5.4 CHARACTERISTICS OF A METRIC 81
5.5 METRICS SELECTION 82
5.6 KEY PERFORMANCE INDICATORS 83
   Need for KPIs 84
   Using KPIs 86
   Anatomy of a KPI 86
   KPI Characteristics 88
   KPI Failures 89
5.7 DASHBOARDS AND SCORECARDS 90
5.8 BUSINESS INTELLIGENCE 93
5.9 GROWTH IN DASHBOARD INFORMATION SYSTEMS 93
5.10 SELECTING AN INFOGRAPHICS DESIGNER 94
5.11 PROJECT HEALTH CHECK METRICS 95
5.12 MAINTAINING PROJECT'S DIRECTION 99
5.13 METRICS AND VIRTUAL TEAMS 99
5.14 METRIC MANIA 100
5.15 METRIC TRAINING SESSIONS 101
5.16 METRIC OWNERS 102
5.17 ANSWERING METRIC QUESTIONS 103
DISCUSSION QUESTIONS 103

CHAPTER 6
PROJECT MANAGEMENT METHODOLOGIES: 1.0 VERSUS 2.0 105
6.0 INTRODUCTION 105
6.1 PM 2.0 DEFINITION OF PROJECT MANAGEMENT EXCELLENCE 105
6.2 NEED FOR A METHODOLOGY 106
6.3 NEED FOR AN ENTERPRISEWIDE METHODOLOGY 108
   Light Methodologies 109
   Heavy Methodologies 110
6.4 BENEFITS OF A STANDARDIZED METHODOLOGY 112
6.5 CRITICAL COMPONENTS 114
6.6 FROM METHODOLOGIES TO FRAMEWORK 116
6.7 LIFE-CYCLE PHASES 116
6.8 DRIVERS FOR PM 2.0 CLIENT-CENTERED FLEXIBILITY 117
6.9 UNDERSTANDING MOVING TARGETS 118
6.10 NEED FOR CLIENT-SPECIFIC METRICS 119
6.11 BUSINESS CASE DEVELOPMENT 119
6.12 VALIDATING ASSUMPTIONS 120
   Types of Assumptions 121
   Documenting Assumptions 122
6.13 DESIGN FREEZES 123
6.14 CUSTOMER APPROVALS 124
6.15 AGILE PROJECT MANAGEMENT METHODOLOGY 125
6.16 IMPLEMENTING METHODOLOGY 127
6.17 IMPLEMENTATION BLUNDERS 128
6.18 OVERCOMING DEVELOPMENT AND IMPLEMENTATION BARRIERS 128
6.19 USING CRISIS DASHBOARDS WITH METHODOLOGIES 129
   Understanding Targets 130
Defining a Crisis 131
Crisis Dashboard Images 134
Conclusions 138
6.20 SHUTTING DOWN THE PROJECT 138
DISCUSSION QUESTIONS 139

CHAPTER 7
PROJECT GOVERNANCE 141
7.0 INTRODUCTION 141
7.1 NEED FOR GOVERNANCE 141
7.2 DEFINING PROJECT GOVERNANCE 142
7.3 PROJECT VERSUS CORPORATE GOVERNANCE 143
7.4 ROLES, RESPONSIBILITIES, AND DECISION-MAKING AUTHORITY 144
7.5 GOVERNANCE FRAMEWORKS 145
7.6 THREE PillARS OF PROJECT GOVERNANCE 146
   Core Project Governance Principles 147
7.7 MISINTERPRETATION OF INFORMATION 151
7.8 FILTERING THE INFORMATION 152
7.9 UNDERSTANDING POLITICS IN PROJECT ENVIRONMENT 152
   Political Risks 153
   Reasons for Playing Politics 154
   Situations Where Political Games Will Occur 154
   Governance Committee 155
   Friends and Foes 156
   Attack or Retreat 156
   Need for Effective Communications 158
   Power and Influence 158
   Managing Project Politics 159
7.10 MANAGING GLOBAL STAKEHOLDER RELATIONS 160
7.11 FAILURE OF PROJECT GOVERNANCE 161
7.12 SAVING DISTRESSED PROJECTS 162
DISCUSSION QUESTIONS 163

CHAPTER 8
ROLE OF PROJECT MANAGER IN STRATEGIC PLANNING AND PORTFOLIO MANAGEMENT 165
8.0 INTRODUCTION 165
8.1 WHY STRATEGIC PLANS OFTEN FAIL 166
8.2 PROJECT MANAGEMENT: EXECUTIVE PERSPECTIVE 167
8.3 STRATEGIC PLANNING: PROJECT MANAGEMENT PERSPECTIVE 167
8.4 GENERIC STRATEGIC PLANNING 169
8.5 BENEFITS OF PROJECT MANAGEMENT 172
8.6 DISPELLING MYTHS 173
8.7 WAYS THAT PROJECT MANAGEMENT HELPS STRATEGIC PLANNING 176
8.8 TRANSFORMATIONAL PROJECT MANAGEMENT LEADERSHIP 179
8.9 PROJECT MANAGER’S ROLE IN PORTFOLIO MANAGEMENT 183
8.10 VALUE MANAGEMENT AND BENEFITS REALIZATION 184

Understanding the Terminology 185
Life-Cycle Phases 186
Understanding Value 192
8.11 BENEFITS REALIZATION METRICS 193
8.12 PORTFOLIO MANAGEMENT GOVERNANCE 195

DISCUSSION QUESTIONS 197

CHAPTER 9
R&D PROJECT MANAGEMENT 199
9.0 INTRODUCTION 199
9.1 ROLE OF R&D IN STRATEGIC PLANNING 200
9.2 PRODUCT PORTFOLIO ANALYSIS 202
9.3 MARKETING INVOLVEMENT WITH R&D PROJECT MANAGERS 205
First to Market 205
Follow the Leader 206
Application Engineering 207
“Me Too” 207
9.4 PRODUCT LIFE CYCLES 208
9.5 R&D PROJECT PLANNING ACCORDING TO MARKET SHARE 208
9.6 CLASSIFICATION OF R&D PROJECTS 209
9.7 RESEARCH VERSUS DEVELOPMENT 210
9.8 R&D RATIO 211
Manufacturing and Sales 211
Human Behavior 212
9.9 OFFENSIVE-VERSUS-DEFENSIVE R&D 212
9.10 MODELING R&D PLANNING FUNCTION 213
9.11 PRIORITY SETTING 216
Working with Marketing 216
9.12 CONTRACT R&D 218
9.13 NONDISCLOSURE AGREEMENTS, SECRECY AGREEMENTS, AND CONFIDENTIALITY AGREEMENTS 219
9.14 GOVERNMENT INFLUENCE 219
9.15 SOURCES OF IDEAS 220
9.16 ECONOMIC EVALUATION OF PROJECTS 223
9.17 R&D PROJECT READJUSTMENTS 225
9.18 PROJECT TERMINATION 227
9.19 TRACKING R&D PERFORMANCE 228

DISCUSSION QUESTIONS 228

CHAPTER 10
PROBLEM SOLVING AND DECISION MAKING 229
10.0 INTRODUCTION 229
10.1 UNDERSTANDING CONCEPTS 230
Necessity for Problem Solving and Decision Making 230
Research Techniques in Basic Decision-Making Process 230
Facts about Problem Solving and Decision Making 231
Information Overload 231
Getting Access to Right Information 232
Lack of Information 233
Project versus Business Problem Solving and Decision Making 233

10.2 PROJECT ENVIRONMENT: ITS IMPACT ON PROBLEM SOLVING AND DECISION MAKING 234
Impact of Constraints on Project Problem Solving and Decision Making 234
Impact of Assumptions on Project Problem Solving and Decision Making 235
Understanding Project Environment 235
Selecting Right Project Manager 236

10.3 CONCEPTUAL PROBLEM-SOLVING AND DECISION-MAKING PROCESS 236
Determining the Steps 237

10.4 IDENTIFYING AND UNDERSTANDING A PROBLEM 238
Real Problems versus Personality Problems 238
Not All Problems Can Be Solved 239
Complexity of Problems 240
Technique for Problem Identification 240
Individual Problem Solving Conducted in Secret 241
Team Problem Solving Conducted in Secret 241

10.5 GATHERING PROBLEM-RELATED DATA 242
Reason for Data Gathering 242
Data-Gathering Techniques 242
Setting Limits on Problem Solving and Decision Making 243
Identifying Boundary Conditions 243
Determining Who Should Attend Problem-Solving Meeting 244
Determining Who Should Attend Decision-Making Meeting 244
Creating Framework for Meeting 245
Understanding How People React in Meetings 245
Working with Participants during Meetings 246
Leadership Techniques during Meetings 246
Handling Problem-Solving and Decision-Making Conflicts 247
Continuous Solutions versus Enhancement Project Solutions 247
Problem Solving versus Scope Creep 248
Problem Solving and Decision Making during Crisis Projects 248

10.6 ANALYZING DATA 249
Questions to Ask 249

10.7 DEVELOPING ALTERNATIVE SOLUTIONS 249
Variables to Consider during Alternative Analyses 250
Understanding Features That Are Part of Alternatives 251
Developing Hybrid Alternatives 251