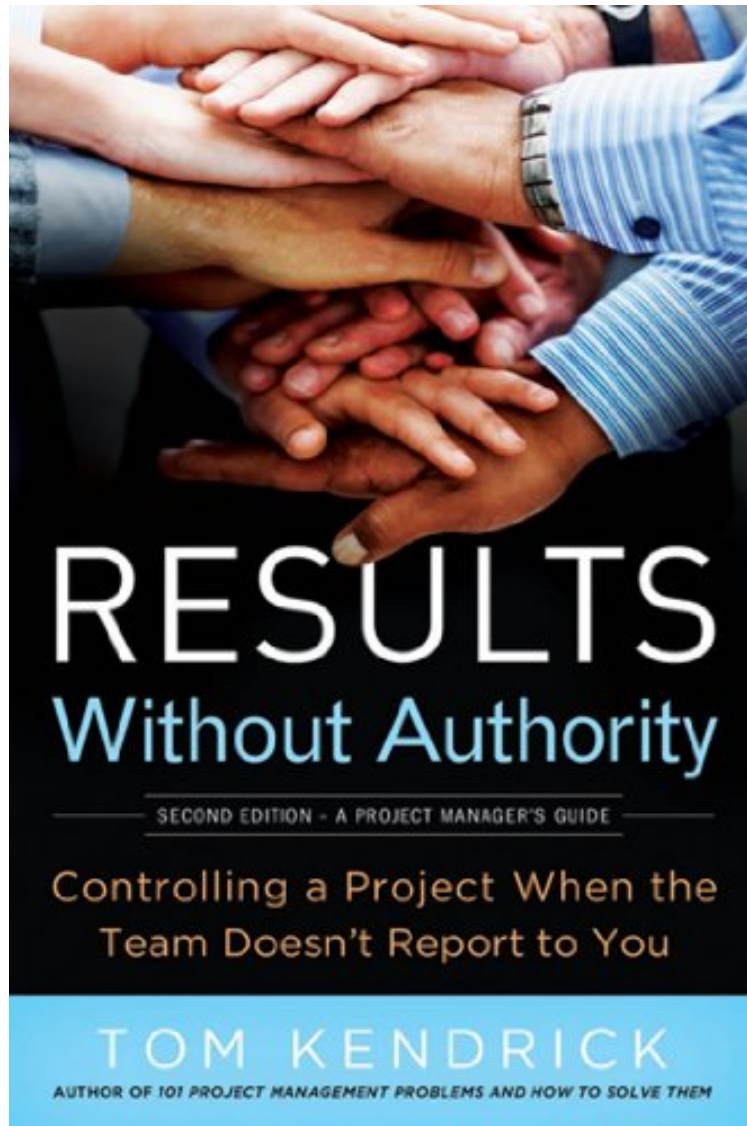


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Results Without Authority: Controlling a Project When the Team Doesn't Report to You

Tom KENDRICK

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Tom KENDRICK : Results Without Authority: Controlling a Project When the Team Doesn't Report to You before purchasing it in order to gage whether or not it would be worth my time, and all praised Results Without Authority: Controlling a Project When the Team Doesn't Report to You:

1 of 1 people found the following review helpful. I never sought a career track as a PM but ...By A. MartinezI never sought a career track as a PM but have found myself here anyway (long story), this book should be the defacto go to guide to learning some of the methodologies and challenges you will encounter. Bonus note: Written for humans to

read instead of a cut and dry by the book guide. A+ go get it. 3 of 3 people found the following review helpful. Recommend this for all project managers. By togan I have acted as a project manager on several occasions and mostly got by with some organisational skills. In my current position I have to manage projects with people who do not report to me and this book was filled with great ideas to move a project forward. I would recommend this book for anyone who has been pushed into a project manager role. 0 of 0 people found the following review helpful. Four Stars. By Ceacute; sar A. Vaacute; squez Excellent book.

It's tricky enough to spearhead a big project when you're the boss. But when you're the leader of a team of people who don't report to you, the obstacles are even greater. *Results Without Authority* is the definitive book for project managers looking to establish credibility and control. A groundbreaker in the field, it supplies a start-to-finish system for getting successful project results from cross-functional, outsourced, and other types of teams. The completely updated second edition includes new information on:

- Agile methods and evolving project management tools
- Strategies for working with virtual teams
- Analytical versus "blinkered" decision processes
- The use (and misuse) of social media in project environments
- The myth of multitasking.

For project leaders lacking clear-cut authority, getting everyone on board—and keeping them there—can be a challenge. *Results Without Authority* is the must-have guide for getting the best results from your team.

"...provides a useful and universal road map for navigating through entire projects from the very earliest planning stages to the final closing down of the project." --BlogBusinessWorld "...no slavish following of methodology, or talk about what should happen. It's a book for project managers in the messy real world..." --A Girl's Guide to Project Management "It talks about real-world, understandable concepts such as clearly defining processes, the importance of managing information, creating interest in projects..." --Anna Jedrziwski, New Age Retailer "The author is very thorough in his coverage, and the skills presented are worth developing. Following the recommendations in this book can only improve your effectiveness as a leader." --Quality Progress "...filled with great information. Readers will use it again and again." --Portland Book From the Back Cover When you're a project manager with a team of people who don't technically report to you, your challenge is to get *Results Without Authority*. This book delivers proven techniques for controlling projects and managing diverse teams in a wide variety of situations, and bringing those projects to successful closure. The concepts in this book are essential for all project managers, with and without authority, because they offer a productive alternative to "command and control" management techniques that can easily backfire. Tom Kendrick's system will help you get successful project results from diverse, cross-functional, virtual, outsourced, and other types of project teams by showing how to establish and build:

- Control Through Process. Key project management processes, infrastructure, and the role of the project office.
- Control Through Influence. Productive leadership styles, reciprocity, and maintaining relationships.
- Control Through Project Metrics. Quantitative, predictive, diagnostic, and retrospective metrics for project control, motivating desired behaviors, and avoiding potential problems.
- Control Through Project Initiation. The role of the sponsor in project control, the importance of project vision, project launch documentation, and the project start-up workshop.
- Control Through Project Planning. Collaborative planning as the foundation of project control; planning as a key factor in setting baselines and establishing metrics.
- Control During Project Execution. Measurement and interpretation of project status, informal communication, and maintaining relationships as keys to maintaining control.
- Control Through Tracking and Monitoring. Controlling scope and other project parameters; formal project communication and reporting, rewards and recognition, and project reviews.
- Enhancing Overall Control Through Project Closure. Sign-off, evaluating retrospective project metrics, celebrating, and rewarding the team; improving long-term project control through lessons learned.

Packed with invaluable guidance for managing projects of all scopes and in any field, *Results Without Authority* will help novice and experienced project leaders get the best from their project teams. Tom Kendrick is a program manager, most recently with the Hewlett-Packard Company, and the author of *Identifying and Managing Project Risk* and *The Project Management Tool Kit*. He conducts project management classes, and presents at conferences and universities on program management, project risk, and related topics. About the Author TOM KENDRICK has over 35 years of project and program experience, including senior positions with Hewlett-Packard and Visa. He is a certified Project Management Professional (PMP®) and the author of several highly respected project management books, including *Identifying and Managing Project Risk*.