

Project Portfolio Management Metrics That Workmetrics

Continuous improvements in project portfolio management have allowed for optimized strategic planning and business process improvement. This not only leads to more streamlined processes, methods, and technologies, but it increases the overall productivity of companies. Project Portfolio Management Strategies for Effective Organizational Operations is a key resource on the latest advances and research regarding strategic initiatives for portfolio and program management. Highlighting multidisciplinary studies on value creation, portfolio governance and communication, and integrated circular models, this publication is an ideal reference source for professionals, researchers, business managers, consultants, and university students in economics, management, and engineering.

Project Program and Portfolio Management (P3M) represents project management taken to the enterprise level. It is increasingly being recognised as critical to the success of projects in large organizations, such as governments and multinational corporations. Conversely, it is also being recognised that failure to implement it in an organization will often result in a string of poor performing and failed projects. While P3M should therefore be considered critical for large

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organisations, it can also play a significant part in improving the success and financial payback of projects in any size of business. Whether you will be commissioning, running, involved in the delivery of, or are just interested in the possibilities that program and portfolio management can bring, Project Program and Portfolio Management in easy steps will give you a good understanding of the subject. The few books that have been published on the subject to date tend to be technical manuals or theoretical text books, rather than hands-on guides. So, if you need to get up to speed on the subject quickly, this book is for you. It will show you how to implement program and/or portfolio management in easy steps and how to get the greatest benefit from using one or both in your organisation.

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Note from the author

In case you were wondering why there isn't a comma after 'Project' in the title of the book, it's because the book doesn't cover project management, it

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covers project program management and portfolio management, which are developments from and extensions to project management. A project program refers to a series of projects that are related, and together will achieve a major change in a business. A portfolio refers to the total set of all the projects and programs being carried out in a business at any given time. Although I have included a chapter on project management, it is not intended to be a complete coverage of the subject. It is only included to establish a baseline from which to compare and contrast program management and portfolio management. For a complete coverage of project management, I would recommend *Effective Project Management in easy steps* (or *Agile Project Management in easy steps*, if you are working in an agile project environment).

Recognizing the importance of selecting and pursuing programs, projects, and operational work that add sustainable business value that benefits end users, the Project Management Institute (PMI®) issued its first Standard on Portfolio Management in 2006. In 2014, it launched the Portfolio Management Professional (PfMP®) credential—which several of the experts who contributed to this book earned—to recognize the advanced expertise required of practitioners in the field. Presenting information that is current with *The Standard for Portfolio Management, Third Edition (2013)*; *Portfolio Management: A Strategic Approach*

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supplies in-depth treatment of the five domains and identifies best practices to ensure the organization has a balanced portfolio management that is critical to success. Following PMI's standard, the book is organized according to its five domains: strategic alignment, governance, portfolio performance management, portfolio risk management, and portfolio communications management. Each chapter presents the insight of different thought leaders in academia and business. Contributors from around the world, including the Americas, Europe, the Middle East, Africa, and Australia, supply a global perspective as to why portfolio management is essential for all types of organizations. They provide guidelines, examples, and models to consider, along with discussion and analysis of relevant literature in the field. Most chapters reference PMI standards, complement their concepts, and expand on the concepts and issues that the standards mention in passing or not at all. Overall, this is a must-have resource for anyone pursuing the PfMP® credential from PMI. For executives and practitioners in the field, it provides the concepts you will need to address the ever-changing complexities that impact your work. This book is also suitable as a textbook for universities offering courses on portfolio management.

'This book distills the learning from practical experience and academic research...and represents a significant contribution to the challenges we face in

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transforming government and public services in an environment of ever-tighter finances' ” John Suffolk, UK Government Chief Information Officer Major public sector IT-enabled business change programmes are designed to realize benefits in terms of more efficient services, services tailored to the need of citizens, and improved outcomes, but in practice such benefits often fail to materialize or we are unable to demonstrate their delivery - Transforming Government and Public Services provides proven tools, techniques and processes to reverse this trend. Stephen Jenner explores a number of key themes that are fundamental to an approach to project portfolio management built on value. He explains how to: develop a business case to achieve a desired intent rather than justify a particular solution; create project documentation that is both technically rigorous and gives users a clear understanding of where you are going; treat projects as investments rather than costs; include stage gates with teeth that are closely linked to real performance; plan for success rather than holding people to account for failure; use a single version of the truth principle so there are no arguments about different data. In a complex, confusing and often highly politicized environment, Stephen Jenner's Transforming Government and Public Services provides a clear, definitive and highly applied guide for all involved in selecting the right projects and doing them right so that they achieve the intended

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investment objectives.

This handbook developed by the Project Management Institutes Program Management Office Specific Interest Group (PMOSIG) provides practical guidance to the project Management and PMO community on a variety of topics in the areas of: PMO Strategic and Tactical Management, PMO Governance, PMO Services, PMO Set-up and Execution, and PMO Performance and Maturity. It features insightful contributions from more than 20 subject matter experts, successful practitioners, distinguished authors and thought leaders with a variety of backgrounds and experiences from around the World. The authors include best practices and case studies for successfully aligning PMOs to business objectives, and delivering benefits/ROI, as well as numerous proven tools, templates, policies, procedures, standards, methodologies and processes for successfully developing, and managing PMOs and for expanding their scope of services.

Lead change through strategic alignment of project and process performance
Practical and filled with expert advice, Strategic Project Portfolio Management: Enabling a Productive Organization presents a clear framework for your organization to complete impactful strategic projects. Providing executive-level guidance to build a powerful and efficient process from initial adoption to portfolio

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alignment, this essential resource contains case studies from small to global multinational organizations, arming you with the insights to ensure your strategic projects are given the resources they need to deliver business impact. This important guide Shows executives how to align their projects and processes with their business strategy for compelling competitive advantage Provides cases from best in class organizations, showing how they were able to achieve results by using processes outlined in the book Reveals how technology is the key to developing new collaborative platforms and innovative work management environments that have not been possible until now Defines a framework for assessing project portfolio management competence within your organization and driving momentum for compelling improvements Explores how to go beyond project portfolio management to a holistic work management system Strategic Project Portfolio Management: Enabling a Productive Organization offers the practical recommendations, guidance, and real world insights you need to immediately begin driving better project management strategy.

In all enterprises around the world, the issues, opportunities and challenges of aligning IT more closely with the organization and effectively governing an organizations IT investments, resources, major initiatives and superior uninterrupted service is becoming a major concern of the Board and executive

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management. An integrated and comprehensive approach to the alignment, planning, execution and governance of IT and its resources has become critical to more effectively align, integrate, invest, measure, deploy, service and sustain the strategic and tactical direction and value proposition of IT in support of organizations. Much has been written and documented about the individual components of IT Governance such as strategic planning, demand management, program and project management, IT service management, strategic sourcing and outsourcing, performance management, metrics, compliance and others. Much less has been written about a comprehensive and integrated approach. This unique guide and professional reference presents a structured framework for practitioners and students of project, program, and portfolio management to enhance their strategic and analytic capabilities in the evolving discipline of project portfolio management (PPM). It provides a practical, step-by-step approach to building competencies in categorizing, evaluating, optimizing, prioritizing, and managing an IT, pharmaceutical, biotech or other complex R&D-oriented portfolio of investments.

Advanced Project Portfolio Management and the PMO Multiplying ROI at Warp SpeedJ. Ross Publishing

Assisting organizations in improving their project management processes, the Project

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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 This updated and completely revised edition of a bestseller extends the concepts and considerations of modern project management into the realm of project management oversight, control, and support. Illustrating the implications of project management in today's organizations, The Complete Project Management Office Handbook, Third Edition explains how to use the project management office (PMO) as a business integrator to influence project outcomes in a manner that serves both project and business management interests. Helping you determine if a PMO is right for your organization, this edition presents a five-stage PMO competency continuum to help you understand how to develop PMOs at different competency levels and associated functionalities. It also identifies five progressive PMO development levels to help you identify which level is best for your organization. Updates to this edition include: A refinement of the 20 PMO functions that guide PMO setup and operations A new section that provides an effective evaluation of PMO maturity indicators based on the prescribed 20 PMO functions presented in the handbook A new section on Establishing a Project Management Office that details a comprehensive process for determining the needs, purpose, and functionality for a new PMO Best practices that have cross-industry value and applicability The book includes checklists, detailed process steps, and descriptive guidance for developing PMO functional capability. The up-to-date PMO model defined will not only help you better understand business practices in project management, but will also help you to adapt and integrate those practices into the project management environment in your organization. For

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anyone associated with start-up and smaller PMOs, the book explains what can be done to create less rigorous PMO functional capabilities. It also includes helpful insights for those who need to specify and demonstrate "quick-wins" and early PMO-based accomplishments in their organization.

Due to the growing importance of IT-based innovations, contemporary firms face an excessive number of proposals for IT projects. As typically only a fraction of these projects can be implemented with the given capacity, IT project portfolio management as a relatively new discipline has received growing attention in research and practice in recent years. Thorsten Frey demonstrates how companies are struggling to find the right balance between local autonomy and central overview about all projects in the organization. In this context, impacts of different contextual factors on the design of governance arrangements for IT project portfolio management are demonstrated. Moreover, consequences of the use of different organizational designs are analyzed. The author presents insights from a qualitative empirical study as well as a simulative approach.

Success in program management requires discipline, complete plans, well-run meetings, accurate record keeping, and adherence to global best practices. Implementing Program Management: Templates and Forms Aligned with the Standard for Program Management, Third Edition (2013) and Other Best Practices provides the templates and guidelines for the plan

"We have implemented the methodology presented in this book, and it's been very helpful to me. The book presents numerous PPM tools for project selection, project ranking, data visualization, etc., and has case study exercises that are highly practical and helpful in

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illustrating how the methodology and tools presented in the book can be used. It is a valuable tool for implementing portfolio management in any company in any industry!” —Bea Swanepoel, Portfolio Manager, Anglo American plc Organizational Project Portfolio Management: A Practitioner’s Guide offers a generic, practical methodology and tool kit to design, build, and manage a balanced portfolio at any level of the enterprise. These techniques can be used irrespective of business industry, where the portfolio management group is located within the organizational hierarchy, or the type of projects contained. Nominated for the PMI® 2014 David I. Cleland Project Management Literature Award

Over five editions, Gower Handbook of Project Management has become the definitive desk reference for project management practitioners. The Handbook gives an introduction to, and overview of, the essential knowledge required for managing projects. The selected team of contributors includes many of the most experienced and highly regarded international writers and practitioners. The Fifth Edition has been substantially restructured. All but two of the authors are new, reflecting the fast changing and emerging perspectives on projects and their management. The discrete nature of each chapter makes this Handbook a wonderful source of advice and background theory that is easy to consult. Gower Handbook of Project Management is an encyclopaedia for the discipline and profession of project management; a bible for project clients, contractors and students.

Program management is a rapidly emerging offshoot of project management. So much so that AT&T, IBM, and other organizations, both large and small in all sectors, have initiated a push to certify program managers. And, although universities offer courses in program management, there are few books available to guide program managers through this

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Does your organization want to achieve success in prioritizing projects systematically, deliberately, and logically? Project Portfolio Management Tools and Techniques is written to demonstrate how to elevate your organization's project management thinking to the level beyond managing individual projects in a standalone fashion. This book is for those executives and other project professional who strive to have a formalized system of authorizing the right projects and abandoning the wrong projects, who desire to spend resources in the most efficient manner, and who want to have an actionable strategic plan for improving organizational project management sophistication. Project Portfolio Management Tools and Techniques deals with the full spectrum of project portfolio management (PPM) functions, from selecting projects through formalized portfolio management processes to facilitating the successful execution of projects through creating a formalized, project-friendly environment. This book will aid you in the implement of a PPM system, assist in gaining the necessary commitment from executive management, and provide guidelines for the modification of operational practices. Get ahead of the game by seeing a comprehensive project portfolio model that can help you establish yours successfully

Spillover of Adsorbed Species: International Symposium Proceedings

Advanced Project Portfolio Management is a comprehensive book which presents a roadmap for the achievement of high value enterprise strategies and superior project management results. It provides methods for best project selection, faster completion,

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optimal project portfolio management, and how to explicitly measure the PMO for rapidly increasing project ROI.

Agile development processes foster better collaboration, innovation, and results. So why limit their use to software projects—when you can transform your entire business? Written by agile-mentoring expert Jochen Krebs, this book illuminates the opportunities—and rewards—of applying agile processes to your overall IT portfolio. Whether project manager, business analyst, or executive—you'll understand the business drivers behind agile portfolio management. And learn best practices for optimizing results. Use agile processes to align IT and business strategy Adapt and extend core agile processes Orchestrate the collaboration between IT and business vision Eliminate wish-list driven requirements, and manage expectations instead Optimize the balance of projects, resources, and assets in your portfolio Use metrics to communicate project status, quality, even team morale Create a portfolio strategy consistent with the goals of the organization Achieve organizational and process transparency Manage your business with agility—and help maximize the returns! Project Portfolio Management (PPM) goes beyond the typical project management approach to offer a set of proven business practices that can help executives, program managers, and project managers bring projects into alignment with the strategies, resources, and executive oversight of the overall enterprise. Step by step, this book shows how to take a project from the inception of a vision to the realization of benefits

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to the organization. Project Portfolio Management draws on project management expert Harvey A. Levine's years of research and distills the knowledge and best practices from dozens of leaders in the field to show how to select and implement the projects that will garner the best results. Throughout this important resource, Levine tackles the many challenges associated with PPM, including Ranking value and benefits Determining the size of the portfolio pipeline Assessing the impact of uncertainty on projects and portfolios Understanding the benefit and risk relationship Establishing a portfolio governance capability Managing the portfolio to maximize benefits Implementing PPM

Your Complete Guide to Project Management Metrics is Here! Metrics for Project Management: A Formalized Approach describes a comprehensive set of project management metrics in an easy-to-read format. Through a unique presentation of metrics through the categories of "things," "people," and "enterprise," you'll learn how metrics can:

- Guide you toward informed decisions
- Help the enterprise recognize the sum of its collective capabilities
- Ensure that plans for producing and delivering products and services are consistently realistic, achievable, and attainable
- Link the efforts of individual team members with the overall success of the project
- Indirectly promote teamwork and improve team morale

Information technology supports efficient operations, enterprise integration, and seamless value delivery, yet itself is too often inefficient, un-integrated, and of unclear

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value. This completely rewritten version of the bestselling Architecture and Patterns for IT Service Management, Resource Planning and Governance retains the original (and still unique) approach: apply the discipline of enterprise architecture to the business of large scale IT management itself. Author Charles Betz applies his deep practitioner experience to a critical reading of ITIL 2011, COBIT version 4, the CMMI suite, the IT portfolio management literature, and the Agile/Lean IT convergence, and derives a value stream analysis, IT semantic model, and enabling systems architecture (covering current topics such as CMDB/CMS, Service Catalog, and IT Portfolio Management). Using the concept of design patterns, the book then presents dozens of visual models documenting challenging problems in integrating IT management, showing how process, data, and IT management systems must work together to enable IT and its business partners. The edition retains the fundamental discipline of traceable process, data, and system analysis that has made the first edition a favored desk reference for IT process analysts around the world. This best seller is a must read for anyone charged with enterprise architecture, IT planning, or IT governance and management. Lean-oriented process analysis of IT management, carefully distinguished from an IT functional model Field-tested conceptual information model with definitions and usage scenarios, mapped to both the process and system architectures Integrated architecture for IT management systems Synthesizes Enterprise Architecture, IT Service Management, and IT Portfolio Management in a practical way

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This unique text provides a holistic systems approach to project portfolio management which includes people, processes, tools, and techniques that work synergistically to produce portfolio decisions with the best chance of success. Accompanied by decision support software and advanced decision making techniques, it guides readers step-by-step through the entire project portfolio management process. This professional guide is also ideal for executive continuing education programs, and as a primary text for graduate level academic courses.

Strategic management of an organization's activities can be quite complex. Combine this with the overwhelming speed in which global markets are changing and sustainable competitive advantage can seem insurmountable. This unique resource presents a new look at how the puzzle pieces of corporate dynamics management can fit together to ensure strategic designs are actionable.

With the widespread growth of agile project management and agile development methods, we face challenges when these projects don't (or can't) provide us with our standard performance metrics for project health assessment and project portfolio management. Join Kevin Aguanno, a well-known expert on the agile methodologies, as he explains how project managers can adapt existing control systems (and incorporate the metrics provided by the agile methods themselves) to better track and control projects using these methods.

This title suggests proactive processes for ensuring proper financial reporting of project investments in compliance with the new Sarbanes-Oxley Federal Law and techniques for preventing, detecting, and managing the risks of fraud.

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Recognizing the importance of portfolio management, the Project Management Institute (PMI®) has launched a new certification entitled the Portfolio Management Professional (PfMP®). PfMP® Exam Practice Tests and Study Guide is the most comprehensive resource available to help you prepare for and pass the PfMP® certification exam. It provides coverage that is current with The Standard for Portfolio Management, Third Edition and the PfMP® Examination Content Outline (ECO), 2013. The book consists of five sections, each of which corresponds to one of the five domains described in the ECO. Each section includes study hints, a list of major topics that may be encountered on the exam, and 20 multiple-choice practice questions that illustrate the applicable task from the ECO. Each section also includes an answer sheet and answer key with the rationale for each correct answer and references to the Standard. Supporting references are also listed at the end of the book for each of the domains covered on the exam. Written by Dr. Ginger Levin, co-author of best-selling PMP® and PgMP® study guides, the book includes two complete practice tests, each consisting of 170 questions that follow the blueprint of the actual PfMP® exam as described in the ECO. For example— 25 percent of the questions relate to Strategic Alignment 20 percent relate to Governance 25 percent relate to Portfolio Performance 15 percent relate to Portfolio Risk Management 15 percent relate to Communications Management The two accompanying online tests feature a proprietary scoring algorithm to help you determine if you are Proficient, Moderately Proficient, or Below Proficient in each domain. Earning the PfMP® certification is a prestigious accomplishment. By studying this book and using the practice exams provided, you will significantly improve your chances of passing the exam, the first time around. Praise for IT Portfolio Management Step-by-Step "Bryan Maizlish and Robert Handler bring

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their deep experience in IT 'value realization' to one of the most absent of all IT management practices--portfolio management. They capture the essence of universally proven investment practices and apply them to the most difficult of challenges--returning high strategic and dollar payoffs from an enterprise's IT department. The reader will find many new and rewarding insights to making their IT investments finally return market leading results." --John C. Reece, Chairman and CEO, John C. Reece & Associates, LLC Former deputy commissioner for modernization and CIO of the IRS "IT Portfolio Management describes in great detail the critical aspects, know-how, practical examples, key insights, and best practices to improve operational efficiency, corporate agility, and business competitiveness. It eloquently illustrates the methods of building and integrating a portfolio of IT investments to ensure the realization of maximum value and benefit, and to fully leverage the value of all IT assets. Whether you are getting started or building on your initial success in IT portfolio management, this book will provide you information on how to build and implement an effective IT portfolio management strategy." --David Mitchell, President and CEO, webMethods, Inc. "I found IT Portfolio Management very easy to read, and it highlights many of the seminal aspects and best practices from financial portfolio management. It is an important book for executive, business, and IT managers." --Michael J. Montgomery, President, Montgomery & Co. "IT Portfolio Management details a comprehensive framework and process showing how to align business and IT for superior value. Maizlish and Handler have the depth of experience, knowledge, and insight needed to tackle the challenges and opportunities companies face in optimizing their IT investment portfolios. This is an exceptionally important book for executive leadership and IT business managers, especially those wanting to build a process-managed enterprise." --Peter

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Fingar, Executive Partner Greystone Group, coauthor of *The Real-Time Enterprise and Business Process Management (BPM): The Third Wave* "A must-read for the non-IT manager who needs to understand the complexity and challenges of managing an IT portfolio. The portfolio management techniques, analysis tools, and planning can be applied to any project or function." --Richard "Max" Maksimoski, Senior Director R&D, The Scotts Company "This book provides an excellent framework and real-world based approach for implementing IT portfolio management. It is a must-read for every CIO staff considering how to strategically and operationally impact their company's bottom line." --Donavan R. Hardenbrook, New Product Development Professional, Intel Corporation

Improve Your Interpersonal Skills to Achieve Greater Management Success! Any formula for management success must include a high level of interpersonal skills. The growing complexity of organizational portfolios, programs, and projects, as well as the increasing number and geographic dispersion of stakeholders and employees, makes a manager's interpersonal skills critical. The frequency and variety of interpersonal interactions and the pressure to perform multiple leadership roles successfully while ensuring customer satisfaction have never been greater. *Interpersonal Skills for Portfolio, Program, and Project Managers* offers practical and proven tools and methods you can use to develop your interpersonal skills and meet the challenges of today's competitive professional environment. Develop the interpersonal skills you need to:

- Build effective, high-performing teams
- Work efficiently with virtual teams
- Develop approaches to build and maintain relationships with stakeholders at all levels
- Handle stress and deal with unexpected critical incidents
- Motivate your team

Whatever your level of experience, you will find these practical and proven methods to be the best formula for

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improving your interpersonal skills-and enhancing your management success. The chapters include discussion questions, making this a perfect text for use in academic or workshop settings.

The Portable MBA in Project Management covers the most pressing topics in project management and features all the leading thinkers in the field. While most project management books address only the techniques for managing individual projects, The Portable MBA in Project Management widens the scope to include insights for managing project-based organizations. In doing so, this comprehensive volume will help managers combine the power of individual project successes to drive the organization to new levels of productivity and customer responsiveness. Eric Verzuh, best selling author of The Fast Forward MBA in Project Management, brings together the leading lights of project management in this volume, including Robert G. Cooper, Randall Englund, Jack Meredith and Neil Whitten. In addition to his role as editor, Verzuh draws on his own expertise to address how and why project management is a strategic strength, how to integrate project management into your enterprise, and several other topics for which he is well-known. Together they effectively address the full spectrum of the issues in project management today.

Business Driven Project Portfolio Management covers the top 10 risks that threaten project portfolio management success and offers practical alternatives to help ensure achievement of desired results. Written from a business perspective, it contains the executive insights, management strategy, tactics, processes and architecture needed for the successful implementation, ongoing management, and continual improvement of project portfolio management (PPM) in any organization. Key Features: --Presents actionable tools, techniques

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and solutions to the top 10 PPM risks and execution difficulties that most organizations and program management offices (PMOs) face --Includes real case examples that organizations and PMOs of all shapes and sizes seeking to effectively management project portfolios will find beneficial --Shares insightful and practical advice from executives of leading PPM providers, coupled with the wisdom of highly experienced operational executives who manage PMOs, use PPM applications, and are responsible for PPM success --WAV offers downloadable PPM-related episodes of The PMO Podcast™, an executive overview presentation of the book's content, solutions to end-of-chapter questions for professors, and 100 practical tips for implementing PPM within your organization — available from the Web Added Value™ Download Resource Center at www.jrosspub.com

Although project portfolio management (PPM) has been around for many years, the benefits of it are finally starting to show. This paper reviews how one healthcare organization implemented a PPM solution with a solid governance process to collect data and create valuable financial information for management decision making. The areas of focus will include, but are not limited to the following topics: overcoming history and moving forward through a culture change; government process implementation and adherence; effective reporting and communication through PPM metrics; and pragmatic lessons learned. The paper concludes with a few general rules that may lead to successful results.

Written by ten successful project portfolio managers from companies including AAA, Boeing, Franklin Templeton, Johnson & Johnson, Safeway, and the UK Government,

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this easy-to-follow guide takes you through the project portfolio management process. It's based on what actually works, giving you a clear road map and the tools needed to determine the optimal mix and sequencing of projects in order to meet your organization's goals. The book begins by explaining basic PPM principles and why PPM is more critical than ever for business success. This introduction is followed by a story, tracking the experiences of a manager new to PPM as he discovers the issues that all of us face in trying to get traction with our PPM initiatives. In answering the questions our story raises, the book then details each step of the PPM process, using cases and examples drawn from the authors' first hand experience to help you address such key questions as: Which projects should our organization invest in? How can we optimize our organization's capacity? How well are we executing the PPM process? Can our organization absorb all the changes that our PPM plan requires? Are we achieving all the expected benefits? The authors are all members of the Enterprise Portfolio Management Council, a group of senior portfolio management executives dedicated to helping organizations develop their own portfolio management capabilities. Now you can benefit from their collective wisdom and experience, and duplicate their successful results within your own organization.

Much of project management writing addresses only the basics of time, cost, and scope management (or people and organizational issues) and fails to address the day-to-day nuances that become so important in practice. The reality is that there is far more than

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this to managing projects successfully. The Wiley Guides to Project Management contain not only well-known and wisely used basic project management practices but also new, cutting-edge concepts in the broader theory and practice of managing projects. The series will consist of edited guides, each devoted to a sub-topic area under the umbrella of Project Management. The first four volumes will cover: Project, Program, and Portfolio Management; Project Control; Organization and Project Management Competencies; and Project Technology Management, Supply Chain, and Procurement. Other books will be added as needed. Each volume will be edited by Peter W.G. Morris, & Jeffrey K. Pinto and will contain 300 to 400 pages, with 12 to 15 contributions drawn from both academia and industry. The books will address critical, need-to-know information that will help professionals successfully manage projects in most businesses and help students learn the best practices of the industry. The first book in this series, Project, Program, and Portfolio Management is based on the "meta" level of management, understanding and exploiting strategic management of projects, portfolios, and program management, stakeholders, and PFI.

Recognized as One of the Best Business Books for 2014 by CIO Magazine Based on interviews with more than 150 CIOs, IT/business executives, and academic thought leaders, *The Strategic CIO: Changing the Dynamics of the Business Enterprise* provides insight, success stories, and a step-by-step methodology to transform your IT organization into a strategic asset that drives customer value, increases revenues, and

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enhances shareholder wealth. The book details how strategic CIOs from FedEx, Procter & Gamble, McKesson, and other leading companies transformed their organizations. It illustrates the methods these CIOs used to become strategic partners that collaborate effectively within their organizations to leverage information and technology for a competitive advantage. The text will help you assess the key competencies and skills required by IT personnel to partner with your business teams to create new and enhanced products and services that create customer value, increase margin, and enhance shareholder wealth. The book includes powerful methodologies, time-saving templates, proven best practices, and helpful assessments. It also details a four-phase methodology, along with the associated activities and tools, to help your IT organization successfully transform into a strategic IT organization. Gain insight into the four domain competencies and twelve associated skills required to build effective strategic IT organizations. Build your roadmap to success using the transformation methodology described in the text and you will be on your way to making your organization a strategic IT organization. Read Philip Weinzimer's recent article that appeared on CIO.com.

Actionable tools, processes and metrics for successfully managing innovation projects
Conventional project management methods are oftentimes insufficient for managing innovation projects. Innovation is lost under the pre-determined scope and forecasted environments of traditional project management. There is tremendous pressure on

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organizations to innovate, and the project managers responsible for managing these innovation projects do not have the training or tools to do their jobs effectively. Innovation Project Management provides the tools, insights, and metrics needed to successfully manage innovation projects—helping readers identify problems in their organization, conceive elegant solutions, and, when necessary, promote changes to their organizational culture. There are several kinds of innovation—ranging from incremental changes to existing products to wholly original processes that emerge from market-disrupting new technology—that possess different characteristics and often require different tools. Best-selling author and project management expert Harold Kerzner integrates innovation, project management, and strategic planning to offer students and practicing professionals the essential tools and processes to analyze innovation from all sides. Innovation Project Management deconstructs traditional project management methods and explains why and how innovation projects should be managed differently. This invaluable resource: Provides practical advice and actionable tools for effectively managing innovation projects Offers value-based project management metrics and guidance on how to establish a metrics management program Shares exclusive insights from project managers at world-class organizations such as Airbus, Boeing, Hitachi, IBM, and Siemens on how they manage innovation projects Explores a variety of types of innovation including co-creation, value-driven, agile, open versus closed, and more Instructors have access to PowerPoint lecture

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slides by chapter through the book's companion website Innovation Project Management: Methods, Case Studies, and Tools for Managing Innovation Projects is an essential text for professional project managers, corporate managers, innovation team members, as well as students in project management, innovation and entrepreneurship programs.

Although construction is one of the largest industries in the United States, it lags behind other industries in its implementation of modern management techniques such as those contained in the Standard for Program Management (the Standard) by the Project Management Institute (PMI®). Construction Program Management details the successful use of the PMI® approach for the construction of capital programs. It demonstrates, through case studies, how implementation of PMI's set of tools and techniques can improve the chances of program success. Exploring tactical and strategic management methods, the book outlines a structured, process-based approach to construction program management that leverages structure to bring order to what can otherwise feel like an overwhelming challenge. The opening chapter focuses on basic definitions of project management and program management—highlighting their similarities and differences. A summary review of the Standard describes how these management concepts can be applied to capital construction programs. Explains how to apply the principles of PMI®'s Standard for Program Management to construction programs Describes the difference between

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leadership (strategic) and management (tactical) skills Compares and contrasts the program management principles included in the PMI® Body of Knowledge with those of the Construction Management Association of America (CMAA®) Through the use of case studies this book provides students, practitioners, and stakeholders with a guided tour through each phase of the program management life cycle. Using language that is easy to understand, the book shows that with the right team, the right leader, and the proper implementation of the steps outlined, all programs can obtain true success. 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

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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.

Featuring a road map that can be applied in almost any organization, this book presents a unique value based methodology for developing and using metrics as a management tool to baseline, monitor, manage, and reward performance of business functions at all levels.

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