Accountability, KPI owner, 130–131
Accuracy, 132–133, 286, 357
Actionable (term), 127, 138, 277
Aerospace and defense industry, 222
Affinity Diagramming, 135–136
Agile techniques, 312–314
Agreements, with stakeholders, 45, 50, 54–55
Alert icons, 278
Alerts, 227–228
Alexander, Jack, 176
American Productivity and Quality Center, 192
Animation, on dashboards, 328
Area charts, 281, 286, 287
Artwork, for dashboards, 285–286, 292, 295–309
Assessment and Control of Software Risks (Jones), 124
Assumptions, metrics for, 238
Attributes:
  value baseline, 250–251
  value metric, 213–220, 227–228
Audits, 56, 65–66
Audit phase (recovery life cycle), 76–78
Auto industry, 225
Availability, of metrics management systems, 332
Bacon, Sir Francis, 348
Balanced Scorecard, 87, 137, 255, 266
Balancing Individual and Organizational Values (Ken Hultman and Bill Gellerman), 177
Bansal, Manish, 315n
Bar charts, 280–281, 286, 288–289
Barr, Stacey, 157–163
Baseline, project value, 245–251
Benchmarking, 36–42
  best practice vs. proven practice, 37–38
  Code of Conduct, 40–41
  common mistakes, 41
  costs, 39
  critical factors, 41–42
  and intellectual capital, 155–157
  methodologies, 38
  types of studies, 39–40
Benefits at completion (metric), 230–231
Best practices:
  classification of, 110–112
  dashboard design, 320
  graphing, 238, 239
  limitations of term, 37
  in PIEmatrix application, 405–407
  proven practice vs., 37–38
BHAGs (big, hairy, audacious goals), 152–154
BI systems, see Business intelligence (BI) systems
Boundary, scope, 58–59
Boundary boxes, 150, 190, 214–216
Bower, Paul, 366n
Brainstorming, 159–160
BrightPoint Consulting, Inc., 163–171
Bubble charts, 290
Budget, success and, 184
Buffett, Warren, 28, 144, 183, 185
Burn-down charts, 312–314
Business-based metrics, 98–100, 205–206
Business Dashboards
  (Rasmussen, Chen, and Bansal), 315
Business intelligence (BI) systems:
- dashboard as alternative to, 330
- dashboard flexibility in, 269–272
- Dundas Data Visualization dashboard, 371, 375, 377
- KPIs and, 122, 164
- Business objectives, 62–64
- Business requirements, dashboard, 343–345
- Business rhythms, 135
- Business strategy, 26–27

Calculated level of attention (CLOA), 227
Cattey, Bill, 108
Certification boards, 3
Chaos Report, ix
Charvat, Jason, 14, 16–17
Chen, Claire Y., 315
Churchill Downs Incorporated, 114–120
CLOA (calculated level of attention), 227
Code of Conduct of the International Benchmarking Clearinghouse, 40–41
Collaboration view, in PIEmatrix, 384, 387
Colors, for dashboards:
- alert icons, 278, 292
- backgrounds, 304
- column charts, 290–292, 301–303
- contrasting, 282–283
- design tips, 315–316
- effects created by, 323
- excessively bright or drab, 275
- excessive number of, 359–360
- heat maps, 308–309
- selection rules, 286
- square pie charts, 298
- symbolic values of, 321
- traffic lights, 261–263
- usage rules, 353–354
- Column charts, 290–292
- Communication, 46, 50, 53–55, 134, 380
- Communications Matrix, 54
- Compensation alignment, 137
- Competing constraints, 29–30, 203, 204
- Competitive Advantage (Michael Porter), 212
- Completion, project, 233–234
- Complexity, defining, 8–10
- Complexity factor, project, 238, 239
- Complex projects, 5–12, 95–96
- Concentric circle charts, 304
- Configuration management, 247, 248
- Consistency, in dashboard design, 322–323
- Constraints:
  - competing, 29–30, 203, 204
  - depicting in dashboard design, 358–359
  - graphing metric for, 237, 238
  - prioritization of, 27–28
  - triple, 10, 25, 29, 78, 203–204
- Consultants, 22
- Consulting companies, 225–226
- Context, for dashboard metrics, 318–319
- Contrast, in dashboard design, 282–283
- Convergent Computing, 107–108
- Core project health metrics, 206–208
- Costs:
  - of benchmarking, 39
  - graphing metrics for, 235–237
  - Cost Performance Index (CPI), 242–244
  - Cost/Schedule Control Systems, 85
- Crisis, defined, 420–421
- Crisis dashboards, 227–228, 419–423
- Crisis management, risk management vs., 421
- Critical success factors (CSFs), 106–109, 126, 128, 181–182
- CRM, see Customer relations management
- Culture, of stakeholders, 47
- Customer Delight Index, 151
- Customer-related success, 179, 180, 182
- Customer-related value metrics, 212, 415, 416
- Customer relations management (CRM), 23, 30, 193–194
- Customer satisfaction, 19–20, 26, 151–152
- Customer Satisfaction Management, 19–20
- Customer value management (CVM):
  - goals and creation of, 192–197
  - quality and customer value initiatives, 197–201
- Cyclical data, 308
- Dashboards, 253–363. See also Dashboard design(s)
  - agile and Scrum metrics, 312–314
  - benefits of, 269
  - best practices for, 338–349
core attributes, 258–259

crisis, 227–228, 419–423

and data warehouses,
314–315
defined, 165, 256
effective, 255–258
and empowerment of
employees, 131

factors influencing design/usage of, 365
information criteria for,
259–260
limitations of, 357–360
metrics management with,
329–338
new applications, 363
at PIEmatrix, 366, 378–408

pilot run for, 360
processing of information on, 258
purposes for data on,
257–258
rules for, 273
scorecards vs., 263–266
templates for, 350–352
toll gate, 119, 120

traffic light dashboard reporting, 261–263
value metric in, 221

Dashboard applications,
365–411
at Dundas Data Visualization, 366–377
at International Institute for Learning, 408–411
at PIEmatrix, Inc., 366, 378–408

“Dashboard Best Practices” (Gabriel Fuchs), 338–349

“Dashboard Democracy” (Mark Leon), 255n.2

Dashboard design(s):
and BI system flexibility, 269–272

detail, on dashboards:
design elements, 305–309
excessive, 275
in PIEmatrix application, 384, 388, 389

Dimensions, of metrics, 164
Directional KPIs, 138
Disneyland, 27–28, 203
Disney World, 27–28, 203

Displays, dashboard, 324–325

Distressed projects, 69–81
causes of failure, 70–72
definition of failure, 71–72
early warning signs of trouble, 72–73

recovery life cycle phases, 74–81

selecting Recovery Project Managers, 73–74

Domain of control, KPI, 136–137

Doyle, Sir Arthur Conan, 349

Drill-downs, 104, 328, 384, 386–388

Dundas Data Visualization, 366–377

EAC (estimated cost at completion), 243, 244

Early warning signs, for distressed projects, 72–73

Earned Value Measurement System (EVMS), 64, 85–87, 231

Eckerson, Wayne, 122, 130, 263–265
Eckerson’s Twelve Characteristics of KPIs, 130–133

Einstein, Albert, 81, 158

Electronic Data Systems (EDS), 2

Emoticons, 309–310

Emphasis, in dashboard design, 275

Descartes, Rene, 342

Detail, on dashboards:
design elements, 305–309
excessive, 275
in PIEmatrix application, 384, 388, 389

Dimensions, of metrics, 164
Directional KPIs, 138
Disneyland, 27–28, 203
Disney World, 27–28, 203

Displays, dashboard, 324–325

Distressed projects, 69–81
causes of failure, 70–72
definition of failure, 71–72
early warning signs of trouble, 72–73

recovery life cycle phases, 74–81

selecting Recovery Project Managers, 73–74

Domain of control, KPI, 136–137

Doyle, Sir Arthur Conan, 349

Drill-downs, 104, 328, 384, 386–388

Dundas Data Visualization, 366–377

EAC (estimated cost at completion), 243, 244

Early warning signs, for distressed projects, 72–73

Earned Value Measurement System (EVMS), 64, 85–87, 231

Eckerson, Wayne, 122, 130, 263–265
Eckerson’s Twelve Characteristics of KPIs, 130–133

Einstein, Albert, 81, 158

Electronic Data Systems (EDS), 2

Emoticons, 309–310

Emphasis, in dashboard design, 275

Descartes, Rene, 342
Employee performance reviews, 96–97
Empowerment, of employees, 131
Engagement project management, 20–23, 48–49
Enterprise project management (EPM), 8, 231
Enterprise project management methodology (EPMM), 74
Enterprise resource planning (ERP), 30
Erosion, 226
ESI (Executive Information Systems), 338, 340–341
Estimated cost at completion (EAC), 243, 244
Ethnography, 135
EVMS, see Earned Value Measurement System
Execution phase (recovery life cycle), 81
Executives:
showing benefits of metrics management program to, 89–90
view of project management, 2–4
Executive dashboards:
at BrightPoint Consulting, Inc., 276–284
at Dundas Data Visualization, 369
at PIEmatrix, 366, 378–389, 392, 405, 408
Executive Information Systems (EIS), 338, 340–341
External personnel, project health checks by, 67
Failure:
of KPIs, 154–155, 212
and limits of triple constraints, 25
in metrics management, 94–95
project, 70–72, 109
of project management methodologies, 15
in SRM, 55
of traditional metrics, 212
Few, Stephen, 255–256
Financial KPIs, 138
Financial success, 179–182
Financial value metrics, 187, 188, 415, 416
First impressions, on dashboards, 268
Flexibility:
of dashboard, 269–272
of metrics management system, 335–337
Fluidity, of project management methodologies, 12
Follow up, on KPIs, 137
Fonts, 316
Forecasting, with value-based metrics, 230–231
Frameworks, 17–20
Fuchs, Gabriel, 338–349
Future success, 179, 180, 182
Future value metrics, 415, 416
Gantt timelines, 396, 398–402
Gap analysis, 136
Gauges, on dashboards, 279, 285, 292, 293
Gellerman, Bill, 177
Global project management, 12–13
Gonzalez, Tom, 163n
Governance, 11, 20, 112–113, 236–237
Grain, of metrics, 164
Graphical representations, of value-based metrics, 232–245
Graphic design, of dashboards, 355–356
Group displays, dashboard, 323–324
Hard value metrics, 187, 188
Head, Owen, 102
Health, project, 64–68, 190, 206–208, 217
Heat maps, 308, 309
Heavy methodologies, 17
Hewlett-Packard (HP), 2
“How Do You Spell KPI?” (Aaron Hursman), 133–137
Hubbard, Douglas, 92, 103, 145, 155
Hultman, Ken, 177
Hursman, Aaron, 133–137
IBM, 2
Icons, dashboard, 278–279, 292, 293
Identification, of stakeholders, 49–51
III (International Institute for Learning), 408–411
Implementation:
dashboard, 345–348
and KPI bad habits, 161
Indicators, misleading, 311–312
Infographics, 205
Information flow, 50, 53–54
Information systems, 30–32, 106
Information technology, see IT entries
Intangibles, 103, 144, 155, 187–188
Integrity guidelines, 151
Intellectual capital, 155–157
Interconnections, in PIEmatrix application, 399, 403, 404
Interdependencies, of KPIs, 146–148
Internal personnel, project health checks by, 67
Internal success, 179–182
Internal value metrics, 414–416
International Benchmarking Clearinghouse Code of Conduct, 40–41
International Institute for Learning (IIL), 408–411
Interviews:
- about dashboard requirements, 166–167, 170
- in audit phase of recovery life cycle, 77–78
Issue states, in PIEmatrix, 380, 382
IT, KPIs for, 124
IT consulting industry, 223–225
IT monitoring dashboard, 372
IT project surveys, 202
IT providers, dashboard design by, 345
Job descriptions, 232
Jones, Capers, 124
Kaplan, Robert S., 255
Key performance indicators (KPIs), 121–171
bad habits with, 157–163
at BrightPoint Consulting Inc., 163–171
categories of, 137–138
characteristics of, 129–137
CSFs vs., 108
on dashboards, 166, 267–268, 277, 320
defined, 122–126, 164–165
failure of, 154–155, 212
and intellectual capital, 155–157
interdependencies of, 146–148
KPI owner selection, 105
measurement of, 144–146, 186–191
and metrics, 97, 101, 123
number of, 129
purposes and use of, 125–126
selecting, 138–143, 209–211
stretch targets, 152–154
targets, 149–152
and training, 148–149
KPIs, see Key performance indicators
KPI owners, 105, 143
KPI Wheel, 167–170
Labels, in dashboard design, 282, 325
Labor metrics, graphing, 232–234
Lagging indicators, 138
Launching projects, in PIEmatrix, 392, 393
Leadership, 176–179
Leading indicators, 122–123, 138
Lee, Hubert, 350–357
Leon, Mark, 255
Life cycle costing, 250–251
Life cycle phases (project health checks), 67–68
Light methodologies, 16–17
Line charts, 281, 292, 294–295
Lists, 282
Logi Analytics, Inc., 338–349
Loyalty, customer, 194, 197–201
Macro-level metrics, 417
Mahindra Satyam (company), 151
Maintenance, dashboard, 268–269
Malik, Shadan, 228, 361–362
Management reserve, 239, 241
Manpower graphing metric, 239, 240
Maslow, Abraham, 340
Measures, 164
Measurement:
defined, 144
of KPIs, 144–146
with value-based metrics, 186–191
Methodologies:
- for complex projects, 12
- and definition of success, 184–185
- project management, 14–20
- value measurement, 191, 231
Metrics, 83–120. See also Value-based metrics
- avoiding unintended behavior from, 93–94
- benchmarking, 36–42
- at BrightPoint Consulting, Inc., 163–171
categories and types of, 99–101
characteristics of, 97–99
at Churchill Downs Incorporated, 114–120
classification system setup, 101
critical success factors, 106–109
current view, 87–88
for dashboards, 166, 275
defined, 91, 164
and early warning signs on dashboards, 260
and employee performance reviews, 96–97
failure of, 212
historical views, 84–87
Metrics (Continued)
and information systems, 106
and intangibles, 103
and KPIs, 97, 101, 123
metric/KPI owner selection, 105
metrics management, 92–97. See also Metrics management
and PMO responsibilities, 109–112
and Project Management Maturity Model, 32–36
and project oversight/governance, 112–113
promoting, 114
reasons for growth in, 87–88
for scope creep, 60
selecting, 46, 101–105, 140–143
and small companies, 88
time frames for, 92–93
traps, 113–114
value-reflective, 36
"Metric Dashboard Design" (TeamQuest, Inc.), 318–328
Metric-driven project management, 87, 88
Metric/KPI library, 350
Metric/KPI owner, 105
Metrics management, 43–81
benefits of, 93
with dashboards, 329–338
for distressed projects, 69–81
myths about, 88–89
project audits, 56
project health checks, 64–68
and Project Management Maturity Model, 33–34
and scope creep, 57–64
selling executives on benefits of, 89–90
and SRM, 44–55
support for, 95–96
value-based metrics in, 228–229
Micro-level metrics, 417
Millhollan, Chuck, 114
Misleading indicators, 311–312
Mouse-overs, 325–326
Navigation, dashboard, 322
Negotiation phase (recovery life cycle), 80
Noise, on dashboards, 328
Nontraditional projects, 5–8.
See also Complex projects
Norton, David P., 255
O’Donnell, Larry, 134
Operational dashboards, 265
Organization, dashboard, 321–322, 346
Out-of-range value attributes, 227–228
Out-of-tolerance conditions, 420–421
Overachievement, 251
Oversight: health checks and, 68
metrics and, 112–113
Paperless project management, 30–32
Parameter-based views, 326–327
Pareto Principle, 129
Parmenter, David, 128, 129
Performance dashboards, 131
Performance indicators (PIs), 128, 129
Performance measurement baseline (PMB), 246
Performance measurements, project, 114–120
Performance reports, 161–162
Performance reviews, employee, 96–97
Phase milestones, in PIEmatrix, 380, 381
PIs (performance indicators), 128, 129
Pie charts, 274, 280, 298–299
PIEmatrix (application):
To Do list page, 389–392
executive dashboards, 366, 378–389, 392, 405, 408
overview, 378
Portfolio Metrics page, 384, 388, 389
portfolio views, 378–389
process authoring, 405–407
process interconnections, 399, 403, 404
project planning, 396, 398–402
project view, 392–397, 399, 403, 404
PIEmatrix, Inc., 366, 378–408
Pilot run, 360
Planning, with PIEmatrix, 396, 398–402
PMB (Performance measurement baseline), 246
PMBOK® Guide (Project Management Body of Knowledge):
and benchmarking, 38
and best practices, 405
health check questions from, 68
knowledge areas in, 155, 156
and methodologies, 19
metrics management, x
and planning mistakes, 71
and project management history, 11
and project value management, 201
references in templates, 350, 351
and traditional metrics, 210
and triple constraints, 29
PMIS (project management information systems), 20
PMO, see Project management office
PMPs (Project Management Professionals), 2, 3
Pointers (dashboard indicators), 305, 307, 308
Porter, Michael, 212
Portfolio management PMO, 413–423
  crisis dashboards, 419–423
  critical questions addressed by, 414
  measurement techniques, 419
  portfolio metrics, 416–419
  value categories for projects, 414–416
Portfolio PMO metrics, 417
Position, in dashboard design, 283, 284
Power, of metrics management system, 335–337
Practical KPIs, 138
Price, value and, 185
Prioritization of constraints, 27–28
Priority states, in PIEmatrix, 380, 383
“Pro-Active Metrics Management” (TeamQuest, Inc.), 317n, 329–338
Problems, crisis vs., 421–422
Process authoring, 405–407
Process boxes, PIEmatrix, 395, 396
Process interconnections, 399, 403, 404
Product development, 198–199
  Progress, viewing in PIEmatrix, 392–396
  Progress bars, 279
  Project audits, 56
  Project-based metrics, 100, 205–206
  Project completion, graphing, 233–234
  Project complexity factor, graphing, 238, 239
  Project failure, 70–72, 109
  Project health, 64–68, 190, 206–208
  Project management, 1–42
    benchmarking and metrics, 36–42
    for complex projects, 5–12
    and CRM, 23
    and defining project success, 25–30
    engagement, 20–22
    executive view, 2–4
    global, 12–13
    governance in, 20
    maturity and metrics, 32–36
    methodologies and frameworks, 14–20
    paperless, 30–32
    stakeholder-specific approach, 23–25
    traditional view vs. value-based, 173–175
    value and, 197–201.
      See also Project value management

Project Management Body of Knowledge, see PMBOK® Guide
Project management information systems (PMIS), 20
  Project Management Maturity Model, 32–36
  Project management methodologies, 14–20
Project management office (PMO). See also specific companies, e.g.: Churchill Downs Incorporated audits by, 56
  benchmarking by, 38
  future for, 30
  for portfolio management, see Portfolio management PMO
  responsibilities of, 26, 109–112
  value metric selection by, 215
Project management process metrics, 100
Project Management Professionals (PMPs), 2, 3
Project managers:
  executive view of, 2–4
  future for, 30
  responsibilities of, 23, 84, 87
  role of, 177–178
  skill set of, 10–11
Project performance measurements, 114–120
Project planning, with PIEmatrix, 396, 398–402
Project quad, 116–117, 120
Project success, see Success
Project support dashboard, 370
Project value baseline, 245–251
Project value management, 201, 246–251
Project view (PIEmatrix), 392–397, 399, 403, 404
Qualitative assessment, 188–189
Quality, value and, 191–192, 197–201
Quantitative assessment, 188–189
Quantitative KPIs, 138

Radar charts, 305
Rasmussen, Nils, 315n
Recovery life cycle, 74–81
audit phase, 76–78
execution phase, 81
negotiation phase, 80
restart phase, 80–81
tradeoff phase, 78–79
understanding phase, 75–76
Recovery Project Manager (RPM):
mandate for, 75
responsibilities of, 77–79
selecting, 73–74
Relevant characteristics:
of dashboards, 277
of KPIs, 134–137
Reports, 165–166
Restart phase (recovery life cycle), 80–81
Results indicators (RIs), 97, 128, 129
Return on investment, see ROI
Reviews, of metrics, 104–105
RIs, see Results indicators
Risk management:
crisis management vs., 421
value metrics and, 196
Risk metrics, graphing, 234–235, 245
Risk states, in PIEmatrix, 380, 382
ROI (return on investment):
for dashboards, 340, 348–349
for PMOs, 112
in value measurement, 188
Roll-ups, 328
RPM, see Recovery Project Manager
Sarbanes-Oxley Law, 56
Schedule Performance Index (SPI):
graphing metric for, 242–243
and KPIs, 142
Schedules, viewing in PIEmatrix, 396, 398–401
Scope boundary, 58–59
Scope creep, 57–64
and business knowledge, 62
and business objectives, 62–64
causes, 60–61
defined, 57–60
dependencies, 60
Scorecards, 165, 263–266
Scrolling, on dashboards, 274, 316
Scrum techniques, 312–314
Secondary success factors, 26
Security, of metrics management system, 332, 333
Service Level Agreements (SLAs), 349
“Seven Deadly Sins of Dashboard Design,” 273–276
Shakespeare, William, 345
Simplicity, in dashboard design, 295–305
Size, in dashboard design, 282
Skill set, project manager’s, 10–11
SLAs (Service Level Agreements), 349
Small companies, metrics in, 88
SMART Rule, 129–130, 134–135
Smoldering crises, 420
Soft value metrics, 187–188.
See also Intangibles
Software development industry, 223–225
Spence, Colin, 27
SPI, see Schedule Performance Index
Sponsorship, 181
Spreadsheets, 342, 353
Square pie charts, 298–299
SRM, see Stakeholder relations management
Stakeholders:
classification of, 140
customizing project management for, 23–25
dashboard design for needs of, 266–267
defined, 44
educating about KPIs, 124–125
KPI metrics and, 125
KPI selection by, 140
role of, 48, 49
and value-based metrics, 191–192
in value-driven projects, 179, 180
Stakeholder analysis, 49
Stakeholder debriefings, 50
Stakeholder engagement, 49, 53–55
Stakeholder identification, 49–51
Stakeholder information flow, 50, 53–54
Stakeholder mapping, 51–52
Stakeholder relations management (SRM), 44–55
agreement of stakeholders, 45
benefits of, 55
cultural issues in, 47
failure in, 55
processes of, 49–55
and roles of stakeholders, 48, 49
Step descriptions, PIEmatrix, 395–397
Strategic dashboards, 266
Stretch targets, 152–154
Success. See also Critical success factors (CSFs)
defining, 25–30, 115
metrics for defining, 46
redefining, 203–204
and value, 28–29, 179–185
Success-based metrics, 99–100
Sudden crises, 420
Supporting analytics, dashboard, 277–278,
280–284
Symbols, for dashboards, 322
Tables, 282
Tactical dashboards, 265–266
Targets:
for KPIs, 149–152
for value metrics, 214–217
Target audiences, 135
TeamQuest, Inc.:
“Metrics Dashboard Design,” 317n, 318–328
“Pro-Active Metrics Management,” 317n,
329–338
TeamQuest Accelerators, 334
TeamQuest ActiveMetrics, 332, 333
Technology, 332, 333
Telecommunications industry, 225
Templates, dashboard, 350–352
10/80/10 rule, 129
3-D charts, 295–302
Thresholds, in dashboard design, 327
Time, in definition of success, 184
Timelines, in PIEmatrix, 396, 398–402
Timeliness, of KPIs, 131
Timestamps, dashboard, 325
Timing, of value measurement, 188–190
Titles, in dashboard design, 325
To Do list page, PIEmatrix, 389–392
Toll gate process, 116–120
Tradeoff phase (recovery life cycle), 78–79
Tradeoffs, 10, 231
Traditional metrics, 209–210, 212
Traditional projects, 5–8
Traffic lights, on dashboards, 261–263, 278, 292, 293
Training, KPIs and, 148–149
Trend icons, 279
Trigger points, KPI, 131–132
Triple constraints, 10, 25, 29,
78, 203–204
Uncertainty (term), 144
Understandability, KPI, 132
Understanding phase (recovery life cycle), 75–76
Usability, of dashboards, 328, 329, 333–334
Users:
adoption of dashboards by, 356–357
in dashboard development/design, 318
and dashboard flexibility, 272
dashboard requirements of, 166–167, 170
of metrics management system, 333–334
processing of dashboard information, 258
Validation, of dashboard design, 283–284
Values, 176–179
Value:
categories for projects, 414–416
defining, 175–176
identification of, 175–176
and leadership, 176–179
measurements of, 186–191
and metrics, 110, 111
and quality/loyalty, 197–201
and success, 28–29, 179–185
Value at completion (metric), 230–231
Value attributes, 213–220, 227–228
Value-based metrics, 173–251
creating, 213–220
and crisis dashboards, 227–228
customer value management, 192–197
and failure of KPIs/other metrics, 212
forecasting with, 230–231
graphical representation of, 232–245
industry examples, 221–226
and job descriptions, 232
leadership and value, 176–179
measurement techniques for, 186–191
in metrics management programs, 228–229
need for, 212–213
presenting in a dashboard, 221
and project health, 190, 206–208
project management value, 197–201
selecting, 208–211
and stakeholders, 191–192
success and, 179–185
Value-based (Continued)
traditional view of project management vs., 173–175
and value identification, 175–176
Value baseline, 247–251
Value conflicts, 176–179
Value-driven projects, 179–182, 190–191, 231
Value management (VM), 201, 246–249. See also Customer value management; Project value management
baseline, 247–251

equation for, 246
Value measurement methodology (VMM), 191, 231
Value Performance Framework (VPF), 176
Value-reflective metrics, 36
Value targets, 151
Vendors, for dashboard design, 361–362
Views, on dashboards, 321, 326–327
Visualization components, dashboard, 268, 274, 278
Visualization rules, dashboard, 286

VM, see Customer value management; Project value management; Value management
VMM (value measurement methodology), 191, 231
VPF (Value Performance Framework), 176

Weasel words, 159
Weighting factors, for value metrics, 216–218
Wireless dashboard, 373
Work breakdown structure, 78