

The Agile Pmo Leading The Effective Value Driven Project Management Office Business Agile Leadership Volume 1

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Business Driven PMO Success Stories - Mark Price Perry 2013-01-13

Business Driven PMO Success Stories was written by and with over two dozen contributing authors from the worldwide project management and project management office (PMO) community. It offers executives, managers, and all those involved in the projects of the organization, an understanding of the value a PMO can provide, the knowledge they need to determine the purpose of their PMO, and how to craft a PMO best suited to fulfill that purpose.

Lean Enterprise - Jez Humble 2020-07-20

How well does your organization respond to changing market conditions, customer needs, and emerging technologies when building software-based products? This practical guide presents Lean and Agile principles and patterns to help you move fast at scale—and demonstrates why and how to apply these paradigms throughout your organization, rather than with just one department or team. Through case studies, you'll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance. Discover how Lean focuses on people and teamwork at every level, in contrast to traditional management practices Approach problem-solving experimentally by exploring solutions, testing assumptions, and getting

feedback from real users Lead and manage large-scale programs in a way that empowers employees, increases the speed and quality of delivery, and lowers costs Learn how to implement ideas from the DevOps and Lean Startup movements even in complex, regulated environments

The Standard for Portfolio Management - Project Management Institute 2008

Presents an introduction to the processes of portfolio management, discussing how to identify business goals, develop strategy, evaluate environmental and risk factors and successfully complete project objectives. Original.

The Complete Project Management Office Handbook - Gerard M. Hill 2004-08-02

Today's project managers find themselves in the dual roles of technical expert and business leader. As project management has evolved, the need has emerged for an organizational entity to manage complexities and ensure alignment with business interests. A project management office (PMO) coordinates technical and business facets of project management and achieves the goals of oversight, control, and support within the project management environment. The Complete Project Management Office Handbook identifies the PMO as the essential business integrator of the people, processes, and tools that manage or influence project performance. This book details how the PMO applies professional project

management practices and successfully integrates business interests with project goals, regardless of whether the scope of the PMO is limited to managing specific projects or expanded to the level of a full business unit. People at all levels of the project and business spectrum will benefit from this volume. The Handbook focuses on how to establish PMO functionality to meet the requirements of project stakeholders. It presents 20 pertinent PMO function models, providing guidance for developing PMO operating capability that is applicable to any organization. It also presents these functions relative to five stages of progressive PMO development along a competency continuum, demonstrating potential PMO growth from simple project control up through its alignment within a strategic business framework.

Project Management Maturity Model - J. Kent Crawford 2006-07-24

Assisting organizations in improving their project management processes, the Project Management Maturity Model defines the industry standard for measuring project management maturity. Project Management Maturity Model, Second Edition provides a roadmap showing organizations how to move to higher levels of organizational behavior, improving

Delivering Successful PMOs - Mr Peter Taylor 2015-09-28

Delivering Successful PMOs provides a clear framework to conceive, design, build, prove and embody an enterprise PMO inside an organisation, dealing with the strategic intentions, the politics, the people and the projects. The book draws on the rare experience that Ray Mead, through his organisation PM-Partners (www.pmpartners.co.uk) had in building an enterprise PMO from the ground up - a 'greenfield' enterprise PMO. Through this process he and his team have developed an invaluable methodology that is shared through this book alongside a real case study - this is not theory, this is not 'perfect' world modelling, this is proven through practice and live application. Peter and Ray extend the guidelines from the first book and weave them in to the process of delivering a PMO that works for an organisation and delivers success - measured by improved

project health, greater returns on investment, a better project management community, closer connection to business strategy and a more mature project organisation.

Safe 5.0 Distilled: Achieving Business Agility with the Scaled Agile Framework - RICHARD. LEFFINGWELL KNASTER (DEAN.) 2020-08-08

Agile Game Development with Scrum (Adobe Reader) - Clinton Keith 2010-05-23

Deliver Better Games Faster, On Budget—And Make Game Development Fun Again! Game development is in crisis—facing bloated budgets, impossible schedules, unmanageable complexity, and death march overtime. It's no wonder so many development studios are struggling to survive. Fortunately, there is a solution. Scrum and Agile methods are already revolutionizing development outside the game industry. Now, long-time game developer Clinton Keith shows exactly how to successfully apply these methods to the unique challenges of game development. Keith has spent more than fifteen years developing games, seven of them with Scrum and agile methods. Drawing on this unparalleled expertise, he shows how teams can use Scrum to deliver games more efficiently, rapidly, and cost-effectively; craft games that offer more entertainment value; and make life more fulfilling for development teams at the same time. You'll learn to form successful agile teams that incorporate programmers, producers, artists, testers, and designers—and promote effective collaboration within and beyond those teams, throughout the entire process. From long-range planning to progress tracking and continuous integration, Keith offers dozens of tips, tricks, and solutions—all based firmly in reality and hard-won experience. Coverage includes Understanding Scrum's goals, roles, and practices in the context of game development Communicating and planning your game's vision, features, and progress Using iterative techniques to put your game into a playable state every two to four weeks— even daily Helping all team participants succeed in their roles Restoring stability and predictability to the development process Managing ambiguous requirements in a fluid marketplace Scaling Scrum to large, geographically distributed development teams Getting started:

overcoming inertia and integrating Scrum into your studio's current processes. Increasingly, game developers and managers are recognizing that things can't go on the way they have in the past. Game development organizations need a far better way to work. Agile Game Development with Scrum gives them that—and brings the profitability, creativity, and fun back to game development.

The Strategic Project Office - J. Kent Crawford 2001-11-05

Describing the initiation, design, execution, and control of a strategic project office, this book provides step-by-step instructions for establishing a PMO. The author emphasizes cost management, cultural change, risk assessment, resource allocation, and skills tracking to increase project value, organizational efficiency, and productivity. He explores various aspects relating to planning and implementing the strategic project office, and concludes by considering how to change the organizational culture to match the new organization. Concise and easy, the book covers the many pitfalls and minefields and provide strategies to avoid them.

Is the Project Management Office Still Fit for Purpose? - Fatimah Abbouchi 2019-11

The purpose of this White Paper is to delve deeper into existing problems with the traditional approach to organisational governance, which often involves establishing a Project Management Office (PMO). It aims to identify the challenges and issues surrounding the PMO and to address the lag between the PMO and Project Management practices across an organisation. Such that gaps can be swiftly closed, creating a model that iterates and evolves with Project Management driving greater efficiency and effectiveness across the organisation.

The Strategic Project Leader - Jack Ferraro 2014-09-26

As executives build and nurture their organization's strategic agility in today's turbulent, uncertain business environment, the ability to lead strategic change has become more critical than ever. *The Strategic Project Leader: Mastering Service-Based Project Leadership, Second Edition* will help project managers lead with confidence in temporary, ambiguous team structures that execute risk-laden work in an

increasingly agile project environment. Like the first edition, this edition encourages readers to take ownership of their leadership agenda and become disciplined in the processes of building a framework of leadership skills. Readers are introduced to a new role: the service-based project leader. This role serves the entire project organization by creating a meaningful experience for team members, customers, and critical stakeholders. The book provides practical guidance to help you move from project manager to service-based project leader.

Detailing a framework for developing and refining leadership skills, it explains how to build a leadership competency pyramid and then execute a self-directed plan for building leadership competencies. The leadership competency pyramid includes an intuitive model that will be helpful to project managers at any level. The book elaborates on the components of each layer of the pyramid and how each layer relates to the others. A chapter is dedicated to each layer of the pyramid, with supporting evidence for the necessity of each of these layers, as well as practical advice on how to build and practice these component layers.

Managing Agile Projects - Sanjiv Augustine 2005

Your Hands-On, "In-the-Trenches" Guide to Successfully Leading Agile Projects Agile methods promise to infuse development with unprecedented flexibility, speed, and value and these promises are attracting IT organizations worldwide. However, agile methods often fail to clearly define the manager's role, and many managers have been reluctant to buy in. Now, expert project manager Sanjiv Augustine introduces agility "from the manager's point of view, offering a proven management framework that addresses everything from team building to project control. Augustine bridges the disconnect between the assumptions and techniques of traditional and agile management, demonstrating why agility is better aligned with today's project realities, and how to simplify your transition. Using a detailed case study, he shows how agile methods can scale to succeed in even the largest projects: Defining a high-value role for the manager in agile project environments Refocusing on "outcomes--not rigid plans, processes, or controls Structuring and

building adaptive, self-organizing "organic teams" Forming a guiding vision that aligns your team behind a common purpose Empowering your team with the information it needs to succeed Managing the flow of customer value from one creative stage to the next Leveraging your team members strengths as "whole persons" Implementing full-life-cycle agility: from planning and coding to maintenance and knowledge transfer Customizing agile methods to your unique environment Becoming an "adaptive leader" who can inspire and energize agile teams Whether you re a technical or business manager, "Managing Agile Projects gives you all the tools you need to implement agility in "your environment and reap its full benefits. "Managing Agile Projects is part of the Robert C. Martin series. (c) Copyright Pearson Education. All rights reserved.

Agile Transformation - Scott M Graffius
2019-06-06

Thriving in today's marketplace frequently depends on making a transformation to become more agile. Those successful in the transition enjoy faster delivery speed and ROI, higher satisfaction, continuous improvement, and additional benefits. Based on actual events, *Agile Transformation: A Brief Story of How an Entertainment Company Developed New Capabilities and Unlocked Business Agility to Thrive in an Era of Rapid Change* provides a revealing behind-the-scenes account of a successful agile implementation at a global entertainment company. Scott M. Graffius' first book, *Agile Scrum: Your Quick Start Guide with Step-by-Step Instructions*, provides readers with practical information they can use to get benefits from the most popular agile framework, Scrum. It presents top practices from successful implementations based on Scott's hands-on experience and 116 diverse sources such as the Scrum Alliance, the Project Management Institute, MIT, the IEEE, Gartner, and the Software Engineering Institute. Book Authority named *Agile Scrum: Your Quick Start Guide with Step-by-Step Instructions* "One of the Best Scrum Books of All Time." The publication garnered 17 first place awards from national and international competitions. Scott and his book have been featured in Yahoo Finance, Computer Weekly, the PM World Journal, Learning

Solutions, Innovation Management, and additional media publications. In *Agile Transformation: A Brief Story of How an Entertainment Company Developed New Capabilities and Unlocked Business Agility to Thrive in an Era of Rapid Change*, Scott shares a behind-the-scenes account of a successful agile implementation at a global entertainment company. The story is based on actual events and it's told from Scott's perspective as an agile coach. The transformation dramatically improved the way the organization works and delivers business value. New capabilities and practices enabled the enterprise to adapt to its changing environment, move faster, and drive innovation, which made it more competitive and prosperous.

Optimizing Human Capital with a Strategic Project Office - J. Kent Crawford 2005-09-01
Optimizing Human Capital with a Strategic Project Office explores the SPO's potential to transform an enterprise by making the most of people within an organization. This volume provides an exhaustive review of topics such as the hiring, retention, measurement, training, and professional development of knowledge workers in project management. This book's chapters summarize the latest thinking regarding these issues and offer a model of how the best aspirations of workers can become reality through the medium of the SPO. The authors explore the best practices of project-savvy organizations and offer detailed information on proven models for assessing and developing competency, building inspired teams, and creating a working environment in which motivation thrives. The book includes a set of model role descriptions for staffing the project office--on a divisional or enterprise level--based on original research by the authors. The book opens by focusing on the business case for reorganizing companies around the managing-by-projects model, the roles of executives in implementing project management change initiatives, and the nuts-and-bolts topics of project personnel management, such as competency, recruiting, and rewards. The final section reviews current developments and trends, identifying the "people management" issues that generate the greatest organizational changes. Appendices provide examples of tools

for establishing project-friendly HR practices under the auspices of a Strategic Project Office.
Managing Change in Organizations - Project Management Institute 2013-08-01

Managing Change in Organizations: A Practice Guide is unique in that it integrates two traditionally disparate world views on managing change: organizational development/human resources and portfolio/program/project management. By bringing these together, professionals from both worlds can use project management approaches to effectively create and manage change. This practice guide begins by providing the reader with a framework for creating organizational agility and judging change readiness.

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Seventh Edition and The Standard for Project Management (BRAZILIAN PORTUGUESE) - Project Management Institute Project Management Institute 2021-08-01

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 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 edition is designed to address practitioners' current and future needs and to help them be more proactive, innovative and nimble in enabling desired project outcomes. This edition of the PMBOK® Guide:

- Reflects the 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, and artifacts;
- Focuses on not just delivering project outputs but also enabling outcomes; and
- Integrates with PMI Standards+™ for information and standards application content based on project type, development approach, and industry sector.

Agile Scrum - Scott Graffius 2016-04-05

EXPANDED AND UPDATED Deliver Products in Short Cycles with Rapid Adaptation to Change, Fast Time-to-Market, and Continuous

Improvement -- Which Supports Innovation and Drives Competitive Advantage Shifting customer needs are common in today's marketplace. Businesses must be adaptive and responsive to change while delivering an exceptional customer experience to be competitive. There are a variety of frameworks supporting the development of products and services, and most approaches fall into one of two broad categories: traditional or agile. Traditional practices such as waterfall engage sequential development, while agile involves iterative and incremental deliverables. Organizations are increasingly embracing agile to manage projects, and best meet their business needs of rapid response to change, fast delivery speed, and more. With clear and easy to follow step-by-step instructions, Agile Scrum helps you:

- Implement and use the most popular agile framework -- Scrum - Deliver products in short cycles with rapid adaptation to change, fast time-to-market, and continuous improvement - Support innovation and drive competitive advantage Agile Scrum is for those interested or involved in innovation, project management, product development, software development or technology management. It's for those who have not yet used Scrum. It's also for people already using Scrum, in roles such as Product Owners, Scrum Masters, Development Team members (business analysts, solution and system architects, designers, developers, testers, etc.), customers, end users, agile coaches, executives, managers, and other stakeholders. For those already using Scrum, this guide can serve as a reference on practices for consideration and potential adaptation. Reactions to Agile Scrum have been incredibly positive. "A superbly written and presented guide to team-based project management that is applicable across a broad range of businesses from consumer products to high-tech." - IndieBRAG

"Recommended." - The US Review of Books "The book is excellent." - Readers' Favorite "An all-inclusive instruction guide that is impressively 'user-friendly' in tone, content, clarity, organization, and presentation." - Midwest Book Review "A-type personalities (those inclined to avoid instruction manuals) and non-readers will rejoice upon discovering this guide which makes getting started with Agile Scrum a breeze." - Literary Classics Book Reviews "A must-have for

a project manager wanting to introduce Scrum to the organization." - PM World Journal "A clear and authoritative roadmap for successful implementation." - BookViral Agile Scrum has received 17 FIRST PLACE WINS in national and international competitions: 5th Annual Beverly Hills International Book Awards - Business-General category 5th Annual Beverly Hills International Book Awards -Technology category 2016 London Book Festival - Business category Fall 2016 Pinnacle Book Achievement Awards - Business category 2017 Feathered Quill Book Awards - Informational (Business) category 2016 New Apple Book Awards - Technology category 2017 Independent Press Award - Technology category 11th Annual National Indie Excellence Awards - Technology category 2017 Pacific Rim Book Festival - Business category 2017 Bookvana Awards - Green/Conscious Business category 2017 Book Excellence Awards - Technology category 14th Annual Best Book Awards - Business Reference category 2017 New York City Big Book Awards - Technology category 2017 Royal Dragonfly Book Awards - Science & Technology category 2017 Human Relations Indie Book Awards - Workplace category 2018 Florida Book Festival - Business category 2018 Pacific Book Awards - Business category Agile Scrum -- get your copy today!

Harvard Business Review Project Management Handbook - Antonio Nieto-Rodriguez 2021-10-19

The one primer you need to launch, lead, and sponsor successful projects. 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 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 of time and resources and fail to deliver benefits, while too much investment goes into the wrong projects. To compete in the project economy, you need to close this gap. The HBR Project Management Handbook shows you how. In this comprehensive guide, project management expert Antonio Nieto-Rodriguez presents a new

and simple framework that will increase any project's likelihood of success. Packed with case studies from many industries worldwide, it will teach you how to manage your organization's projects, strategic programs, and agile initiatives more effectively and push the best ones ahead to completion. Timeless yet forward-looking, this book will help you win in the project-driven world. In the HBR Project Management Handbook you'll find: Everything you need to know about project management in practical, nontechnical language A definitive taxonomy of project types, from product launches to digital transformations to megaprojects A road map for becoming an effective project leader and executive sponsor A new, simple, and universal project framework, the Project Canvas, that breaks down any project into essential building blocks that can be easily understood by all project stakeholders Original concepts and exclusive case studies from public- and private-sector organizations worldwide You'll learn: A common language for project managers and executives to run successful projects across your organization When to use agile, traditional, or hybrid methods in your projects The twelve principles of successful projects, including purpose, agility, and a focus on outcomes Techniques for selecting and advancing the best projects and managing a strategic and balanced project portfolio How today's projects will help address some of the most pressing global trends, including automation, sustainability, diversity, and crisis management Why project management needed to be reinvented and what the future holds HBR Handbooks provide ambitious professionals with the frameworks, advice, and tools they need to excel in their careers. With step-by-step guidance, time-honed best practices, and real-life stories, each comprehensive volume helps you to stand out from the pack—whatever your role.

Leading Megaprojects - Mounir A. Ajam 2020-01-08

The performance of megaprojects is questionable, and a large percentage of them fail in one dimension or another. The challenges that contribute to these failures are known. Then why do these projects still fail at a high rate? *Leading Megaprojects: A Tailored Approach* examines the challenges facing megaprojects and, more

importantly, successes in delivering megaprojects. To close the performance gaps in megaproject deliveries, the book presents a customizable model that professionals and organizations can use to increase the chance of successful project delivery. To illustrate the model, it uses examples and case studies, primarily from capital projects, with engineering and construction components. The book also explains how the approach can be applied to all projects, regardless of industry or domain. The book emphasizes the role of leadership because it takes the point of view that megaprojects cannot be successful without great leadership due to their massive size, complexity, number of parties and stakeholders involved, and cost, among other vital factors. Leaders can define the path for a megaproject to guide seasoned managers and project managers to successful closure. The tailored approach is based on a stage-gate project life cycle model, which covers projects from concept to success. However, it is not limited to a purist form of traditional project management. It is a tailored methodological approach, with an emphasis on leading the work, end-to-end, at the project level, along with the management of every stage of the project. Also, it presents the integration of the business, product delivery, and operations management into a cohesive approach. The book concludes with an in-depth simulation showing how the model is can be tailored to deliver a megaproject successfully.

The High-impact Pmo - Philippe Husser
2017-10-10

Read real life stories of PMO who delivered exceptional value to complex projects, programs, and portfolios in a VUCA world. Explore a variety of capabilities that will make you navigate in the most complex environments. Create a high-impact agile Enterprise PMO. Coverage includes:

- Dealing with nonlinearities
- Surfing on transitions and bifurcations
- Thriving with uncertainty and unpredictability
- Understanding power laws and tail effects
- Choosing between direct and indirect strategies
- Focusing on people and great causes
- Developing communities of decentralized PMOs
- Being a challenger and a coach
- Finding your buddy
- Bridging cultural gaps
- Capitalizing on technology
- Analyzing your network
- Getting to

tipping points - Linking projects and portfolios to strategic objectives - Building your Enterprise PMO

The Lazy Project Manager - Peter Taylor
2015-10-26

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

Agile IT Organization Design - Sriram Narayan
2015-06-11

Design IT Organizations for Agility at Scale
Aspiring digital businesses need overall IT agility, not just development team agility. In Agile IT Organization Design , IT management consultant and ThoughtWorks veteran Sriram Narayan shows how to infuse agility throughout your organization. Drawing on more than fifteen years' experience working with enterprise clients in IT-intensive industries, he introduces an agile approach to "Business-IT Effectiveness" that is as practical as it is valuable. The author shows how structural, political, operational, and cultural facets of organization design influence overall IT agility—and how you can promote better collaboration across diverse functions, from sales and marketing to product development, and engineering to IT operations. Through real examples, he helps you evaluate and improve organization designs that enhance autonomy, mastery, and purpose: the key ingredients for a highly motivated workforce. You'll find "close range" coverage of team design, accountability, alignment, project finance, tooling, metrics, organizational norms, communication, and culture. For each, you'll gain a deeper understanding of where your organization stands, and clear direction for making improvements. Ready to optimize the performance of your IT organization or digital business? Here are practical solutions for the long term, and for right now. Govern for value over predictability Organize for responsiveness, not lowest cost Clarify accountability for outcomes and for decisions along the way Strengthen the alignment of autonomous teams Move beyond project teams to capability teams

Break down tool-induced silos Choose financial practices that are free of harmful side effects Create and retain great teams despite today's "talent crunch" Reform metrics to promote (not prevent) agility Evolve culture through improvements to structure, practices, and leadership—and careful, deliberate interventions

Project Management Office (PMO) - Monique Aubry, PhD, MPM 2010-04-01

Since project management offices began to appear in organizations over the last decade, project management practitioners and their organizations have been asking how to structure project management offices (PMOs) and what functions to assign them. In *The Project Management Office (PMO): A Quest For Understanding*, authors Brian Hobbs and Monique Aubry address these questions, providing a look at how PMOs exist today, and some clues about how and why they're changing. Of particular interest to practitioners, the authors address the roles that PMOs play in organizations, which provides valuable insights for better creating, structuring and governing PMOs. When designing a PMO, an organization has a variety of choices regarding the PMO's structure and role assignment. By providing a way to define PMOs by type, this research explores how to set up and define a PMO, depending upon the specific type of PMO The authors discuss the many bases for the types of PMOs, including structural characteristics and functions, and how these types affect the PMO's role in the organization.

Agile Practice Guide (Hindi) - 2019-08-05

Agile Practice Guide - First Edition 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.

Agile Project Management with Scrum - Ken Schwaber 2004-02-11

The rules and practices for Scrum—a simple

process for managing complex projects—are few, straightforward, and easy to learn. But Scrum's simplicity itself—its lack of prescription—can be disarming, and new practitioners often find themselves reverting to old project management habits and tools and yielding lesser results. In this illuminating series of case studies, Scrum co-creator and evangelist Ken Schwaber identifies the real-world lessons—the successes and failures—culled from his years of experience coaching companies in agile project management. Through them, you'll understand how to use Scrum to solve complex problems and drive better results—delivering more valuable software faster. Gain the foundation in Scrum theory—and practice—you need to: Rein in even the most complex, unwieldy projects Effectively manage unknown or changing product requirements Simplify the chain of command with self-managing development teams Receive clearer specifications—and feedback—from customers Greatly reduce project planning time and required tools Build—and release—products in 30-day cycles so clients get deliverables earlier Avoid missteps by regularly inspecting, reporting on, and fine-tuning projects Support multiple teams working on a large-scale project from many geographic locations Maximize return on investment!

The Program Management Office - Craig J. Letavec 2006-09-15

The effective management of project portfolios has become a growing challenge for industry, government, and other institutions. This text provides expert advice, information, concepts, and working models for all organisations wishing to improve, standardise, and optimise their project management.

Scaling Software Agility - Dean Leffingwell 2007-02-26

"Companies have been implementing large agile projects for a number of years, but the 'stigma' of 'agile only works for small projects' continues to be a frequent barrier for newcomers and a rallying cry for agile critics. What has been missing from the agile literature is a solid, practical book on the specifics of developing large projects in an agile way. Dean Leffingwell's book *Scaling Software Agility* fills this gap admirably. It offers a practical guide to

large project issues such as architecture, requirements development, multi-level release planning, and team organization. Leffingwell's book is a necessary guide for large projects and large organizations making the transition to agile development." —Jim Highsmith, director, Agile Practice, Cutter Consortium, author of Agile Project Management "There's tension between building software fast and delivering software that lasts, between being ultra-responsive to changes in the market and maintaining a degree of stability. In his latest work, *Scaling Software Agility*, Dean Leffingwell shows how to achieve a pragmatic balance among these forces. Leffingwell's observations of the problem, his advice on the solution, and his description of the resulting best practices come from experience: he's been there, done that, and has seen what's worked." —Grady Booch, IBM Fellow Agile development practices, while still controversial in some circles, offer undeniable benefits: faster time to market, better responsiveness to changing customer requirements, and higher quality. However, agile practices have been defined and recommended primarily to small teams. In *Scaling Software Agility*, Dean Leffingwell describes how agile methods can be applied to enterprise-class development. Part I provides an overview of the most common and effective agile methods. Part II describes seven best practices of agility that natively scale to the enterprise level. Part III describes an additional set of seven organizational capabilities that companies can master to achieve the full benefits of software agility on an enterprise scale. This book is invaluable to software developers, testers and QA personnel, managers and team leads, as well as to executives of software organizations whose objective is to increase the quality and productivity of the software development process but who are faced with all the challenges of developing software on an enterprise scale.

Doing Agile Right - Darrell K. Rigby
2020-05-26

Agile has the 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: They aspire to create nimble, flexible enterprises. But their day-to-day reality

is silos, sluggish processes, and stalled innovation. Today, agile is hailed as the essential bridge 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, indispensable book, Bain & Company thought leader Darrell 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 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 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 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 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 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 Agile Right* is a must-have guide for any company trying to make the transition--or trying to sustain high agility.

Emotional Intelligence for Project

Managers - Anthony Mersino 2013-06-15

You've spent years gathering the technical intelligence you need for this challenging career--now separate yourself from the pack by increasing your emotional intelligence! As recent research has indicated that emotional intelligence (EI) now accounts for 70 to 80 percent of management success, there is no doubt that today's successful project manager needs strong interpersonal skills and the ability to recognize emotional cues to lead their teams to success--the technical expertise the position depended on so greatly in the past simply isn't enough anymore! *Emotional Intelligence for Project Managers* introduces you to all facets of EI and shows how emotions can be leveraged to

meet project goals. Project managers strong in technical skills but needing help in the EI department will learn how to: Set the tone and direction for the project Communicate effectively Motivate, inspire, and engage their team Encourage flexibility and collaboration Deal productively with stress, criticism, and change Establish the kind of high morale that attracts top performers Now in its second edition, Emotional Intelligence for Project Managers includes several expanded sections on self-awareness and self-management, as well as a new chapter on using EI to lead Agile Teams and a close look at Servant Leadership.

Project Management Metrics, KPIs, and Dashboards - Harold Kerzner 2017-10-16

Harold Kerzner's essential strategies on measuring project management performance With the growth of complex projects, stakeholder involvement, and advancements in visual-based technology, metrics and KPIs (key performance indicators) are key factors in evaluating project performance. Dashboard reporting systems provide accessible project performance data, and sharing this vital data in a concise and consistent manner is a key communication responsibility of all project managers. This third edition of Kerzner's groundbreaking work, Project Management Metrics, KPIs, and Dashboards: A Guide to Measuring and Monitoring Project Performance, helps functional managers gain a thorough grasp of what metrics and KPIs are and how to use them. Plus, this edition includes new sections on processing dashboard information, portfolio management PMO and metrics, and BI tool flexibility. • Offers comprehensive coverage of the different dashboard types, design issues, and applications Provides full-color dashboards from some of the most successful project management companies, including IBM, Microsoft, and others Aligns with PMI's PMBOK® Guide and stresses value-driven project management PPT decks are available by chapter and a test bank will be available for use in seminar presentations and courses Get ready to bolster your awareness of what good metrics management really entails today—and be armed with the knowledge to measure performance more effectively.

Organizational Project Management - Ralf Müller 2019-10-02

This concise text introduces an integrated view of all project management-related activities in an organization, called Organizational Project Management (OPM). Practical cases from several organizations, as well as popular theories such as the Resource-Based Theory and Institutional Theory provide for an insightful yet realistic understanding of OPM as an integrative tool for organizations to improve their efficiency and effectiveness.

Project Management Best Practices: Achieving Global Excellence - Harold Kerzner 2018-03-20

The comprehensive guide to project management implementation, updated with the latest in the field Project management has spread beyond the IT world to become a critical part of business in every sphere; built on efficiency, analysis, and codified practice, professional project management leads to the sort of reproducible results and reliable processes that make a business successful. Project Management Best Practices provides implementation guidance for every phase of a project, based on the real-world methodologies from leading companies around the globe. Updated to align with the industry's latest best practices, this new Fourth Edition includes new discussion on Agile and Scrum, tradeoffs and constraints, Portfolio PMO tools, and much more. Get up-to-date information on the latest best practices that add value at every level of an organization Gain insight from more than 50 project managers at world-class organizations including Airbus, Heineken, RTA, IBM, Hewlett-Packard, Sony, Cisco, Nokia, and more Delve deeper into implementation guidance for Agile, Scrum, and Six Sigma Explore more efficient methodologies, training, measurement, and metrics that boost organization-wide performance Adopt new approaches to culture and behavioral excellence, including conflict resolution, situational leadership, proactive management, staffing, and more Ideal for both college and corporate training, this book is accompanied by an Instructor's Manual and PowerPoint lecture slides that bring project management concepts right into the classroom. As the field continues to grow and evolve, it becomes increasingly important to stay current with new and established practices; this book

provides comprehensive guidance on every aspect of project management, with invaluable real-world insight from leaders in the field.

Managing Stakeholder Expectations for Project Success - Ori Schibi 2013-10-13

Managing Stakeholder Expectations for Project Success provides a practical approach to managing those things that matter most for project success—stakeholder expectations, communication, risk, change, and quality—so that scope, schedule, and cost end up on target and the project’s intended benefits for the organization are realized. This unique desk reference shows how to utilize the best practices, concepts, and methodologies found in PMI’s PMBOK® Guide, along with a few concepts from APMG’s PRINCE2, and leverage them in the context of organizational challenges and project realities. It features new methods for successful project management that focus on understanding and managing stakeholders’ needs and expectations, communication, time management, and organizational politics and culture. The book’s content and design also make it a valuable resource for PMP® certification. J. Ross Publishing offers an add-on at a nominal cost — Downloadable, customizable tools, presentations and templates ready for immediate implementation.

Business Driven PMO Setup - Mark Price Perry 2009-05-15

Featuring contributions from more than 20 distinguished executives and subject matter experts, this unique reference challenges various traditional approaches and strategies for the PMO and explains how to set up a business-driven PMO using an extensively proven roadmap adaptable to any type or size organization.

Large-Scale Scrum - Craig Larman 2016-09-23

In Large-Scale Scrum, Craig Larman and Bas Vodde offer the most direct, concise, actionable guide to reaping the full benefits of agile in distributed, global enterprises. Larman and Vodde have distilled their immense experience helping geographically distributed development organizations move to agile. Going beyond their previous books, they offer today's fastest, most focused guidance: "brass tacks" advice and field-proven best practices for achieving value fast, and achieving even more value as you move

forward. Targeted to enterprise project participants and stakeholders, Large-Scale Scrum offers straight-to-the-point insights for scaling Scrum across the entire project lifecycle, from sprint planning to retrospective. Larman and Vodde help you: Implement proven Scrum frameworks for large-scale developments Scale requirements, planning, and product management Scale design and architecture Effectively manage defects and interruptions Integrate Scrum into multisite and offshore projects Choose the right adoption strategies and organizational designs This will be the go-to resource for enterprise stakeholders at all levels: everyone who wants to maximize the value of Scrum in large, complex projects.

Construction Extension to the PMBOK® Guide - Project Management Institute 2016-09-01

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) provides generalized project management guidance applicable to most projects most of the time. In order to apply this generalized guidance to construction projects, the Project Management Institute has developed the Construction Extension to the PMBOK® Guide. This Construction Extension provides construction-specific guidance for the project management practitioner for each of the PMBOK® Guide Knowledge Areas, as well as guidance in these additional areas not found in the PMBOK® Guide: •All project resources, rather than just human resources •Project health, safety, security, and environmental management •Project financial management, in addition to cost •Management of claims in construction This edition of the Construction Extension also follows a new structure, discussing the principles in each of the Knowledge Areas rather than discussing the individual processes. This approach broadens the applicability of the Construction Extension by increasing the focus on the “what” and “why” of construction project management. This Construction Extension also includes discussion of emerging trends and developments in the construction industry that affect the application of project management to construction projects. The DNA of Strategy Execution - Jack Duggal 2018-03-27 THE DNA OF STRATEGY EXECUTION “In a

world where there are more questions than answers every leader will need to learn to dance to a different beat. In this insightful book, Jack Duggal has cracked the DNA of Strategy Execution. Ignore these insights at your own peril.” — Dr. Tony O’Driscoll Global Head, DukeCE Labs, Duke Corporate Education Fuqua School of Business, Duke University

THE DNA OF MANAGEMENT AND STRATEGY EXECUTION IN AN INCREASINGLY TURBULENT WORLD Just as DNA contains the genetic instructions used in the development and functioning of all living organisms, what if we could decode the elements of management and strategy execution? This insightful book offers new perspectives on age-old management challenges and illuminates better ways to organize and manage in an increasingly DANCE-world (Dynamic. Ambiguous. Non-Linear. Complex. Emergent). It puts the management DNA under the microscope, and shows how to develop, build and transform organizational project management and PMO capabilities essential for effective strategy execution. It provides a framework to measure what matters with a step-by-step approach to define and measure success and business value. The DNA of Strategy Execution: Next Generation Project Management and PMO provides innovative insights for organizational project management and PMO. Based on application and learnings from many organizations around the world, this book reveals a playbook for strategy execution that will help you: Decode the core elements of management and strategy execution DNA Design and build next-generation Project/Program Management and PMO platform essential for effective strategy execution Prepare your organization to effectively lead and implement agile transformation and organizational change Improve organizational project management (OPM) and PMO maturity Improve overall organizational effectiveness and innovation capabilities Whether you are a part of a startup, or an established incumbent organization, the impact of digitization and disruption requires a rethink and reset of how we organize and manage. This book presents a playbook for effective strategy execution with next-generation Project, Program and PMO capabilities.

The Future of Project Management - Project Management Institute 1999

Annotation In addition, The Future of Project Management examines the challenges facing the longevity of project management as a profession. This is a book for anyone interested in project management--along with business leaders and others who enjoy exploring the future, understanding its implications, and learning to deal with change.

Leading Successful PMOs - Peter Taylor
2016-04-22

Many organizations profit hugely by utilizing a Project Management Office (PMO); it means they achieve benefits from standardizing and following project management policies, processes, and methods. However, building an effective PMO is a complex process; it requires clear vision and strong leadership so that, over time, it will become the source for guidance, documentation, and metrics related to the practices involved in managing and implementing projects. *Leading Successful PMOs* will guide all project based organizations, and project managers who contribute to and benefit from a PMO, towards maximizing their project success. In it, Peter Taylor outlines the basics of setting up a PMO and clearly explains how to ensure it will do exactly what you need it to do - the right things, in the right way, in the right order, with the right team.

From PMO to VMO - Sanjiv Augustine
2021-09-07

When so many enterprises have the strategic goal of maximizing product value to customers, changing their project management office (PMO) into a value management office (VMO) will help them do it. Because of the widespread adoption of agile methods in organizations, there is a rapidly growing shift from a focus on projects to one on products. This shift brings dramatic changes in how organizations manage and deliver not only IT services but their entire product and service value streams. Whatever methodology is being implemented, success at all levels is inextricably linked back to a clear understanding of customer value and customer-driven outcomes across teams. This book shows program and project managers how to maximize their professional relevancy in this new world. They must shift from being program managers

to value managers, maximizing value through the entire organization. This book defines the role and skills of the value manager, using case studies and step-by-step guidance to help

readers visualize and implement a new path where middle management and the value management office are valued leaders in the age of business agility.