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Managing It Projects For Business Change From Risk To Success

If you're new to writing requirements, and you're assigned to a new enterprise software or IT

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project to create requirements, where do you begin? How do you elicit requirements effectively from stakeholders? What's a good requirement versus a bad one? This book explains how to write requirements according to the standards in A Guide to the Business Analysis Body of Knowledge(R) (the

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BABOK(R) Guide)
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Association of Business Analysts. It describes the process you'll need to go through from start to finish, from the point that you're assigned to the project to when you finalize your requirements. It provides suggestions for tools, processes, and

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techniques you'll need to develop quality-oriented requirements for your stakeholders, all aligned with the knowledge areas of the BABOK(R) Guide. Some examples of requirements for the Agile software methodology are also provided. This book is written by Pamela Paterson, MS, CBAP, who is a senior business

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analyst with over 20
years of experience on
enterprise IT projects.

Pamela has written
several books, including
the #1 international best-
seller Get the Job.

As tech giants and
startups disrupt every
market, those who
master large-scale
software delivery will
define the economic
landscape of the 21st

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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

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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-

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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.

The Lazy Project Manager shows how adopting a more focused approach to life, projects and work can

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make us twice as productive. By concentrating project management to exercise effort where it really matters we will work smarter. The simple techniques of lazy project management can help us to work more effectively and improve our work–life balance.

A GUIDE TO
EFFECTIVE PROJECT

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Projects For MANAGEMENT IN T ECHNOLOGY-BASED FIRMS Used To

effectively, project management can increase a firm's market share, product quality, and customer satisfaction. Though technology-based companies place themselves at a competitive disadvantage if they

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neglect this strategic tool, many overlook project management's benefits because they see themselves as continuously adapting organizations. In reality, this role makes project management even more vital. Managing Technology-Based Projects imparts the latest approaches and tools essential to lead a

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successful technology-based project. It outlines the practical integration of project management with four key areas: strategic alignment of projects within the enterprise, the project management process and its organizational support system, invaluable tools and techniques, and the individual and group

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leadership within a
project's organization.

Complete with examples
of industrial

applications, the book
includes: Methods for
defining key
performance indicators
and assessing project
management process
effectiveness

Suggestions for fine-
tuning and continuous
improvement Practical

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case scenarios,
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expert advice. This
guidebook is your road
map to successfully
incorporating enterprise
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into technology-based work.

The application of project management techniques is considered standard practice in today's business environment. What is not widely known is that the learning gap separating good project management from exceptional project management is not as

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great as one might think—yet, the difference in the return on value can be quite

significant. Many factors determine how projects are approached, such as rapid shifts in technology, a fluctuating market, changes in a business's organizational structure, and politics.

As these forces add to a project's complexity and

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duration, project managers must develop strategies that allow them to think outside the box and create new on-the-go methodologies. Managing Complex Projects delivers the tools necessary to take on an unpredictable economy with an adaptable battle plan proven to meet the differing needs of an

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ever-expanding set of
partners and
stakeholders involved in
a project. This book

shows how to solve
some of the issues
facing today's project
manager, including:

Dealing with multiple
virtual teams located
around the world

Working with partners
and stakeholders that
may have limited

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project management
tools and experience

Adjusting to long-term
projects in which the
stakeholders may change

Managing projects
where stated goals and
objectives differ among
stakeholders This book
shows how companies
such as IBM, Hewlett-
Packard, Microsoft, and
Siemens are exploring
new avenues to aid them

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in taking on complex projects by combining "hard" skills, such as risk management and scheduling, with "soft" skills that focus on interpersonal communication.

Managing Complex Projects serves as a lifesaver for time-crunched project managers looking for new ways to maximize

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their efforts.

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Management Book

Every project is an
investment;

however,

traditional project
management

methodologies do
not support

assessment of the

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business value that
enables senior
management to
maximize decision

making. The next
evolution in project
management,
therefore, will be to
manage projects as
investments.

Managing Projects
as Investments:
Earned Value to

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Improve Your
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Business Results
Through

Organizational
Project
Management
Organizational
project
management
(OPM) aligns
project deliverables
with strategy.

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Understanding this emerging process is essential for all stakeholders, from the corporate sponsor to project team members. OPM is a valuable new tool that can enhance your organization's successful execution of

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projects in
alignment with
strategic priorities.

Under the
editorship of
Rosemary
Hossenlopp, PMP,
ten contributors
from around the
globe, representing
a wide variety of
industries, offer
valuable insights on

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how OPM can give any organization the competitive

edge. They discuss

how to • Improve business outcomes

- Better align project work with

- strategies • Set priorities •

Organize project work Whether you direct projects,

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fund projects, or
conduct project
work,

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Project

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Linking Strategy
and Projects is vital
to your
understanding of
this emerging
business discipline.

The Project

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Management Book addresses the real-life scenarios and issues that anyone responsible for managing a project is likely to face on a day to day basis. It provides solutions to the everyday issues involved in managing projects, including: Defining

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Understanding
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Learning from Lean

and Six Sigma

Delivering projects

in times of change

It also includes a

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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

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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

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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

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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

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coordinated way to
obtain benefits and
control not

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qualification, this
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of tools and
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successfully
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implement business
process
management
projects.

This comprehensive
resource presents
the fundamentals of
project management
and ties them to
strategic business

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procedures. This
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demonstrates how

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organization and
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on applying this
knowledge on the
job.

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strategies for making sure any size task achieve its goal - on time and on budget Covering the gamut of tasks involved in managing any project, this portable guide develops ideas about planning, team building, motivation,

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mid-course assessment and correction, and after-project review. It helps managers determine whether and how to make the critical tradeoffs between time, cost, and quality that are the essence of project management.

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Managers at any level can use this portable guide to become more

efficient and

effective multi-

taskers. Key

features Instructs

readers how to:

Scope out a project

and identify

resources needed

Develop schedules

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and set deadlines
Monitor budgets and
keep projects on
track Communicate
progress and
problems to
stakeholders
Overcome some
typical project snags
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ValueCRC Press
PMBOK® Guide is
the go-to resource
for project
management
practitioners. The
project management
profession has
significantly evolved
due to emerging
technology, new
approaches and
rapid market

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changes. Reflecting this evolution, The Standard for Project Management enumerates 12 principles of project management and the PMBOK® Guide &- Seventh Edition is structured around eight project performance domains. This

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edition is designed
to address
practitioners' current
and future needs

and to help them be
more proactive,
innovative and
nimble in enabling

desired project
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Guide: Reflects the

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full range of development approaches (predictive, adaptive, hybrid, etc.);•Provides an entire section devoted to tailoring the development approach and processes;•Includes an expanded list of models, methods,

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artifacts; Focuses
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on not just
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delivering project
outputs but also
enabling outcomes;
and Integrates with
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**actual delivery
of the business-
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objectives, a
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approach is
needed.**

**Project
management
needs to**

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technical
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project
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to a broader,
more business-
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The Practice**

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Demonstrating
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availability
drag (RAD),
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leveling with**

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staffing levels
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importance in
many fields
that PM is not
used for
currently.
Seeking to
understand
projects in
musical ways,
synergies
between music**

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models of
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methods are
oftentimes
insufficient for
managing
innovation
projects.
Innovation is
lost under the
pre-
determined
scope and**

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of traditional
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There is
tremendous
pressure on
organizations
to innovate,
and the
project**

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**managers
responsible for
managing
these**

**innovation
projects do not
have the
training or
tools to do
their jobs
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Innovation**

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provides the
tools, insights,
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needed to
successfully
manage
innovation pro
jects—helping
readers
identify**

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problems in
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their
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organization,
conceive
elegant
solutions, and,
when
necessary,
promote
changes to
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culture. There are several kinds of innovation—ranging from incremental changes to existing products to wholly original processes that emerge from

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different
characteristics
and often
require
different tools.
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author and
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methods and
explains why
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irrational and complex to learn. Project managers need to develop a repertoire of soft skills that are typically hard for them, since they rose through the ranks to that position by virtue of superior

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reasoning skills.
But if a project
manager cannot
adjudicate the clash
of personalities,
finesse the friction
between assigned
and preferred
roles, steer clear of
hidden hazards,
and diplomatically
resolve overlapping

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assertions of competing authority—that project manager is in a world of trouble. From the human perils of project management, nobody is better qualified to rescue beleaguered project

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managers than
Melanie
McBride—veteran
PM and author of
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Accidental
Profession*. She
sheds light on those
dark, dusty places
that fall between
the cracks of theory
and best practice

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out in the real world where irate colleagues, unrealistic product launch dates, and virtual meetings reign supreme and run amok. In this book you'll find targeted discussions and specific techniques

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to empower you to meet the challenges that project managers face every day. The book is structured into project phases to help any project manager on any kind of project jump right to the tried and true

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solution for the
challenge at hand.
Successful Project
Management,
Third Edition,
covers the
fundamentals of
project
management,
focusing on
practical skills you
can apply

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immediately to
complete projects
on time, on budget,
and on target! This
book teaches you
how to use proven
strategies in large
or small projects to
clarify the
objectives, avoid
serious errors of
omission, and

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eliminate costly mistakes. Gain the skills to:

- Set measurable project objectives and create a practical plan to achieve them.
- Manage the time, cost, and scope of the project.
- Lead the project team and

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manage
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relationships
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effectively and
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productively across
the spectrum of
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Davidson Frame
updates and
expands on his
classic book
to provide an
accessible
introduction to the
field of project man

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agement. Drawing on more than twenty-five years of consulting and training experience, Frame's most current edition of his landmark book includes a wealth of new topics, including:

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necessity of systems thinking and the logical framework approach to solve today's challenging problems. Strategic Project Management Made Simple also includes: An expanded section on turning ideas,

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meet changing

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needs A new
approach, Iterating
to Excellence, to
create your

Minimum Viable
Project and

produce solutions
smoother and

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and Updated is an indispensable volume for leaders and workers seeking to transform their approach to planning, driving, and executing projects in their organizations.

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such as a terrorist
attack, 7.2

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earthquake,
tsunami, or hacker
attack were to
disrupt business
operations, would
your organization
be prepared to
respond to the
financial, political,
and social impacts?

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In order for your company to be resilient, it must be ready to respond and recover quickly from the impact of such events.

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to develop capabilities and manage the interface with projects, providing guidance to project managers as they negotiate with business partners and coordinate between business functions.

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Whatever the structures and procedures an organization has and whatever the project management tools and techniques, they are only as good as the hands they are in. Yet relationship management,

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though a well-established discipline, is rarely applied to the process-driven world of project management. This book is a much-needed guide to the process of enhancing these skills to boost firm performance, team

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**performance and
develop
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Smyth guides you
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processes of
relationship
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examining the
theory and
practice. This
book highlights**

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**the range of
options available
to further develop
current practices
to ensure a
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management in all
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**project managers
and owners how to
guide projects
home when mere
excellence of
technique or blind
adherence to
procedures would
leave them at sea.
The Business of
Projects broke
ground when it
was first published**

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in 2005, by
Business Change
showing how
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businesses create

and implement
projects to drive
strategy and
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Projects are used
to coordinate
activities with
customers and
suppliers and

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ensure that organisations become more dynamic and adaptable. The book extends the resource-based view of the firm to focus on the business lessons learned from the design and production of high-

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**value complex
products and
systems (CoPS),
which have always
been project-
based. As well as
frameworks and
management
tools, it provides
case studies of
high-technology
industries - such
as telecommunicat**

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to show how
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to achieve
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objectives,
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integration,
organise
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book identifies the
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success and
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focuses the
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limited time and
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energy available
towards just those
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most literature on
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discusses all

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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

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**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**

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**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
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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

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anecdotes and
examples while
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continuing
education; leading
project teams;
initiating,
planning,
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controlling
projects; general
life skills; and
taking on**

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additional responsibilities. Hacking project management is about focusing the limited bandwidth a project manager can give a project towards the activities that drive success.

Many companies and organisations

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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

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managed
including
establishing
guidelines,
prioritising,
aligning projects
with strategy,
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Organizations have usually been adept in formulating strategy.

However, the key lies in its execution. Change initiatives consist of the integrated

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eco-system of changes including portfolios, programs and projects, to achieve the strategic objectives. How to formulate these change initiatives and execute them effectively along

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existing diverse
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practices, which
benefits
organizations in
diverse sectors.
Dobson says that
you must first
have a strong*

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management and
priority setting,
then introduces
the concept of
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Management to
timeline multiple
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determine their
resource
requirements, and*

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*handle
emergencies,
putting you in
charge for
possibly the first
time in your life!
The Juggler's
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Projects does not
forget the
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*everything project
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control tasks.*

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*better explained
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power to
transform
work--but only if
it's implemented
the right way. For
decades business
leaders have been
painfully aware of
a huge chasm:*

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*across this chasm,
with the potential
to transform a
company and
catapult it to the
head of the pack.
Not so fast. In this
clear-eyed,
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book, Bain &
Company thought
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*Rigby and his
colleagues Sarah
Elk and Steve
Berez provide a*

*much-needed
reality check.*

*They dispel the
myths and
misconceptions
that have*

*accompanied
agile's rise to*

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prominence--the idea that it can reshape an organization all at once, for instance, or that it should be used in every function and for all types of work. They illustrate that agile teams can indeed be

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*powerful, making
people's jobs
more rewarding
and turbocharging
innovation, but
such results are
possible only if the
method is fully
understood and
implemented the
right way. The
key, they argue, is*

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balance. Every organization must optimize and tightly control

some of its operations, and at the same time innovate. Agile, done well, enables vigorous innovation without sacrificing the

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*efficiency and
reliability essential
to traditional
operations. The
authors break
down how agile
really works, show
what not to do,
and explain the
crucial importance
of scaling agile
properly in order*

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to reap its full benefit. They then lay out a road map for leading the transition to a truly agile enterprise. Agile isn't a goal in itself; it's a means to becoming a high-performance operation. Doing

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*Agile Right is a
must-have guide
for any company
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transition--or
trying to sustain
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written in short,
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with targeted
processes, tools,
techniques, and
influencing skills
that address the
more difficult
"people" side of
project*

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management. The author shows how to: influence stakeholders 360 degrees around you; encourage accountability from others who do not work for you and have plenty of projects to juggle without

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*adding your
priority; negotiate
time, cost, quality,
and scope with
executives; and
courageously tell
the truth and get
the help you need
early enough.*

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Lou Russell. Her
easy coaching
style paired with
specific methods
makes this book a
real winner. This is
one book all
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supervisors, and project leads will use as their essential 'go to' resource."—Elaine

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logistics company,
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project
management is to
meeting the needs
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dates we have to
hit our own, with
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*management fits
well into our time-
constrained, date-
focused*

*workplace. It's
simple, it's real,*

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and it works."

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*Whether organising
an important event
or heading up a
large team, running
a project can be a
daunting process.
Project management
is fraught with perils;*

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will boost*

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best solutions for
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*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*

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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

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*of time and
resources and fail to
deliver benefits,
while too much
investment goes into
the wrong projects.
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project economy,
you need to close
this gap. The HBR
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Handbook shows
you how. In this*

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project's likelihood
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*up your project and
gauge its success
In the increasing
number of heavily
projectized
organizations,
sustainable,
commercial
performance
depends on their
ability to measure
and develop the
performance of*

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project management. This involves developing new skills and capabilities, such as a learning approach across projects. It also involves transforming established approaches such as corporate governance to

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*match the new
project-oriented
context and, finally,
it involves learning*

*to use projects to
enable key
organizational
objectives, such as
sustainability, as
well as the project-
specific outcomes.*

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