

Contents

Preface	xiii
Acknowledgments	xix
The Authors and Contributors	xxi
1. Introduction: The Right Combination of the Right Projects Done Right	1
<p>The purpose of the book is to present a pragmatic and holistic view of project management, beginning with business strategy and carrying through to final project results, and to promote constructive dialogue among three groups of people, each of whom is necessary to the successful application of enterprisewide project management: top management, project sponsors, and the project management community</p>	
Part One: How to Manage Multiple Projects Successfully Throughout the Enterprise	21
<p>The chapters in Part One explain how to link projects to strategy and to recognize top management's crucial role in creating an environment within which projects can succeed.</p>	
2. Organizational Project Success	27
<p>Organizational project success is achieved when strategy is implemented effectively, when the productivity of scarce resources is improved, and when projects are delivered successfully.</p>	

3. Factors Critical to Achieving Organizational Project Success 43

Factors critical to organizational project success include a means of aligning the whole organization behind the right projects and programs, a comprehensive suite of metrics that gives the right people the information they need, and relentless continual improvement of all practices and processes that are crucial to the management of projects.

4. Some Ways to Achieve Organizational Project Success 63

If successful projects are required for companies to survive and prosper in increasingly challenging times, what does it take to make that happen? Is it a question of restructuring the company, implementing new systems, or bringing about a new mind-set with the people involved? Or is it a combination of these factors melded with other influences from the marketplace and new technological developments? Where should you start making improvements? What actions will have the most punch?

5. The Management of Multiple Projects: Three Success Stories 97

Case studies of three multinational organizations that have made great strides toward linking projects to business strategy are examined: Eli Lilly in the field of pharmaceutical development through the implementation of an organization-wide information system, Ericsson in the field of telecommunications through the development of a portfolio and project maturity assessment mechanism, and Hewlett-Packard in the field of computers and peripherals through the implementation of a project management office.

Part Two: How to Make Sure Each Project Is the Right Project 119

Sponsors have a wide variety of roles to carry out, and their competence is crucial to the success of the program or project that they are sponsoring.

-
- | | |
|--|-----|
| 6. The Project Sponsor | 123 |
| <p>Sponsors have a wide variety of roles to carry out, and their competence is crucial to the success of the program or project that they are sponsoring.</p> | |
| 7. Selecting and Defining the Right Project | 133 |
| <p>Selecting and defining the right project involves much more than choosing projects from a list of proposals. It involves clarity about the business reasons for undertaking the project, determination to include all necessary pieces of work in an appropriate scope, and clear-eyed assessment of the risks and rewards associated with the project.</p> | |
| 8. Aligning Projects with Strategy | 153 |
| <p>In a world that is constantly changing, maintaining the alignment of any program or project with enterprise strategy requires constant attention.</p> | |
| 9. Managing Benefits | 165 |
| <p>Ensuring that a project delivers the benefits that are expected from it requires both benefits management practices that are integral to managing the project and benefits realization practices that involve “business as usual” managers in harvesting the benefits from the project.</p> | |
| 10. Project Governance and the Critical Role of the Sponsor | 177 |
| <p>Executive decision making in the governance of projects involves different behavior from that involved in decisions about business as usual, and understanding what metrics are appropriate is crucial to decision-making success.</p> | |
| 11. Organizational Change Projects and the Leadership Role of the Sponsor | 193 |
| <p>The leadership role of the project sponsor requires dedication of time to the cause along with a passionate belief in the business case and the ability to inspire the program or project manager and team to plan systematically yet think</p> | |

“outside the box.” Directing and leading organizational change requires the project sponsor to manage diverse relationships and to keep the project closely aligned with the principles of successful change management.

12. Successful Sponsorship: Two Case Studies 205

This chapter features two stories from the experience of large organizations undergoing radical transformation through integrated project management with strong sponsorship: from the United Kingdom, the story of the transformation of a large retail bank, Abbey National’s Retail Change Program, and from the United States, the story of transformation in a city government.

**Part Three: How to Make Sure
Each Project Is Done Right 217**

If a project is done right, following the prescribed practices of project management, common logic has it that the project is bound for success. Yet when the term *success* is applied to projects, interpretations of the relative degree depend strongly on the perspective of the person making the judgment.

13. What Does It Take to Do the Project Right? 221

Of the many recommended project management practices, four are particularly critical for making the difference between success and failure: clarity about the project’s goals and technical performance requirements, adequate resources, effective planning and control, and realistic risk management.

14. Stakeholders and the Complexity of the Human Dimension 245

Methodologies and processes don’t deliver projects; people do. Everything done on projects is done by people, so every technical aspect of project management comes complete with its human dimension. Successful project managers

recognize the need to assemble a team of capable people and to lead them effectively, which requires the mastery of complex interpersonal relationships.

15. Doing It Differently: Variations in Project Management Practice in Different Industries	259
The application of organizational project management is most mature in traditional industries such as engineering, aerospace, and defense, but strikingly different approaches to managing projects are emerging in industries that are more recent converts to enterprisewide project management.	
16. Doing It Right: Development of a State-of-the-Art Methodology	275
This chapters reveals how Ericsson, a global telecommunications company headquartered in Sweden, developed a state-of-the-art methodology for managing projects of any kind in any country.	
Notes	281
Glossary	287
Index	291
For Further Information	303

