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Nota di contenuto	Front Cover -- Title Page -- Copyright -- Contents -- Foreword -- Acknowledgments -- About the Authors -- Introduction -- What is project failure? -- Why study failure? -- Where do things go wrong? -- References -- Rule 1. Make it about the how -- If you don't know where you are going, ask the right questions -- Fail-safe management starts by getting the why and what right -- Make it about the how -- Forgetting the how can lead to failure -- Ask these key questions when using Rule 1 -- References -- Rule 2. Keep your champions close but your critics closer -- Stakeholders matter -- Mindful managers seek out champions -- Manage stakeholder groups according to their ability to affect the project's success or failure -- Manage relations with champions and opponents as a key project activity -- Ask these key questions when using Rule 2 -- Note -- References -- Rule 3. Informal networks matter-work with them -- Be aware of different formal and informal network structures -- Why formal structures? -- Types of organizational structures -- What role do informal networks play? -- Use informal networking to enhance development projects -- Analyze informal organizations to tap into their power -- Use informal networks in times of organizational crisis -- Ask these key questions when using Rule 3 -- References -- Rule 4. Unclog the pipes -- Blocked work processes can slow or stop work -- What is a process? -- A simple

method to review a work process -- Process managers help work to get done -- Time is the enemy -- Ask these key questions when using Rule 4 -- References -- Rule 5. Build the ship as it sails -- Quick wins are important -- Be flexible during implementation -- Be willing to make mistakes and correct them -- Ask these key questions when using Rule 5 -- References -- Summary: Use the five rules to avoid project failure. Findings were surprising to management but not to staff -- The fail-safe manager has a checklist for avoiding project failure -- Five rules to avoid project failure checklist -- Reference -- Afterword -- Back Cover.

Sommario/riassunto

The decision to look at failures for answers is a bold one. Policy makers, planners and implementers have a tendency to look through prisms of success in framing working policies, programs and results when justifying them. Despite this, we still tend to address failures indirectly by looking at risk, critical success factors, unintended outcomes or consequences, and negative impacts to name a few. As the authors say, 'while success is desirable and we plan for it, failures are inevitable and we seldom plan to mitigate them.' The authors have clearly emphasized the need to look at failures in a
