date, the weight of the Business Environment domain rises from 8 per cent to 26 per cent of the exam. That's not a minor adjustment. That's a structural change in what the exam is testing for, and it means anyone preparing under the current framing is on a clock.

***If you're reading this in May 2026, the practical window for sitting the exam under the current syllabus is the next sixty days. Application processing through PMI plus examination scheduling typically takes two to three weeks. Working backwards from 9 July, the practical deadline for submitting your application is around mid-June if you want an exam date inside the current format.***

After 9 July, the syllabus reweights. Business Environment becomes a heavier part of the exam, with more questions on organisational change, strategic alignment, compliance, and the project's relationship to the wider business. The new weighting reflects the direction PMBOK has taken in its most recent edition, and it represents where the discipline is going. Either window is winnable. The current window is the one with established preparation routes and known patterns. The new window will produce its own routes within six months of the change.

Decide which window you're walking through with eyes open. Chapter Three maps the domains in detail and shows you what each one is asking from you.

## CHAPTER THREE

# The 3 Domains and 9 Focus Areas

---

PMI organise the PMP examination around three domains. They are People, Process, and Business Environment, and the weighting is 42 per cent, 50 per cent, and 8 per cent of the exam respectively. Those weights hold until 9 July 2026 when Business Environment rises to 26 per cent and the other two re-balance accordingly.

Underneath those three domains, PMI publish a list of tasks. The official Examination Content Outline carries around thirty-five tasks split across the three domains. Studying thirty-five separate tasks while also holding the three domains in your head is cognitively expensive. We compress them.

On the platform we organise the tasks into nine focus areas, three under each domain. The nine focus areas are PMPWS's framing, not PMI's official taxonomy. We use them because they map cleanly onto how a working project manager actually does the job, and because they give you nine memorable buckets instead of thirty-five fragmented tasks. When you sit the exam, you'll be answering against PMI's task list. While you're learning, you're better served by ours.

***Three domains. Nine focus areas. Hold those numbers in your head for the rest of your study career.***

## Domain One: People (42 per cent)

The People domain is the largest single domain on the exam in the current framing. Forty-two per cent of the questions you'll see live here. Don't make the mistake of treating People as the soft part of the exam. People is where most candidates lose marks they assumed they'd score, because the questions ask you to behave in ways that match PMI's view of servant leadership rather than the way you might actually behave on a Tuesday afternoon.

PMI's mindset on People is consistent. The project manager leads through influence, not authority. The team is empowered to self-organise wherever possible. Conflict is addressed openly and early. Stakeholders are engaged continuously, not consulted at gates. The project manager removes obstacles for the team rather than directing the team's work. Hold that mindset across every People question and your hit rate climbs.

### **Focus Area One: Leading the Team**

Setting vision and direction. Establishing ground rules. Defining team values. Aligning the team to the project purpose. Demonstrating servant leadership in practical moments, including how you respond when a team member brings you a problem you didn't expect.

### **Focus Area Two: Building the Team**

Defining team composition and skill needs. Onboarding members. Building team capability through mentoring, training, and stretch assignments. Recognising performance. Assessing emotional intelligence and team dynamics.

### **Focus Area Three: Supporting the Team**

Removing impediments. Managing conflict. Negotiating project agreements with internal and external stakeholders. Building shared understanding when stakeholders disagree. Mentoring relevant stakeholders. Promoting team performance through reward systems and feedback loops.

## **Domain Two: Process (50 per cent)**

The Process domain is the largest domain on the exam at fifty per cent. This is where the technical core of project management lives. Process is about how the work actually gets done, measured, and adjusted. The questions in this domain are where most candidates feel comfortable, because they map onto the methodology and tooling most project managers have used in their day jobs.

Comfort is the trap. PMI test Process at a level of abstraction that punishes candidates who answer based only on what their last employer did. The exam expects you to know predictive, agile, and hybrid approaches and to select the

right approach for the situation in the question. Roughly half of the Process questions are framed in agile or hybrid terms in the current syllabus. If your career has been entirely predictive waterfall delivery, agile is the area you most need to study deliberately.

### **Focus Area Four: Planning the Work**

Selecting the right delivery approach. Defining scope. Estimating budget and resources. Building schedules. Identifying risks. Planning quality, communications, and procurement. Establishing the project management plan as a living artifact rather than a one-shot document. Determining how to integrate iterative practices with predictive ones in hybrid environments.

### **Focus Area Five: Executing the Work**

Managing project artifacts. Delivering value increments. Managing changes. Engaging stakeholders. Managing communications and information distribution. Conducting procurement. Implementing risk responses when triggers fire. Demonstrating tailoring decisions across different project contexts.

### **Focus Area Six: Measuring the Work**

Monitoring scope, schedule, cost, and quality. Earned value management. Performance metrics. Variance and trend analysis. Validating deliverables. Closing project phases and projects. Capturing lessons learned and feeding them into organisational process assets.

## **Domain Three: Business Environment (8 per cent today, 26 per cent from 9 July 2026)**

Business Environment is the smallest domain in the current framing and is about to become the second largest. This shift is the most important single piece of intelligence in this Field Guide. If you're sitting the exam before 9 July you can study Business Environment lightly and pass. If you're sitting the exam after 9 July, Business Environment becomes structural.

What PMI are signalling with this shift. Project management is no longer a discipline that operates in isolation from organisational strategy. The credentialled

project manager is expected to understand how the project serves the business, how compliance and governance frameworks shape delivery, and how the organisation's appetite for change interacts with what the project is trying to do.

### **Focus Area Seven: Strategic Alignment**

Connecting the project to organisational strategy. Articulating business value. Managing benefits realisation. Demonstrating how project decisions support or undermine strategic objectives. Recognising when a project should be paused, redirected, or terminated because the strategic context has moved.

### **Focus Area Eight: Compliance and Governance**

Identifying applicable compliance categories, including regulatory, legal, financial, and ethical. Working within the organisation's governance framework. Managing project decisions through appropriate boards, committees, and approval gates. Documenting decisions for auditability. Recognising when escalation is required and to whom.

### **Focus Area Nine: Change and Continuity**

Supporting organisational change driven by the project. Managing the transition from project to operations. Sustaining business continuity through the change lifecycle. Recognising when external factors, including market, regulatory, and technological shifts, require the project to adjust. Supporting the receiving organisation in absorbing what the project delivers.

### **How to Use This Map**

The map is not the territory. Reading these focus area summaries doesn't pass the exam. What it does is give you the geometry to organise everything you study from this point forward. When a practice question lands wrong, you can locate which domain and which focus area it sits in, and you can study with precision rather than panic.

Most candidates' weak spots, in our experience, cluster in three places. Servant leadership questions inside the People domain. Agile and hybrid questions inside the Process domain. The Business Environment domain in its entirety, because

most candidates underweight it during preparation.

The platform's diagnostic identifies your weak focus areas in the first session and adjusts your training weight accordingly. The Field Guide can't do that. What the Field Guide can do is name the territory honestly so you walk into your first study session knowing what you're looking at.

Chapter Four hands the brief to Havoc. Operational voice from here, doctrine ahead. Stay with it.

## CHAPTER FOUR

# The Evolution of Self

---

**HAVOC, INBOUND.**

Adrian's been carrying you through the terrain. I'm taking the next two chapters because what comes now is doctrine, and doctrine wants tactical voice. He'll be back in Chapter Six. Settle in.

Here's the frame for what we're about to do. The PMP credential is a test of behaviour under pressure dressed up as a test of knowledge. Most candidates who fail it know the material. What they don't have is the cognitive operating system that lets them apply the material when the question stem is forty words longer than it needs to be and the answers are designed to look interchangeable. That operating system is what the platform installs in you.

***We call it the Evolution of Self. We mean it.***

The project manager you become at the end of this is not the project manager you were when you started. That's not a slogan. It's mechanics. The way you read a problem changes. The way you choose a response changes. The way you hold authority while staying accountable changes. By the time you're sitting the exam, you're answering as the version of you the platform has built. Not as the version who walked in.

**Why Warriors Approach This Differently**

Most exam-prep platforms address candidates as students. We don't. We address you as a warrior approaching a credential, because that's what the work actually requires.

The difference matters operationally. A student approaches a test by trying to memorise enough material to be safe. A warrior approaches a test by training under pressure until the right response is automatic. The student strategy fails on the PMP because the volume of material is too large to memorise and because

PMI's questions are designed to defeat memorisation. The warrior strategy works because it produces the cognitive reflex the exam is actually testing.

If you've served, you already know what training under pressure feels like. We're using the same architecture you trained inside, applied to a credential. If you haven't served, the architecture still works. You'll just feel the shape of it for the first time inside this platform.

## **The Cognitive Operating System: A.A.M.O.**

The platform's core doctrine is a four-stage cognitive framework we built around how PMI's questions actually work. We call it A.A.M.O. The four stages run in sequence every time a question lands. By the end of the simulator tier the sequence runs in your head in under fifteen seconds without conscious effort. That's the install.

A.A.M.O. is proprietary doctrine. You're seeing the outline in this Field Guide. The full mechanics, the drill patterns, and the deliberate practice scaffolding sit on the platform. What follows is enough to recognise the shape.

### **Stage One: Authority Recognition**

Every PMP question places you in a role. Project manager, scrum master, programme manager, sponsor, team lead. Read for the role first. The right answer is always the action that the role in the question would actually take, and PMI distinguish carefully between what a project manager does and what a sponsor does and what a team member does. If you misread the role, you'll choose an answer that makes operational sense from the wrong seat.

Authority Recognition also means reading what authority the role has in the situation. Strong matrix, weak matrix, projectised, functional. Predictive lifecycle or agile. Co-located or distributed team. Each of these shifts what the role in the question can actually do, and the right answer is bounded by that.

### **Stage Two: Accountable Judgment**

Once you've named the role and its authority, you read for what the role is accountable for in this specific moment. PMI questions test the boundary between authority and accountability constantly. The project manager has authority to escalate but is accountable for trying to resolve at the project level first. The scrum master has authority to remove impediments but is accountable for preserving team self-organisation while doing so. The right answer threads that needle.

Accountable Judgment is where most candidates lose marks they assumed they'd score. They reach for the answer that shows action when the question rewards the answer that shows judgment. Action without judgment is what PMI mark as wrong, even when the action would technically work.

### **Stage Three: Multi-Principle Resolution**

Most PMP questions present a situation where two or more PMI principles apply and appear to conflict. Stakeholder engagement says one thing. Risk management says another. Servant leadership says a third. The wrong way to handle this is to pick your favourite principle and answer around it. The right way is to recognise the conflict, weight the principles for this specific situation, and select the answer that resolves the most principles simultaneously without violating any.

The platform drills this stage explicitly. Multi-Principle Resolution is the cognitive move that separates candidates who pass at the first sitting from candidates who don't. It's also the move that translates straight back into your actual delivery work, which is part of why we built the doctrine the way we did.

### **Stage Four: Outcome Optimisation**

Final stage. With the role named, the accountability clear, and the principles weighted, you're choosing the answer that produces the best outcome across the longest horizon. PMI's questions are biased toward long-horizon answers. The action that solves the immediate problem at the cost of creating future problems is almost always the wrong answer.

Outcome Optimisation runs as a final filter. If two answers survive Stages One through Three, the one that produces a better outcome over the project lifecycle is

the right one. PMI prefer answers that prevent recurrence to answers that resolve the symptom.

## What This Looks Like in Practice

Stage One in your head: who am I in this situation, what authority do I hold. Stage Two: what am I accountable for right now. Stage Three: which principles apply, which conflict, how do they weight. Stage Four: which surviving answer produces the best long-horizon outcome.

Four stages, run in fifteen seconds, repeated one hundred and eighty times across four hours. That's the install. That's what the simulator drills until the sequence is automatic. By the time you sit the live exam, A.A.M.O. is no longer a framework you're consciously applying. It's the way you read the question.

***And here's the part Adrian wanted me to land before I hand back to him. The doctrine doesn't stay inside the exam. The cognitive operating system you build for the PMP is the same operating system that makes you better at the job afterwards. The Evolution of Self isn't about passing the test. The test is the proof that the evolution has happened.***

Chapter Five maps the four Warrior Paths. Different operators learn through different sensory and cognitive profiles. The platform was built that way deliberately. Pick the path that fits how you actually move.

**HAVOC, HOLDING.**

## CHAPTER FIVE

# The Warrior Paths

---

**HAVOC, STILL ON DECK.**

Different operators learn through different cognitive and sensory profiles. The platform recognises four. We call them Warrior Paths, and the language matters. These are not accommodations. Accommodations are concessions. Paths are routes. Every path leads to the same credential and the same cognitive install. What changes is the surface you walk on while you get there.

Pick the path that fits how you actually move. Switch paths if the one you started with stops serving you. Walk more than one if your situation calls for it. There's no hierarchy. There's no default-and-deviation. There are four routes, equally weighted, each with the same name on the door.

**Path One: Twofold Gaze**

From Musashi. The warrior's discipline of perceiving with both the seeing eye and the perceiving eye. The seeing eye reads what's in front of you. The perceiving eye reads what's behind it. Twofold Gaze is the path for operators who learn through layered input. Visual content and audio content running in parallel. Reading and listening reinforcing each other.

On the platform, the Twofold Gaze path delivers every lesson through both channels at once. The text is on screen. The voice is in your ear. The drills are presented visually and answered by selection or by spoken response. The diagrams and the doctrine sit alongside each other and you absorb both. This is the path most operators settle into by default because it matches how professional adult learning has worked for the last century.

Walk Twofold Gaze if your study time is uninterrupted, your bandwidth is high, and you absorb material faster when reading and hearing it run together. This path tends to suit candidates studying full-time or those with structured evening blocks they can dedicate.

## Path Two: Inner Eye

Audio-first. Voice-led. Designed for operators who navigate the world without sight, and for any operator who chooses to train through hearing rather than reading. The Inner Eye path treats audio as the primary delivery channel and visual content as the secondary or absent channel.

On the platform, every lesson, drill, and scenario is voiced fully. Not summarised. Voiced. The audio carries the entire instructional load. Practice questions are presented through voice and answered through voice or through screen-reader-compatible selection. Diagrams are described in operator language so the structure of what's being shown lands in your head rather than on the screen. The path was designed from the first session, not bolted on after.

Walk Inner Eye if you navigate without sight, if your study time is mobile, if you commute long distances, if you absorb material better through hearing, or if your current life pattern means a screen-and-keyboard study session isn't reliably available. Every minute you spend walking, driving, or waiting becomes a study minute on this path.

***The Inner Eye path is also the path most blind veterans and visually impaired operators are pointed toward. It carries the same weight, the same name, and the same outcome as every other path on the platform. That was non-negotiable in how we built it.***

## Path Three: Observing Eye

From Musashi again. The observing eye sees the wider field. Pattern, structure, relationship between elements. The Observing Eye path is for operators who learn through frameworks before details. Show them the map first and the territory afterwards. Show them the architecture before the components. Show them the pattern that connects what looks unconnected.

On the platform, the Observing Eye path leads every lesson with the structural diagram. Where does this fit in the three domains. Which focus area. How does it

connect to the lessons before and after. The detailed content sits underneath. Drills test pattern recognition and structural understanding before they test specific factual recall. Practice scenarios are introduced with a frame that locates them inside the broader domain map.

Walk Observing Eye if you've ever felt like you understand a topic only after you've seen the bigger picture, if dense linear text loses you before it delivers, if you think in systems and relationships more naturally than in rules and facts. This path tends to suit operators with engineering backgrounds, systems thinkers, and many neurodivergent learners who report that conventional study formats wear them down before they wear them in.

### **Path Four: Direct Path**

Stripped down. Focused. Single-track delivery without flourish, decoration, or detour. The Direct Path is for operators who want the minimum effective dose. No metaphor, no story scaffolding, no extended philosophy. Just the information, the practice, and the feedback loop, repeated until the install holds.

On the platform, the Direct Path delivers each lesson as a tight summary of the doctrine, immediately followed by drill and feedback. No introduction. No reinforcement narrative. The voice content is reduced. The visual content is condensed. The drill volume is increased because the path assumes you're paying for repetition rather than exposition.

Walk Direct Path if you're cognitively efficient, if you find narrative scaffolding distracting rather than supportive, if your study time is short and frequent rather than long and rare, or if you've already studied PMP material elsewhere and you're using PMPWS to drill and harden what you already know. Many candidates who have failed the exam once and are returning for a second sitting choose the Direct Path because they've already been through the explanatory material on a different platform.

### **Switching Paths**

You're not locked in. The platform tracks your performance per focus area, and when a path stops serving you in a specific area, the system flags it and offers a path switch for that area only. You might walk Twofold Gaze through the People domain and switch to Direct for Process where the volume of repetition matters more than the layered delivery. You might run Inner Eye throughout because that's how you live. You might walk Observing Eye for the first half of preparation and Direct for the final two weeks of drill.

What you don't do is grind on a path that isn't working because you assumed it was the right one. The platform will surface that signal. Listen to it.

### **The Common Outcome**

All four paths deliver the same A.A.M.O. install. All four lead to the same exam readiness state. All four produce the same evolution of the project manager within you. The credential you walk away with is identical regardless of which path you walked to get there.

What changes is whether the route felt like home or felt like punishment. Most candidates who fail the PMP are not candidates who lacked the intelligence or the experience. They're candidates who studied through a modality that fought against how they actually absorb information. Pick a path. Walk it. Switch if it stops working. That's the move.

Adrian's back in Chapter Six with the concrete actions you can take starting tonight. I'll see you again on the platform.

**HAVOC, OUT.**

## CHAPTER SIX

# First Moves

---

Adrian back. Havoc handed off cleanly and we're into the practical part of the brief. Everything before this chapter has been intel. Everything from here is action. Ten first moves you can take starting tonight to put yourself onto the PMP path properly.

Don't try to do all ten in one evening. Walk them in order across the next week. Some will take fifteen minutes. Some will take an hour. Most will take less time than you expect. By the end of the week you'll have moved from thinking about PMP to operating on it.

## First Move One: Open a PMI Account

Go to [pmi.org](http://pmi.org). Create a free account. Costs nothing, commits you to nothing, and unlocks access to the Examination Content Outline, the PMP Handbook, and everything else PMI publish for prospective candidates. This is the official source. Use it first before you trust any third-party summary, mine included. Bookmark the page. You'll come back to it dozens of times.

## First Move Two: Download the ECO

PMI publish the Examination Content Outline as a free PDF inside the PMP Handbook section. Download it. Print it if you study better off paper. The ECO is the definitive list of every task PMI test against, organised under the three domains. This document is the single most important reference you own across your preparation. Every practice question you ever answer should map back to a task on this document.

Read it once cover to cover when you download it. You won't understand all of it on first read. That's fine. You're locating the territory, not learning it yet.

## First Move Three: Audit Your Hours

PMI need verified months of project leadership experience inside an eight-year window. Pull the eight-year window backwards from today. Open a fresh document and list every project, programme, deployment, exercise, implementation, integration, and major piece of delivery work you led during that window. For each one, note the start month, the end month, your role, the scale, the outcome, and the contact who could verify it.

Veterans usually under-count this list because military delivery work doesn't carry civilian project titles. Operational planning cycles count. Exercise design and delivery counts. Equipment fielding and training programmes count. Deployments where you led a planning function count. If you led work that had a defined objective, a defined timeline, and stakeholders who depended on the outcome, it's project work in PMI's language. Translate it accurately and the hours add up.

### **First Move Four: Calculate Your Runway**

Decide which exam window you're walking into. Current syllabus closes 9 July 2026. After that, the new weighting takes effect. Both are winnable. Pick which one you're targeting and work backwards from it.

From your target exam date, count back two to three weeks for application processing and exam scheduling. From there, count back the study time you need. Most working professionals want fourteen to sixteen weeks of preparation. Veterans transitioning out of service often have more time available and can compress to eight to ten weeks. Mark today's date and your latest reasonable start date on a calendar and look at the gap. That gap is your honest runway.

### **First Move Five: Lock the Thirty-Five Hours**

PMI require thirty-five hours of project management education before they let you sit the exam. The hours must come from a qualified provider. PMPWS provides them as part of the simulator tier and issues the verifying certificate PMI accept. Other providers do the same. What matters is that you choose one and lock it in.

Don't fall into the trap of accumulating hours from free YouTube videos hoping PMI will accept them. They won't. The hours have to come from a recognised provider

with a verifiable course completion record. Make this decision early because you can't apply without it.

### **First Move Six: Set Your Cadence**

Frequency matters more than duration. A candidate who studies one hour a day, six days a week, will pass the exam more reliably than a candidate who studies six hours every Saturday. The same total hours land differently depending on how they're distributed. Daily exposure builds the cognitive reflex the exam tests. Weekly bursts build a different and weaker reflex.

Pick a slot in your day where studying is realistic and defensible. Early morning before family wakes. The first hour after work before the evening kicks off. Lunch breaks if you control them. Whatever works. Put it in your calendar as a recurring block. Treat it the way you'd treat any other professional commitment that has someone else depending on it.

### **First Move Seven: Build the Reset**

The PMP examination is a four-hour cognitive endurance event. You're not just preparing your knowledge. You're preparing your sleep, your hydration, your focus, and your nervous system. Candidates who treat the exam as a knowledge test underprepare for the conditions and lose marks in the final hour because their cognitive performance has dropped.

Build a daily reset starting tonight. Seven and a half to eight hours of sleep where you can. Hydration through the day, not just before the exam. A walk or fifteen minutes of physical movement to clear cognitive load. The reset isn't optional. It's part of the training architecture. Treat it that way.

### **First Move Eight: Identify Your Weak Focus Area**

Look back at the nine focus areas mapped in Chapter Three. Read each one again with honesty. Where do you feel weakest. Be specific. Don't just say Process. Say which of the three Process focus areas. Most candidates find one or two focus areas that they know they underbuilt during their career. That's where the early study weight goes.

Veterans coming from highly structured environments often find Business Environment the weakest because military delivery is governed by command authority rather than corporate strategic alignment. Career project managers often find People the weakest because the servant-leadership framing PMI use doesn't always match what their last employer rewarded. Career agile practitioners often find Process the weakest in its predictive sections. Be honest with yourself. The platform's diagnostic will confirm or correct your self-assessment in the first session, but starting with an honest read saves time.

### **First Move Nine: Tell Someone**

Pick one person in your life who will hold you accountable without judging you. Tell them you're preparing for PMP, when you intend to sit the exam, and what your study cadence is. Ask them to check in on you weekly. This isn't ceremonial. The candidates who tell someone are measurably more likely to follow through than the candidates who keep it private.

If you don't have a person, use a community. The PMI chapter network exists in most cities. PMP study groups run on most professional networks. The platform itself carries community channels for warriors at every stage of preparation. Don't walk this alone if you can avoid it.

### **First Move Ten: Mark the Date**

Pick your target exam date and write it on something you'll see every day. A calendar on the wall. A lockscreen image. A note on the bathroom mirror. The date matters because it converts a vague intention into a specific commitment. The candidates who pass the PMP have a date. The candidates who don't have one tend not to pass.

***Your date doesn't have to be perfect. Pick one that's ambitious but reachable. You can move it later if you have to, but having it on the wall changes how you treat the next ninety days. Write the date today.***

Ten first moves. Walk them in order across the next week. Chapter Seven is the bridge to what's behind the paywall, and you can stop reading after this chapter with everything you came for. The Bridge is offered, not enforced.

## CHAPTER SEVEN

# The Bridge

---

This is the upgrade chapter. I'm telling you that directly because anything else would be dishonest. Behind the Field Guide sits a platform with three paid tiers, and you've earned the right to know what they are without me dressing it up.

What follows is not a sales pitch. It's an inventory. If the Field Guide was enough for you, the inventory still belongs in your hands. If you're going to spend money on PMP preparation somewhere, you should know what your options look like at PMPWS so you can compare them honestly to anything else you're considering.

## **The Free Tier: Field Guide**

What you're holding. Plus a free drill on the platform that runs you through a sample of the diagnostic experience. No credit card. No commitment. The Field Guide tier exists because we believe every warrior approaching this credential should start with the same intel, regardless of what they can spend. That belief isn't going to change.

## **Warrior. Seventy-Nine Pounds.**

The simulator tier. This is where the cognitive operating system gets installed. The full A.A.M.O. drill architecture across all three domains and all nine focus areas. A question bank in the high hundreds of original PMI-aligned scenarios, all written by us, all aligned to PMI's Examination Content Outline, none of them taken from actual exam content.

Voice-led delivery throughout, including the four Warrior Paths fully built out so you can choose how you engage and switch when you need to. Daily diagnostic feedback that tells you which focus areas you're carrying weight in and which ones you're shedding. The thirty-five contact hours certificate PMI require, issued automatically once you complete the relevant modules. Community channels with other warriors at your stage of preparation.

Warrior is the tier most candidates need. If you're preparing for the exam in earnest and you want one platform to carry you from where you are now to the exam centre, this is it.

### **Warrior Pro. One Hundred and Forty-Nine Pounds.**

Everything in Warrior, plus the Crucible. The Crucible is our deep-scenario training environment. Where the standard simulator drills you on individual questions, the Crucible runs you through extended multi-stage project scenarios where each decision compounds into the next. The cognitive load mirrors what the exam actually demands when stems chain and answers depend on context built earlier in the question.

Warrior Pro also carries the Crown Jewel content for the PMBOK 8 transition. If you're sitting the exam after 9 July 2026 and the new Business Environment weighting is structural for you, the Crown Jewel is where that domain gets the depth it needs. Pro adds advanced analytics, expanded drill volume, and earlier access to new material as we add it.

Pro is the tier for candidates who want every advantage. Career changers, second-attempt candidates, and warriors who've decided this credential matters enough to leave nothing on the table.

### **Warrior Elite. Two Hundred and Ninety-Nine Pounds.**

Everything in Warrior Pro, plus dedicated mentoring elements, structured PMBOK 8 transition support for candidates targeting the post-9-July window, and post-credential continuity, including PDU strategy support so the credential you earn doesn't lapse three years from now because you didn't track your professional development units. Elite is the smallest tier by candidate count and the deepest by support depth.

Elite is the tier for candidates who want the whole arc walked alongside someone. It's not for everyone, and the price tells you that. If you're considering Elite, the question to ask is whether the level of support justifies the difference for your specific situation.

## How to Choose

Most candidates need Warrior. A smaller subset need Pro. A small group of operators choose Elite, usually because the credential connects to a specific career move where the support structure is worth the spend.

If you can only choose one, choose the tier that matches the depth of your need rather than the depth of your wallet. We built the tier structure honestly. Warrior was designed to be the complete preparation tier. Pro and Elite add depth for candidates who specifically need it. None of them are designed to leave you short of the exam.

## The Honest Word on Cost

PMP exam preparation tools range from free through to the high hundreds of pounds. We sit in the lower-to-middle band of that range deliberately. We could charge more. We don't, because we built this for warriors and warriors aren't always operating with abundant resources. The platform earns its margin on volume, not on premium pricing.

If you find PMPWS pricing prohibitive at any tier, talk to us. Service leavers, military spouses, and AFC members in resettlement are exactly the operators we built this for, and we're actively partnering with veteran charities to make the platform accessible. Email us through the platform contact page. We won't promise what we can't deliver, but we'll have the conversation.

## The Close

You've reached the end of the Field Guide. What you do next is yours. If the guide was enough and you've got what you came for, that's a clean outcome and I wish you well. If you're walking onto the platform, I'll see you there. If you're walking onto a different platform, walk it well.

***Either way, the credential is reachable. The wall isn't a wall.  
It's ground, and you walk across ground by deciding to walk.  
Decide. Mark the date. Move.***

Spiritus Invictus.

Adrian.

## APPENDIX A

# Eligibility Self-Assessment

---

Use this appendix to confirm your eligibility before you begin a formal PMI application. Working through it honestly takes about thirty minutes and saves you from submitting an application that gets bounced back for missing hours.

## Step One: Identify Your Educational Path

PMI run two eligibility paths and the path you fall into determines the experience hours you need.

**Path A.** Four-year university degree or global equivalent. PMI ask for thirty-six months of project leadership experience accumulated within the eight years before your application date.

**Path B.** Secondary school diploma, associate's degree, or global equivalent without a four-year degree. PMI ask for sixty months of project leadership experience within the same eight-year window.

Both paths require thirty-five hours of project management education from a qualified provider, completed before you apply.

## Step Two: Map Your Eight-Year Window

Take today's date. Subtract eight years. That earlier date is the start of your eligibility window. Anything before it does not count toward your application even if the work was relevant. Anything inside the window is candidate experience to be assessed.

## Step Three: List Every Project

Open a fresh document. For every project, programme, deployment, exercise, implementation, integration, or major delivery cycle you led inside the eight-year window, capture seven items. Project name. Start month and year. End month and

year. Your role. The scale by team size or budget. The outcome delivered. The contact who could verify the work.

Be honest about your role. PMI accept project leadership across many titles, but you must have led the work in some recognised capacity. Contributing to a project as a team member without leadership responsibility does not count.

### **Step Four: Total the Months**

Add the months across all projects in your list. PMI allow concurrent projects to count once for each calendar month worked, not multiple times. If you led three projects simultaneously through January 2024, January 2024 contributes one month to your total, not three. Sum the calendar months where you led at least one qualifying project.

### **Step Five: Common Mistakes**

**Counting work outside the window.** Veterans with long careers often have abundant experience that fell outside the eight-year window and cannot be claimed.

**Inflating your role.** Claiming project management responsibility for work where you were a contributor rather than a leader. PMI audit a percentage of applications and verify the listed work with your named contacts. Inflated claims that fail audit result in application rejection and a one-year ineligibility period.

**Under-counting military experience.** The opposite mistake. Veterans often dismiss qualifying work because the military titles don't sound like project management. Operational planning, exercise design, training delivery, and major equipment fielding all count when described accurately.

**Forgetting the thirty-five hours.** The education requirement is independent of the experience requirement. You need both before you apply. Lock the thirty-five hours early.

## APPENDIX B

# 16-Week Study Cadence Template

---

Sixteen weeks is the cadence we recommend for working professionals targeting first-attempt success. Compress to ten or twelve weeks if your time availability is higher, or extend to twenty if your situation demands it. The structure stays the same. What changes is the weekly hours you commit.

Assumed weekly cadence: six study days, one rest day, approximately one hour of focused study per active day with longer drill blocks at weekends. Total weekly hours land between eight and twelve. Total programme hours land between one hundred and forty and two hundred.

## Weeks One to Two: Orientation

Read the Field Guide cover to cover if you haven't. Download the PMI Examination Content Outline. Complete your eligibility self-assessment using Appendix A. Open your PMI account. Choose your provider for the thirty-five hours of project management education and register with them. Mark your target exam date on a calendar.

Outcome by end of Week Two: orientation complete, education provider selected, target date locked.

## Weeks Three to Six: People Domain

Four weeks on the People domain. Roughly one week per focus area with a fourth week consolidating across the domain. Daily exposure to PMI's servant-leadership framing. Drill questions inside the domain only at this stage. Build the cognitive reflex for People before you broaden into Process.

Outcome by end of Week Six: scoring 70 per cent or above on People-only practice questions. If you're below 70 per cent, extend by one week before you advance.

## **Weeks Seven to Eleven: Process Domain**

Five weeks on Process. The largest single block in the cadence because Process is the largest domain on the exam. Cover predictive lifecycle approaches in Weeks Seven and Eight, agile and hybrid in Weeks Nine and Ten, integration and tailoring in Week Eleven. Drill questions inside Process domain only.

Outcome by end of Week Eleven: scoring 70 per cent or above on Process-only practice questions, with no single focus area below 60 per cent.

## **Weeks Twelve to Thirteen: Business Environment**

Two weeks on Business Environment if you're sitting before 9 July 2026. Three weeks if you're sitting after, given the increased weighting. Strategic alignment, compliance and governance, change and continuity. This is the domain most candidates underbuild and the domain where late marks are most often won.

Outcome by end of Week Thirteen: scoring 70 per cent or above on Business Environment practice questions.

## **Weeks Fourteen to Fifteen: Mixed Drill**

Two weeks of mixed-domain drill at exam scale. Full one-hundred-and-eighty-question simulations under timed conditions, twice per week, with detailed review of every wrong answer. The objective is endurance and consolidation rather than new learning. By this point your knowledge base is near complete and you're training the cognitive operating system to apply it under fatigue.

Outcome by end of Week Fifteen: consistent 75 per cent or above on full mock exams. If you're below 75 per cent, extend by one to two weeks before you sit.

## **Week Sixteen: Taper**

The final week is a taper. Reduce daily study volume. Maintain daily exposure but at lower intensity. Sleep discipline is non-negotiable through this week. Hydration and nutrition matter. Review your weakest focus area once. Walk into the exam centre rested, prepared, and confident.

***The exam itself is a four-hour cognitive endurance event. Your performance on exam day is the product of your preparation across the previous fifteen weeks and your physiological readiness on the day. Both matter. Train both.***

## APPENDIX C

# Glossary of Key Terms

---

Terminology you will encounter throughout your PMP preparation and on the exam itself. Definitions are written in plain language to support comprehension. Refer to the PMBOK Guide for PMI's official definitions when precision is required.

**Agile.** A delivery approach characterised by short iterations, frequent stakeholder feedback, and the ability to adjust scope and direction as the project progresses. Sits in contrast to predictive approaches that fix scope early.

**Backlog.** A prioritised, ordered list of work items waiting to be delivered. Used in agile and hybrid contexts. The product backlog holds long-term items; the sprint backlog holds items selected for the current iteration.

**Baseline.** An approved version of a project artifact, typically scope, schedule, or cost, against which actual performance is measured. Changes to baselines require formal change control.

**Business Case.** A justification for the project that demonstrates the expected benefits, costs, and strategic alignment. The business case is owned by the sponsor and revisited throughout the project lifecycle.

**Change Control.** The formal process for evaluating, approving, and implementing changes to project baselines. Most exam questions involving change request a process-driven response rather than direct action.

**Critical Path.** The longest sequence of dependent activities through a project schedule. Determines the shortest possible project duration. Activities on the critical path have zero slack.

**Earned Value Management.** A performance measurement methodology that integrates scope, schedule, and cost. Uses metrics including planned value, earned value, and actual cost to calculate variances and forecasts.

**Hybrid.** A delivery approach that combines predictive and agile elements within a single project, typically using predictive methods for stable workstreams and agile methods for evolving ones.

**Issue.** An identified problem that has occurred and requires action. Distinct from a risk, which is a potential future event. Issues are tracked in the issue log.

**Iteration.** A timeboxed cycle of work in agile delivery, typically two to four weeks long, ending with a working increment of the product.

**Kanban.** A visual workflow management method that uses a board with columns representing workflow states. Limits work in progress to identify and resolve bottlenecks.

**Lessons Learned.** Knowledge captured from project experience to improve future projects. PMI consider lessons learned a continuous activity rather than an end-of-project event.

**Milestone.** A significant point or event in a project, used to mark progress. Milestones have zero duration and are used in scheduling and reporting.

**PMBOK.** Project Management Body of Knowledge. PMI's foundational reference document. The current edition reflects the most recent direction of project management practice and is the primary reference for the PMP exam.

**Predictive Lifecycle.** A delivery approach where scope, schedule, and cost are defined early and changes are managed through formal change control. Often called waterfall, although the formal PMI term is predictive.

**Progressive Elaboration.** The iterative refinement of project plans and details as more information becomes available. Used in both predictive and agile contexts.

**Project Charter.** The document that formally authorises the project and assigns the project manager. Contains the high-level scope, objectives, success criteria, and stakeholders.

**Risk.** An uncertain event or condition that, if it occurs, would have an effect on project objectives. Risks can be threats or opportunities. Distinct from issues, which have already occurred.

**Risk Register.** The document that captures identified risks, their assessments, and the planned responses. Maintained throughout the project lifecycle.

**Scrum.** An agile framework with defined roles (Product Owner, Scrum Master, Development Team), events (Sprint, Sprint Planning, Daily Scrum, Sprint Review, Sprint Retrospective), and artifacts (Product Backlog, Sprint Backlog, Increment).

**Servant Leadership.** A leadership philosophy where the leader's primary role is to serve the team by removing impediments, supporting development, and enabling self-organisation. Strongly emphasised in PMI's framing of the project manager role.

**Sprint.** A timeboxed iteration in Scrum, typically one to four weeks long, during which a usable increment is created.

**Stakeholder.** Any individual, group, or organisation that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project.

**Tailoring.** Adapting the project management approach, processes, and tools to fit the specific context of the project. PMI emphasise tailoring as a core competency of the modern project manager.

**Triple Constraint.** The interdependent relationship between scope, schedule, and cost. Changing one typically affects the others. Modern PMI framing extends this to include quality, resources, and risk.

**Variance.** The difference between planned and actual performance. Schedule variance and cost variance are core earned value metrics.

**Velocity.** A measure of work delivered per iteration in agile contexts. Used for forecasting and capacity planning, not for performance comparison between teams.

**WBS.** Work Breakdown Structure. A hierarchical decomposition of project scope into smaller, manageable components. The lowest level of the WBS is called a work package.

## APPENDIX D

# The 9 July 2026 Transition Brief

---

PMI shift the Examination Content Outline on a published date. The next shift lands on 9 July 2026. This appendix summarises what changes, what doesn't, and how to decide which window to target.

## What Changes

Domain weightings move. Before 9 July 2026: People at 42 per cent, Process at 50 per cent, Business Environment at 8 per cent. From 9 July 2026 onwards: the Business Environment domain rises to 26 per cent, with People and Process re-balancing accordingly.

The shift reflects the direction PMBOK has taken in its most recent edition. Project management is increasingly framed as a strategic discipline tied to organisational outcomes rather than a delivery discipline measured against scope, schedule, and cost alone. The exam follows that direction.

## What Stays the Same

The three domains remain the same. The number of questions remains 180. The exam duration remains four hours. The eligibility requirements remain the same. The two scheduled breaks remain. PMI's expectations on servant leadership, agile and hybrid practice, and ethical conduct remain consistent.

The change is structural to the exam content but not structural to how the exam is run. If you've prepared for the current syllabus and the date moves on you, your preparation isn't wasted. It's underweighted in Business Environment and you have to add depth there.

## How to Choose Your Window

**Choose the current window** if you can realistically complete preparation and sit the exam before 9 July 2026. The current syllabus has years of established

preparation routes, abundant practice material, and predictable patterns. Most preparation platforms including PMPWS optimise for it because that's where most candidates currently sit.

**Choose the post-9-July window if** you cannot realistically prepare in time, if your strongest background is in business strategy and stakeholder management rather than process discipline, or if you want the credential aligned to the most recent PMBOK edition and the future direction of the profession.

***Either window is winnable. The question is which one fits your situation. Don't let the transition itself become a reason to delay. Pick the window, mark the date, walk the path.***

# ABOUT THE AUTHOR

---

Adrian Pugh, PMP, is a United States Marine Corps veteran and the founder of PMP Warrior System Ltd. He has delivered enterprise programmes across central government, defence, luxury automotive, Formula 1, financial services, logistics, and managed services for more than fifteen years. He passed the PMP examination on 25 February 2026, answering 178 of 180 questions before automatic submission, scoring above target across all three domains. He lives in the United Kingdom with his wife Rebecca, his sons Morgan and Jacob, and his dog Gloria. PMPWS is the platform he wishes he had walked toward twenty years ago.

---

## **PMP Warrior System Ltd**

Company No. 17115274

Registered in England and Wales

Trade Mark UK00004360520

ICO C1903667

---

*Spiritus Invictus.*