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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 MEETINGS; THE TRANSPARENT ORGANIZATION; FROM MONITORING TO 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

## 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