

Pmo Pain Why Most Project Management Offices Fail And What To Do About It

Describing the initiation, design, execution, and control of a strategic project office, this book provides step-by-step instructions for establishing a PMO. The author emphasizes cost management, cultural change, risk assessment, resource allocation, and skills tracking to increase project value, organizational efficiency, and productivity. He explores various aspects relating to planning and implementing the strategic project office, and concludes by considering how to change the organizational culture to match the new organization. Concise and easy, the book covers the many pitfalls and minefields and provide strategies to avoid them.

The Lazy Project Manager shows how adopting a more focused approach to life, projects and work can make us twice as productive. By concentrating project management to exercise effort where it really matters we will work smarter. The simple techniques of lazy project management can help us to work more effectively and improve our work–life balance.

Managing Stakeholder Expectations for Project Success provides a practical approach to managing those things that matter most for project success—stakeholder expectations, communication, risk, change, and quality—so that scope, schedule, and cost end up on target and the project’s intended benefits for the organization are realized. This unique desk reference shows how to utilize the best practices, concepts, and methodologies found in PMI’s PMBOK® Guide, along with a few concepts from APMG’s PRINCE2, and leverage them in the context of organizational challenges and project realities. It features new methods for successful project management that focus on understanding and managing stakeholders’ needs and expectations, communication, time management, and organizational politics and culture. The book’s content and design also make it a valuable resource for PMP® certification. J. Ross Publishing offers an add-on at a nominal cost — Downloadable, customizable tools, presentations and templates ready for immediate implementation.

To support the broadening spectrum of project delivery approaches, PMI is offering A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition as a bundle with its latest, the Agile Practice Guide. The PMBOK® Guide – Sixth Edition now contains detailed information about agile; while the Agile Practice Guide, created in partnership with Agile Alliance®, serves as a bridge to connect waterfall and agile. Together they are a powerful tool for project managers. The PMBOK® Guide – Sixth Edition – PMI's flagship publication has been updated to reflect the latest good practices in project management. New to the Sixth Edition, each knowledge area will contain a section entitled Approaches for Agile, Iterative and Adaptive Environments, describing how these practices integrate in project settings. It will also contain

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more emphasis on strategic and business knowledge—including discussion of project management business documents—and information on the PMI Talent Triangle™ and the essential skills for success in today's market. Agile Practice Guide has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

In a business world of uncertain budgets, relentless technology changes, scarce management talent, and intense production demands, theory is good, but practice sells. *The Effective CIO: How to Achieve Outstanding Success through Strategic Alignment, Financial Management, and IT Governance* is all about practice, successfully delivering the nuts-and-bolts for effective governance execution. It helps to dissolve the negative image many CIOs have as remote, purely rational decision machines, while demonstrating how to improve quality and throughput in your business. This authoritative text includes governance checklists, sample IT controls, merger and acquisition recommendations, and a detailed framework for IT policies. Authored by two highly regarded IT management experts, the book provides not only a survey of existing strategies, but also includes detailed problem-solving ideas, such as how to structure optimal IT and telecom contracts with suppliers, the implications of SOP-98, and accounting for software costs. The book seamlessly brings together two perspectives – that of a working CIO who must cope with day-to-day pressures for results, and that of an IT audit consultant with a special focus on governance and internal control. Unlike many other CIO-related books that merely discuss strategies, *The Effective CIO* includes easy-to-follow guidelines and governance principles that can be implemented immediately.

Presents an introduction to the processes of portfolio management, discussing how to identify business goals, develop strategy, evaluate environmental and risk factors and successfully complete project objectives. Original.

The Right Projects Done Right! reflects the advances that have been made since the concern for managing multiple projects in organizations first emerged more than a decade ago. This book includes findings and solutions that address three vital questions: Has the right portfolio of projects been chosen to ensure that company strategy is implemented successfully? Have the right projects with the right scope been selected as candidates for the portfolio? Are the projects managed well? Dinsmore and Cooke-Davies help managers answer these questions by providing them with the information they need to implement an enterprise-wide project management environment.

Oil and gas projects have special characteristics that need a different technique

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in project management. The development of any country depends on the development of the energy reserve through investing in oil and gas projects through onshore and offshore exploration, drilling, and increasing facility capacities. Therefore, these projects need a sort of management match with their characteristics, and project management is the main tool to achieving a successful project. Written by a veteran project manager who has specialized in oil and gas projects for years, this book focuses on using practical tools and methods that are widely and successfully used in project management for oil and gas projects. Most engineers study all subjects, but focus on project management in housing projects, administration projects, and commercial buildings or other similar projects. However, oil and gas projects have their own requirements and characteristics in management from the owners, engineering offices, and contractors' side. Not only useful to graduating engineers, new hires, and students, this volume is also an invaluable addition to any veteran project manager's library as a reference or a helpful go-to guide. Also meant to be a refresher for practicing engineers, it covers all of the project management subjects from an industrial point of view specifically for petroleum projects, making it the perfect desktop manual. Not just for project managers and students, this book is helpful to any engineering discipline or staff in sharing or applying the work of a petroleum project and is a must-have for anyone working in this industry.

Down to earth, real answers on how to manage technology—from renowned IT leaders Filled with over thirty contributions from practitioners who handle both the day-to-day and longer term challenges that Information Technology (IT) departments and their parent businesses face, this hands-on, practical IT desk reference is written in lay terms for business people and IT personnel alike. Without jargon and lofty theories, this resource will help you assist your organization in addressing project risks in a global and interconnected world. Provides guidance on how business people and IT can work together to maximize business value Insights from more than thirty leading IT experts Commonsense, rational solutions for issues such as managing outsourcing relationships and operating IT as a business Offering solutions for many of the problems CIOs face, this unique book addresses the Chief Information Officer's role in managing and running IT as a business, so the IT department may become a full strategic partner in the organization's crucial decisions.

C-MAPS By: Victoria B. Haney MBA, PMP®, CBAP® Understanding and communicating requirements is one of the toughest parts of most business or IT initiatives. Because requirements are so difficult, they are often skipped or left vague for the development team to figure out. C-MAPS: An Agile and Collaborative Technique for Project Requirements presents a technique that author Victoria B. Haney has developed to help business analysts and project managers uncover requirements for their projects in less time.

Why learn project management the hard way? Absolute Beginner's Guide to Project Management, Second Edition will have you managing projects in no time! Here's a small sample of what you'll learn: Key concepts and fundamentals behind best-practice

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project management techniques The mindset and skill set of effective project managers Project techniques that work in any industry, with any tools The common elements of successful projects Lessons from failed projects The value and importance of project leadership versus project management How to manage growing project trends and tough project types that first-time project managers are likely to encounter How to make better use of Microsoft Project How to respond when project reality does not match textbook scenarios Expert insight on key project management concepts and topics You've just been handed your department's biggest project. Absolute Beginner's Guide to Project Management will show you exactly where to start—and walk you step by step through your entire project! Expert project manager Gregory Horine shows you exactly what works and what doesn't, drawing on the field's proven best practices.

Understand your role as a project manager...gain the skills and discover the personal qualities of great project managers...learn how to organize, estimate, and schedule projects effectively...manage deliverables, issues, changes, risks, quality, vendors, communications, and expectations...make the most of technology...manage virtual teams...avoid the problems that trip up new project managers! This new edition jumpstarts your project management expertise even faster, with all-new insights on Microsoft Project, challenging project situations and intriguing project management topics of the day.

Updated concepts and tools to set up project plans, schedule work, monitor progress—and consistently achieve desired project results. In today's time-based and cost-conscious global business environment, tight project deadlines and stringent expectations are the norm. This classic book provides businesspeople with an excellent introduction to project management, supplying sound, basic information (along with updated tools and techniques) to understand and master the complexities and nuances of project management. Clear and down-to-earth, this step-by-step guide explains how to effectively spearhead every stage of a project—from developing the goals and objectives to managing the project team—and make project management work in any company. This updated second edition includes: * New material on the Project Management Body of Knowledge (PMBOK) * Do's and don'ts of implementing scheduling software* Coverage of the PMP certification offered by the Project Management Institute* Updated information on developing problem statements and mission statements* Techniques for implementing today's project management technologies in any organization—in any industry.

Many companies and organisations are faced with a portfolio of projects that need to be managed effectively and successfully. This new book by leading practitioners introduces a framework and range of tools to enable the project portfolio to be strategically managed including establishing guidelines, prioritising, aligning projects with strategy, balancing the portfolio and sustaining a change culture through continuous improvement.

The comprehensive guide to project management implementation, updated with the latest in the field Project management has spread beyond the IT world to become a critical part of business in every sphere; built on efficiency, analysis, and codified practice, professional project management leads to the sort of reproducible results and reliable processes that make a business successful. Project Management Best Practices provides implementation guidance for every phase of a project, based on the

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real-world methodologies from leading companies around the globe. Updated to align with the industry's latest best practices, this new Fourth Edition includes new discussion on Agile and Scrum, tradeoffs and constraints, Portfolio PMO tools, and much more. Get up-to-date information on the latest best practices that add value at every level of an organization Gain insight from more than 50 project managers at world-class organizations including Airbus, Heineken, RTA, IBM, Hewlett-Packard, Sony, Cisco, Nokia, and more Delve deeper into implementation guidance for Agile, Scrum, and Six Sigma Explore more efficient methodologies, training, measurement, and metrics that boost organization-wide performance Adopt new approaches to culture and behavioral excellence, including conflict resolution, situational leadership, proactive management, staffing, and more Ideal for both college and corporate training, this book is accompanied by an Instructor's Manual and PowerPoint lecture slides that bring project management concepts right into the classroom. As the field continues to grow and evolve, it becomes increasingly important to stay current with new and established practices; this book provides comprehensive guidance on every aspect of project management, with invaluable real-world insight from leaders in the field.

Since project management offices began to appear in organizations over the last decade, project management practitioners and their organizations have been asking how to structure project management offices (PMOs) and what functions to assign them. In *The Project Management Office (PMO): A Quest For Understanding*, authors Brian Hobbs and Monique Aubry address these questions, providing a look at how PMOs exist today, and some clues about how and why they're changing. Of particular interest to practitioners, the authors address the roles that PMOs play in organizations, which provides valuable insights for better creating, structuring and governing PMOs. When designing a PMO, an organization has a variety of choices regarding the PMO's structure and role assignment. By providing a way to define PMOs by type, this research explores how to set up and define a PMO, depending upon the specific type of PMO The authors discuss the many bases for the types of PMOs, including structural characteristics and functions, and how these types affect the PMO's role in the organization.

Many organizations profit hugely by utilizing a Project Management Office (PMO); it means they achieve benefits from standardizing and following project management policies, processes, and methods. However, building an effective PMO is a complex process; it requires clear vision and strong leadership so that, over time, it will become the source for guidance, documentation, and metrics related to the practices involved in managing and implementing projects. *Leading Successful PMOs* will guide all project based organizations, and project managers who contribute to and benefit from a PMO, towards maximizing their project success. In it, Peter Taylor outlines the basics of setting up a PMO and clearly explains how to ensure it will do exactly what you need it to do - the right things, in the right way, in the right order, with the right team.

Business Driven PMO Success Stories was written by and with over two dozen contributing authors from the worldwide project management and project management office (PMO) community. It offers executives, managers, and all those involved in the projects of the organization, an understanding of the value a PMO can provide, the knowledge they need to determine the purpose of their PMO, and how to craft a PMO best suited to fulfill that purpose. Are you under pressure to deliver? Is your life made tough by shortened schedules, tight budgets, skills gap, incomplete scope, and demanding stakeholders? Do you need help in the

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form of proven practical tips and techniques to help you confidently deliver project success? This book will certainly help you. What's inside? • Superb set of 52 proven project success keys • Unbeatable breadth of insights: 108 experts, 2000+ projects, 119 countries • Comprehensive solutions to the top 20 global project failure factors • Coverage of waterfall, hybrid and agile methodologies in 54 industries • Extensive discussions on soft skills, leadership and communication • Situation, impact, and resolution presentation technique • Storytelling approach for easy understanding Read on to get your project off to a flying start and deliver in style!

Harold Kerzner's essential strategies on measuring project management performance With the growth of complex projects, stakeholder involvement, and advancements in visual-based technology, metrics and KPIs (key performance indicators) are key factors in evaluating project performance. Dashboard reporting systems provide accessible project performance data, and sharing this vital data in a concise and consistent manner is a key communication responsibility of all project managers. This third edition of Kerzner's groundbreaking work, *Project Management Metrics, KPIs, and Dashboards: A Guide to Measuring and Monitoring Project Performance*, helps functional managers gain a thorough grasp of what metrics and KPIs are and how to use them. Plus, this edition includes new sections on processing dashboard information, portfolio management PMO and metrics, and BI tool flexibility. • Offers comprehensive coverage of the different dashboard types, design issues, and applications Provides full-color dashboards from some of the most successful project management companies, including IBM, Microsoft, and others Aligns with PMI's PMBOK® Guide and stresses value-driven project management PPT decks are available by chapter and a test bank will be available for use in seminar presentations and courses Get ready to bolster your awareness of what good metrics management really entails today—and be armed with the knowledge to measure performance more effectively.

This handbook developed by the Project Management Institutes Program Management Office Specific Interest Group (PMOSIG) provides practical guidance to the project Management and PMO community on a variety of topics in the areas of: PMO Strategic and Tactical Management, PMO Governance, PMO Services, PMO Set-up and Execution, and PMO Performance and Maturity. It features insightful contributions from more than 20 subject matter experts, successful practitioners, distinguished authors and thought leaders with a variety of backgrounds and experiences from around the World. The authors include best practices and case studies for successfully aligning PMOs to business objectives, and delivering benefits/ROI, as well as numerous proven tools, templates, policies, procedures, standards, methodologies and processes for successfully developing, and managing PMOs and for expanding their scope of services.

Agile Project Management, PMO, Powerful Advice - An Amazon Bestseller The Revealed Secrets of the Shocking Truths about Global PMO Colossal Failures and how to Work around them.** Uncovered Truths How to avoid a tactical PMO - in which MBA graduates fill the role of secretaries - I know you are asking now - how can it be possible that companies pay 100K \$ salaries for administrative work, aren't you? - Read the book and know the answer** What are the signs of a process obsessed PMO - in which the project managers are cringing under the whip of the PMO and how to set them free!** Limited Vision When the PMO is in love with the lavish tools - and promotes death by SharePoint - what do you do? ** The Ultimate Program Life Cycle inflicting PMO - do you know how to recognize it and provide REAL VALUE Agile Project Management, The Agile PMO Provides answers NOW to all these challenging questions. You will learn to recognize and avoid the PMO traps Research has proven that most PMOs will be disbanded and flushed away in two years after rollout - make sure yours doesn't** This book provides you with the breakthrough professional knowledge to grow your PMO Immediately. This book is the Surefire method to pioneer the value driven efforts in the

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organization.**Proven and Tested Advice from a ProfessionalAgile Project Management, The Agile PMO** Join me in this journey to making your emerging PMO not only endure but also lead project and portfolio growth and be value driven:** The PMO is a mediating function it enables visibility where there is none, unity where there is disparity, transparency where there is ambiguity, and global breakthrough where there is only local analysis.** Over the years I have seen too many PMOs blunder and fail due to various misconceptions in the roll out and implementation. The main cause is that PMOs do not learn how to create true and substantial value for stakeholders from the portfolio perspective, and hence lose budgeting and are terminated** in this proven guide I will provide practical guidelines with the assistance of a case study on how to create and increase value of a PMO in an ever changing environment.** Ultimately, after reading this guide you'll know what to do, in order to successfully and reliably lead your Agile PMO.***** Agile Project Management, The Agile PMO is for a limited time at a discounted - under-priced level - popular demand is increasing Don't wait, enjoy this price and read now.*****"I have read many books about PMOs and have seen many implementations, most of them failed. I offer my perspective on how to create a long-lasting value driven PMO. The organizations that follow these guidelines benefit from extraordinary results in project completion, in benefits received, and customer satisfaction and in low employee attrition." M. Nir, PMP, M.Sc. I&E, President, Sapir Consulting**** * * * *

****Exclusive and Genuine Concepts - What is your value from Best business: The Agile PMO* Alignment with Business - ensuring Value over process* Launching a PMO that is Lean and Mean* Simple tools for enabling value quickly* Presented in an easy to follow case study!* Discussed from a multi-perspective view!* Integrated to allow you simple roll out across a portfolio!Praise for PMO Leadership - Avoid Classical Pitfalls How to Create a Value Driven Best business Office:Covering all perspectives of a PMO- This guide promotes a hands-on approach to the installation of a PMO in a company. It illustrates nicely what are the benefits of the different types of PMO and what are their possible responsibilities.Ralf Friedrich, President, Coaching Center Dieburg, GeProSHURRY - to get your copy of Agile Project Management, The Agile PMO, Scroll up and Click the buy button now!! 100% Satisfaction Guaranteed The second edition of Benefits Management has been updated with current examples, further insights from experience and recent research. It shows how the enduring challenges achieving business value from information systems and technology projects can be addressed successfully. The approach, which is synthesized from best practices, sound theories and proven techniques from a range of management disciplines, is exemplified from the authors' extensive experience of working with a wide range of organizations. The book includes examples from a wide variety of projects including non-IT projects. The book is written in an accessible style, ideal for practicing managers, and includes check lists and templates for using the processes, tools and techniques and real-life case studies of their application and impacts. The book now also includes: International survey results that reinforce the importance of the topic, the key management issues and evidence of how the more successful organizations' practices are closely aligned with those described in the book. A Benefits Management Maturity diagnostic which enables organizations to understand the reasons for their current investment success levels and then how to increase them. Discussion of the role and contribution Project Management Offices (PMOs): how they can improve the delivery of value IT projects. Further practical advice and guidance on Program and Portfolio Management, including findings from the authors' recent research in several large organizations.

"If you are a project manager looking for a technology-based, easily implemented, and usable solution for project communications, document management, and general project organization, this book is for you!"-Susan Weese, PgMP, President and Founder, Rhyming Planet Most companies don't understand SharePoint's power, and use it simply to share documents or

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spreadsheets. This hands-on book demonstrates how SharePoint can also help you organize and manage complex projects. With SharePoint for Project Management, you'll not only understand how to apply common and practical project management concepts in SharePoint, you'll learn how to build a Project Management Information System (PMIS), customized to your project, that can efficiently coordinate communication and collaboration among team members. With this book, you will: Learn to apply key project management techniques by leveraging SharePoint as a PMIS Track a case study that illustrates the circumstances and processes of an effective SharePoint PMIS Appropriately define access permissions for project stakeholders and team members Centralize project documents and keep track of document history with version control Automate project reporting mechanisms and generate on-demand status reports Track project schedules, control changes, and manage project risks Integrate project management tools such as Excel, Microsoft Project, PowerPoint, and Outlook Each chapter includes activities that let you practice what you learn. Most SharePoint books are either too introductory (for end users), or too technical (for system administrators). SharePoint for Project Management is just what project managers like you need to learn how to harness the organizational abilities of this powerful software.

“Whether you are managing your first project or your hundredth, you are likely to face new challenges. Project Pain Reliever offers guidance you'll cherish and want to keep close by.”
—Kevin Murphy, Managing Partner, Conner Partners “This book is like a therapy session for project managers. I'm prescribing this to my team. No more guesswork for new PMs. Project Pain Reliever lays it all out, with a 360 degree view on all the possible scenarios a PM will face, and prescribes a strategy to deal with them. As a project manager, I'm often trying to help my team members understand why we cannot do certain things — like scope-creep. This book will serve as a great tool to educate and re-enforce!” —Laureen Heinz, PMP, CSM, Six Sigma Blackbelt, Managing Consultant, Practice Services, CA Technologies “This is a wonderful and thorough overview of a number of very common, yet complex, problems and solutions that project and functional managers of all levels can benefit from. The honest writing style and poignant anecdotes also make this an enjoyable read. I've added Project Pain Reliever to my team's professional reading list... it is equally applicable to everyone on my team — from the greenest summer intern to my most seasoned business leader.” —Aaron Hall, PMP, Vice President, Program Management and Product Development, K12 Inc. Much of the work performed in organizations around the world today is project oriented. Those responsible for leading the majority of these projects to successful results have varied educational backgrounds, knowledge, skill sets, and experiences gained over the course of their lives and careers that do not include the professional discipline known as project management. Most are managing projects as part of their role, not their profession. However, these accidental project managers frequently run into the same sort of issues and problems faced by those whose profession is project management, but they lack the education or training to properly address them. As a result, more projects run by accidental project managers fail than succeed. This handbook was developed specifically for those accidental project managers and for the relatively new project managers within the profession. It is uniquely organized in a manner designed to help these project managers quickly find specific solutions to the problems they are desperate to fix right now! The text is divided into two broad categories: the Art of Project Management and the Science of Project Management. Each part is divided into chapters to narrow the user's search by type of issue that project managers encounter, such as Planning and Managing Risks. These are then further divided by specific problems labeled as sub-chapters, such as 'The company's project management process doesn't work for me' and 'My project is too dependent on a few key people'. Project Pain Reliever: A Just-In-Time Handbook for Anyone Managing Projects is essentially a plug-and-play answer to the accidental project manager's problems, and a valuable desk reference for all project managers. Key Features:

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Presents insights and specific guidance from more than 30 leading project management experts that were sourced from around the world for their specialized knowledge and experience Provides quick references to problems often encountered by anyone managing projects and specific solutions to these problems using language that is easy to understand and techniques that can be applied immediately Each of the 93 sub-chapters brings clarity to the perceived problem, describes warning signs, includes a sidebar example, explains what will happen if you do nothing, and outlines a best practice solution and specific steps for solving the problem WAV offers handy "What you have learned" summaries for addressing problems contained within the book, additional problems with solutions, and other useful resources — available from the Web Added Value Download Resource Center at www.jrosspub.com

A practical guide to maximize your benefits, and improve delivery of your corporate strategy! To stay competitive, companies need not only forward-thinking vision, but to effectively execute that vision. In this book, Eugen Spivak focuses on excellence in execution of corporate initiatives and serves as a strategic partner for establishing, improving, and running world-class PMO. The book is written from a business-transformation perspective, offering an abundance of specific recommendations, extraordinarily practical tips, and effective advice on establishing and improving Project Management Office. In addition to counsel on the setup of PMO, the book features real-world examples extracted from the more than a hundred initiatives Eugen has carried out. Further, the book highlights the practical tips on how to improve delivery of portfolios, programs, and projects, and thus offers a range of time-tested best practices for managing portfolios, programs, and projects. Using PMO Governance as a guide, you will receive:

- Proven techniques to improve execution of your corporate strategy.
- An effective approach for streamlining decision-making, transparency, and oversight.
- Proactive insights about all the areas that make PMO successful.
- Handy tips for how to spot delivery problems and what to do about them.
- Efficient techniques for better running your portfolios, programs, and projects.
- Guidelines to managing different types of programs and projects, including megaprojects.
- Practical recommendations for making you a more effective leader.

By applying principles in this book, your organization will improve maturity of its governance and achieve more desired performance results for the portfolio of program and projects it runs.

A complex world surrounds the project team. Led by a project manager and judged by the board of directors, executives, customers, and employees, it would be tempting to ask why anyone would choose to work within such an environment, let alone encourage and lead the organization on a potentially perilous road. The answer is simple - there is great joy in working with the talented and able participants engaged in a project while pursuing and satisfying the organization's needs. Prescribed procedures are part of project management. It is these procedures that provide stepping stones from where we are today and what we want and expect to be tomorrow. Many procedures and best practices are based on A Guide to the Project Management Body of Knowledge and ISO 21500, Guidance on Project Management. These guides provide best practices and international standards as well as frameworks that are coupled with steps that should be followed to effectively implement the best practices. However, neither guide discusses how to ensure that people will welcome the results of a project with open arms and embrace wholeheartedly the impact that has been imposed on them. Since people are involved in these projects, their behavior and well-being must be provided

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for - especially when environmental and procedural changes are being made. Ignoring the psychological and emotional impact on people may result in project failure. It is the project manager's responsibility to examine, understand, and implement best practices, determine the level at which a best practice is used, and accommodate the physical and mental needs of people affected by the projects.

It's been shown again and again that business components from R & D to systems, engineering to manufacturing can benefit from a project-centered management approach. Now, organizations that have had success at the departmental or divisional level are taking the project management approach to new levels, adopting PM standards into across-the-board management philosophies and business strategies. This new model is known as the Project Management Center of Excellence. PMCoEs need every group within the organization to work under the PM model, but more important, they need the proper tools to implement PM standards in new areas. A crucial tool in developing project management objectives across the company, this book covers:

- * Positioning project management as a business strategy
- * Creating and managing an organizational PM portfolio
- * Education, training, and internal PM certification programs
- * Classifying projects, benchmarking, and mapping a methodology

Understanding governance as it applies to portfolios, programs, and projects is growing in importance to organizations, because appropriate governance is a factor in the success or failure of strategic initiatives and portfolios, as well as an organization's programs and projects. Implementing an effective governance framework can be challenging due to factors such as increasing business complexities, regulatory requirements, globalization, and rapid changes in technology and business environments. Many organizations do not have a consistent approach to portfolio, program, and project governance. PMI's *Governance of Portfolios, Programs, and Projects: A Practice Guide*, developed by leading experts in the field, provides guidance to organizations and practitioners on how to implement or enhance governance on portfolios, programs, and projects. This practice guide provides definitions for governance in an effort to distinguish the different levels of governance and to identify their common elements.

When Fortune Magazine estimated that 70% of all strategies fail, it also noted that most of these strategies were basically sound, but could not be executed. The central premise of *Strategic Project Management Made Simple* is that most projects and strategies never get off the ground because of adhoc, haphazard, and obsolete methods used to turn their ideas into coherent and actionable plans. *Strategic Project Management Made Simple* is the first book to couple a step-by-step process with an interactive thinking tool that takes a strategic approach to designing projects and action initiatives. *Strategic Project Management Made Simple* builds a solid platform upon four critical questions that are vital for teams to intelligently answer in order to create their own strong, strategic foundation. These questions are:

1. What are we trying to accomplish and why?
2. How will we measure success?
3. What other conditions must exist?
4. How do we get there?

This fresh approach begins with clearly understanding the what and why of a project - comprehending the bigger picture goals that are often given only lip service or cursory reviews. The second and third questions clarify success measures and identify the risky assumptions that can later cause pain if not

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spotted early. The how questions - what are the activities, budgets, and schedules - comes last in our four-question system. By contrast, most project approaches prematurely concentrate on the how without first adequately addressing the three other questions. These four questions guide readers into fleshing out a simple, yet sophisticated, mental workbench called "the Logical Framework" - a Systems Thinking paradigm that lays out one's own project strategy in an easily accessible, interactive 4x4 matrix. The inclusion of memorable features and concepts (four critical questions, LogFrame matrix, If-then thinking, and Implementation Equation) make this book unique.

MEET YOUR GOALS—ON TIME AND ON BUDGET. How do you rein in the scope of your project when you've got a group of demanding stakeholders breathing down your neck? And map out a schedule everyone can stick to? And motivate team members who have competing demands on their time and attention? Whether you're managing your first project or just tired of improvising, this guide will give you the tools and confidence you need to define smart goals, meet them, and capture lessons learned so future projects go even more smoothly. The HBR Guide to Project Management will help you:

- Build a strong, focused team
- Break major objectives into manageable tasks
- Create a schedule that keeps all the moving parts under control
- Monitor progress toward your goals
- Manage stakeholders' expectations
- Wrap up your project and gauge its success

A new edition of the most popular book of project management case studies, expanded to include more than 100 cases plus a "super case" on the Iridium Project Case studies are an important part of project management education and training. This Fourth Edition of Harold Kerzner's Project Management Case Studies features a number of new cases covering value measurement in project management. Also included is the well-received "super case," which covers all aspects of project management and may be used as a capstone for a course. This new edition:

- Contains 100-plus case studies drawn from real companies to illustrate both successful and poor implementation of project management
- Represents a wide range of industries, including medical and pharmaceutical, aerospace, manufacturing, automotive, finance and banking, and telecommunications
- Covers cutting-edge areas of construction and international project management plus a "super case" on the Iridium Project, covering all aspects of project management
- Follows and supports preparation for the Project Management Professional (PMP®) Certification Exam

Project Management Case Studies, Fourth Edition is a valuable resource for students, as well as practicing engineers and managers, and can be used on its own or with the new Eleventh Edition of Harold Kerzner's landmark reference, Project Management: A Systems Approach to Planning, Scheduling, and Controlling. (PMP and Project Management Professional are registered marks of the Project Management Institute, Inc.)

The landmark project management reference, now in a new edition Now in a Tenth Edition, this industry-leading project management "bible" aligns its streamlined approach to the latest release of the Project Management Institute's Project Management Body of Knowledge (PMI®'s PMBOK® Guide), the new mandatory source of training for the Project Management Professional (PMP®) Certification Exam. This outstanding edition gives students and professionals a profound understanding of project management with insights from one of the best-known and respected authorities

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on the subject. From the intricate framework of organizational behavior and structure that can determine project success to the planning, scheduling, and controlling processes vital to effective project management, the new edition thoroughly covers every key component of the subject. This Tenth Edition features: New sections on scope changes, exiting a project, collective belief, and managing virtual teams More than twenty-five case studies, including a new case on the Iridium Project covering all aspects of project management 400 discussion questions More than 125 multiple-choice questions (PMI, PMBOK, PMP, and Project Management Professional are registered marks of the Project Management Institute, Inc.)

THE DNA OF STRATEGY EXECUTION “In a world where there are more questions than answers every leader will need to learn to dance to a different beat. In this insightful book, Jack Duggal has cracked the DNA of Strategy Execution. Ignore these insights at your own peril.” — Dr. Tony O’Driscoll Global Head, DukeCE Labs, Duke Corporate Education Fuqua School of Business, Duke University

DECODE THE DNA OF MANAGEMENT AND STRATEGY EXECUTION IN AN INCREASINGLY TURBULENT WORLD Just as DNA contains the genetic instructions used in the development and functioning of all living organisms, what if we could decode the elements of management and strategy execution? This insightful book offers new perspectives on age-old management challenges and illuminates better ways to organize and manage in an increasingly DANCE-world (Dynamic. Ambiguous. Non-Linear. Complex. Emergent). It puts the management DNA under the microscope, and shows how to develop, build and transform organizational project management and PMO capabilities essential for effective strategy execution. It provides a framework to measure what matters with a step-by-step approach to define and measure success and business value. The DNA of Strategy Execution: Next Generation Project Management and PMO provides innovative insights for organizational project management and PMO. Based on application and learnings from many organizations around the world, this book reveals a playbook for strategy execution that will help you: Decode the core elements of management and strategy execution DNA Design and build next-generation Project/Program Management and PMO platform essential for effective strategy execution Prepare your organization to effectively lead and implement agile transformation and organizational change Improve organizational project management (OPM) and PMO maturity Improve overall organizational effectiveness and innovation capabilities Whether you are a part of a startup, or an established incumbent organization, the impact of digitization and disruption requires a rethink and reset of how we organize and manage. This book presents a playbook for effective strategy execution with next-generation Project, Program and PMO capabilities.

Architects and engineers can build models to test their ideas - why not managers? In Game Theory in Management: Modelling Business Decisions and Their Consequences, author Michael Hatfield presents a series of mathematically structured analogies to real-life business and economic interaction scenarios, and then, using modern game theory, he shows how to test common managerial technical approaches for their effectiveness. His results are astonishing: if game theory is correct then many commonly-held and taught management approaches and techniques are not only less effective than thought, they are actually detrimental in many areas where they are held to be beneficial. Game Theory in Management also examines managerial implications from network theory, cartage schemes, risk management theory, management information system epistemology, and other areas where the quantification and testing of business decisions can be employed to identify winning and losing stratagems. While the topic may seem complex, Game Theory in Management is a readable and fast-paced book; readers will come away with an entirely new perspective on the objectives, tactics, even purpose of management, and ways of evaluating the selected

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strategies and decisions of those within the team, inside the macro organization, and among competitors. Easily-employed tests for the validity and efficacy of management information systems are also addressed, as are those environments where cartage schemes can be most effective, and where they are not. In the areas of asset, project, and strategic management, Game Theory in Management is certain to become a game-changer.

Delivering Successful PMOs provides a clear framework to conceive, design, build, prove and embody an enterprise PMO inside an organisation, dealing with the strategic intentions, the politics, the people and the projects. The book draws on the rare experience that Ray Mead, through his organisation PM-Partners (www.pmpartners.co.uk) had in building an enterprise PMO from the ground up - a 'greenfield' enterprise PMO. Through this process he and his team have developed an invaluable methodology that is shared through this book alongside a real case study - this is not theory, this is not 'perfect' world modelling, this is proven through practice and live application. Peter and Ray extend the guidelines from the first book and weave them in to the process of delivering a PMO that works for an organisation and delivers success - measured by improved project health, greater returns on investment, a better project management community, closer connection to business strategy and a more mature project organisation.

Project management tools can be used as an alternative to improve and strengthen a company's position in the market. However, the management of projects has been in constant transformation. Elements such as time, cost, and scope, on which it is based, have been complemented with other trends, such as the project team, change management, knowledge management, good negotiation practices, management of stakeholders, sustainability, etc. In order to improve the competitiveness of their company and increase earned value, managers must remain up to date on these latest transformations and best practices. The Handbook of Research on Project Management Strategies and Tools for Organizational Success is a pivotal reference source that analyzes and disseminates new trends that will allow managers to improve their skills and strengthen the performance of their companies through obtaining better results in the projects undertaken. While highlighting topics such as market growth, risk management, and value creation, this book is ideally designed for project managers, managers, business professionals, entrepreneurs, academicians, researchers, and students seeking current research on improving the competitiveness of companies as well as increasing their earned value.

This Handbook was the first APM Body of Knowledge Approved title for the Association for Project Management. Over the course of five editions, Gower Handbook of Project Management has become the definitive desk reference for project management practitioners. The Handbook gives an introduction to, and overview of, the essential knowledge required for managing projects. The team of expert contributors, selected to introduce the reader to the knowledge and skills required to manage projects, includes many of the most experienced and highly regarded international writers and practitioners. The Fifth Edition has been substantially restructured. All but two of the authors are new, reflecting the fast-changing and emerging perspectives on projects and their management. The four sections in the book describe: ϕ Projects, their context, value and how they are connected to organizational strategy; ϕ Performance: describing how to manage the delivery of the project, covering scope, quality, cost, time, resources, risk and sustainability ϕ Process: from start up to close down ϕ Portfolio: the project and its relationship to the organization The discrete nature of each chapter makes this Handbook a wonderful source of advice and background theory that is easy to consult. Gower Handbook of Project Management is an encyclopaedia for the discipline and profession of project management; a bible for project clients, contractors and students. Advanced Project Portfolio Management is a comprehensive book which presents a roadmap for the achievement of high value enterprise strategies and superior project management

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results. It provides methods for best project selection, faster completion, optimal project portfolio management, and how to explicitly measure the PMO for rapidly increasing project ROI.

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