

1. Record Nr.	UNINA9910555298903321
Autore	Young Raymond C. <1961->
Titolo	Project benefit realisation and project management : the 6Q governance approach / / Raymond C. Young, Vedran Zerjav
Pubbl/distr/stampa	Hoboken, New Jersey : , : John Wiley & Sons, Inc., , [2021] ©2021
ISBN	1-119-36823-5 1-119-36821-9 1-119-36819-7
Descrizione fisica	1 online resource (141 pages)
Disciplina	658.404
Soggetti	Project management Project management - Methodology Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Nota di contenuto	Cover -- Title Page -- Copyright Page -- Contents -- List of Illustrations -- Preface -- Authors CV -- Chapter 1 Introduction -- The Board, Governance and Projects -- A Diagnostic Toolbox for Project Executives -- Key Concepts -- Project Management Success vs. Project Success -- Strategy and Policy Execution -- Are We Talking About Strategy or Policy? -- Design Thinking for Project Governance -- References -- Chapter 2 How to Govern Projects: Six Questions -- Q1. What is the Desired Outcome? -- How to Know Whether Q1 has been Addressed Adequately -- Q2. How Much Change? -- Q3. Sponsor -- Rules of Thumb -- A Special Warning -- Q4. Success Measures -- Rules of Thumb -- Q5. The Right Project Culture -- Case Study - The Agency -- Q6. Monitoring -- Informal Governance -- References -- Chapter 3 Tools and Techniques -- Q1. Strategy - Diagnostic Toolkit -- Q2. Change - Tools and Techniques -- Stakeholder Analysis -- Business Process Mapping -- Results Chain or Logic Model -- Influencer Analysis -- Q4. Measurement - Tools and Techniques -- Q6. Monitoring - Tools and Techniques -- Formal Governance -- References -- Chapter 4 Further Insight -- When Do You Ask Each 6Q Governance™ Question?

-- Initial Stage of a Project -- Initial-Early-Middle Stages of a Project -- Middle-Late Stages of a Project -- General Mechanisms Throughout the Project Lifecycle -- The Best Guidance Available -- Reference -- Chapter 5 The Future of Project Management and Governance -- Where Do We Go from Here? -- The History and the Future of Project Management -- Conclusion -- References -- Appendix A TechMedia1: How Projects Fail 'Successfully' -- Background -- Project Initiation -- Package Selection -- Board Reluctantly Convinced -- The Project - Stated and Unstated Objectives -- A False Start ... -- Stage 1 -- Stage 2 -- Outcomes.

Appendix B SkyHigh Investments1: Top Management Support -- Background -- Project Initiation -- Establishing Project Governance Structure -- Requirements Analysis -- A Useful Delay -- Package Selection: Understand Workarounds and Trade-offs -- Obtain Funding -- Project Implementation: Monitoring and Managing Risks -- Outcomes -- Appendix C The Agency: Succeeding Against the Odds -- Background -- The Finance Department -- Project Failures Within Finance Branch -- Accrual Accounting and Other Drivers for Change -- The Right Advice and the Right People -- Initiating Project - Request Funding -- Winning Allies -- Overcoming Dissension in the Ranks -- A Cautious Phased Approach - Phase 1: Proof of Concept -- Phase 2 - Implementation -- Creating an Environment to Succeed Against the Odds -- Revising the Project Plan -- The User Experience -- The Outcomes -- Further Reading -- Index -- EULA.
