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Nota di contenuto	Strategic Project Portfolio Management: Enabling a Productive Organization; Contents; Microsoft Executive Leadership Series: Series Foreword; Preface; Acknowledgments; Introduction; Chapter 1: Obtaining the Best Ideas; THE COST OF WASTED IDEAS; PROJECTS AND INNOVATION; WHY A LONG LIST OF PROPOSALS IS NECESSARY; THE RISK OF INFORMAL PROCESSES; LOWERING THE BAR FOR IDEA SUBMISSION; USING SIMPLE IDEA CAPTURE; THE VALUE OF RANGE-BASED ESTIMATION; GENERATING EXCITEMENT; MAKING PROCESSES TRANSPARENT; MAKING PROCESSES SIMPLE; USING SUPERIOR ESTIMATION; GOING BEYOND THE EMPLOYEE MANAGING PROJECTS ACROSS THE SUPPLY CHAINWHERE ARE YOUR IDEAS COMING FROM?; KEY QUESTIONS; SUGGESTED READINGS; Chapter 2: Selecting Impactful Projects; ALIGNING PROJECTS AND STRATEGY; CREATING PORTFOLIO ALIGNMENT; GOING BEYOND STRATEGIC ALIGNMENT; APPLYING PORTFOLIO THEORY TO PORTFOLIO SELECTION; THE VALUE OF PRIVATE INFORMATION COLLECTION; THE RISK OF COMMITMENT ESCALATION; THE DANGER OF SLOW DECISION

MAKING; AVOIDING COGNITIVE DISSONANCE; STRIVING FOR NIMBLE  
DECISION MAKING; KEY QUESTIONS; SUGGESTED READINGS; Chapter 3:  
The Importance of Planning; KNOWING WHAT YOU ALREADY HAVE  
DETERMINING HOW MANY RESOURCES YOU HAVE THE VALUE OF  
PLANNING; THE TRIPLE CONSTRAINT: TIME, SCOPE, COST; THE  
IMPORTANCE OF BOTTOM-UP PLANNING; AVOIDING PROJECT DELAYS;  
KEY QUESTIONS; SUGGESTED READINGS; Chapter 4: Improving Cost  
Performance; THE BENEFITS OF PORTFOLIO MANAGEMENT;  
UNDERSTANDING MARGINAL RETURNS; ALLOCATING RESOURCES  
PREDICTABLY; IMPROVING FINANCIAL FORECASTING; USING EARNED  
VALUE; USING INNOVATIVE IDEAS TO MAKE BETTER USE OF RESOURCES;  
ACCESSING SUPERIOR RISK ANALYSIS; KEY QUESTIONS; SUGGESTED  
READINGS; Chapter 5: Ten Things to Do; KNOW WHAT YOU HAVE;  
BUILD MOMENTUM  
DEFINE BUSINESS GOALS CAPTURE IDEAS; BE TRANSPARENT; PRIORITIZE;  
USE EFFICIENT DECISION MAKING; ESTABLISH COMMUNICATION  
FRAMEWORKS; CONDUCT POSTMORTEMS; IMPROVE CONTINUALLY; KEY  
QUESTIONS; Chapter 6: Best Practices; KEYS TO PORTFOLIO SUCCESS:  
WHAT ARE YOU MONITORING?; BUILDING LEGITIMACY THROUGH  
EFFECTIVE MONITORING; CAPTURING WHAT YOU NEED; CREATING AN  
EFFECTIVE DASHBOARD; SHARING INFORMATION; SETTING REVIEW  
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ACTION; UNDERSTANDING ORGANIZATIONAL COMPETENCIES;  
MAXIMIZING INTEGRATION, MINIMIZING TRAINING  
EMPLOYING BEST PRACTICES BY ORGANIZATIONAL TYPE KEY  
QUESTIONS; SUGGESTED READINGS; Chapter 7: Ten Things to Avoid;  
MOVING TOO FAST; ALLOWING HEAVY PROCESSES; RELYING ON THE BIG  
BANG; NOT TYING REPORTS TO ACTION; NOT KILLING PROJECTS;  
FAILING TO CALIBRATE ESTIMATES; MISSING SCOPE CHANGES;  
COMPARTMENTALIZING INFORMATION; PROVIDING INADEQUATE  
RESOURCES; PLANNING INSUFFICIENTLY; KEY QUESTIONS; Chapter 8:  
Communications; THE IMPORTANCE OF EFFICIENT COMMUNICATION;  
PRESENCE: REACHING PEOPLE FASTER; STORING INFORMATION;  
COLLABORATING BEYOND DOCUMENTS; CREATING INSTITUTIONAL  
MEMORY  
CUSTOMIZING THE WORKSPACE

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## Sommario/riassunto

Lead change through strategic alignment of project and process performance Practical and filled with expert advice, Strategic Project Portfolio Management: Enabling a Productive Organization presents a clear framework for your organization to complete impactful strategic projects. Providing executive-level guidance to build a powerful and efficient process from initial adoption to portfolio alignment, this essential resource contains case studies from small to global multinational organizations, arming you with the insights to ensure your strategic projects are given the resour

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