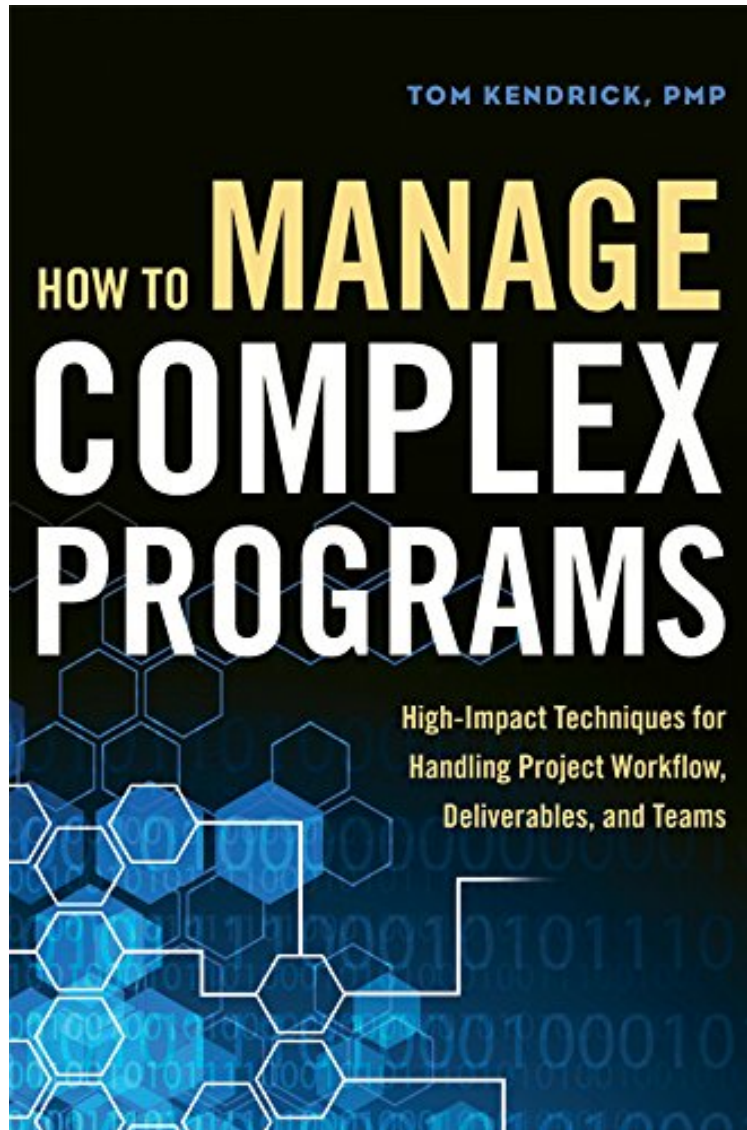


(Download pdf) How to Manage Complex Programs: High-Impact Techniques for Handling Project Workflow, Deliverables, and Teams

How to Manage Complex Programs: High-Impact Techniques for Handling Project Workflow, Deliverables, and Teams

Tom KENDRICK

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Tom KENDRICK : How to Manage Complex Programs: High-Impact Techniques for Handling Project Workflow, Deliverables, and Teams before purchasing it in order to gage whether or not it would be worth my time, and all praised How to Manage Complex Programs: High-Impact Techniques for Handling Project Workflow, Deliverables, and Teams:

1 of 1 people found the following review helpful. Complex Projects Require Unique Tools to Manage to Project

SuccessBy Rosemary HossenloppTom Kendrick is a powerful teacher and a persuasive speaker. He is packaging his wisdom so that the project program managers, PMO leads and Sponsors understand how both people and process work together to deliver successful projects.Complex projects are not just big projects. They can either be small or big yet have dependencies which require a different set of tools for program execution. Dependencies not identified by the technical and program team can stop success.Why should you read this book?Logical FlowThis reference book covers the program and project tasks, tools and techniques from beginning to end. Any new or experienced program manager can jump in and use this book as an overview or a diagnostic for their program.PMBOK Guide Missing LinkThe workflow approach is a key differentiator in this book. It looks at identifying product and program interfaces. As a software development professional, I always look for bugs (defects) in the cracks (between applications.) Dark recesses is where bugs live. Similarly, Tom Kendrick examines how to identify program interfaces during program planning to set up the program for execution. Outstanding insight!Surprises (in a good way)Complex programs are complex! Therefore this book covers the Cynefin framework as a guide to applying the right mindset and tools to the specific project environment. There are other insights sprinkled throughout the book; summary of risk categories, process maturity deliverable design optimization and loads of other solid examples of tools or processes to consider.Every PMO should use this book to improve management of dependencies to ensure project success. Why? Great program design will increase organizational agility by being a data driven approach to for roadmap focus and execution priorities.2 of 2 people found the following review helpful. A great resource for any PMOBy CustomerIf you don't have the opportunity to take Tom's excellent program management course at UC Berkeley, reading this book is the next best thing. Tom has captured the key concepts that are critical to program success. His book guides you through the process of scaling up your project management techniques to work at the program level.With its collection of program management best practices, this book would be a great resource for any Program Management Office (PMO).

Program managerdash;itrsquo;s one of the most challenging jobs you can have. Overseeing and coordinating multiple project teams and thousands of activities may seem a Herculean task, but itrsquo;s easier with the right tools in hand.Successful program management begins with a good command of project management processes, but these are never sufficient. Once a program exceeds a certain scale, project processes become unwieldy. To see a program successfully through to completion, you must break the work down into simpler, smaller pieces and organize it into interdependent tasks.Complete with diagrams, graphs, and real-life examples, How to Manage Complex Programs explains the ins and outs of program management and provides concrete and effective techniques for structuring deliverables, workflow, and staffing. Yoursquo;ll learn to:Decompose complex deliverables into manageable chunksDevelop coherent plans for component projectsHandle cross-project dependenciesOrganize program staff and project leaders into a high-performing teamAnd moreYes, program management is challenging. But with these proven strategies, it can also be highly rewardingdash;for you and for your organization.

From the Inside Flap Large-scale programs involve many projects and countless jobs. As program manager, yoursquo;re charged with coordinating the thousands of distinct actions this requiresdash;managing the deliverables, workflow, and staff that comprise all the interconnected projects (possibly spread across the globe!). Whether yoursquo;re already managing a programdash;or looking ahead to filling that roledash;you need a repertoire of practical, dependable approaches to plan for and control the often competing demands you face every day. How to Manage Complex Programs delivers exactly what it promises: high-impact techniques for handling project workflow, deliverables, and teams. These techniques will enable you and your program staff to convert large-scale undertakings into collections of smaller, well-managed projects. While the scope will remain complex and layered, the information and techniques presented here will allow you to manage them coherently and efficiently. These strategies can be applied to any program, and are especially well adapted to high-tech undertakings. To every topic presented in this manual Tom Kendrick brings nearly 40 yearsrsquo; experience practicing and teaching project and program management. In clear, accessible text, amplified by diagrams, graphs, and real-life examples, Kendrick reveals the fundamental concepts and proven approaches that will help you master program management. Step by step this book will guide you through controlling the structures and hierarchies that make up a large-scale program, from initiation through execution and finally to successful closure. Yoursquo;ll see how to:

- Break complex deliverables into manageable chunks
- Control program scope
- Develop credible, workable plans that manage workflow dependencies
- Conduct periodic in-depth plan reviews
- Establish effective governance
- Manage diverse stakeholder perspectives and priorities
- Organize program staff and project leaders into a high-performing team
- And much more

So much is riding on the vision, acuity, and ability of the program manager. Let How to Manage Complex Programs be your go-to resource for the broad understanding and tested, effective tactics that bring order to complexity and lead to flawless execution. Tom Kendrick, PMP, is the program director for Project Management and Agile Management for UC Berkeley Extension and a faculty member of the American Management Association. His professional experience includes 20 years with Hewlett-Packard and five years as an internal project management

consultant for Visa Inc. He has also directed projects in the United States, Europe, and Asia for General Electric, DuPont, ADP Network Services, and as an independent consultant. He is the author of Results Without Authority, The Project Management Tool Kit, and Identifying and Managing Project Risk. From the Back Cover "This book is the authoritative source of information on a complex topic — and yet it is ultimately approachable, readable, and referenceable. With a clear writing style and packed with useful examples, it's easily the one book on the subject that I will be keeping on my primary reference shelf and sending to my clients and colleagues for their own use." — Tony Appleby, MBA, PMP, The Project Strategy Consulting Group, Inc. "Tom Kendrick has done an excellent job exploring the various methods for success in this book. The examples amplify the concepts presented and the emphasis on leadership qualities program managers require for an effective strategy adds to the book's depth." — Dr. Ginger Levin, PMP, PgMP, and author of Program Management: A Life Cycle Approach "At long last we have a definitive work on program management. Tom Kendrick's insights and powerful examples provide learning that can be applied immediately to even the most complex program. Kendrick's style is easy and enjoyable to read. There are nuggets for very experienced program managers and an excellent approach for those new to managing complexity. This book will become a prominent and oft-used part of my project management bookshelf, and it should be required reading for anyone asked to manage a complex program or project." — Patrick Neal, PhD, PMP, Principal Consultant, Project Synergistics "Kendrick's book fills a profound gap in project management literature. I look forward to sharing this book with experienced project and program managers, who will find it an invaluable reference. More importantly, I look forward to sharing it with sponsors and key stakeholders of significant program efforts to help these people better appreciate the complexity to be managed and the challenges that the program and program manager can expect to face." — Payson Hall, PMP, CEO Catalysis Group "This very comprehensive book covers the basics of program management from start to finish using practical examples. It captures and concisely condenses a wealth of experience. It is an essential reference to have on anyone's desk because it is applicable to programs in any industry." — Takeo Kimura, PMP, Senior Program Manager, Intel Programmable Solutions Group About the Author TOM KENDRICK, PMP, has nearly 40 years' experience practicing and teaching project and program management, including senior positions with Hewlett-Packard and Visa. He is the author of Identifying and Managing Project Risk and other popular titles.