

Transforming Business With Program Management Integrating Strategy People Process Technology Structure And Measurement Best Practices And Advances In Program Management

Strategic Business Transformation The seven deadly sins to overcome What can Gandhi, Mother Teresa and Nelson Mandela teach us about running businesses that face transformation in their markets. This book courageously offers that businesses that transform markets or respond to transformation know that they must transform themselves before they transform others. Great companies find a cause greater than themselves, organizes this cause into executable momentum and conquers the imagination of the market. Transforming your business requires a recipe powered by a cause not missions. Read and see how and why.

This graduate textbook is focused on digital transformation. It answers key questions regarding: which technologies can be used to transform an organisation, which activities within an organisation can be transformed, and what the aim of digital transformation should be. The content is divided into three main parts, the first of which offers an introduction to the topic, highlights fundamental examples of digital transformation, defines the terminology, and enables readers to quickly understand the main components of digital transformation. The second part of the book addresses examples of digital transformation from several industries, including: government; finance; health; manufacturing; and education. The third and final section of the book describes the activities and processes within a typical digital transformation programme. The pedagogical approach to the process makes the book beneficial to both students who have never been involved in such a programme and practitioners who plan to implement digital transformation in their organisation.

This book's author, Byron Love, admits proudly to being an IT geek. However, he had found that being an IT geek was limiting his career path and his effectiveness. During a career of more than 31 years, he has made the transition from geek to geek leader. He hopes this book helps other geeks do the same. This book addresses leadership issues in the IT industry to help IT practitioners lead from the lowest level. Unlike other leadership books that provide a one-size-fits-all approach to leadership, this book focuses on the unique challenges that IT practitioners face. IT project managers may manage processes and technologies, but people must be led. The IT industry attracts people who think in logical ways—analytical types who have a propensity to place more emphasis on tasks and technology than on people. This has led to leadership challenges such as poor communication, poor relationship management, and poor stakeholder engagement. Critical IT projects and programs have failed because IT leaders neglect the people component of "people,

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process, and technology." Communications skills are key to leadership. This book features an in-depth discussion of the communications cycle and emotional intelligence, providing geek leaders with tools to improve their understanding of others and to help others understand them. To transform a geek into a geek leader, this book also discusses: Self-leadership skills so geek leaders know how to lead others by leading themselves first Followership and how to cultivate it among team members How a geek leader's ability to navigate disparate social styles leads to greater credibility and influence Integrating leadership into project management processes The book concludes with a case study to show how to put leadership principles and practices into action and how an IT geek can transform into an effective IT geek leader. "This book provides a guide to the best practices in digital enablement, change management, and process optimization. It also builds on the available limited literature in the field of digital supply chain optimization and business transformation and complement it with practical and proven tactics from the industry"--

As tech giants and startups disrupt every market, those who master large-scale software delivery will define the economic landscape of the 21st century, just as the masters of mass production defined the landscape in the 20th. Unfortunately, business and technology leaders are woefully ill-equipped to solve the problems posed by digital transformation. At the current rate of disruption, half of S&P 500 companies will be replaced in the next ten years. A new approach is needed. In *Project to Product*, Value Stream Network pioneer and technology business leader Dr. Mik Kersten introduces the Flow Framework—a new way of seeing, measuring, and managing software delivery. The Flow Framework will enable your company's evolution from project-oriented dinosaur to product-centric innovator that thrives in the Age of Software. If you're driving your organization's transformation at any level, this is the book for you. No organization is impervious to change. Rather, the survival and growth of an organization is dependent on how well it copes with change. Successful change initiatives consist of the integrated eco-system of its portfolio, programs, and projects. These change initiatives become the delivery mechanisms for implementing the strategy of an organization. *Improving Business Performance: A Project Portfolio Management Approach* clarifies how the proper application of portfolio, program, and project management concepts can help commercial and non-profit organizations achieve their strategic objectives. Most organizations have been good at devising strategy, but falter during its implementation. Executing strategy well to deliver superior business performance remains a key challenge, which is addressed as the core theme of this book. The book portrays a top-down orientation as well as a bottom-up integration of change initiatives to facilitate alignment to strategy and accommodate mid-course changes. It takes into account existing global best management practices to bring forth an approach that is customizable and useful to organizations in any industry. Describing why portfolio management lies at the apex of change initiative management, the book explains how to design

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and fine-tune portfolios so they are in alignment with your organization's overall strategy and business needs. After reading this book, you will understand: How to design the project portfolio structure for your organization How to integrate programs and projects within the portfolio more effectively How to better manage interactions across diverse change initiatives How to maintain focus while managing change to realize benefits The book presents a case study that illustrates the application of project portfolio concepts in practical scenarios. It includes chapters dedicated to transition management, change management, benefits management, and the Enterprise Project Management Office. It also includes templates you can immediately put to use in your own portfolios, programs, and projects.

This book presents a framework through transformation and explains how business goals can be translated into realistic plans that are tangible and yield real results in terms of the top line and the bottom line. Process Transformation is like a tangram puzzle, which has multiple solutions yet is essentially composed of seven 'tans' that hold it together. Based on practical experience and intensive research into existing material, 'Process Tangram' is a simple yet powerful framework that proposes Process Transformation as a program. The seven 'tans' are: the transformation program itself, triggers, goals, tools and techniques, culture, communication and success factors. With its segregation into tans and division into core elements, this framework makes it possible to use 'pick and choose' to quickly and easily map an organization's specific requirements. Change management and process modeling are covered in detail. In addition, the book approaches managed services as a model of service delivery, which it explores as a case of process transformation. This book will appeal to anyone engaged in business process transformation, be it business process management professionals, change managers, sponsors, program managers or line managers. The book starts with the basics, making it suitable even for students who want to make a career in business process management.

Offers advice on how to lead an organization into change, including establishing a sense of urgency, developing a vision and strategy, and generating short-term wins.

Every CEO in the world, if questioned, will always complain that there are a lot of ideas to implement, but, unfortunately, insufficient resources to accomplish them. This book provides a solution to this dilemma by supplying techniques to assess the value of projects, prioritize projects, and decide which projects to implement and which to postpone. In addition, it describes various methods of balancing project portfolios and different strategic alignment models. The book provides thirty real-life project portfolio management case studies from pharmaceutical, product development, financial, energy, telecommunications, not-for-profit and professional services industries.

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®

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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.

A practical approach to business transformation Fit for Growth* is a unique approach to business transformation that explicitly connects growth strategy with cost management and organization restructuring. Drawing on 70-plus years of strategy consulting experience and in-depth research, the experts at PwC's Strategy& lay out a winning framework that helps CEOs and senior executives transform their organizations for sustainable, profitable growth. This approach gives structure to strategy while promoting lasting change. Examples from Strategy&'s hundreds of clients illustrate successful transformation on the ground, and illuminate how senior and middle managers are able to take ownership and even thrive during difficult periods of transition. Throughout the Fit for Growth process, the focus is on maintaining consistent high-value performance while enabling fundamental change. Strategy& has helped major clients around the globe achieve significant and sustained results with its research-backed approach to restructuring and cost reduction. This book provides practical guidance for leveraging that expertise to make the choices that allow companies to: Achieve growth while reducing costs Manage transformation and transition productively Create lasting competitive advantage Deliver reliable, high-value performance Sustainable success is founded on efficiency and high performance. Companies are always looking to do more with less, but their efforts often work against them in the long run. Total business transformation requires total buy-in, and it entails a series of decisions that must not be made lightly. The Fit for Growth approach provides a clear strategy and practical framework for growth-oriented change, with expert guidance on getting it right. *Fit for Growth is a registered service mark of PwC Strategy& Inc. in the United States

The Digital Age is having a broad and profound impact on companies and entire industries. Rather than simply automate

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or embed digital technology into existing offerings, your business needs to rethink everything. In this practical book, three ThoughtWorks professionals provide a game plan to help your business through this transformation, along with technical concepts that you need to know to be an effective leader in a modern digital business. Chock-full of practical advice and case studies that show how businesses have transitioned, this book reveals lessons learned in guiding companies through digital transformation. While there's no silver bullet available, you'll discover effective ways to create lasting change at your organization. With this book, you'll discover how to: Realign the business and operating architecture to focus on customer value Build a more responsive and agile organization to deal with speed and ambiguity Build next generation technology capability as a core differentiator

Organizations need to constantly innovate and improve products and services to maintain a strong competitive position in the market place. The vehicle used by organizations for such constant reinvention is a business transformation program. This book illustrates a tested program management roadmap along with the supporting comprehensive frameworks to successfully execute business transformation programs, formulated strategies, and strategic initiatives. It outlines the steps to successfully transform any business and deliver tangible business outcomes. This breakthrough work establishes the linkage between strategy formulation and strategy execution through the program management discipline. It depicts how program management integrates strategy, people, process, technology, structure, and measurement on cross-functional initiatives. The author details the processes, techniques, and tools that a program management team can customize and easily implement on any type of strategic initiative within the private or public sector environment to deliver and sustain the expected business outcomes and benefits. This book discusses the ten mandatory steps (or roadmap) needed to lead complex, business transformation programs to success. It showcases program management best practices and lessons learned through real-world case studies spanning different industry sectors and functional domains. Transforming Business with Program Management will equip executives, general managers, and program managers with the core skills necessary to effectively plan and implement business transformation strategies that drive sweeping business change and innovation.

For trainers free additional material of this book is available. This can be found under the "Training Material" tab. Log in with your trainer account to access the material. This book explains the Business Transformation Framework, BTF Version 2016, a structural approach based on best practice. It is a practical approach that helps organizations to design, develop, plan and govern organizational change. Obviously developing a solid and widely supported Change plan is the first step towards a successful organizational change! Simply said: BTF helps to get control over organizational change! In the BTF coherence and collaboration are essential. The BTF approach imposes the establishing of coherence

between organizational setting, strategy, and business transformation portfolio as well as between the four different aspects of running the business: Customer Treatment & Channels, Processes & organizational culture, Information & applications and IT infrastructure & facilities. This is a complex process. The BTF methodology helps to make this a manageable process by following a structured and step-by-step approach. Establishing coherence is possible when all divisions in the organizations work together. Coherence can only be achieved when all levels in the organization and all divisions and employees work closely together. The methodology aims at making change tactile and concrete, so that all stakeholders can be committed and contribute. In the BTF the design and development go hand in hand. That is so, because people are willing to change, but do not like to get a change imposed upon themselves! This book is the official manual of the Business Transformation Framework, BTF Version 2016. Primary target groups are: managers and professionals in the information-intensive firms and industries that are confronted with organizational change. The BTF has already been put into use by: operations managers, CIOs, information managers, portfolio managers, change managers, programme managers and consultants.

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

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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.

This book provides an integrative Business Transformation Management Methodology, the BTM2, with an emphasis on the balance between the rational aspects of transformation and the often underestimated emotional readiness of employees to absorb and accept transformation initiatives. Comprising four phases - Envision, Engage, Transform, and Optimize - the methodology integrates expertise from areas such as strategy, risk, and project management. Covering the formal and informal structures and roles needed for a successful transformation, the authors cover a wide range of theory to help understand the phenomenon of transformation. A '360-degree' view on what business transformation means and how to manage it successfully, this handbook is suitable for business executives dealing with organizational change. A range of illustrative case studies ensure this is also a valuable resource for academics interested in change and transformation management.

Superior program management begins with superior information and strategy Program Management for Improved Business Results, Second Edition is a practical guide to real-world program management, written to align with the rigorous PMI® PgMP® certification standards. The book explains the benchmarks and best practices that help shape a superior program manager, and provides case studies that illustrate the real-world application of management concepts. Written by a team composed of both industry professionals and academics, the book strikes a balance between theory and practice that facilitates understanding and better prepares candidates for the PgMP. Managers at all levels will learn the insights and techniques that are shaping modern management expectations. The Project Management Institute and the Product Development and Management Association both agree that program management is a critical element in the successful integration of business strategy and project management. The certification process is difficult, and few complete it – but demand for competent professionals is high. Program Management for Improved Business Results addresses this disconnect, preparing readers to fill the gaps and help businesses achieve the level of program management integration required by professional organizations. Topics include: Aligning programs with business strategy Program planning, execution, and processes Management metrics and strategic and operational tools Roles, responsibilities, and core competencies The book focuses on both the macro and the micro levels, explaining the successful integration of business strategy with project portfolios as well as the managing of a single program. Case studies present both issue-oriented and comprehensive perspectives, and guidance includes real, actionable steps. For professionals seeking improved program outcomes, Program Management for Improved Business Results is a roadmap to exceptional management skills. (PMI and PgMP are registered marks of the Project Management Institute, Inc.)

Increase efficiency while saving money with “on-demand” computing The biggest game-changing force in business since the creation of the Internet, cloud computing simplifies and lowers the cost of operations while providing flexibility and power you never dreamed possible. Make your strategic move now, with Management Strategies for the Cloud Revolution! "Management Strategies for the Cloud Revolution is an important work that captures the concepts and technological advances fueling the rapid adoption of cloud computing today. It illuminates how specific core technologies have led to the emergence of those patterns as the foundation for the next generation of IT-managed

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infrastructure." —Rich Wolski, Chief Technology Officer and cofounder of Eucalyptus Systems, Inc., and Professor of Computer Science at the University of California, Santa Barbara "Explains in marvelously plain English how clouds will change our world. . . . If the potential of cloud computing doesn't excite you now, it will after you read this book. Buy a copy and put it on your CEO's desk. Babcock explains it all." —Paul Gillin, bestselling author of *The New Influencers* "A valuable primer and handbook. It will help you master the technology and follow the story as innovators craft the future of cloud computing." —Ted schadler, VP and Principal Analyst, Forrester Research, Inc., and coauthor of *Empowered* "This readable, thought-provoking book will be especially useful to business professionals and practitioners." *Choice* magazine About the Book Everyday business as we know it is poised for a monumental shift, courtesy of cloud computing—the biggest game-changer since the creation of the Internet itself. There's no doubt about it: If you want to compete in the future, you must begin educating yourself about cloud computing now. From *InformationWeek* editor Charles Babcock, a leading authority on the business benefits and pitfalls of cloud computing, *Management Strategies for the Cloud Revolution* provides the tools every manager needs to create a new business strategy that harnesses all the power cloud computing has to offer. Cloud computing is the equivalent of renting time on a computing infrastructure over the Internet, rather than building your own from the ground up. Access to the cloud is growing quickly, and the benefits are undeniable. Those who begin incorporating cloud computing into their business strategy will enjoy: **Dramatic Cost Savings:** The cloud makes available innovative technologies that would otherwise be too expensive. **Ubiquitous Access:** Employees can access the server power they need anytime, anywhere, and send it the program they want to run. **Unprecedented Agility:** Business processes and business infrastructures can be altered quicker than ever. **Steady Traffic Flow:** Even during peak loads, systems in the cloud can overcome bottlenecks and expand to meet the user's needs. **Working on the cloud,** your analysts, business intelligence experts, and researchers can access large-scale, high-speed, highly reliable systems while paying only for short-term use. You didn't set up your own electrical grid to power your computers. Why pay big money to use them when you don't have to? The cloud is on the horizon, and it's looming larger by the day. Learn how to take full advantage of it with *Management Strategies for the Cloud Revolution*.

Complete managerial emphasis throughout-makes this book relevant and interesting to the reader. * Up-to-date coverage. * Comprehensive coverage of e-commerce.

Practical, tested, implementable real-world advice for transforming any business and is written by people that have "been there and done that". Changing an organization is tough. Transformation is hard work that should not be attempted by the faint of heart or the weak of mind. But transformation is not rocket science either. By taking a realistic, simple and direct view of what is required to transform an enterprise, the authors reduce the noise and nonsense that surrounds much of the discussion of transformation and provide straight forward lessons, examples and thought provoking questions to guide the reader to a more powerful position as an agent of change. Based on the authors' decades of experience dealing with major business transformation, this book provides valuable guidance for any company engaged in large scale change brought on by shifts in the competitive landscape, mergers, acquisitions, or a major restructuring of their business model. Many organizations undergo transformation with lots of enthusiasm, but are frustrated with the results. This book contains a set of lessons gained in the process of working in and with organizations in the process of transformation. The book starts out by framing transformation and explains the overall system the enterprise that is involved in transformation. By doing so, clarity is brought to the question of why change is so difficult and problematic. What you can expect to get by reading this book is: A way of looking at transformation that is comprehensive and yet manageable without all the buzzword bingo terminology 11 critical lessons taken from the author's broad experience on a broad range of

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topics that you can leverage in your situation To get some thought provoking insight from 10 key questions for each lesson that you can use to apply the lessons to your organization A comprehensive framework for leading transformation that will challenge your thinking and provide a path forward to taking immediate action With rare insight and candor, the authors provide thoughtful advice backed by examples from their comprehensive experience. If you don't like transformation, you are going to hate irrelevance. This book is your best bet for getting the insight you need to transform your organization before it becomes irrelevant.

Why do only 30% of business transformation projects deliver on time, on budget and scope, realising the intended benefits while 70% fail? This book uncovers HOBA(R) (House of Business Architecture(R)) Business Transformation framework and provides a practical guide that has helped organisations successfully implement their business transformation.

Programme management is a new approach to maximize the likelihood of successful change management. This book describes the skills and capabilities that organizations need to develop in order to manage change programmes effectively. It is the first book to take this holistic view and includes a new chapter on programme governance.

Illustrates the benefits of multi-project management

Transforming Business with Program Management Integrating Strategy, People, Process, Technology, Structure, and Measurement CRC Press

Become a Digital Master—No Matter What Business You're In If you think the phrase "going digital" is only relevant for industries like tech, media, and entertainment—think again. In fact, mobile, analytics, social media, sensors, and cloud computing have already fundamentally changed the entire business landscape as we know it—including your industry. The problem is that most accounts of digital in business focus on Silicon Valley stars and tech start-ups. But what about the other 90-plus percent of the economy? In *Leading Digital*, authors George Westerman, Didier Bonnet, and Andrew McAfee highlight how large companies in traditional industries—from finance to manufacturing to pharmaceuticals—are using digital to gain strategic advantage. They illuminate the principles and practices that lead to successful digital transformation. Based on a study of more than four hundred global firms, including Asian Paints, Burberry, Caesars Entertainment, Codelco, Lloyds Banking Group, Nike, and Pernod Ricard, the book shows what it takes to become a Digital Master. It explains successful transformation in a clear, two-part framework: where to invest in digital capabilities, and how to lead the transformation. Within these parts, you'll learn:

- How to engage better with your customers
- How to digitally enhance operations
- How to create a digital vision
- How to govern your digital activities

The book also includes an extensive step-by-step transformation playbook for leaders to follow. *Leading Digital* is the must-have guide to help your organization survive and thrive in the new, digitally powered, global economy.

In today's challenging commercial environment, many business projects are now categorized as strategic investment with the primary concern being value impact on an organization's bottom line. This title equips project managers with the skills necessary to effectively manage projects as strategic investments.

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Turn your strategy into business reality with proven project management and leadership best practices According to Harvard Business Review, IT project failure costs businesses \$3 trillion dollars annually. That's just IT. For the full scope this issue, increase that number exponentially. If you expect more from strategic planning and don't think projects should decimate budgets and professional reputations, you're in good company. CEO of UltiMentors Duane Petersen has dedicated his career to helping business leaders transform their companies by turning their strategic vision into portfolios of successful projects. Now, Petersen shares his winning method with you. Transforming Project Management takes you beyond envisioning a great strategy and into the realm of implementing it?with skill, care, and expertise. Petersen explains how to break down a strategic plan into key objectives and project portfolios to make sense of all the project "parts"—then successfully lead the execution of the plan. You'll learn how to evaluate where you are versus where you want to be, develop plans to move your vision forward, translate strategic plans into action plans with tangible efforts, budgets, and schedules, and guide and inspire the individuals and teams tasked with implementing their plans. Knowing precisely how much a major project will cost before it begins and having processes and tools to monitor how well it's meeting benchmarks along the way should be standard business practice. Clearly, it's not. With Transforming Project Management, you have everything you need to tie strategic planning directly to project management—and lead your company to the head of your industry.

Technical advancements are an important part of modern society, but particularly important in the business world. The success or failure of business operations can be affected by the technical operations working within it. Technology, Innovation, and Enterprise Transformation addresses the crucial relationship between a business and its technical implementations, and how current innovations are changing how the industry operates. Highlighting current theoretical frameworks, novel empirical research discoveries, and fundamental literature surveys, this book is an essential reference source for academicians, professionals, and researchers who are interested in the latest technical insights within the business field.

The Standard for Program Management - Fourth Edition differs from prior editions by focusing on the principles of good program management. Program activities have been realigned to program lifecycle phases rather than topics, and the first section was expanded to address the key roles of program manager, program sponsor and program management office. It has also been updated to better align with PMI's Governance of Portfolios, Programs, and Projects: A Practice Guide.

Program management in a technical environment is as much art as it is science. Effective program managers are able to combine management and leadership skills for the good of the program and the people entrusted to them. This book

illuminates the entire life cycle of the program-from the customer's original concept to successful completion. It incl

Most project managers would agree that every project is unique. But not all project managers would agree that the best way to manage a unique project is unique. Many still cling to the old practice of having a methodology that is applied to all projects. "One size fits all" is still in common use, and this approach has proven to lead to project failure. Flexibility, situational intelligence, and creativity are essential to deliver project success. The need to recognize and master ever-changing requirements and environmental conditions is a tough challenge for professional project managers. The same practices that led to success yesterday may cause failure today. Selecting favorable responses to a given situation is often the most critical factor of the dynamics of success and failure. This book is designed to help project professionals assess a situation, predict the appropriate approach, methodology and achieving styles, and then apply them in a situational fashion. To guide project managers in selecting the appropriate responses, Situational Project Management (SitPM) shows how to assess a given project, determine its unique characteristics, and select the appropriate methods to complete the project. With this book, projects managers can use SitPM to develop profiles of their projects on the basis of the projects' physical characteristics, the project teams' behavioral characteristics, the enterprise environment, and the market environments receiving project deliverables. These profiles help project managers to determine the appropriate project life cycle approach and leadership style. The book also explores various ways to engage stakeholders on the basis of a project's SitPM profile. The book's author, Oliver F. Lehmann, has developed a set of templates to apply SitPM in practice. It can be downloaded from www.oliverlehmann.com/SitPM/Templates.zip.

This book illustrates how the traditional practice of project management advances to handle the more complex problems inherent to strategic organizational transformation. Projects are a part of everyday life in an organization. Tools and procedures for project management are well understood and applied. However, the management of projects by an organization for substantial transformation is less certain in both practice and study. An awareness of how to manage increasingly complex projects, and collections of projects, to achieve the benefits of organizational transformation becomes ever more crucial in the implementation of new strategies. This book goes beyond a simple review of tools and techniques common in most publications of project management. We illustrate how the traditional practice of project management advances to handle the more complex problems inherent to strategic organizational transformation. The linkages among projects, operations, and the foundations of an organization provide a perspective of how an organization might pursue the difficult changes required of comprehensive transformation. The fashion in which the project world interacts with the executive world through successive layers of project management principles is prelude to operational benefits realization.

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No one can disagree that benefits are good things. Whether you are responsible for projects, programs, or portfolios, you are increasingly expected to think—and act—in an appropriate benefits-driven way. However: Do you understand that what may be appropriate for a project may be inapplicable for a program? Can you avoid the trap of wishful thinking based on overinflated expectations and underestimated costs? Can you manage your program or portfolio from inception to final delivery in a consistent, benefits-focused way based on a single, coherent model? This book describes how Earned Benefit Program Management techniques provide an innovative, all-inclusive model and set of tools developed specifically to answer these questions. This model consolidates the key concepts of project, program, and portfolio management and ensures that all program and portfolio management steps are carried out based on a single, signed-off model in a consistent, verifiable manner within a consolidated life cycle. This approach guarantees alignment with strategic goals and constraints through every stage of a program. Case studies highlight the key features of the approach and provide important lessons and insights for managing programs. Although the ideas and concepts for each topic are fully consistent with existing standards and other published material, they are based on new thinking and go beyond current practice. They provide a set of original and powerful techniques that are applicable to both programs and portfolios in a wide range of business environments.

Digital Transformation Management for Agile Organizations highlights and explores new dynamics regarding how current digital developments globally scale, by examining the threats, as well as the opportunities these innovations offer to organizations of all kinds.

Organizations find that a performance gap exists between sustainability vision and benefits realization. Effecting transformational change requires incorporating sustainability into organization's culture including policies, processes, and people. Although they are often overlooked, project management professionals and HR professionals are valuable

Effectively introduce and promote analytics within your enterprise All companies use information to set strategies and accomplish business objectives. But how many CEOs and CIOs would say they are satisfied that their companies get maximum value from information? Business Transformation reveals how SAS's Information Evolution Model (IEM) can be used together with analytics for groundbreaking results. Author Aiman Zeid provides the necessary information you need to introduce and promote the use of analytics and insight across your organization. Along with examples and best practices of global companies that have successfully been through this process, you'll learn how to identify the starting point and develop a road map for execution. Reveals how to introduce and promote the use of analytics and insights across your organization Written by a lead developer at SAS global Business Intelligence Competency Center program and services Features global case studies and examples Practical and insightful, this reference provides businesses with an essential blueprint for creating improvements that optimize business returns and put the potential of data analytics to work.

Are you curious to find out the story of a company that went from a static platform to winning the Best Business Transformation Project in the World? Why another book about business transformation? The answer is simple: because it is needed. We have

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seen business transformation projects fail and being abandoned and forgotten by those who initiated them. In some business communities, these projects are perceived as an 'inevitable evil'. Therefore, many organizations seem to oppose, avoid or at least try to delay it. This 'inevitable evil' paradigm is just a misconception. Understanding how to use business transformation as a strategic tool is more powerful than any fears. And it pays off. This book is a book of layers. It is born out of an outstanding collaboration between professionals of rather different personalities, expertise and experience. It is about leaders who went all in to achieve a 21st century organizational model, a snapshot into the work of more than 2.000 people as they went above and beyond trying to change their fate for more than 4 years. This book tells the story of a Project that has been designed from the start with the quest for excellence as an objective - it was envisioned to be globally recognized as one of the best business transformation initiatives, not just within the utilities sector, but across all industries. Some early reviews: "I've witnessed several presentations of the Project and in all of them my first impression was that the precise construct of the new organization, the description of each new role, and the risk analysis conducted to ascertain the risks of such an undertaking, all had an extraordinary level of detail. Of particular interest to me was the amount of people involved from the organization undergoing the change. That speaks well not only of the level of commitment of the leadership, but also of the level of enthusiasm and engagement of the workforce. I attribute this to the dedication of the Company's Leadership and Project's Leadership to deploy such an initiative. About the next steps: I am eager to know how this effort is being replicated across the Veolia family, and what challenges and opportunities are being captured and learned from in these future deployments. I recommend the book to all Managers looking to transform their Companies to meet the 21st Century challenges." Hugo Ashkar, Risk Manager - Global Projects Organization BP "Corporations, especially the bigger ones, constantly undergo organizational changes. Unfortunately, they do not remember the basics. The basics are that the organization of companies has to follow the processes, which follow the priorities, which follow the goals, which follow the vision and mission of the company. Getting all of this right, with all its consequences, is key to organizational change. Organizational Structure follows processes and processes follow purpose. This is exactly what Veolia did, and they did it right. The Project and the book are an inspiration for any Organizational Journey." Alexander Breskvar, Corporate VP of Quality Management - Siemens Gamesa Renewable Energy "Cristian Matei and the leadership team of Veolia impressed the judges at the Global OPEX Awards 2019 with the extensive and strategic work they've done to turnaround the Veolia businesses, so much that they won the "Best Business Transformation Project" Category that year! They have also shared the journey and the transformation methodologies behind this winning story at the event and the audience were inspired by the depth of the transformation and the game-changing methodologies that completely reinvented the company DNA. It was my tremendous pleasure to have worked with Cristian and his team in the past few years, sharing their successes with our PEX Community, and couldn't be prouder to see their work published, so as to provide insights and positive influence for an even wider audience." Cathy Gu, Event Director, PEX Network & OPEX Week

Transformation programs are an common feature of global companies carrying out major strategic change projects. These

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programs combine business and technical expertise to bring together management and information systems. Managers rate firms' transformation competencies relatively poorly, and the success rate of such endeavours is correspondingly low. Using a variety of case studies including: Allianz SE, Shell, SAP, Vodafone, and Mercedes-Benz, this book provides unprecedented insights into characteristics of current transformation programs and the potential that can be leveraged by applying a holistic transformation management approach.

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