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Frameworks What type of PMO approach is right for you? Strategy-Execution Office Developing DNA Maturity and Intelligence Key Takeaways Chapter 4 Strategy What is Strategy? Strategy is not Planning Whose Fault is it, Strategy or Execution? What is the Role of Project, Program, Portfolio and PMO in Strategy? The DNA Strands of Strategy Decisions vs. Design How can the PMO Link Strategy with Execution? Selecting, Prioritizing and Balancing: Portfolio Management Resource Management: Is it Possible to Defy the Laws of Physics? What Will You Say No To? PMO's role in Portfolio Management Enabling Exploration & Innovation Evaluating Results, Value and Impact Developing Project Management and PMO Strategy Intelligence Key Takeaways Chapter 5 Execution What is Execution? Strategic-Execution Decoding the DNA Strands of Execution People: Developing Strategy-Execution Capabilities with the Right Talent Process Technology: Tools, Systems, Apps & Bots Types of Project Management and PMO Related Tools FLOW Designing an Adaptive Execution Platform Principles of Design Thinking Designing for Execution Agility Designing a Scalable Adaptive Execution Platform Assessing and Maturing Execution Agility Building Execution Intelligence Key Takeaways Chapter 6 Governance To Define Effective Governance, Understand its Purpose The strands of governance Adaptive Governance Developing Governance Intelligence Key Takeways Chapter 7 Connect Disconnected and Adrift Power of Connections The DNA Strands of Connect: How and What to Connect? Connecting Stakeholders, Networks and Connections (Identifying the Invisible) Connecting Silos: Bridging the Matrix Connecting Business Activities and Organizational Priorities See the Gap and Make the Connection Connecting Interfaces and Interdependencies Holacracy: Antidote to the Matrix? Connecting is Communicating Why Communication is not Enough, You Need a MarCom Strategy Leveraging Social Media Relationships: Strengthening Relationships and Developing Partnerships Community & Collaboration How to Develop Connect Intelligence? Key Takeaways Chapter 8 Measure Why does measurement continue to be elusive and challenging? The DNA Strands of Measure Purpose Perspective (Customer/Stakeholder) - Whose perspective are we measuring from? Measure vs. Metric Are You Ben or BoB? Presentation and Communication How do we present and communicate the measures and metrics to inspire desired action? Action - What can we do with the measures? Are the measures actionable? Learning - Are we getting effective feedback? Are we learning and adjusting? Defining and Measuring Project Success Objectives and Key Results (OKR) Developing an Integrative Approach: Strategy-Execution Measurement Framework Measuring and Showing PMO Value Illuminating PMO Value Sustaining PMO Value: Managing Value Dissipation & Benefits Erosion Next Generation Measures Project Management Artificial Intelligence (AI) How to Develop Measure Intelligence Key Takeaways Chapter 9 Change Change is the catalytic element in the DNA of strategy execution. Change is Hard The DNA Strands of Change Awareness Anticipation Absorption Adoption Customer Choices Communication Connectors How to Develop Change Intelligence Dealing with Change Resistance How to Get Results Without being a Nag From Managing Change to Change Making Changing the World with Change Intelligence Key Takeaways Chapter 10 Learn Traditional PM and PMOs Are Not Organized for Learning Need for a New Perspective Learning from Failure How to Make Failure Survivable The DNA Strands of Learn: 7 C's of Cultivating a Learning Environment & PMO Culture Curiosity Capture Community and Collaboration Curation Correcting (Self-correction and Application) Continuous Innovation Moving from Continuous Improvement to Continuous

Innovation Meta Learning Key Takeaways Chapter 11 Simplify: Building the Department of Simplicity Kill the PMO Why Simplicity is a Strategic Imperative in Today's Disruptive DANCE-World? Optimizing for Efficiency versus Optimizing for Simplicity Why Simplicity is Hard? PM & PMO Principles of Simplicity How to Build Your Own Department of Simplicity Re-thinking Maturity: Subtraction, not Addition Project and PMO Experience: Creating Raving Fans Developing Simplify Intelligence Key Takeaways Chapter 12 Balance: DANCEing on the Edge of Chaos Dealing with the DANCE Agile Being Agile Thriving at the Edge of Chaos What is the Next Generation? Ten Skills for Next Generation Project Management and PMOs Application Questions Feedback Loops: Project Management / PMO Delight Index (PDI) Ben or BoB? Appendix A PMO Functions & Activities Service Catalog Appendix B Application of DNA of Strategy-Execution.

Sommario/riassunto

DECODE & DEVELOP THE DNA OF STRATEGY-EXECUTION TO THRIVE IN TODAY’S TURBULENT ENVIRONMENT WITH NEXT GENERATION PROJECT MANAGEMENT AND PMO Just as DNA contains the genetic instructions used in the development and functioning of all living organisms, what if we could decode the elements of management and strategy-execution? This ground-breaking book offers new perspectives on age-old management challenges and illuminates better ways to organize and manage in an increasingly turbulent, DANCE-world (Dynamic. Ambiguous. Non-Linear. Complex. Emergent). It puts the management DNA under the microscope and shows how to develop the DNA elements to build and transform organizational project management and PMO capabilities essential for effective strategy-execution. It provides a framework to measure what matters with a step-by-step approach to define and measure success and business value. The DNA of Strategy Execution: Next Generation Project Management and PMO provides innovative insights for organizational project management and PMO. Based on application and learnings from many organizations around the world, this book reveals a playbook for strategy-execution that will help you: Decode the core elements of management and strategy-execution DNA and learn how to develop and strengthen it As an executive or PMO leader, design and build next-generation Project/Program Management and PMO platform essential for effective strategy-execution As a project, program, or portfolio manager develop the skills, competencies, and intelligence necessary to thrive in today’s turbulent world Prepare your organization to effectively lead and implement agile transformation and organizational change Improve organizational project management (OPM) and PMO maturity by developing intelligence in each of the DNA areas of strategy-execution Improve overall organizational effectiveness and innovation capabilities Whether you are a part of a startup, or an established incumbent organization, the impact of dig-itization and disruption and the intensification of the DANCE-world requires a rethink and reset of how we organize and manage. This book presents a holistic approach and a playbook for effective strategy-execution with next-generation Project, Program and PMO capabilities. Gain new insights along with tools and techniques for connecting with customers and stakeholders, effective governance, change management, measurement metrics, and more.