

## *Transforming Business With Program Management Integrating Strategy People Process Technology Structure And Measurement Best Practices And Advances In Program Management*

The digital traces that people leave behind as they conduct their daily lives provide a powerful resource for businesses to better understand the dynamics of an otherwise chaotic society. Digital technologies have become omnipresent in our lives and we still do not fully know how to make the best use of the data these technologies could harness. Businesses leveraging big data appropriately could definitely gain a sustainable competitive advantage. With a balanced mix of texts and cases, this book discusses a variety of digital technologies and how they transform people and organizations. It offers a debate on the societal consequences of the yet unfolding technological revolution and proposes alternatives for harnessing disruptive technologies for the greater benefit of all. This book will have wide appeal to academics in technology management, strategy, marketing, and human resource management.

A practical approach to business transformation *Fit for Growth\** is a unique approach to business transformation that explicitly connects growth strategy with cost management and organization restructuring. Drawing on 70-plus years of strategy consulting experience and in-depth research, the experts at PwC's Strategy& lay out a winning framework that helps CEOs and senior executives transform their organizations for sustainable, profitable growth. This approach gives structure to strategy while promoting lasting change. Examples from Strategy&'s hundreds of clients illustrate successful transformation on the ground, and illuminate how senior and middle managers are able to take ownership and even thrive during difficult periods of transition. Throughout the *Fit for Growth* process, the focus is on maintaining consistent high-value performance while enabling fundamental change. Strategy& has helped major clients around the globe achieve significant and sustained results with its research-backed approach to restructuring and cost reduction. This book provides practical guidance for leveraging that expertise to make the choices that allow companies to:

- Achieve growth while reducing costs
- Manage transformation and transition productively
- Create lasting competitive advantage
- Deliver reliable, high-value performance

Sustainable success is founded on efficiency and high performance. Companies are always looking to do more with less, but their efforts often work against them in the long run. Total business transformation requires total buy-in, and it entails a series of decisions that must not be made lightly. The *Fit for Growth* approach provides a clear strategy and practical framework for growth-oriented change, with expert guidance on getting it right. \*Fit for Growth is a registered service mark of PwC Strategy& Inc. in the United States

Technical advancements are an important part of modern society, but particularly important in the business world. The success or failure of business operations can be affected by the technical operations working within it. Technology, Innovation, and Enterprise Transformation addresses the crucial relationship between a business and its technical implementations, and how current innovations are changing how the industry operates. Highlighting current theoretical frameworks, novel empirical research discoveries, and

## Read Free Transforming Business With Program Management Integrating Strategy People Process Technology Structure And Measurement Best Practices And Advances In Program Management

fundamental literature surveys, this book is an essential reference source for academicians, professionals, and researchers who are interested in the latest technical insights within the business field.

"This book provides a guide to the best practices in digital enablement, change management, and process optimization. It also builds on the available limited literature in the field of digital supply chain optimization and business transformation and complement it with practical and proven tactics from the industry"--

A compass to sail the digital world

Transforming Project Management: An Essential Paradigm for Turning Your Strategic Planning into Action

Value-Driven Digital Transformation

A Handbook of Business Transformation Management Methodology

Basics, Implementation and Optimization

Business Process Transformation

Digital Business Transformation

*Transforming Business with Program Management Integrating Strategy, People, Process, Technology, Structure, and Measurement* CRC Press

*Illustrates the benefits of multi-project management*

*How do you become a better Project Manager or Program Manager? For starters, you might need to Think differently to Lead more effectively. Complexity, ambiguity, and time are the greatest enemies to delivering complex Projects and solving hard problems. Chief among these problems today are the challenges organizations face when transforming their businesses and operations. Complex problem-solving today requires arming both the problem solvers AND those who Lead and Manage the problem solvers -- from executives to PMPs, PgMPs, managing architects, and other project leaders -- with a tool bag of proven transformation-enabling and innovative Design Thinking techniques.*

*Creating the Project Office is written for managers who are searching for ways to transform their organizations into more effective and efficient project-based workplaces. As this important book reveals, there is no more effective way to make that change than to create a project office tailored to the needs of the organization. While a project office model leads to better products from projects, it is also a vehicle for generating overall organizational change -- by transforming the organization from function-based to project-based. This model incorporates projects into the very fabric of the organizational strategy and revitalizes organizations, creates competitive advantage, and increases shareholder value.*

*Financial Management and Business Transformation at the Department of Defense*

*Business and Grassroots Innovation for the Knowledge Economy*

*Technology, Innovation, and Enterprise Transformation*

*A Manager's Guide to Leading Organizational Change*

*Hearing Before the Subcommittee on Readiness and Management Support of the Committee on Armed Services, United States Senate, One Hundred Twelfth Congress, First Session, July 27, 2011*

*Continuing Change*

*A Comprehensive Management Process for Transforming Organizations*

*Offers advice on how to lead an organization into change, including establishing a sense of urgency, developing a vision and strategy, and generating short-term wins.*

*Are you curious to find out the story of a company that went from a static platform to winning the Best Business Transformation Project in the World? Why another book about business transformation? The answer is simple: because it is needed. We have seen business transformation projects fail and being abandoned and forgotten by those who initiated them. In some business communities, these projects are perceived as an 'inevitable evil'. Therefore, many organizations seem to oppose, avoid or at least try to delay it. This 'inevitable evil' paradigm is just a misconception. Understanding how to use business transformation as a strategic tool is more powerful than any fears. And it pays off. This book is a book of layers. It is born out of an outstanding collaboration between professionals of rather different personalities, expertise and experience. It is about leaders who went all in to achieve a 21st century organizational model, a snapshot into the work of more than 2,000 people as they went above and beyond trying to change their fate for more than 4 years. This book tells the story of a Project that has been designed from the start with the quest for excellence as an objective - it was envisioned to be globally recognized as one of the best business transformation initiatives, not just within the utilities sector, but across all industries. Some early reviews: "I've witnessed several presentations of the Project and in all of them my first impression was that the precise construct of the new organization, the description of each new role, and the risk analysis conducted to ascertain the risks of such an undertaking, all had an extraordinary level of detail. Of particular interest to me was the amount of people involved from the organization undergoing the change. That speaks well not only of the level of commitment of the leadership, but also of the level of enthusiasm and engagement of the workforce. I attribute this to the dedication of the Company's Leadership and Project's Leadership to deploy such an initiative. About the next steps: I am eager to know how this effort is being replicated across the Veolia family, and what challenges and opportunities are being captured and learned from in these future deployments. I recommend the book to all Managers looking to transform their Companies to meet the 21st Century challenges." Hugo Ashkar, Risk Manager - Global Projects Organization BP*

*"Corporations, especially the bigger ones, constantly undergo organizational changes. Unfortunately, they do not remember the basics. The basics are that the organization of companies has to follow the processes, which follow the priorities, which follow the goals, which follow the vision and mission of*

## Read Free Transforming Business With Program Management Integrating Strategy People Process Technology Structure And Measurement Best Practices And Advances In Program Management

*the company. Getting all of this right, with all its consequences, is key to organizational change. Organizational Structure follows processes and processes follow purpose. This is exactly what Veolia did, and they did it right. The Project and the book are an inspiration for any Organizational Journey." Alexander Breskvar, Corporate VP of Quality Management - Siemens Gamesa Renewable Energy*"Cristian Matei and the leadership team of Veolia impressed the judges at the Global OPEX Awards 2019 with the extensive and strategic work they've done to turnaround the Veolia businesses, so much that they won the "Best Business Transformation Project" Category that year! They have also shared the journey and the transformation methodologies behind this winning story at the event and the audience were inspired by the depth of the transformation and the game-changing methodologies that completely reinvented the company DNA. It was my tremendous pleasure to have worked with Cristian and his team in the past few years, sharing their successes with our PEX Community, and couldn't be prouder to see their work published, so as to provide insights and positive influence for an even wider audience." Cathy Gu, Event Director, PEX Network & OPEX Week

*This graduate textbook is focused on digital transformation. It answers key questions regarding: which technologies can be used to transform an organisation, which activities within an organisation can be transformed, and what the aim of digital transformation should be. The content is divided into three main parts, the first of which offers an introduction to the topic, highlights fundamental examples of digital transformation, defines the terminology, and enables readers to quickly understand the main components of digital transformation. The second part of the book addresses examples of digital transformation from several industries, including: government; finance; health; manufacturing; and education. The third and final section of the book describes the activities and processes within a typical digital transformation programme. The pedagogical approach to the process makes the book beneficial to both students who have never been involved in such a programme and practitioners who plan to implement digital transformation in their organisation.*

*No organization is impervious to change. Rather, the survival and growth of an organization is dependent on how well it copes with change. Successful change initiatives consist of the integrated eco-system of its portfolio, programs, and projects. These change initiatives become the delivery mechanisms for implementing the strategy of an organization. Improving Business Performance: A Project Portfolio Management Approach clarifies how the proper application of portfolio, program, and project management concepts can help commercial and non-profit organizations achieve their strategic objectives. Most organizations have been good at devising strategy, but falter during its implementation. Executing strategy well to deliver superior business performance remains a key challenge, which is addressed as the core theme of this book. The book portrays a top-down orientation as well as a bottom-up integration of change initiatives to facilitate alignment to strategy and accommodate mid-course changes. It takes*

## Read Free Transforming Business With Program Management Integrating Strategy People Process Technology Structure And Measurement Best Practices And Advances In Program Management

*into account existing global best management practices to bring forth an approach that is customizable and useful to organizations in any industry. Describing why portfolio management lies at the apex of change initiative management, the book explains how to design and fine-tune portfolios so they are in alignment with your organization's overall strategy and business needs. After reading this book, you will understand: How to design the project portfolio structure for your organization How to integrate programs and projects within the portfolio more effectively How to better manage interactions across diverse change initiatives How to maintain focus while managing change to realize benefits The book presents a case study that illustrates the application of project portfolio concepts in practical scenarios. It includes chapters dedicated to transition management, change management, benefits management, and the Enterprise Project Management Office. It also includes templates you can immediately put to use in your own portfolios, programs, and projects.*

*Behind The Scenes Of The Best Business Transformation Project In The World.*

*Thinking Beyond Lean*

*Creating the Project Office*

*A Roadmap for Transforming Your Management and Adapting to the 'New Normal'*

*Fit for Growth*

*Enabling Enterprise Transformation*

*The Standard for Program Management - Fourth Edition (Hindi)*

For trainers free additional material of this book is available. This can be found under the "Training Material" tab. Log in with your trainer account to access the material. This book explains the Business Transformation Framework, BTF Version 2016, a structural approach based on best practice. It is a practical approach that helps organizations to design, develop, plan and govern organizational change. Obviously developing a solid and widely supported Change plan is the first step towards a successful organizational change! Simply said: BTF helps to get control over organizational change! In the BTF coherence and collaboration are essential. The BTF approach imposes the establishing of coherence between organizational setting, strategy, and business transformation portfolio as well as between the four different aspects of running the business: Customer Treatment & Channels, Processes & organizational culture, Information & applications and IT infrastructure & facilities. This is a complex process. The BTF methodology helps to make this a manageable process by following a structured and step-by-step approach. Establishing coherence is possible when all divisions in the organizations work together. Coherence can only be achieved when all levels in the organization and all divisions and employees work closely together. The methodology aims at making change tactile and concrete, so that all stakeholders can be committed and contribute. In the BTF the design and development go hand in hand. That is so, because people are willing to change, but do not like to get a change imposed upon themselves! This book is the official manual of the Business Transformation Framework, BTF Version 2016. Primary target groups are: managers and professionals in the information-intensive firms and industries that are confronted with organizational change. The BTF has already been put into use by: operations managers, CIOs, information managers, portfolio managers, change managers, programme managers and consultants.

This book discusses a six-step transformation cycle in which the tasks of innovation management – ranked according to their relevance for companies – are placed in a systematic order. Presenting an in-depth discussion on innovation and transformation, the authors delve into strategic themes such as business

## Read Free Transforming Business With Program Management Integrating Strategy People Process Technology Structure And Measurement Best Practices And Advances In Program Management

models and strategic positioning, which are fundamental to the innovation process. It also describes the underlying processes and roles of innovation management, and the required organizational structures. Following process organization and organizational structure, the authors highlight how the appropriate human resource strategy should look and the manner of personnel selection or development to be implemented. The authors also provide tools and systems that are assigned to specific employees working with innovation management; these deal with innovation audit, knowledge management, idea management, financing and budgeting innovations, marketing and property rights. The book also sheds light on how the effectiveness of the innovation process can be monitored using indicator systems. This is a handy resource for managers looking for a structured strategy and how to implement it to achieve optimal innovation management and reap its benefits.

Turn your strategy into business reality with proven project management and leadership best practices According to Harvard Business Review, IT project failure costs businesses \$3 trillion dollars annually. That's just IT. For the full scope this issue, increase that number exponentially. If you expect more from strategic planning and don't think projects should decimate budgets and professional reputations, you're in good company. CEO of UltiMentors Duane Petersen has dedicated his career to helping business leaders transform their companies by turning their strategic vision into portfolios of successful projects. Now, Petersen shares his winning method with you. Transforming Project Management takes you beyond envisioning a great strategy and into the realm of implementing it?with skill, care, and expertise. Petersen explains how to break down a strategic plan into key objectives and project portfolios to make sense of all the project "parts"—then successfully lead the execution of the plan. You'll learn how to evaluate where you are versus where you want to be, develop plans to move your vision forward, translate strategic plans into action plans with tangible efforts, budgets, and schedules, and guide and inspire the individuals and teams tasked with implementing their plans. Knowing precisely how much a major project will cost before it begins and having processes and tools to monitor how well it's meeting benchmarks along the way should be standard business practice. Clearly, it's not. With Transforming Project Management, you have everything you need to tie strategic planning directly to project management—and lead your company to the head of your industry.

The one primer you need to launch, lead, and sponsor successful projects. We're now living in the project economy. The number of projects initiated in all sectors has skyrocketed, and project management skills have become essential for every leader and manager. Still, project failure rates remain extremely high. Why? Leaders oversee too many projects and have too little visibility into them. Project managers struggle to translate their hands-on, technical knowledge up to senior management. The result? Worthy projects are starved of time and resources and fail to deliver benefits, while too much investment goes into the wrong projects. To compete in the project economy, you need to close this gap. The HBR Project Management Handbook shows you how. In this comprehensive guide, project management expert Antonio Nieto-Rodriguez presents a new and simple framework that will increase any project's likelihood of success. Packed with case studies from many industries worldwide, it will teach you how to manage your organization's projects, strategic programs, and agile initiatives more effectively and push the best ones ahead to completion. Timeless yet forward-looking, this book will help you win in the project-driven world. In the HBR Project Management Handbook you'll find: Everything you need to know about project management in practical, nontechnical language A definitive taxonomy of project types, from product launches to digital transformations to megaprojects A road map for becoming an effective project leader and executive sponsor A new, simple, and universal project framework, the Project Canvas, that breaks down any project into essential building blocks that can be easily understood by all project stakeholders Original concepts and exclusive case studies from public- and private-sector organizations worldwide You'll learn: A common language for project managers and executives to run successful projects across your organization When to use agile, traditional, or hybrid methods in your projects The twelve principles of successful projects, including purpose, agility, and a focus on outcomes Techniques for selecting and advancing the best projects and managing a strategic and balanced project portfolio How today's projects will help

## Read Free Transforming Business With Program Management Integrating Strategy People Process Technology Structure And Measurement Best Practices And Advances In Program Management

address some of the most pressing global trends, including automation, sustainability, diversity, and crisis management Why project management needed to be reinvented and what the future holds HBR Handbooks provide ambitious professionals with the frameworks, advice, and tools they need to excel in their careers. With step-by-step guidance, time-honed best practices, and real-life stories, each comprehensive volume helps you to stand out from the pack—whatever your role.

Technology Optimization and Change Management for Successful Digital Supply Chains

Dare!

Global Business Driven HR Transformation: The Journey Continues (Print Edition)

How to Launch, Lead, and Sponsor Successful Projects

Innovation and Transformation

A Guide to Strategic Cost Cutting, Restructuring, and Renewal

Case Studies and Articles

*This book presents a framework through transformation and explains how business goals can be translated into realistic plans that are tangible and yield real results in terms of the top line and the bottom line. Process Transformation is like a tangram puzzle, which has multiple solutions yet is essentially composed of seven 'tans' that hold it together. Based on practical experience and intensive research into existing material, 'Process Tangram' is a simple yet powerful framework that proposes Process Transformation as a program. The seven 'tans' are: the transformation program itself, triggers, goals, tools and techniques, culture, communication and success factors. With its segregation into tans and division into core elements, this framework makes it possible to use 'pick and choose' to quickly and easily map an organization's specific requirements. Change management and process modeling are covered in detail. In addition, the book approaches managed services as a model of service delivery, which it explores as a case of process transformation. This book will appeal to anyone engaged in business process transformation, be it business process management professionals, change managers, sponsors, program managers or line managers. The book starts with the basics, making it suitable even for students who want to make a career in business process management.*

*In today's challenging commercial environment, many business projects are now categorized as strategic investment with the primary concern being value impact on an organization's bottom line. This title equips project managers with the skills necessary to effectively manage projects as strategic investments.*

*Business Agility is an approach that gives the right business flexibility and fast decision-making in a volatile environment, providing a great capacity for innovation, adaptation and*

## Read Free Transforming Business With Program Management Integrating Strategy People Process Technology Structure And Measurement Best Practices And Advances In Program Management

*change. Businesses everywhere are trying to 'get business agile' - but it's not easy to adapt to becoming this adaptive. How can conventional organisations succeed in this transformation? In this book, project and change management expert Peter Taylor walks you through the change process step by step, providing a tried and tested transformation roadmap: benefits are outlined, solutions to common challenges offered, and tried and tested methods and tools provided. He guides you towards a decentralised management style that offers more successful decision making through collaboration. By reducing processes, adjusting the governance and believing in 'the power of the people' to deliver simple success in a time of complex demand, the guidance in this book will help any manager get Business Agile.*

*Why do only 30% of business transformation projects deliver on time, on budget and scope, realising the intended benefits while 70% fail? This book uncovers HOBA(R) (House of Business Architecture(R)) Business Transformation framework and provides a practical guide that has helped organisations successfully implement their business transformation.*

*A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Seventh Edition and The Standard for Project Management (BRAZILIAN PORTUGUESE)*

*Orchestrating Transformation*

*Organizing, Managing and Controlling in the Information Age*

*Make Your Business Agile*

*Delivering Maximum ROI & Sustainable Business Value*

*Transforming Business with Program Management*

*Digital Transformation Management for Agile Organizations*

*Organizations need to constantly innovate and improve products and services to maintain a strong competitive position in the market place. The vehicle used by organizations for such constant reinvention is a business transformation program. This book illustrates a tested program management roadmap along with the supporting comprehensive frameworks to successfully execute business transformation programs, formulated strategies, and strategic initiatives. It outlines the steps to successfully transform any business and deliver tangible business outcomes. This breakthrough work establishes the linkage between strategy formulation and strategy execution through the program management discipline. It depicts how program management integrates strategy, people, process, technology, structure, and measurement on cross-functional initiatives. The author details the processes, techniques, and tools that a program management*

## Read Free Transforming Business With Program Management Integrating Strategy People Process Technology Structure And Measurement Best Practices And Advances In Program Management

team can customize and easily implement on any type of strategic initiative within the private or public sector environment to deliver and sustain the expected business outcomes and benefits. This book discusses the ten mandatory steps (or roadmap) needed to lead complex, business transformation programs to success. It showcases program management best practices and lessons learned through real-world case studies spanning different industry sectors and functional domains. Transforming Business with Program Management will equip executives, general managers, and program managers with the core skills necessary to effectively plan and implement business transformation strategies that drive sweeping business change and innovation.

This book provides an integrative Business Transformation Management Methodology, the BTM2, with an emphasis on the balance between the rational aspects of transformation and the often underestimated emotional readiness of employees to absorb and accept transformation initiatives. Comprising four phases - Envision, Engage, Transform, and Optimize - the methodology integrates expertise from areas such as strategy, risk, and project management. Covering the formal and informal structures and roles needed for a successful transformation, the authors cover a wide range of theory to help understand the phenomenon of transformation. A '360-degree' view on what business transformation means and how to manage it successfully, this handbook is suitable for business executives dealing with organizational change. A range of illustrative case studies ensure this is also a valuable resource for academics interested in change and transformation management.

Transformation programs are a common feature of global companies carrying out major strategic change projects. These programs combine business and technical expertise to bring together management and information systems. Managers rate firms' transformation competencies relatively poorly, and the success rate of such endeavours is correspondingly low. Using a variety of case studies including: Allianz SE, Shell, SAP, Vodafone, and Mercedes-Benz, this book provides unprecedented insights into characteristics of current transformation programs and the potential that can be leveraged by applying a holistic transformation management approach.

Organizations find that a performance gap exists between sustainability vision and benefits realization. Effecting transformational change requires incorporating sustainability into organization's culture including policies, processes, and people. Although they are often overlooked, project management professionals and HR professionals are valuable

Program Management for Improved Business Results

## Read Free Transforming Business With Program Management Integrating Strategy People Process Technology Structure And Measurement Best Practices And Advances In Program Management

Business Transformation Framework - To get from Strategy to Execution

Improving Business Performance

The Process Tangram Framework

How Multi-project Management is Transforming Product Development at Toyota and Other Companies

Harvard Business Review Project Management Handbook

Change at Work

**Private enterprises in advanced economies have been learning to use information and communication technology (ICT) to innovate and transform their processes, products, services and business models, significantly improving productivity and competitiveness. Moreover, the ICT industry itself has become a major source of job creation and a contributor to economic growth and business transformation. A key question today is whether and how developing countries can learn to benefit from the ICT revolution, and what roles the government and private sector can play. Already, a number of developing countries have been inspired by the example of India and China, and are now seeking to jump on the outsourcing bandwagon. Nevertheless, with few exceptions in the developing world, little attention has been paid by policymakers and practitioners to invest systematically and proactively in ICT-enabled growth, poverty reduction and grassroots innovation. Most communities and small and medium-sized enterprises in developing countries, for example, face multiple constraints to adopting and leveraging this general purpose technology, and lack the capabilities for maximizing its potential. In "Enabling Enterprise Transformation", Nagy Hanna draws on his rich experience of over 35 years at the World Bank and other aid agencies as a development strategist and ICT policy expert, the most current research, and best practices from around the world to provide practical tools for promoting economic and social transformation through ICT. He assesses various initiatives to develop and diffuse ICT, such as innovation funds, incubators, parks, public-private partnerships, and comprehensive promotion programs. He argues for the strategic options now open for developing countries to participate in ICT production, to deploy ICT to transform industries and services, and to leverage ICT as a new national infrastructure for improving the business environment and enhancing the competitiveness of the whole economy. The challenge for leaders in developing countries is to create such social and institutional dynamics for learning about ICT use and adaptation at many levels. Lessons gained so far from programs to build these social learning and innovation capabilities at the institutional and grassroots levels should be shared among developing countries, and a dialogue among business leaders, policymakers, development agencies, educational institutions, and the**

**general citizenry must be advanced.**

**The recent surge of interest in “digital transformation” is changing the business landscape and posing several challenges, both organizational and sectoral. This transformation involves the application of digital technology in all aspects of business, and enables organizations to create new products and services, and to find more efficient ways of doing business. Moreover, the digital transformation is happening within and across organizations of all types and in every industry, producing a disruptive innovation that can break down the barriers between people and organizations, and help create more adaptive processes. In the information age, it is imperative for organizations to develop IT-related capabilities that allow them to leverage the potential of digital technologies. Due to the pervasive effects of this transformation on processes, firms and industries, both scholars and practitioners are interested in better understanding the key mechanisms behind the emergence and evolution of the digital business transformation. This book presents a collection of research papers focusing on the relationships between technologies (e.g., digital platforms, AI, blockchain, etc.), processes (e.g., decision-making, co-creation, financial, compliance, etc.), and organizations (e.g., smart organizations, digital ecosystems, Industry 4.0, collaborative networked organizations, etc.), which have been categorized into three major areas: organizing, managing and controlling. It also provides critical insights into how the digital transformation is enhancing organizational processes and firms’ performance through an exploration and exploitation of internal resources, and through the establishment of external connections and linkages. The plurality of views offered makes this book particularly relevant for users, companies, scientists, and governments. The content of the book is based on a selection of the best papers (original double-blind peer-reviewed contributions) presented at the annual conference of the Italian chapter of the AIS, which was held in Naples, Italy in September 2019.**

**Company leaders feel the urgency to transform their organizations in the face of digital disruption. New rivals are digitizing whatever can be digitized to attack incumbents’ value chains, gaining market share, eroding margins, and wreaking havoc to the competitive landscape in virtually every industry. For large and mid-sized companies, the imperative to transform is clear. How to transform is another matter. The hard truth is that despite leaders’ best efforts, and billions spent in pursuit of digital transformation, the vast majority of organizational change programs fizzle, falling well short of their expected impacts. Because failed transformation programs put incumbents behind the eight ball in dealing with disruptive competition, organizations can ill-afford for their transformation programs to flop. With this important new book,**

**Orchestrating Transformation: How to Deliver Winning Performance with a Connected Approach to Change**, the team at the Global Center for Digital Business Transformation, an IMD and Cisco initiative, set out a new prescription for getting transformation right. The piecemeal strategies and pilot projects that are hallmarks of conventional transformation programs are hopelessly inadequate for the intricate, sprawling organizational environments found in most companies. Transformation practitioners need a different mindset and a new approach to executing change that can handle the complexity and scale of today's market leaders.

**Orchestration--"mobilizing and enabling so as to achieve a desired effect"--paves the way for a new, more holistic view of organizational resources and how they work together to drive change synergistically. The follow-up to 2016's award-winning Digital Vortex, Orchestrating Transformation is packed with quantitative and qualitative insights from years of applied research and engagement with executives around the world. A unique and indispensable guide for practitioners, the book moves past traditional change management doctrine to show how a connected approach to change can change everything.**

**This book is intended to provide project management office (PMO) executives practical information to promote enterprise Agile for business value compatibility within their organization. The primary benefit of this book is to promote a sense of common purpose and collaboration between the project delivery and the organization. Agile project delivery methods are adaptable to the emergence of unknown requirements identified in the later part of the project delivery lifecycle. Transparency is improved through the Agile characteristics of continuous feedback loops, daily stand-up meetings, demonstrations, retrospectives, prototypes, and project management tools such as Kanban boards, burn-down charts, and pie chart dashboards. The key success factor is direct business participation and collaboration to ensure that a business focus determines the output. Agile project management delivers business value rather than following a plan by using prioritized backlogs to ensure early and consistent delivery of features and products from the customer perspective without the overhead of low-value artifacts and bureaucracy. The Agile Advantage encourages technology deployment as a paradigm shift rather than a planned incremental improvement to existing systems and processes. Agile promotes innovation and creates synergies through a business focus viewing technology deployments as a catalyst for change rather than the final objective. Technology investments implemented through Agile processes result in improved market leadership, organizational alignment, and resource efficiency delivering competitive advantage.**

**The Business Transformation Playbook  
Leading Digital**

## **Turning Technology into Business Transformation**

### **How to Deliver Winning Performance with a Connected Approach to Change**

### **Integrating Strategy, People, Process, Technology, Structure, and Measurement**

### **A Project and Portfolio Management Approach**

### **A Project Portfolio Management Approach**

*The Standard for Program Management - Fourth Edition differs from prior editions by focusing on the principles of good program management. Program activities have been realigned to program lifecycle phases rather than topics, and the first section was expanded to address the key roles of program manager, program sponsor and program management office. It has also been updated to better align with PMI's Governance of Portfolios, Programs, and Projects: A Practice Guide.*

*Become a Digital Master—No Matter What Business You're In If you think the phrase "going digital" is only relevant for industries like tech, media, and entertainment—think again. In fact, mobile, analytics, social media, sensors, and cloud computing have already fundamentally changed the entire business landscape as we know it—including your industry. The problem is that most accounts of digital in business focus on Silicon Valley stars and tech start-ups. But what about the other 90-plus percent of the economy? In *Leading Digital*, authors George Westerman, Didier Bonnet, and Andrew McAfee highlight how large companies in traditional industries—from finance to manufacturing to pharmaceuticals—are using digital to gain strategic advantage. They illuminate the principles and practices that lead to successful digital transformation. Based on a study of more than four hundred global firms, including Asian Paints, Burberry, Caesars Entertainment, Codelco, Lloyds Banking Group, Nike, and Pernod Ricard, the book shows what it takes to become a Digital Master. It explains successful transformation in a clear, two-part framework: where to invest in digital capabilities, and how to lead the transformation. Within these parts, you'll learn: • How to engage better with your customers • How to digitally enhance operations • How to create a digital vision • How to govern your digital activities The book also includes an extensive step-by-step transformation playbook for leaders to follow. *Leading Digital* is the must-have guide to help your organization survive and thrive in the new, digitally powered, global economy.*

*Digital Transformation Management for Agile Organizations highlights and explores new dynamics regarding how current digital developments globally scale, by examining the threats, as well as the opportunities these innovations offer to organizations of all kinds.*

*PMBOK® Guide is the go-to resource for project management practitioners. The project management profession has significantly evolved due to emerging technology, new approaches and rapid market changes. Reflecting this evolution, The Standard for Project Management enumerates 12 principles of project management and the PMBOK® Guide &— Seventh Edition is structured around eight project performance domains. This edition is designed to address practitioners' current and future needs and to help them be more proactive, innovative and nimble in enabling desired project outcomes. This edition of the PMBOK® Guide: • Reflects the full range of development approaches (predictive, adaptive, hybrid, etc.); • Provides an entire section devoted to tailoring the development approach and processes; • Includes an expanded list of models, methods, and artifacts; • Focuses on not just delivering project outputs but also enabling outcomes; and • Integrates with PMI standards+™ for information and standards application*

# Read Free Transforming Business With Program Management Integrating Strategy People Process Technology Structure And Measurement Best Practices And Advances In Program Management

*content based on project type, development approach, and industry sector.*

***Project to Product***

***Leading Change***

***How to Implement Your Organization's Target Operating Model (TOM) and Achieve a Zero Percent Fail Rate Using the 6- Step Agile Framework***

***Design Thinking for Program and Project Management***

***Theory and Cases***

***EDGE***

Superior program management begins with superior information and strategy Program Management for Improved Business Results, Second Edition is a practical guide to real-world program management, written to align with the rigorous PMI® PgMP® certification standards. The book explains the benchmarks and best practices that help shape a superior program manager, and provides case studies that illustrate the real-world application of management concepts. Written by a team composed of both industry professionals and academics, the book strikes a balance between theory and practice that facilitates understanding and better prepares candidates for the PgMP. Managers at all levels will learn the insights and techniques that are shaping modern management expectations. The Project Management Institute and the Product Development and Management Association both agree that program management is a critical element in the successful integration of business strategy and project management. The certification process is difficult, and few complete it - but demand for competent professionals is high. Program Management for Improved Business Results addresses this disconnect, preparing readers to fill the gaps and help businesses achieve the level of program management integration required by professional organizations. Topics include: Aligning programs with business strategy Program planning, execution, and processes Management metrics and strategic and operational tools Roles, responsibilities, and core competencies The book focuses on both the macro and the micro levels, explaining the successful integration of business strategy with project portfolios as well as the managing of a single program. Case studies present both issue-oriented and comprehensive perspectives, and guidance includes real, actionable steps. For professionals seeking improved program outcomes, Program Management for Improved Business Results is a roadmap to exceptional management skills. (PMI and PgMP are registered marks of the Project Management Institute, Inc.)

As tech giants and startups disrupt every market, those who master large-scale software delivery will define the economic landscape of the 21st century, just as the masters of mass production defined the landscape in the 20th. Unfortunately, business and technology leaders are woefully ill-equipped to solve the problems posed by digital transformation. At the current rate of disruption, half of S&P 500

## Read Free Transforming Business With Program Management Integrating Strategy People Process Technology Structure And Measurement Best Practices And Advances In Program Management

companies will be replaced in the next ten years. A new approach is needed. In Project to Product, Value Stream Network pioneer and technology business leader Dr. Mik Kersten introduces the Flow Framework—a new way of seeing, measuring, and managing software delivery. The Flow Framework will enable your company's evolution from project-oriented dinosaur to product-centric innovator that thrives in the Age of Software. If you're driving your organization's transformation at any level, this is the book for you.

Offering a human-systems approach to organizational transformation, shows how organizations can respond to change with intelligence and compassion. Presents a unique, comprehensive model for instituting, managing, and assessing change: the Total Transformation Management Process (TTMP). Drawing on many proven theories and models, provides an integrated process for successfully implementing systemwide change while staying focused on the human side of the organization.

EDGE: The Agile Operating Model That Will Help You Successfully Execute Your Digital Transformation  
“[The authors'] passion for technology allows them to recognize that for most enterprises in the 21st century, technology is THE business. This is what really separates the EDGE approach. It is a comprehensive operating model with technology at its core.” —From the Foreword by Heidi Musser, Executive Vice President and Principal Consultant, Leading Agile; retired, Vice President and CIO, USAA  
Maximum innovation happens at the edge of chaos: the messy, risky, and uncertain threshold between randomness and structure. Operating there is uncomfortable but it's where organizations “invent the future.” EDGE is a set of fast, iterative, adaptive, lightweight, and value-driven tools to achieve digital transformation, and EDGE: Value-Driven Digital Transformation is your guide to using this operating model for innovation. Jim Highsmith is one of the world's leading agile pioneers and a coauthor of the Agile Manifesto. He, Linda Luu, and David Robinson know from their vast in-the-trenches experience that sustainable digital transformation requires far more than adopting isolated agile practices or conventional portfolio management. This hard, indispensable work involves changing culture and mindset, and going beyond transforming the IT department. EDGE embraces an adaptive mindset in the face of market uncertainty, a visible, value-centered portfolio approach that encourages continual value linkages from vision to detailed initiatives, incremental funding that shifts as strategies evolve, collaborative decision-making, and better risk mitigation. This guide shows leaders how to use the breakthrough EDGE approach to go beyond incremental improvement in a world of exponential opportunities. Build an organization that adapts fast enough to thrive Clear away unnecessary governance processes, obsolete “command and control” leadership approaches, and slow budgeting/planning cycles Improve collaboration when major, fast-paced responses are necessary Continually optimize investment allocation and monitoring based on your vision and goals Register your product for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

# Read Free Transforming Business With Program Management Integrating Strategy People Process Technology Structure And Measurement Best Practices And Advances In Program Management

**Digital Transformation of Industry**

**Business Transformation Essentials**

**How to Survive and Thrive in the Age of Digital Disruption with the Flow Framework**

**Strategic Project Management Transformation**

**DoD Business Transformation: Improved Management Oversight of Business System Modernization Efforts Needed**

**Digital Transformation in Business and Society**

**Becoming a Sustainable Organization**

Program management in a technical environment is as much art as it is science. Effective program managers are able to combine management and leadership skills for the good of the program and the people entrusted to them. This book illuminates the entire life cycle of the program—from the customer's original concept to successful completion. It incl

Program Management in Defense and High Tech Environments

Agile Project Management for Business Transformation Success