

**Project Management
and Leadership
Challenges, Volume I**

Project Management and Leadership Challenges, Volume I

*Applying Project Management
Principles for Organizational
Transformation*

M. Aslam Mirza



BUSINESS EXPERT PRESS

Project Management and Leadership Challenges, Volume I: Applying Project Management Principles for Organizational Transformation

Copyright © Business Expert Press, LLC, 2018.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means—electronic, mechanical, photocopy, recording, or any other except for brief quotations, not to exceed 250 words, without the prior permission of the publisher.

First published in 2018 by
Business Expert Press, LLC
222 East 46th Street, New York, NY 10017
www.busessexpertpress.com

ISBN-13: 978-1-94744-172-9 (paperback)

ISBN-13: 978-1-94744-173-6 (e-book)

Business Expert Press Portfolio and Project Management Collection

Collection ISSN: 2156-8189 (print)

Collection ISSN: 2156-8200 (electronic)

Cover and interior design by S4Carlisle Publishing Services Private Ltd.,
Chennai, India

First edition: 2018

10 9 8 7 6 5 4 3 2 1

Printed in the United States of America

Abstract

Project management has evolved into a forceful management approach that helps advancement to progress in strategic directions. The systems help business and industries in their struggle to keep the purpose of their existence relevant amid changing customer needs and expectations.

An understanding of the value proposition of project management and systems is provided that helps organizations withstand the pressures acting on them and progress in a changing business environment.

The strengths of the project management approach are captured with a paradigm shift in the structure of an organization to help management of two approaches, operation and strategic implementation, independently and effectively. The ongoing operations of businesses to continue with age-old, established processes and the advancement in strategic direction an endeavor in unknown need a forceful approach that must run with project management systems to satisfy the challenges of strategic implementation.

The advancements of business are influenced by the organizational culture, where the project management approach emanates knowledge-based cultures and contributes the following;

- A) Project management best practices culture
- B) Leadership culture
- C) Change management culture
- D) Organizational learning culture

The beauty of the knowledge-based culture is that it refines itself with advancements of knowledge and remains amendable with changing requirements on lessons learned for improvements.

A unique model is proposed to maximize the strengths of the culture that is carried out through a PM-AURA model, which helps in creating the required strengths of project management for organizations to progress in a strategic direction. The concept is borrowed from “Spiritualist Researchers—AURA—the distinctive atmosphere or quality that seems to surround and be generated by a person, thing, or place.”

The dimensions of the PM-AURA model are as follows:

A – Applying Project Management for Organizational Transformation
(Vol-I)

U – Understanding Human Factors and Workplace Environment
(Vol-II)

R – Respecting Diversity, Building Team, Meaningfulness and Growing
to Leadership (Vol-III)

A – Agile Project Management and Collaboration (Vol-IV)

It is necessary to assess the readiness- of an organization before going in for organizational transformation for high performance. A model for application of the project management approach and necessary training in the process are proposed for ready reference.

Bringing a change in an organization is always most challenging, and, therefore, research-based advancement is provided to implement and carry out change management effectively.

The challenges of project management in the 21st century are also discussed to promote awareness and preparation.

Keywords

enhancing competence, excellence in performance, high performance, organizational culture, paradigm shift, project management, strategic implementation, transformation

Contents

<i>Acknowledgments</i>	<i>ix</i>
Chapter 1 What is Project Management?	1
Chapter 2 Value Proposition of Project Management.....	15
Chapter 3 Advancement for Business—Strategic Implementation	47
Chapter 4 Paradigm Shift in Business Management.....	87
<i>Bibliography</i>	<i>143</i>
<i>Index</i>	<i>145</i>

Acknowledgments

No endeavor reaches the desired outcomes without support from family, dear ones/close ones, contacts, and particularly the almighty ALLAH for creating a favorable environment. My gratitude to all for the support and a helping hand in any possible way and manner. Thank You Indeed.

CHAPTER 1

What is Project Management?

Introduction

Project management has evolved into a profession, a methodology for achieving the desired end-result and advancing toward strategic implementation. More importantly, it is a mindset for doing business.

Any and every challenge can be met with the project management approach given clarity of objectives, and the desired outcomes are realizable akin to the dream of landing on the moon for the first time.

Works related to project management began back in the 1950s with the creation of tools for planning and scheduling of construction projects. In the construction and aerospace industries those enjoy the motherhood of project management. The old perception of project management as a planning tool largely hinders its acceptance by C-Suite managers as an effective management approach.

The value propositions help to understand the strengths and potential with the application of the approach to initiatives and endeavors.

Objectives

Project management has evolved into a management approach and a profession for implementing strategic advancement in business and industry. Its objectives are as follows:

Create acceptability among the corporate level top managers for the values it offers and for building professional competence.

Provide clarity as to how the project management approach fits well with the changing business requirements and trends.

Highlight how project management deals with the changing requirements of the customer and manages self-improvement?

How are changing requirements of the market captured in project management and addressed effectively?

Provide an understanding of project management that helps move in a strategic direction and sustain a competitive edge.

Provide an understanding of the project management approach that supports a knowledge-based economy and high-performing organizational culture and does away with the diseases of management satisfactorily.

Why is adopting project management approach critically important? See the following;

What is project management?

Project management history

Strategic Advancement

Project Management for Business Advancement

Stay away from Deadly Diseases of Management

Project management is a business management approach that has evolved into a profession, systems-based advancement, a structure for governance, and a methodology for holistic management to govern and control resources. It helps an organization to translate goals into reality, to conduct change management through implementing projects, to maintain strategic direction, and to reach desired outcomes successfully the first time and every time—reliably, predictably, and consistently.

Practitioners of project management have earned credibility and proven abilities to deliver value for sustainability of growth and capabilities such as the following:

- A) Organizational Competence and Dynamism for Change in Strategic Direction
- B) Mechanism for Self-Improvement
- C) Structure for Governance and Control
- D) Structure for Talent Management and Communication Channels

Organizational Competence

The framework, structure, systems, and practices of **project management** help build competence and dynamism for change. At

the core, the strength of project management is derived from the processes and activity of planning, organizing, motivating, and controlling resources, procedures, and protocols to achieve specific goals using a scientific approach. The management of projects stands in contrast to “business as usual” (i.e., operations), which are repetitive, permanent, or semipermanent functional activities to produce products or services.

In reality, operations management and project management systems are quite different, requiring the development of distinct technical skills and management strategies.

In practice, the management of project management systems is carried out often under the control of operations, and that creates problems and impacts negatively the efficiency in advancement of projects in the required time frame and budget needed for strategic advantage.

Project management systems and practices when applied within a framework and mind-set help develop a project management culture that captures real value for an organization—the independent management of two domains of management, the operation and the strategic implementation to help build a competitive edge and sustain growth on a stronger footing.

Mechanism for Self-Improvement

Structured results-based management helps in developing an organizational learning culture, reinforcing a sense of domain learning that leads to excellence in performance and building a competitive edge. Organizational project management helps build domain strengths, adding to competitive advantage. The Closing Processes Group, as described in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, sixth edition, captures lessons learned that lead to corrective actions and contribute to improvement when incorporated for future project advancements.

Governance and Control

The structure—at the project, program, and portfolio levels—of project management frameworks provides effective governance through defined chains of command, roles and responsibilities,

communication channels, and transparency of who does what and when it should be done to achieve the outcomes. Portfolio domain of projects provides a clear vision for management, resource application, planning and scheduling, and prioritizing in terms of strategic advancement. The corrective action may be taken proactively in changing circumstances when the need arises.

Talent Management and Communication Channels

Project management at the portfolio, program, and project levels for achieving business or organizational goals supports the development of a plan for talent needs. Translations of goals through required projects in the order of priority provide the focus for assessing the need for talent and include matching the right skills with the right job. They also help highlight the missing skills/competencies for identified training.

The defined management structure in a portfolio provides communication channels that help assess information flow to and from the stakeholders concerned.

1.1 Project Management History

Ever since the beginning of civilization, project management has been in practice in one form or other. Its recognition as a formalized body of knowledge was established in the 1950s, when organizations started to systematically apply project management tools and techniques to complex engineering projects. However, until 1900, it was applied in some form in civil engineering projects, which were generally managed by creative architects, engineers, and master builders themselves, such as Vitruvius (first century BC), Christopher Wren (1632 to 1723), Thomas Telford (1757 to 1834), and Isambard Kingdom Brunel (1806 to 1859).

Project management as a discipline was developed from several fields of application, including civil construction, engineering, and heavy defense activity.

The two forefathers of project management are Henry Gantt (1861 to 1919) and Henry Fayol (1841 to 1925). Gantt is the father of planning and control techniques, who is famous for his use of the Gantt chart as a project management tool, and Fayolis known for his creation of the five management functions that form the foundation of the body of knowledge for project and program management.

Both Gantt and Fayol were students of Frederick Winslow Taylor's theories of scientific management, which are the forerunner to modern project management tools, including work breakdown structure (WBS) and resource allocation.

The 1950s marked the beginning of the modern project management era, in which the core engineering fields came together as one. Project management was then recognized as a distinct discipline arising from the management discipline with engineering models.

In the United States, projects were managed on an ad hoc basis, with mostly Gantt charts in use, prior to the 1950s, along with informal techniques and tools. At that time, two models were developed, which were based on mathematical project scheduling: the critical path method (CPM), in a joint venture between the DuPont Corporation and the Remington Rand Corporation for managing plant maintenance projects, and the program evaluation and review technique (PERT), by Booz Allen Hamilton, as part of the United States Navy's (in conjunction with the Lockheed Corporation) Polaris missile submarine program.

Although similar in approach, PERT and CPM present certain differences: CPM is used for projects that assume deterministic activity times; the times at which each activity will be carried out are known, whereas PERT allows for stochastic activity times; the times at which each activity will be carried out are uncertain or varied. This core difference makes for the use of CPM and PERT in different contexts. Based on value addition, these mathematical techniques quickly gained acceptance in private enterprise.

Concurrently, while project-scheduling models were being developed, technology for project-cost estimation, cost management, and engineering economics was evolving, with pioneering work by Hans Lang and others.

In 1956, the American Association of Cost Engineers (now AACE-International—the Association for the Advancement of Cost Engineering) was formed. The practitioners of project management and the associated specialties of planning and scheduling, cost estimating, and cost/schedule control (i.e., project control) continued pioneering work, and in 2006, Project Management Institute (PMI), US, released the first integrated process for portfolio, program, and project management (a source for total cost management framework).

In 1964, the INTERNATIONAL NET Work (INTERNET) was founded, with participants from the Netherlands and Germany.

In 1996, the 13th World Congress was held in Paris. INTERNET got a namesake—a new international telecommunication system. The Executive Board (ExBo) renamed INTERNET the International Project Management Association, **IPMA** (the third and current name), but retained the logo.

IPMA maintains its federal structure today and now includes member associations on every continent except Antarctica. IPMA offers a four-level certification program based on the IPMA Competence Baseline (ICB). The ICB covers technical, contextual, and behavioral competencies.

In 1998, IPMA started certification of individuals, and the first version of ICB, v.1.0., was published.

In 2002, IPMA launched the IPMA International Project Excellence Award.

In 2012, IPMA offered organizational assessment and certification through IPMA Delta.

In 2015, IPMA brought out Strategy 2020.

In 1969, the PMI was formed in Philadelphia, Pennsylvania, USA.

Now PMI [www.pmi.org] extensively provides the following:

1. Foundational Standards in 11 major languages to assist global practitioners
2. Practice Standards and Framework
3. Practice Guides
4. PMI Lexicon of Project Management Terms

Project Management Professional Body in the United States

In 1969, the PMI was formed in the United States. PMI publishes standards, practice guides, and, primarily, A Guide to the Project Management Body of Knowledge (*PMBOK*[®] *Guide*), which describes project management practices that are common to “most projects, most of the time.” PMI also offers multiple certifications.

Project-based management is increasingly adapted to systematically deliver strategy and consistently, predictably, and reliably satisfies the increasing demands of stakeholders and improved performance to achieve the desired business results to sustain growth.

Project Management Institute

PMI is a global leader in project, program, and portfolio management standards, practices, and guidelines that enhance and improve organizations' performance, operational efficiencies, and strategic alignment. As a not-for-profit global thought leader and knowledge resource, PMI is an advocate for project management as a strategic competency that implements an organization's most important initiatives, delivering expected results, business value, and competitive advantage.

To perform best, organizations require an approach comprising project, program, and portfolio management, so as to:

1. Create efficiencies to drive organizational success
2. Focus on talent management and improve its role in project management
3. Employ project, program, and portfolio management practices strategically
4. Incorporate lessons learned for continuous improvement

Organizational competence is dependent on effective project management frameworks and maturity levels achieved with standardization of processes in place.

Research has revealed three standard project management factors as having a greater impact on project successes: standardized project management processes, standardized project management tools, and standardized skills for project leadership.

Project management is a leadership-intensive approach, where the role of leadership at every level is required to manage the right thing to happen at the right time in areas of assigned responsibility and align with strategic direction.

Varying levels of leadership for project management, program management, portfolio management, and the enterprise project management office (EPMO) create a combined impact in a coordinated manner for advancement in a defined strategic direction.

Project management is both an *art* and a *science*—an *art* because project management requires the skills, tact, and finesse to manage people, and a *science*

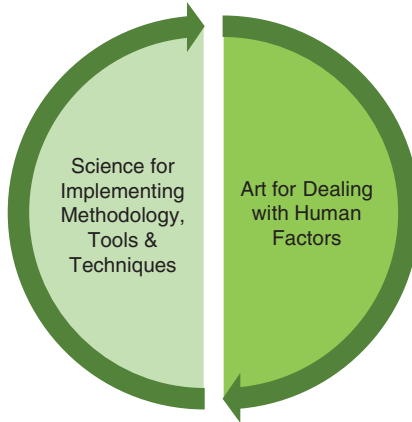


Figure 1.1 Project management knowledge base

because it demands an in-depth knowledge of an assortment of technical tools. It drives change to move in a strategic direction and demands leadership skills to manage the human factor most effectively, as illustrated in Figure 1.1.

Implementation of projects is essentially change management, which requires the application of an assortment of technical tools, and managerial competence, where managing human aspects in the process is made possible only with effective leadership skills. Essentially, it involves a fit between managerial and leadership skills to effectively manage the advancement.

1.2 Strategic Advancement

The project management approach facilitates advancement in a strategic direction by translating strategic goals into projects at the portfolio level. The study of market trends and exploration of customer needs and expectations are carried out, and the implementation is done through program/project management. The periodic evaluation of changing scenarios in the market and comparison with defined projects help stay in alignment with the strategic direction.

PMI's *Thought Leadership Series: Talent Management: Powering Strategic Initiatives in the PMO*, published in November 2014, revealed that 88 percent of executive leaders consider strategy implementation important, yet 61 percent also acknowledge that their organizations are struggling to bridge the gap between strategy formulation and its day-to-day implementation. **On top of that, only 17% see implementation efforts**

as strategic. This gap demonstrates a lack of understanding among executives that all strategic change happens through projects and programs.

Leaders define vision. A business turns vision into value. Project management drives the vision through projects that build the capabilities, transforming businesses.

Project management is essentially an effective enabler for turning vision into value.

To achieve this, businesses must build “value-driven organization” that is seasoned yet adaptive, structured yet agile, pragmatic yet innovative. **This is not a simple feat.**

Project management structure helps develop a “value-driven organization” through projects/programs/portfolios for attaining a desired goal with continuous improvement and building of domain expertise.

Further, the **value of project management is captured increasingly through the following measures:**

- Actively **engaged executive project sponsor**
- Aligning **projects to strategy**
- **Developing project management culture**
- Developing and maintaining **project management talent**
- **PMO (program management office) establishing an effective support center, well aligned with the business**
- **Using standardized project management practices throughout the organization**
- **Establishing transformational leadership**

1.3 Project Management for Business Advancement

The present knowledge economy needs more from organizations than grudging compliance with laid down standards and procedures. It is trust in the environment that gets the best from professionals’ engagement, rather than threatening them. Project management is a knowledge-based approach that builds the competence of an organization as well as teams of professionals.

Project management frameworks such as portfolios/programs/projects are not only heavily supported by the standards but also supplemented

with practice guides, full of knowledge for action. Further, a number of individual certifications help professionals to build competence and confidence for application of the systems.

Organizations are increasingly learning that business growth and sustainability are managed effectively by the rigorous application of the project management approach, which starts at the portfolio level with the translation of a desired goal into initiatives and then cascades through programs and projects. What organizations do is less important than how they do it that becomes a competitive advantage. The lingering effects of the global economic meltdown have reinforced the value of project management. Organizations that recognize the value of project management understand that the contributions of professional project managers increase project success rates, create efficiencies, improve alignment with organizational strategies, and maintain the continuum of improvement throughout the organization.

Strategic implementation is aided by project management approaches and systems developed that increase the speed of implementation while adding success to advancement in a strategic direction.

John Kotter, an acclaimed author and former Harvard Business School professor, wrote:

“Strategy should be viewed as a dynamic force that constantly seeks opportunities, identifies initiatives that will capitalize on them, and completes those initiatives swiftly and efficiently.”

He further recognizes the inextricable link between strategy and execution, which is where project, program, and portfolio management deliver unparalleled value to organizations.

The reality in the market place is that a wide gap in strategic planning and effective implementation remains a big challenge for advancement in a strategic direction. The application of project management frameworks and practices is no longer a choice; it is now mandatory for the structured implementation of strategy that creates business strength for an organization to flourish.

1.4 Stay Away from Deadly Diseases of Management

The project management approach helps build framework, systems, and results-driven management. The approach critically does away with the deadly diseases of management.

The renowned management guru, W. Edwards Deming, advocates conscientiously staying away from the deadly diseases of management: What are the signs of trouble? What are the symptoms of losing direction?

Based on Deming's ideas, "The Seven Deadly Diseases" are the things to look for—whether managing business or simply implementing projects.

1. Missing constancy of purpose:

- The purpose of business is to stay in the market, grow, create jobs, and create value
- Lack of clarity in strategic advancement and the discipline to make it happen

Projects are implemented for a defined purpose and deliverable in a highly disciplined manner, to create value, meet future requirements to grow, and manage talent to stay competitive.

2. Short-term approach:

- No efforts to increase the size of the cake. "Paper entrepreneurs" only take a bigger piece of the pie; they don't make the pie bigger.
- Focus on growth in terms of profits, sales, and revenues, not in building organizational competence, creating competitive advantage, and enhancement of customer relationships.

Project management for strategic implementation is a long-term approach to satisfy the future needs and expectations of the customer. It helps build the organization, enhancing competence and improving the stakeholder–customer relationship.

3. Emphasis on performance assessments or annual reviews:

- Ascribed to people in a group—differences that may be caused entirely by the group they work in, factors beyond their control
- Discourages teamwork—the greatest accomplishments by mankind were created without competition among team members
- Does the company hold onto talented people?

Project management is essentially result-driven management where team performance is evaluated after the desired outcomes of every process are achieved. Transparency in the system highlights the high performers and helps recognize them at relevant times. This helps hold onto talent.

4. Mobility of top management:

- It takes years to teach a company what it does
- People need time to learn to work together
- Does the company value “homegrown” talent?

Project management systems, portfolio/program/projects team members work together toward desired outcomes of a common goal. It enhances their engagement, and retaining the homegrown talent becomes the strategic need of an organization.

5. Running a company on visible figures alone (“counting the money”):

- It is impossible to measure the effect of a happy customer on sales
- It results in short-term, shortsighted vision
- Does the company have multiple ways to measure success?

Project management is result-driven management based on systems and teamwork. Where discipline and organizational building become imperative, therefore, health in figures alone becomes secondary. The focus on systems, discipline, team performance, and attainment of the desired end results automatically impacts positively on bottom-line figures.

6. Poor customer retention/high customer turnover:

- Customers have long-term memories (even when personnel changes)
- The cost of acquiring a new customer is four times that of keeping an old one
- Does the company dedicate itself to customer relations?

Project deliverable is driven by customers who remain the focus for meeting and exceeding the expectations. It helps in retaining customers and high turnover.

7. Excessive legal costs:

- For some companies, this is their single largest expenditure
- Excessive costs of warranty, fueled by lawyers that work on contingency fees

- The United States is the most litigious nation in the world
- Does the company strive to communicate proactively with employees and customers—to keep them aware of changes in policies or procedures (the “no surprises” rule)?

Project management is a customer-centered approach that helps in meeting and exceeding their need and expectation. Managing the team and customer proactively helps surprises to stay away. Further, managing the conflict at the cropping end does away with the litigation to set in.

Summary

Project management has evolved with the passage of time through experience-based learning that has now taken the shape of a management approach. The process of knowledge management is advanced by capturing the findings of research and best practices. There are a number of professional bodies engaged in research and knowledge management aimed at strengthening the project management profession, aligning it with market needs and expectations to help business and industry to move in their strategic direction, effectively and efficiently.

It is no longer merely a tool for planning and programming, as in the 1950s when the available knowledge was pulled together for the first time for practitioners.

Project management is a knowledge-based approach that satisfies the demands of a knowledge-based economy and increasingly helps sustain the competitive edge in the market. It also provides a system that works on many fronts with equal force and satisfies the changing needs and expectations of the customer at the relevant point in time.

The discussion in chapter one provides forceful reasons why the application of project management may bring high-performing cultural strengths to organizations, help achieve a competitive edge in business, and purposefully serve to control management diseases injurious to advancements for business.

References

PMI–Lexicon of Project Management Terms

PMI’s *Thought Leadership Series: Talent Management: Powering Strategic Initiatives in the PMO*, published in November 2014

PMI–Construction Extension to PMBOK-Guide

PMI–Government Extension to PMBOK-Guide

PMI–PMBOK, Guide 6th Ed.

PMI–Software Extension to PMBOK-Guide

W. Edward Deming, a management guru “The Deadly Diseases of Management”.

Index

- AACE-International, 5
- Accountability
 - structure for, 25
 - visibility/transparency for, 97
- The Age of Discontinuity: Guidelines to Our Changing Society* (Drucker), 117–118
- Aitken, Alicia, 129
- American Association of Cost Engineers, 5
- Analysis paralysis, 132
 - ways to overcome, 132–134
- Analytical talent, team strengthening with, 130–131
- Assertive communication, 40
- AURA. *See also* Project management-AURA model
 - defined, 103–104
 - of leadership, 105–106
 - model, 107–108
 - steps to create personal, 104–105

- Bersin, Josh, 69
- Brunel, Isambard Kingdom, 4
- Budgeted cost of work performed (BCWP), 39
- Budgets, monitoring of, 25–26
- Buisson, David, 22, 23
- Burrus, Daniel, 77, 80
- Business advancement
 - project management for, 9–10
 - transform for, 109–115
- Business management, benefits of shift in, 89. *See also* Paradigm shift
- Business model development and innovation (BMDI), 94
- Business transformation, 95
- Business value
 - general, 21–22
 - systems for
 - organizational systems, 17–18
 - project control system, 18–21
 - systems add business value, 18

- C-suite, 50
- Challenge, for creativity, 63
- Championship Communication Triad, 42
- “Championship” project team, 50
- Change, 136. *See also* Organizational change
 - definition of, 102
 - dynamism for, 45–46
 - enablers, 103
 - resistance to, 102–103
 - sustainable, 135
- Change management
 - culture, 56–57
 - organizational competence building, 25
- Charan, Ram, 69
- Chartered Institute of Personnel and Development, 71
- Closing Processes Group, 3
- Cocreation, 60
- Coherent management, 95
- Collaboration, 136
- Collective leadership, 56
- Common sense, 69
- Communication, 134–135
 - assertive, 40
 - channels, defined, 97
 - collaborative, 62
 - dialogue and, 61
 - generation gap, 44–45
 - for high performance organizations, 38–45
 - impacts, 41–42
 - internal, 36
 - issues in, 39–40
 - organizational competence building, 25
 - Situation, Background, Assessment, and Recommendation model for, 42–44
- Competence. *See* Organizational competence

- Complexity, 67–70
 - structural, ease of, 27–28
- Compliance, 136
- Consistency, high performance
 - organizational culture with, 30
- Controllable matters, management of, 91–92
- Crawford, Lynn, 128–129
- Creativity, 62–63
 - challenge for, 63
 - components at work, 65
 - environment for, 65–66
 - foster innovation through, 66–67
 - freedom for, 63
 - organizational support for, 64
 - resources for, 63
- Critical knowledge, 123–126
- Critical path method (CPM), 5
- Culture, 16, 32. *See also*
 - Organizational culture
- Culture and Change Management Survey Report, 51
- Curiosity Quotient (CQ), 119
- Customer-centered approach, 13
- Customer focus, 136

- Data, defined, 120
- Deming, W. Edwards, 11
- Denison model, 35
- Dewey, John, 119
- Dialogue, effective communication
 - and, 61
- Drucker, Peter, 117–118
- Dynamic organizations, 88–89
- Dynamism for change, 45–46

- Earned value (EV), 39
- Economist Intelligence Unit, 16, 22, 48
- Effective communication, benefit of, 135
- Emerging challenge, in business management, 87
 - external, 93
 - internal, 93–94
- Enterprise-wide Program Management Office (EPMO), 109, 113–114
- Entrepreneurship, 136

- Excellence in performance, 3, 33, 117–118
- “Experts” in HR, 89
- Extra-organizational knowledge, 125
- Extrinsic motivation, 63

- Fast-paced results-driven management, 87
- Fayol, Henry, 4–5
- “FFEL”, 18
- Flexibility, 62
- Forgiving, 62
- Freedom, for creativity, 63
- Friedman, Thomas, 119
- Fulfillment, 136
- Functional organization, 88–89

- Gantt, Henry, 4–5
- Gap analysis, 83–85
- Generation gap filling, 45
- Generation Y talent challenge, 129–130
- Global Simplicity Index, 28
- Google, 138
- Governance and control, 3–4, 27
 - framework for, 97
 - of resource application, 25–26
- Groups/community knowledge, 125
- A Guide to the Project Management Body of Knowledge (PMBOK Guide)*, 3, 6

- Harvard Business Review, 69
- Herman Miller, 138
- High-performance culture, 52, 29–30. *See also* High performance organizations transformation for, 85
- High performance organizations, 26, 32–33
 - change, dynamism for, 45–46
 - culture of, 35–37
 - effective communication channels, 38–45
 - organizational self-improvement, 33–34
 - supportive ingredients for, 32
- Hrebiniak, Lawrence, 49
- Humanity, 137–140
- Humility, 136

- Individual knowledge, 124
- Information, defined, 120–121
- Innovation, 60–61
 - effective ways for
 - collaborative communication, 62
 - flexibility and forgiving, 62
 - keep tracking, 62
 - no forceful innovation, 62
 - open dialogue, 61
 - team players engagement, 61
 - foster innovation through creativity, 66–67
- Input–transformation–output process, 17
- Integrity, 135
- INTERNational NET Work (INTERNET), 5
- International Project Management Association (IPMA), 6
- Internet of Things (IoT), 109
- Intrinsic motivation, 63
- Intuition, 60
- IPMA Competence Baseline (ICB), 6
- Knowledge, 136. *See also specific knowledges*
 - critical, 123–126
 - defined, 121
 - economy, 9, 117
 - management
 - implementing, 119–121
 - implications for, 126
 - in organizations, 121–123
 - power of, 117–119
 - strategy, 119
 - resources, 124–125
 - transfer process, 124
- Kotter, John P., 10, 98–101
- Lack of focus, complexity and, 68
- Leadership, 68, 70–71
 - AURA of, 105–106
 - culture, 55–56, 71–74
 - intensive approach, 7
 - knowledge management and, 120
- Leading Change (Kotter), 98, 101
- Learning, culture, 57–59
- Management practices culture, 54
- Managing Change in Organizations: A Practice Guide*, 134
- Manpower's 2014 Talent Shortage Survey*, 126
- Market-Based Management (MBM), 136–137
- McDonald, 18
- Mentoring and professional relationships, 128–129
- Mistrust, complexity and, 67–68
- Motivation, 62–63
- Netflix, 138
- O'Reilly Media, 138
- Organizational change, 134–135
 - assessment
 - approach for, 80–85
 - checking mind-set, 76
 - time-travel standing, 77–80
 - readiness, 82
- Organizational competence, 2–3, 7, 69, 91
 - building
 - accountability, structure for, 25
 - change management, governance and control of resource application, 25–26
 - communication channels, 25
 - strategic advancement, 24
- Organizational culture, 119–120
 - change management culture, 56–57
 - changing, 74–76
 - cultural gaps, handling, 75
 - defined, 72
 - development of high-performing, 109
 - different versions of, 75
 - and leadership, 71–74
 - leadership culture, 55–56
 - learning culture, 57–58
 - management practices culture, 54
 - PM-AURA model to develop, 106–109
 - from project management approach, 51–53
 - for strategic delivery, 59
- Organizational knowledge, 125
- Organizational maturity, 110–115
- Organizational processes, 119

- Organizational project management (OPM) approach, 76
- Organizational Project Management Maturity Model (OPM3), 114
- Organizational restructuring, 89–91
- Organizational self-improvement, 33–34
- Organizational systems, 17–18
- Organizational transformation, 59
 - management for, 91–92
 - strategic advancement for, 95–96
 - management practices, alignment of the organization with, 97–98
 - management structures, strengths built with, 96
 - project management-AURA model, 103–106
 - projects, programs, and portfolios, relationship of, 96
 - reason for failing efforts, 98–103
- Overintellectualizing,
 - overengineering, reinventing, complexity and, 67
- Paradigm shift
 - 21st century skills, project management challenges, 116–140
 - knowledge management, 117–126
 - talent management, 126–130
 - team strengthening, 130–131
 - business advancement, transform for, 109–115
 - organizational restructuring, 88–91
 - organizational transformation management for, 91–92
 - strategic advancement for, 95–106
 - PM-AURA model, for developing organizational culture, 106–109
 - two independent management structure, 92–95
- Parapsychology Association, 104
- Permanente, Kaiser, 43
- PMBOK® Guide*, 29, 126
- Portfolio management, 96
- Principle-based policies
 - five dimensions of, 137
 - guiding outlines for, 137
 - guiding principles, 135–137
- Process, 17
- Professional culture, 54
- Program evaluation and review technique (PERT), 5
- Program management, 96
- Project control system, 18–21
- Project implementation, 55, 114
- Project management, 87
 - for business advancement, 9–10
 - capturing power for strategic advancement, 51–53
 - challenges, 21st century skills, 116–140
 - factors, 7
 - governance and control, 3–4
 - history of, 4–8
 - knowledge base, 8
 - meaning of, 1, 2
 - model for application of approaches, 113–115
 - organizational competence, 2–3
 - practices, alignment of organization with, 97–98
 - professional body, 6–8
 - self-improvement, mechanism of, 3
 - seven deadly diseases of, 11–13
 - strategic advancement of, 8–9
 - structures, strengths built with, 96, 97
 - talent management and communication channels, 4
 - value of, 9
 - value proposition of. *See* Value proposition
- Project management-AURA model, 68, 103–106
 - for developing organizational culture, 106–109
 - managing trends and maintaining fundamentals, 130
- Project management culture,
 - definition of, 37
- Project Management Institute (PMI), 5, 6, 7, 8, 16, 24, 48, 96, 123, 127

- Project Management Office (PMO), 24
- Project/program implementation, 56–57
- Pulse of Profession®: Enabling Organizational Change through Strategic Initiatives*, 134
- Pulse of Profession®* report, 16, 24, 26, 123
- Pulse of the Profession®: Capturing the Value of Project Management*, 123
- Pulse of the Profession® In-Depth Report—The High Cost of Low Performance: The Essential Role of Communications*, 135
- Resources, for creativity, 63
- Respect, 136
- Responsibility assignment matrix (RAM), 39
- Responsibility, defined, hierarchy of, 26, 97
- Results-driven management, 12, 26, 28–29
 - culture strategy development, 32
 - focus on values, making a difference with, 31
 - high-performing culture, 29–30
 - values-driven culture, 30–31
- Rule of thumb, 75
- The Science of Success*, 136
- Scientific approach, 3
- Scientific management theory, 5
- Self-improvement
 - mechanism of, 3
 - organizational, 33–34
 - system, 27
- 70–20–10 learning ratio, 127
- Situation, Background, Assessment, and Recommendation model (SBAR), 42–44
- Society for Human Resource Management (SHRM), 90
- Spotlight on Success: Developing Talent for Strategic Impact*, 127
- The Standard for Portfolio Management*, 24
- Standard Operating Procedure (SOP), 17
- Standardization, 17
- Standardizing, measuring, controlling, improvement processes (SMCI), 33
- Storytelling, 35–36
- Strategic advancement, for
 - organizational transformation, 95–96
 - capturing power of project management for, 51–53
 - good fit of knowledge for, 122–123
 - organizational competence building, 25
 - project management, 8–9
 - AURA model, 103–106
 - practices, alignment of organization with, 97–98
 - structures, strengths built with, 96
 - projects, programs, and portfolios, relationship of, 96
 - reason for failing efforts, 98–103
 - requirements for, 50–51
- Strategic implementation, 10
 - capturing power of project management for strategic advancement, 51–53
 - complexity wilderness, leading out of, 67–70
 - creativity and innovation for advancement, 60–67
 - energizing system, 59–60
 - failure of, 48–51
 - leadership, impact of, 70–76
 - organizational change assessment, 76–85
 - organizational culture development, 53–54
 - change management culture, 56–57
 - leadership culture, 55–56
 - learning culture, 57–59
 - management practices culture, 54
 - strategy, tactics, and execution, 49–50
- Structural complexity, ease of, 27–28
- Structural knowledge, 125
- Sustainable change, 135

- Systematic advancement, for
organizational values, 26
- Talent, 16–17
management, 126–127
and communication channels, 4
Generation Y talent challenge for
project managers, 129–130
through informal mentoring and
networks, 128–129
program and portfolio view
of, 128
team strengthening with
analytical talent, 130–131
three-part model for, 127–128
- Talent Triangle™, 118
- Taylor, Frederick Winslow, 5
- Team members, 72
- Team strengthening, 130–131
- Team Work, 27
- Telford, Thomas, 4
- Thought Leadership Series: Talent
Management: Powering
Strategic Initiatives in the
PMO*, 8
- “Time-Travel Audits: A Key to
Success for Change”, 77–80
- Time-travel standing, 77–80
- Tinkering, complexity and, 68
- Traditional project management
approach, 76
- Training courses, for application
of project management
approaches, 115
- Transparency, 27
high performance organizational
culture with, 30
- Value and knowledge-based
culture, 76
- Value creation, 136
- Value-driven organization, 9, 30–31
- Value proposition, 16–17
business value, systems for
organizational systems, 17–18
project control system, 18–21
systems add business value, 18
business values, general, 21–22
high performance, 32–33
change, dynamism for, 45–46
culture of, 35–37
effective communication
channels, 38–45
organizational self-improvement,
33–34
measurable results, 23–24
organizational competence
building, 24–26
PM approach creates
organizational values, 26–27
results-driven management, 28–29
culture strategy development, 32
focus on values, making a
difference with, 31
high-performing culture, 29–30
values-driven culture, 30–31
structural complexity, ease of,
27–28
- Virtuvius, 4
- VUCA business environments, 95
- Why good strategies fail: Lessons for the
C-suite*, 48
- Work breakdown structure (WBS), 39
- Wren, Christopher, 4

OTHER TITLES IN OUR PORTFOLIO AND PROJECT MANAGEMENT COLLECTION

Timothy J. Kloppenborg, *Editor*

- *Improving Executive Sponsorship of Projects: A Holistic Approach* by Dawne Chandler and Payson Hall
- *Co-Create: Harnessing the Human Element in Project Management* by Steve Martin
- *Financing and Managing Projects, Volume I: A Guide for Executives and Professionals* by Nand L. Dhameja, Ashok Panjwani, and Vijay Aggarwal
- *Financing and Managing Projects, Volume II: A Guide for Executives and Professionals* by Nand L. Dhameja, Ashok Panjwani, and Vijay Aggarwal
- *Agile Management: The Fast and Flexible Approach to Continuous Improvement and Innovation in Organizations* by Mike Hoogveld

Announcing the Business Expert Press Digital Library

Concise e-books business students need for classroom and research

This book can also be purchased in an e-book collection by your library as

- a one-time purchase,
- that is owned forever,
- allows for simultaneous readers,
- has no restrictions on printing, and
- can be downloaded as PDFs from within the library community.

Our digital library collections are a great solution to beat the rising cost of textbooks. E-books can be loaded into their course management systems or onto students' e-book readers. The **Business Expert Press** digital libraries are very affordable, with no obligation to buy in future years. For more information, please visit www.businessexpertpress.com/librarians. To set up a trial in the United States, please email sales@businessexpertpress.com.