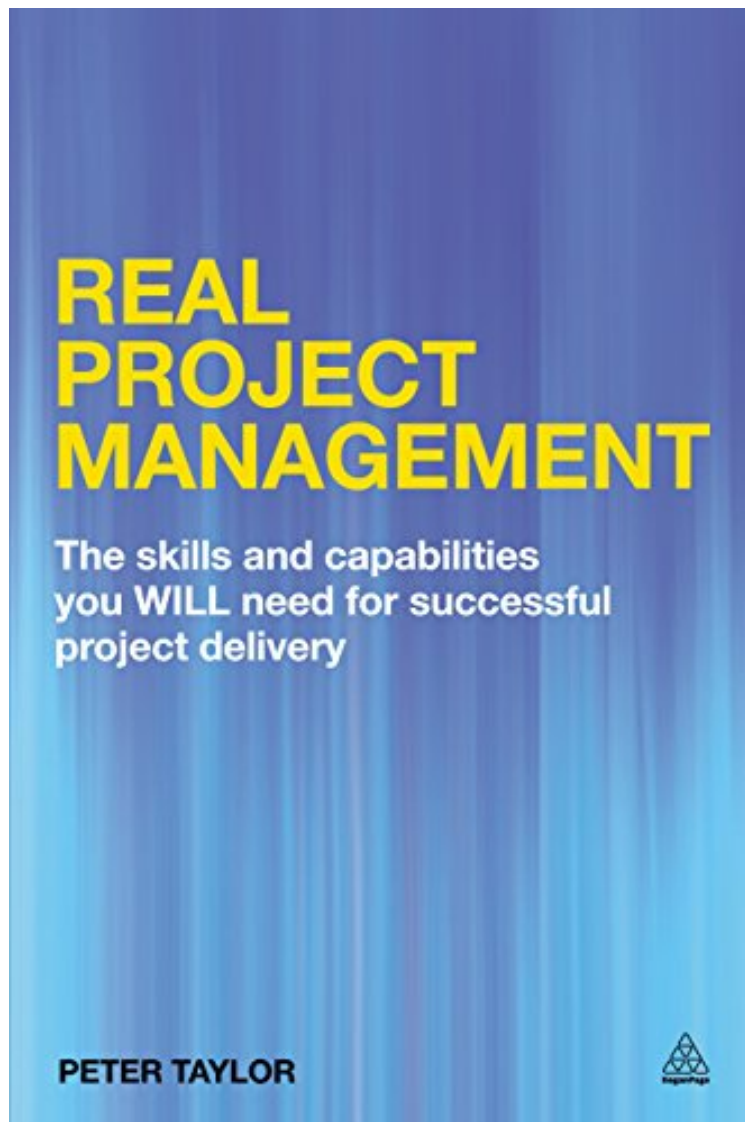


[Library ebook] Real Project Management: The Skills and Capabilities You Will Need for Successful Project Delivery

# Real Project Management: The Skills and Capabilities You Will Need for Successful Project Delivery

*Peter Taylor*

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**Peter Taylor : Real Project Management: The Skills and Capabilities You Will Need for Successful Project Delivery** before purchasing it in order to gage whether or not it would be worth my time, and all praised Real Project Management: The Skills and Capabilities You Will Need for Successful Project Delivery:

1 of 1 people found the following review helpful. Much potentialBy DarrenIngram\_dot\_comTaking project management out of a purely theoretical realm and placing it into a form that can be used in todaysquo;s global, fast-

paced business environment is the goal of this book, which draws upon a mix of feedback from industry practitioners and academics alike. The author has managed to find a fresh approach to what is otherwise a fairly well trodden pathway, providing quite an interesting look at the problems and challenges that project management can face within the enterprise. It certainly joined up quite a few dots in the mind of this reviewer. It is also quite possible that those who are not directly involved with project management could gain a fair bit from this book, especially those involved with corporate development, leadership and management. The author notes that we are operating at an ever-increasing rate of change, possibly the fastest-ever that this world has known, and not everybody is necessarily keeping up. This can lead to schisms between the generations in the workplace. A collision between 'old' and 'new' employees might be inevitable, so a wise manager might want to try and head this off at the pass or at least mitigate the trauma. 'We now live in a connected society where the modern norms of collaboration, connectivity and horizontal organizational structures are ingrained in the working styles of the young generation. One can say that in the 21st century young people are the masters of our technological revolution. Ironically, the apprentice has now become the master. This reality is derailing the status quo of the older generations and even leading to mistrust, jealousy and fear – so how do we work together? For the first time in history, organizations are seeing five generations working amongst each other. Managing cooperation between these generations in any organization may be an especially challenging task as the millennials clash with Generations X and Y and the baby boomers,' notes the author. Project management is changing, argues cogently the author, with it now entering its fourth phase, which will be based around complexity and criticality. The first phase was the organic growth of project capability from the early dawn of humankind, followed by a period focussed on tools and process (mid-20th century) and a period focussed on attitude and behaviour (late-20th century). The days of the 'accidental' project manager are also numbered too, with it being no longer good enough that the subject is learned by hook or by crook along the way. The era of the professional project manager is here but this is not without problems. Those with an 'older mindset' and less-current ways of project management thinking have taught most of these new-generation project managers. A book like this, the author modestly suggests, will help bridge this gap. Overall this book was a good read even if it understandably goes into a fair bit of specialist detail. It is a difficult act to balance since, on one hand, the book needs to focus on those who will do this work every day, yet on the other hand the author notes we all need to learn the basics of project management in order to succeed in our careers. This certainly has the potential to be one of those books you should consider purchasing!

1 of 1 people found the following review helpful. Practice, curate and grow professionally into a real project manager

By Henk-Jan van der Klis

Peter Taylor, author of e.g. *The Lazy Project Manager*, *The Lazy Project Manager and the Project From Hell*, and *The Project Manager Who Smiled*, summarizes the history of project management in four phases, the organic development of project management through experience, on through the second 'tools and processes' phase, and the third and most recent 'attitude and behaviours' phase, before finally arriving at the current 'complexity and criticality' phase. Whereas you could become an 'accidental project manager' in the 70's, nowadays you're at least an intentional project management professional. And that's the point, where the author unfolds the field of Real Project Management. Project managers have always been driven by their desires to imagine, plan and execute the marvels of humankind with greater efficiency, shorter timelines and lower costs. This value serves as a common ground to gather project managers from multiple generations, both young and seasoned, from all over the world to conceive a broad vision for the future. Drawing on a global survey of project management practitioners and academics and complimentary research results from 2013, the 2012 version of the Standish CHAOS Report, and cases from speaking engagements, LinkedIn discussions and voluntary contributors, the well-known iron triangle is extended to include e.g. complexity, strategic direction, added value for the business, sustainability. Taylor highlights the importance of project sponsorship, communication, connection with the company's strategy and project portfolio, PMO, project preparation, culture and team building in a distributed setting, as well as lessons learned from the past projects. What is your legacy as project manager? Is there such thing as 'sexy project management' and how could project management associations and educational institutions increase the profession's attractiveness. A much deserved warning: project management is an experience thing. You can't learn it in a 3-years university course. Practice, curate and grow professionally.

0 of 1 people found the following review helpful. Not appropriate for the project management level, but at a higher portfolio or strategic/tactical level.

By Mace Associates

While I found "The Lazy Project Manager" aligned perfectly with my twenty years experience in project management in the US, (thick at start and end, skinnier in the middle) Taylor's thoughts in this book, will at the least not be helpful to most mid-level PMs, and at worst cause unnecessary confusion and problems. That said, it may be appropriate for high level project executives, but only if they are appointed rather than working their way up in the project management world. The former will be helped by Taylor's observation, and the latter will have already learned all of this. The problem is that everyone keeps meddling with the project manager's role, trying to expand it too much to include things that high level executives should be addressing, and distorting the 'triple constraints.' The triangle is nothing more than a simple mathematical equation:  $b \text{ (budget)} \times t \text{ (time)} = s \text{ (scope)}$ , which could be expressed several different ways,  $s = t \times b$ ,  $t = s/b$  or  $b = s/t$ . If one is fixed, a constant, then changing one of the other variables mean the other variable must change too. It was never meant to include all the soft sides of project management. And, by the

way, the origin of the 1st cycle of modern project was determining the technical: cost estimating, duration estimating, dependency management, risk management and all that for post WWII complex technical work, like the Polaris project. If these hand's-on PMs had to address all the things this book suggests, none of the highly technical aspects of the projects would have been completed. OBVIOUSLY, there are many other dimensions to the overall project life cycle and its environment, beside scope, budget, schedule, risk, etc. But if a mid level PM is managing any kind of fast technical project, he or she needs executive partnership to sort out all these higher level politics. Taylor's anecdotes about 'what makes a project successful' and examples of the canal and other projects are true but elementary and not necessary. There is no way a PM running a project can address things like this, and even thinking about them is a distraction. Being a PM is not being a company CEO, and the PM should focus on his or her role. I would suggest that PM work is not necessarily a path to the C level suite. PMs should focus on the triangle, change control, escalation, communications, etc. Killing a project should always be an option, but usually not the PM's call. Most of the project management problems come from the organization and leaders and other managers who don't know how to do PM, or don't want to share authority with a temporary PM.

Real Project Management takes an in-depth look at the challenges we face in running projects in today's complex and global environment. In this groundbreaking work, leading specialist Peter Taylor examines issues such as the complexity of projects, the virtual nature of projects, executive sponsoring, benefits management and international dilemmas integral to completing a project or programme on time and within budget. Supported by the experiences of project managers around the world and relevant insights from a series of surveys commissioned by the author, with examples and case studies covering the strategies they are using to future-proof their projects, and tips to help you achieve and maintain success, Real Project Management will provide you with the tools you need to boost your skills portfolio and tackle head-on the challenges that projects and programmes present. These include: making effective use of new communication tools; managing projects with virtual teams; time management and how to do more with less; finding and connecting with effective project sponsors; connecting projects with business strategy; managing a multi-generational project team, and staying in control. Real Project Management is a fast-moving, practical read that will help the reader become a real project manager- and enjoy real project success.

""Real Project Management" is not 'shelf-ware', it is 'now-ware' -- a book which should be read NOW! Peter Taylor has captured perfectly the current mood and reality of the project and programme profession, and translated it into a fast-moving read which every project manager, from 'senior' to generation Y, should read. If you work in the project field or need to work with someone who is, read this book."--Stephen Carver, Project Programme Management "Cranfield University School of Management ""In his new book, "Real Project Management," Taylor surveys both new and experienced project managers to identify their top challenges and offer his characteristic brand of efficient and effective solutions. Between his astute observations of the past, present, and future of project management, and his genius tips for combating common management challenges, Taylor's new book gets our enthusiastic recommendation."--Emily Bonnie "Wrike.com ""[A] great, enjoyable and informative read. ...[A] very good read with lots of input from other experts in the PM world as well as case studies and interesting data. ...My recommendation: Buy this book! You won't be sorry. And the readers should not be limited just to project managers. The information contained within will be helpful to PMs and PMO directors, of course. But it will also be of great value to resource managers, CIOs, CEOs and any project stakeholders or organizational resource that can learn from good project management material and principles. If you ask me, this includes just about everyone in the business world today."--Brad Egeland "Workamajig ""This book is great material that can be read several times serving as an important self-assessment for your professional development."--Alex Marques "PM World Journal ""This book is excellent source for Project Managers and I strongly recommend it. It has a very refreshing viewpoint on the history and evolution of project management."--Venkata Ramana Edagottu, PMP, CSTE, ITIL "PM World Journal "About the Author Peter Taylor is a popular keynote speaker around the world with more than 200 speaking engagements in the past three years, in over 20 countries. A member of the Project Management Institute and the Association for Project Management, he regularly runs workshops through the International Project Management Association, the Project Management Institute and many other project management communities around the world. He also acts as an independent consultant working with some of the major organizations in the world coaching executive sponsors, PMO leaders and project managers. Peter has over 25 years of experience in project management and is the author of Leading Successful PMOs and The Lazy Project Manager.