

Leading It Projects The It Manager

The one primer you need to launch, lead, and sponsor successful projects. We're now living in the project economy. The number of projects initiated in all sectors has skyrocketed, and project management skills have become essential for every leader and manager. Still, project failure rates remain extremely high. Why? Leaders oversee too many projects and have too little visibility into them. Project managers struggle to translate their hands-on, technical knowledge up to senior management. The result? Worthy projects are starved of time and resources and fail to deliver benefits, while too much investment goes into the wrong projects. To compete in the project economy, you need to close this gap. The HBR Project Management Handbook shows you how. In this comprehensive guide, project management expert Antonio Nieto-Rodriguez presents a new and simple framework that will increase any project's likelihood of success. Packed with case studies from many industries worldwide, it will teach you how to manage your organization's projects, strategic programs, and agile initiatives more effectively and push the best ones ahead to completion. Timeless yet forward-looking, this book will help you win in the project-driven world. In the HBR Project Management Handbook you'll find: Everything you need to know about project management in practical, nontechnical language A definitive taxonomy of project types, from product launches to digital transformations to megaprojects A road map for becoming an effective project leader and executive sponsor A new, simple, and universal project framework, the Project Canvas, that breaks down any project into essential building blocks that can be easily understood by all project stakeholders Original concepts and exclusive case studies from public- and private-sector organizations worldwide You'll learn: A common language for project managers and executives to run successful projects across your organization When to use agile, traditional, or hybrid methods in your projects The twelve principles of successful projects, including purpose, agility, and a focus on outcomes Techniques for selecting and advancing the best projects and managing a strategic and balanced project portfolio How today's projects will help address some of the most pressing global trends, including automation, sustainability, diversity, and crisis management Why project management needed to be reinvented and what the future holds HBR Handbooks provide ambitious professionals with the frameworks, advice, and tools they need to excel in their careers. With step-by-step guidance, time-honed best practices, and real-life stories, each comprehensive volume helps you to stand out from the pack—whatever your role.

In a 1945 speech, Winston Churchill stated, "We are shaping the world faster than we can change ourselves, and we are applying to the present the habits of the past." Was Churchill predicting the future of project management? Have we changed how we communicate and lead projects? Have leadership and management theories and models evolved to keep pace with today's business environment? *Leading Virtual Project Teams: Adapting Leadership Theories and Communications Techniques to 21st Century Organizations* addresses the challenges the virtual project management environment poses to traditional methods of leadership and communication. It introduces new approaches for adapting existing leadership theories to e-leadership as well as progressive tools and techniques to improve virtual project communications. The book begins by examining the factors affecting the movement from traditional work environments to virtual organizations. It considers the challenges of leading multicultural, global organizations and reviews what e-leadership means. Illustrating the application of both traditional and new leadership models and theories to virtual project management, the book includes best practices for: Managing and motivating the multicultural team Communicating in a distributed work environment Avoiding social isolation Cyber-bullying in the virtual environment and e-ethics Cultural management issues Explaining how traditional leadership theories and models can be applied to contemporary projects, the book details methods virtual project managers can use to enhance virtual communications. The final chapter describes the e-leadership skills and competencies project managers will need to ensure sustainable success in today's competitive business environment. This book provides the virtual project manager with the tools and techniques to improve e-leadership and communications. Complete with case studies that illustrate real-world applications to the virtual challenges presented in each chapter, the book is a suitable text for educational institutions looking to increase understanding of project management leadership and communications outside the traditional project environment.

Leading Extreme Projects explores the challenges, obstacles and techniques associated with running large projects in some of the most challenging environments and economies in the world. From an oil and gas program in the Amazon with a background of drug trafficking, delicate indigenous communities and some of the most challenging logistics; to a mining project in West Africa involving a consortium of state and private contractors plus a global supply chain. From a shipping efficiency project involving two joint venture programs with stakeholders from the European, North and South American and Asian continents; to a hostile gold project stakeholder management process in Central America involving substantial cultural differences between the north and the south. The authors' insights and advice will help the reader understand the global context of leadership in these extreme projects as well as the nature of the structures and teams required to create, design, operate and transfer global capital programs. In particular, they provide perspectives on the issues of leading cross-cultural teams, working amongst sensitive indigenous people and transferring knowledge to build local capacity. This is an important reference text for senior executives involved in both the strategy and the delivery side of extreme projects, as well as for those researching and studying the field.

The track record of IT projects is poor. Less than a third of IT projects deliver what they said they would, on schedule and on budget. The major cause of IT project failure is not, as you might expect, poor IT leadership or difficult technology but poor business leadership. One of the reasons for this is that, unlike their IT peers, business managers often get little training or education in project delivery, let alone the special case represented by an IT project. *Business Leadership for IT Projects* addresses the gap by providing tools and ideas that are applicable to all sizes of IT projects, from those in large multinational corporations, down to small growing businesses. It sets out the key project touchpoints where business leadership can have a major impact on project success. The book combines psychological research and project best practice to create a practical toolbox that can be dipped into, as needs arise, or followed as an overall approach to IT project leadership. The toolbox weaves together three key strands of thought. First, that the concept of value should be at the forefront of project design and delivery. Second, that business managers need to take active leadership of IT projects to secure value. Third, that project teams need tools to slow down their thinking and ensure that actions and decisions are well thought through.

The number one cause of failure on the people side of project management stems from ineffective or inadequate leadership. *Leading High Performance Projects* explains how project

managers can adopt the most appropriate style under a given set of circumstances, encourage greater teaming, become more effective decision-makers, reduce incidences of negative conflict and eliminate opportunities for 'negative energy' to permeate a project. Ralph L. Kliem, President of Practical Creative Solutions, is an accomplished author of hundreds of articles and 12 books primarily in project management.

This book provides the much-needed, no-nonsense guidance crucial for project managers – that is, the type of guidance that is missing from every major body of knowledge and educational offering for working project managers. This very practical book identifies the activities that influence project success and focuses the limited time and energy available towards just those activities. The Project Management Institute (PMI) and most literature on project management discusses all aspects of project management under the assumption that project managers will narrow down focus because they cannot be expected to use every process outlined by PMI to manage every project. This book uses the concept of "hacking" our standard conventions of project management and outlines a standard path identified by conventional wisdom, an evil path that project managers frequently resort to under time/quality pressures, and a hacker path that provides a better way to look at the challenge. This book equips project managers with streamlined approaches to refocus their efforts on factors that matter while spending less time doing it. Project management is a demanding discipline with a growing body of knowledge with few instructions on how to do it all. The author provides humorous anecdotes and examples while teaching readers how to save time, improve quality, and advance their career. The primary sections of the book cover how to approach the most common certifications in project management; continuing education; leading project teams; initiating, planning, executing, monitoring, and controlling projects; general life skills; and taking on additional responsibilities. Hacking project management is about focusing the limited bandwidth a project manager can give a project towards the activities that drive success.

Culp and Smith provide a person-centered, results-driven approach to project leadership not found elsewhere.

Quantitative analysis of outcomes vs PMs at the individual level Leading Complex Projects takes a unique approach to post-mortem analysis to provide project managers with invaluable insight. For the first time, individual PM characteristics are quantitatively linked to project outcomes through a major study investigating the role of project leadership in the success and failure of complex industrial projects; hard data on the backgrounds, education, and personality characteristics of over 100 directors of complex projects is analyzed against the backdrop of project performance to provide insight into controllable determinants of outcomes. By placing these analyses alongside their own data, PMs will gain greater insight into areas of weakness and strength, locate recurring obstacles, and identify project components in need of greater planning, oversight, or control. The role of leadership is to deliver results; in project management, this means taking responsibility for project outcomes. PMs are driven by continuous improvement, and this book provides a wealth of insight to help you achieve the next step forward. Understand why small, simple projects consistently outperform larger, more complex projects Delve into the project manager's role in generating successful outcomes Examine the data from over 100 PMs of complex industrial projects Link PM characteristics to project outcome to find areas for improvement Complex industrial projects from around the world provide a solid basis for quantitative analysis of outcomes—and the PMs who drive them. Although the majority of the data is taken from projects in the petroleum industry, the insights gleaned from analysis are widely applicable across industry lines for PMs who lead complex projects of any stripe. Leading Complex Projects provides clear, data-backed improvement guidance for anyone in a project management role.

Learn the Best Practices That Make the Difference Between Troubled Projects and Consistently Successful Projects There's no better way to learn the nuts and bolts of a profession than by having a mentor at your side. But most project managers and leaders don't have that advantage — and that's why Neal Whitten wrote this book. Having Neal Whitten's No-Nonsense Advice for Successful Projects on hand is like having a mentor to guide you at every turn in the road. Neal shows you how to avoid a painful learning curve with a set of best practices for leading consistently successful projects. In this book, Neal distills his 30 years of experience into tips and strategies that are easy to learn and apply to your projects. These strategies will give you a decisive competitive edge in leading projects and working with stakeholders, clients, and team members. Learn How to:

- Run your project like you'd run your own business
- Become a "benevolent dictator" for the most effective leadership
- Recognize and deal with professional immaturity
- Deal with difficult people
- Master behaviors that will make your team leaders' jobs easier and benefit your own career
- Assess if you're too soft — and learn to make unpopular decisions if they're necessary to project success
- Create a culture that fosters the success of your project
- Gain the respect of your team members
- Avoid making long-term project commitments
- Manage to your top three problems

The seven essential tools for keeping projects on time and under budget You're executing risk management, leadership, and planning--all hallmarks of outstanding project management. And yet you're still having trouble keeping your projects on schedule. Creative Project Management adds two new elements to the mix: creativity and innovation. Internationally renowned project management consultants Michael Dobson and Ted Leemann combine traditional project management skills, such as risk evaluation, decision-making, and human dynamics, with outside-the-box thinking and business creativity. They provide seven new tools and approaches you can apply to any project. The methods discussed inside Creative Project Management show you how to:

- Realistically imagine the outcome of your decisions
- Work with--and around--the realities and constraints that affect your decisions
- Read and predict trends
- Manage the long- and short-term ramifications of your decisions
- Evaluate the impact of present and future technologies on your decisions
- Imagine new choices you didn't think you had

Creative Project Management provides an invaluable new set of tools for any project management professional tasked with making difficult decisions in these uncertain times.

Project managers leading international projects must deliver value and align the project outcomes to the wider strategic goals of the organization. However, they are faced with the challenges of cross cultural communication and behavioural differences, large-scale and technically complex projects involving multiple stakeholders, and slow decision making when speed is of the essence. Leading International Projects helps overcome these challenges by taking a holistic approach, drawing on systemic, behavioural and psychological perspectives to build team trust, communicate to avoid misunderstanding and conflict, and identify and minimize risk of derailment. It provides a practical toolbox for successfully managing international projects. Leading International Projects provides case studies from experienced project professionals working internationally, each offering deep insights into the challenges of cross-border projects and practical ideas on how to lead successfully. It presents the experiences of consultants and senior project management professionals and their reflections on projects that they ran. Practical

guidance on managing the complex dynamics of international projects is provided through individual, team and organizational diagnostic and development tools.

Leading Successful PMOs is a guide to maximising project success through a Project Management Office (PMO). Building and leading an effective PMO is a complex process. 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! People play a vital part in the success of projects, initiatives and organisations, yet traditional project management sources offer limited guidance and insights that extend beyond technical roles and prescriptions. Leading the Project Revolution delves into the dynamics of people, teams and organisations exploring their impact on leadership, strategy, success and achievement. The book offers a progressive agenda for improving project practice, enabling the dialogue to advance from the typical coverage of static toolsets towards an understanding of flexible mindsets. Flexibility, agility and resilience are addressed as the social, cultural and complexity dimensions of leadership, strategy, organisations and project execution are examined and practical insights are synthesised into pragmatic models and frameworks. The volume brings together some of the best writing by leading authorities on teams, leadership, corporate culture, human behaviour, organisational dynamics, psychology, complexity, strategy, execution, innovation, social media and decision sourcing.

Imagine if we were using the same medical techniques today that were used during the Industrial Revolution, including the practice of bloodletting using leeches. Medicine has come a long way since then. So why do organizations and corporations cling to management techniques that are just as obsolete as the bleed-and-leech model? In a global workplace that is more diverse and filled with entirely new challenges, now is the time for organizations to evolve to a more effective style of leadership and project management. A roadmap for leading projects and groups, *Moving from Project Management to Project Leadership: A Practical Guide to Leading Groups* covers the theory, strategy, and tactics that create high-performing teams and organizations. The first half of the book delineates the theories and practical knowledge required to be an extraordinarily effective leader. It defines what it is, exactly, that you need to do to be the best leader you can be. The second half of the book provides the tools and processes required to put that knowledge into place. The author explores the theory that it's all about the communication. By paying close attention to organizational clarity and the way messages are transmitted within your organization, you will find new ways of empowering people while increasing efficiency — something the old management style can rarely boast. If project leadership is the main thesis of this book, the power of effective top-down communication is the tune you'll be humming after putting this book down.

This book is a must-read for anyone responsible for projects and initiatives that span functional and geographical divides. Authors Moran and Youngdahl bring extensive experience and learning from industry practice to present a clear and straightforward treatment of the leadership skills and knowledge required to lead projects that are global in nature. They have written the first book of its kind to address the three essential skills of global project leaders - strategic project management, project leadership, and cross-cultural leadership. The authors argue that global project leadership is an essential skill in our project-based world and that we are all either intentional or accidental project leaders. Intentional project leaders pursue formal project management education and even certification whereas accidental project leaders find themselves leading global project and initiatives as a result of a special assignment or promotion. Moran and Youngdahl have found that the vast majority of global projects leaders fall into the accidental category and have written the book to be accessible to those who have not necessarily pursued formal project management education. Experienced intentional project managers can skip the single chapter on project management fundamentals to move to the more advanced chapters addressing topics such as influencing without formal authority across functional and geographical boundaries and leading global projects at the edge of crisis. • The only book that combines themes of strategic project management, project leadership and cross-cultural leadership • Rich with examples and stories to illustrate key skills and knowledge required to lead global projects

Project Leadership, the classic, best-selling textbook originally by Wendy Briner, Michael Geddes and Colin Hastings, anticipated so many of the changes in approaches to project management that are now regarded as mainstream - not least the focus on behaviours. The Third Edition by experts Sarah Coleman and Donnie MacNicol has been substantially rewritten, introducing new material and experience reflecting the transformation that has taken place in the world of projects and leadership. *Project Leadership Third Edition* looks at the nature of the leadership role in projects, why it is significant and how it impacts the processes throughout the project life-cycle from shaping and scoping, start up and delivery through to project closure. The authors put considerable emphasis on a set of core capabilities around the themes of vision and strategy, relationship building, communication and engagement. The book also focuses on building personal and organizational project leadership capability including models, tools and diagnostics drawing on experiences of working with projects and organizations from multiple sectors and across the globe. The Foreword and Endorsements have been provided by industry leaders. Sarah Coleman and Donnie MacNicol have retained and built on the wonderful range of simple, imaginative and very applicable models and perspectives developed by the previous authors. Every project leader, aspiring project leader and organization with project management communities should own and use a copy of this book.

The Second Edition of *Leading Project Teams* offers an accessible introduction to the important basics of project management while providing key issues and pointers on team leadership. Easy to read, this engaging book assumes little to no knowledge of project management. *Leading Project Teams* quickly leads the reader through the fundamentals including how to start a project, how to assign tasks, how to write clear project reports, and much, much more! New to the Second Edition: - New chapter on Risk Assessment - New coverage of running effective team meetings - Offers real world scenarios: Each chapter opens with a real-world project problem faced by a project leader. Selected from a wide range of industries--from academia to business to health care--each situation portrays how project work applies to real project problems in a variety of settings. - Identifies key expectations of project leaders: Concrete advice is given on leading project teams across a number of important leadership issues and on how project leaders should develop and guide project team members. - Provides quick-learning project tools: Many accessible tools are provided to help readers understand the basics of project management such as the work breakdown structure and project scheduling. Extensive coverage on team literature is offered to help students learn the basics of team construction and team dynamics.

It's tricky enough to spearhead a big project when you're the boss. But when you're the leader of a team of people who don't report to you, the obstacles are even greater. *Results Without Authority* is the definitive book for project managers looking to establish credibility and control. A groundbreaker in the field, it supplies a start-to-finish system for getting successful project results from cross-functional, outsourced, and other types of teams. The completely updated second edition includes new information on: ò Agile methods and evolving project management tools ò Strategies for working with virtual teams

ò Analytical versus ôblinkö decision processes ò The use (and misuse) of social media in project environments ò The myth of multitasking. For project leaders lacking clear-cut authority, getting everyone on board—and keeping them there—can be a challenge. Results Without Authority is the must-have guide for getting the best results from your team.

Go from project manager to project leader by learning how to innovate, develop a team's potential and deliver successful projects.

Are you struggling to juggle multiple projects? Do you often lose control of your budget? Does communicating your progress to the rest of your team cause you undue stress? Project management is an essential skill for anyone who needs to get things done in any organisation, and is absolutely critical for anyone leading strategic change. In Lead Successful Projects, the Penguin Business Expert guide, Antonio Nieto-Rodriguez introduces a simplified but strategic approach to project management developed over the last 20 years coaching executives, managers and MBAs. Learn how to break down your project into manageable elements, define smart goals and meet them in this concise and practical guide to project success.

The primary cause of many project failures is that responsible executives, because of their lack of knowledge in project management, fail to demand that their managers and staff properly utilize the well-proven best practices, processes, systems, and tools that are now available in this field. This book remedies this situation by providing executives at all levels with the understanding and knowledge needed to best take advantage of the power of effective project management and thereby lead and manage innovations within their enterprise. In Leading and Managing Innovation: What Every Executive Team Must Know about Project, Program, and Portfolio Management, Second Edition, the authors present concise descriptions of The key concepts underlying project and program management The important characteristics of projects and programs How projects and programs are best governed and managed How to determine if the desired benefits have actually been achieved The book presents a list of 31 reasonable demands that executives can and must place on their staff members to ensure excellence in the way their programs and projects are created, selected for funding, planned, and executed. Placing these demands communicates to the entire enterprise that top management understands what it takes to achieve the best performance possible and fully supports the continuous improvement needed to ensure continued success. Leading and Managing Innovation explains how to measure the project management maturity level of an enterprise, benchmark against competitors, and identify where project management improvements are required. It discusses the many ways that an enterprise can derive substantial success and competitive advantage from increasing its project management maturity level. A helpful quick reference summary of all of the book's key information is included in the final chapter. Armed with this information, you will be well-qualified to give excellent direction to your managers and staff to ensure that your vital capability in the field of project management—and how you manage innovation—is equal to or better than that of your competitors.

Imagine having access to the top project managers from organizations and industries around the world. Imagine uncovering what they do, how they approach their challenges, and what they know. Alpha Project Managers: what the top 20% know that everyone else does not gets you inside the minds of these top managers and shares their practices, their attitudes, and their secrets.

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Business is becoming increasingly project-based and our ability to manage projects has become one of the key skills for success as managers and businesspeople. This compact guide, written by a leading project management expert, gets to the heart of successful project management. Project management is not complicated - many projects may be complicated, but project management itself is not. By following a set of simple rules and applying simple techniques, there will be no need for the expensive project failures that we often see. Moreover, as this book shows, projects can be significantly shortened by again using simple ideas and techniques. Anyone who manages projects will find this book helps them to save time, effort, resources, and money.

Leading Global Projects For Professional and Accidental Project Leaders Routledge

Leading Project Teams offers an accessible introduction to the important basics of project management while providing key issues and pointers on team leadership. Easy to read, this engaging book assumes little to no knowledge of project management. Leading Project Teams quickly leads the reader through the fundamentals including how to start a project, how to assign tasks, how to write clear project reports, and much, much more!

Senior level IT managers are responsible for a wide variety of development projects. For the most part, these individual projects are handled by project managers. However, IT managers must be conversant in the field of project management. Additionally, they must understand the dynamics of managing the project manager and be familiar with the skill sets. Leading IT Projects:

The IT Manager's Guide provides a detailed roadmap for project success. The book provides information on the technical aspects of project management and also focuses on the human side of project management—leadership skills, team building, and promoting creativity. Overall, it facilitates an extensive understanding of the planning, monitoring, and control of the people, process, and events that occur as a computer system evolves from preliminary concept to operational implementation. Using ready-to-use forms and templates, this valuable resource enables you to increase productivity and ensures that projects come in on time and within budget.

This book offers a detailed analysis of the strategies and methodologies of successful collaborative grant writing, as well as practical guidance on the interpersonal leadership requirements of managing grantseeking projects.

- Four samples of funded collaborative grants, complete with annotations and reviewers' comments, provide a starting point for developing your own collaborative proposals
- Includes a collection of 179 sample questionnaire items useful for generating a customized Collaboration Rating Form for your specific situation
- Includes a comprehensive Meeting Evaluation form containing 15 points of attitudinal information from collaborators
- A bibliography contains more than 70 significant books, journals, theses, websites, and other resources for grantseeking
- A helpful index facilitates cross-referencing important subjects

Leadership in projects has been under-represented in many of the most influential project methodologies, where the focus has been on management and process. The importance to project success of key roles such as project board member, executive sponsor, project manager, client representative or team leader, increases exponentially with the scale and complexity of the project. Kaye Remington's Leading Complex Projects draws on original, empirical research into successful leadership of complex projects, including 70 in-depth interviews with people, across a broad range of industries, selected for their roles in guiding complex projects towards successful outcomes. The book, structured around the major themes from the interviews, explains and applies emerging best-practice in a coherent and focused way. A potent combination of wisdom from leaders in practice and the latest knowledge from many fields of research will engage

experienced practitioners, as well as those who are teaching and researching projects, complexity and leadership.

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.

This book is a reference for continuous improvement project (CIP) leaders/facilitators in manufacturing and service organizations, students (undergraduate and graduate), academics responsible for managing senior projects (Capstone Projects) and teaching quality courses, and researchers interested in how organizations could produce more effective and efficient continuous improvement initiatives and projects. The authors collected and analyzed information and results from CIPs they facilitated or co-advised, such as the improvement of the service level in a bottle manufacturing organization, reduction of changeover in a brewery manufacturing organization, reduction of ambulance response time, and reduction of scrap in a steel transformation manufacturing organization. Many of the CIPs were previously part of award-winning white papers documenting critical improvements. Throughout this book, readers will learn: different types of CIPs metrics to identify successful CIPs the 53 factors related to CIPs success how to manage CIPs behaviors to achieve outstanding results from CIPs. Three of the chapters are supplemented with three or more case studies. In addition, the final chapter includes a list of behaviors expected from directors, continuous improvement managers, CIP leaders/facilitators, and CIP team members to obtain the major benefits from CIPs.

Important New Tools for Managing Your Small Projects As Part of a Larger Program! The first edition of Project Management for Small Projects introduced project management processes, tools, and techniques that are scalable and adaptable to small projects. Project managers learned a structured, disciplined approach to managing small projects sensibly and realistically. This new edition is updated throughout to reflect the PMBOK® Guide, Fifth Edition, balancing the particular needs of small projects with the project management methodology. Project managers who are proficient at managing and leading their own projects are increasingly being called upon to work collaboratively with other project managers to lead components of a program. In addition to knowing how to manage processes and how to lead the team, project managers must now also know how to collaborate and share knowledge with other project managers. A new chapter on program management offers important insights and guidance for managing a group of related small projects in a coordinated way to obtain benefits and control not available from managing them individually.

The book is organized around basic principles of software project management: planning and estimating, measuring and controlling, leading and communicating, and managing risk. Introduces software development methods, from traditional (hacking, requirements to code, and waterfall) to iterative (incremental build, evolutionary, agile, and spiral). Illustrates and emphasizes tailoring the development process to each project, with a foundation in the fundamentals that are true for all development methods. Topics such as the WBS, estimation, schedule networks, organizing the project team, and performance reporting are integrated, rather than being relegated to appendices. Each chapter in the book includes an appendix that covers the relevant topics from CMMI-DEV-v1.2, IEEE/ISO Standards 12207, IEEE Standard 1058, and the PMI® Body of Knowledge. (PMI is a registered mark of Project Management Institute, Inc.)

• New York Times bestseller • The 100 most substantive solutions to reverse global warming, based on meticulous research by leading scientists and policymakers around the world “At this point in time, the Drawdown book is exactly what is needed; a credible, conservative solution-by-solution narrative that we can do it. Reading it is an effective inoculation against the widespread perception of doom that humanity cannot and will not solve the climate crisis. Reported by-effects include increased determination and a sense of grounded hope.” —Per Espen Stoknes, Author, What We Think About When We Try Not To Think About Global Warming “There’s been no real way for ordinary people to get an understanding of what they can do and what impact it can have. There remains no single, comprehensive, reliable compendium of carbon-reduction solutions across sectors. At least until now. . . . The public is hungry for this kind of practical wisdom.” —David Roberts, Vox “This is the ideal environmental sciences textbook—only it is too interesting and inspiring to be called a textbook.” —Peter Kareiva, Director of the Institute of the Environment and Sustainability, UCLA In the face of widespread fear and apathy, an international coalition of researchers, professionals, and scientists have come together to offer a set of realistic and bold solutions to climate change. One hundred techniques and practices are described here—some are well known; some you may have never heard of. They range from clean energy to educating girls in lower-income countries to land use practices that pull carbon out of the air. The solutions exist, are economically viable, and communities throughout the world are currently enacting them with skill and determination. If deployed collectively on a global scale over the next thirty years, they represent a credible path forward, not just to slow the earth’s warming but to reach drawdown, that point in time when greenhouse gases in the atmosphere peak and begin to decline. These measures promise cascading benefits to human health, security, prosperity, and well-being—giving us every reason to see this planetary crisis as an opportunity to create a just and livable world.

The second decade of the 21st century has brought unprecedented challenges to traditional workplaces. The global pandemic has forced the advance of working from home and telework. Individuals with little or no background or training in e-leadership, virtual project management, or virtual team management suddenly found themselves in the environment of virtual work. Leading Virtual Project Teams, Second Edition addresses the challenges that today’s virtual project management environment poses to traditional methods of leadership and communication. Leadership for successful virtual team management is different from that for traditional, collocated project team management. Explaining appropriate e-leadership styles for virtual project teams and the transition toward new leadership styles, the book is filled with communication techniques for leading virtual project teams. It helps project managers develop e-leadership competencies needed to successfully deliver projects in today’s organizations. The second edition also examines: Virtual meeting techniques Inclusive language Managing virtual relationships Why virtual work is now more important The work-at-home environment By recognizing how virtual teams are different from traditional teams, those managing virtual projects may be able to offer benefits to their organization by providing positive, successful leadership and exceptional communications, resulting in better project deliverables and products. This book provides an approach that explores all facets of e-leadership—from how traditional leadership theories and models can be applied by 21st century leaders to providing methods by which the virtual project manager can enhance virtual project communications to meet the needs of our modern global business world. It features project management checklists and templates and includes business cases, best practices, and tools and techniques for virtual project management communications.

This book is a must-read for anyone responsible for projects and initiatives that span functional and geographical divides. Authors Moran and Youngdahl bring extensive experience and learning from industry practice to present a clear and straightforward treatment of the leadership skills and knowledge required to lead projects that are global in nature. They have written the first book of its kind to address the three essential skills of global project leaders - strategic project management, project leadership, and cross-cultural leadership. The authors argue that global project leadership is an essential skill in our

project-based world and that we are all either intentional or accidental project leaders. Intentional project leaders pursue formal project management education and even certification whereas accidental project leaders find themselves leading global project and initiatives as a result of a special assignment or promotion. Moran and Youndahl have found that the vast majority of global projects leaders fall into the accidental category and have written the book to be accessible to those who have not necessarily pursued formal project management education. Experienced intentional project managers can skip the single chapter on project management fundamentals to move to the more advanced chapters addressing topics such as influencing without formal authority across functional and geographical boundaries and leading global projects at the edge of crisis. • The only book that combines themes of strategic project management, project leadership and cross-cultural leadership • Rich with examples and stories to illustrate key skills and knowledge required to lead global projects *Only book to focus on leadership and cross-cultural skills in global project management *Robert Moran is well-known author in these fields *Book is designed for easy use in executive education courses

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 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.

Offers a collection of essays on philosophies and strategies for defining, leading, and managing projects. This book explains to technical and non-technical readers alike what it takes to get through a large software or web development project. It does not cite specific methods, but focuses on philosophy and strategy.

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