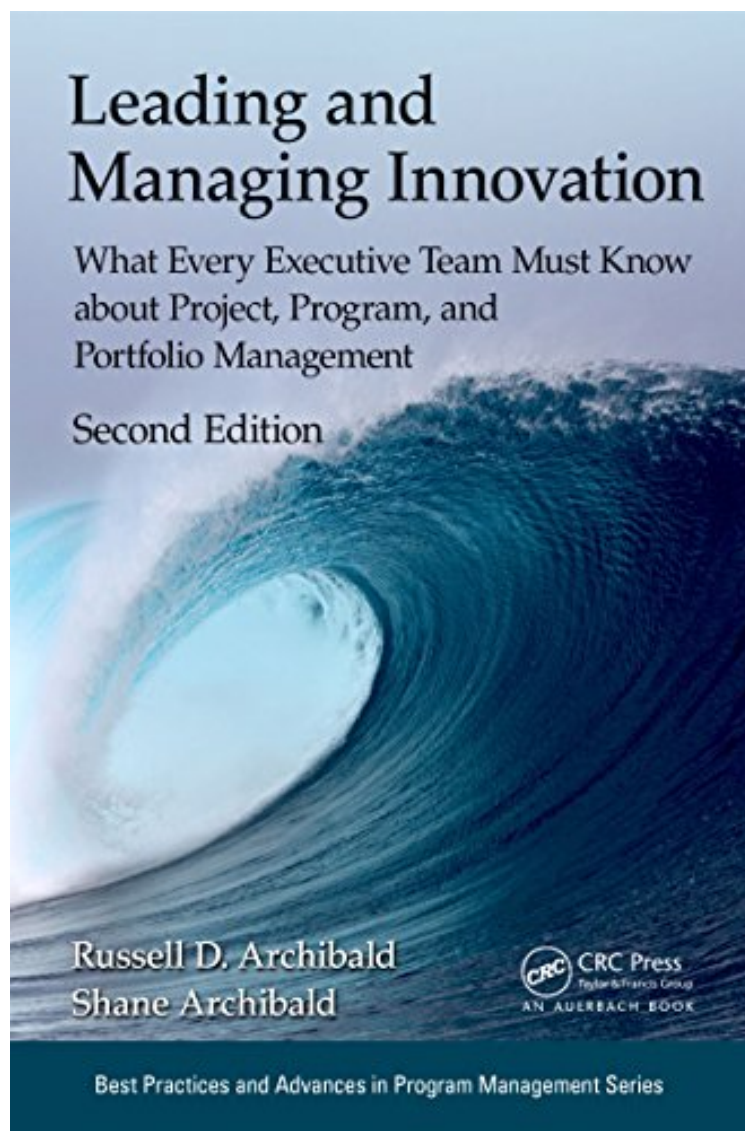


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## **Leading and Managing Innovation: What Every Executive Team Must Know about Project, Program, and Portfolio Management, Second Edition (Best Practices and Advances in Program Management)**

*Russell D. Archibald, Shane Archibald*  
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before purchasing it in order to gauge whether or not it would be worth my time, and all praised *Leading and Managing Innovation: What Every Executive Team Must Know about Project, Program, and Portfolio Management, Second Edition (Best Practices and Advances in Program Management)*:

The primary cause of many project failures is that responsible executives, because of their lack of knowledge in project management, fail to demand that their managers and staff properly utilize the well-proven best practices, processes, systems, and tools that are now available in this field. This book remedies this situation by providing executives at all levels with the understanding and knowledge needed to best take advantage of the power of effective project management and thereby lead and manage innovations within their enterprise. In *Leading and Managing Innovation: What Every Executive Team Must Know about Project, Program, and Portfolio Management, Second Edition*, the authors present concise descriptions of the key concepts underlying project and program management. The important characteristics of projects and programs. How projects and programs are best governed and managed. How to determine if the desired benefits have actually been achieved. The book presents a list of 31 reasonable demands that executives can and must place on their staff members to ensure excellence in the way their programs and projects are created, selected for funding, planned, and executed. Placing these demands communicates to the entire enterprise that top management understands what it takes to achieve the best performance possible and fully supports the continuous improvement needed to ensure continued success. *Leading and Managing Innovation* explains how to measure the project management maturity level of an enterprise, benchmark against competitors, and identify where project management improvements are required. It discusses the many ways that an enterprise can derive substantial success and competitive advantage from increasing its project management maturity level. A helpful quick reference summary of all of the book's key information is included in the final chapter. Armed with this information, you will be well-qualified to give excellent direction to your managers and staff to ensure that your vital capability in the field of project management—and how you manage innovation—is equal to or better than that of your competitors.

"This unique book provides a much required integrative view on innovation, project, program, and portfolio management. It should be useful to any executive who is concerned with promoting innovation and execution in the company. Based on years of experience and writing the authors are conveying a broad understanding of these concepts to executive teams in a concise manner, together with the importance of achieving innovation or major changes within enterprises. The executive demands listed in Chapter 7 are unique in the project management literature, and if combined with the corporate strategy, can produce excellence in selecting and executing innovative projects." Dr. Aaron Shenhar, PMI Fellow, Professor of Project and Technology Management; Chairman and Founder, Technological Leadership Institute, SPLWIN Group; co-author of *Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation* "I believe this book to be much needed, about the correct level for an executive to use/grasp, and timely." Marc Zocher, Consultant, as Project Manager received the 2011 PMI Distinguished Project Award for the G2 Information System Project for the U.S. Dept. of Energy's NNSA Global Threat Reduction Initiative "This important book explains why executives need to build, support and maintain a mature portfolio management process." Wayne Abba, Abba Consulting, internationally known advocate for project and program management using Earned Value; Adviser to the US Government Accountability Office (USGAO) "In *Leading and Managing Innovation*, Russ and Shane Archibald describe three significant attributes related to successful innovation. First, the importance of the presence or, if necessary, the creation of enabling frameworks is discussed. Second, the importance of systemic factors to successful innovation is outlined and strategies for capitalizing on the presence of these factors are discussed. Finally, the case for project driven execution, continuously and acutely focused on well-articulated strategic objectives, is solidly made." Bob Prieto, Sr. Vice President, Flour Corp., author of *Strategic Program Management* "This book zeroes in on the symbiotic relationship that exists between projects and programs, and the innovations required for organizations to gain market share and prosper. As the authors point out in this pleasantly formatted and readable book, "All Significant Innovations are achieved through Projects and Programs." The special characteristics of innovation are discussed, and the book provides an in-depth description of the basics of project management required for ensuring that innovation is managed effectively and efficiently. It will give the reader a solid overview of fundamentals and how those basics can be applied productively in these increasingly challenging times." Paul Dinsmore, Dinsmore Associates, PMI Fellow, co-author of *Enterprise Project Governance*, and author of 19 other books on project management "These two really know how to organize and deliver useful new things and useful changes." Dr. Martin Barnes, CBE; a Founder, Honorary Fellow, and former Chairman and President of the UK Association for Project Management (APM); and former Executive Director of the Major Projects Association (MPA) About the Author Russell Archibald is a globally recognized author, consultant, and lecturer on project management with a career spanning more than 65 years. He has broad international experience in engineering, operations, program and project management as Management Consultant (Archibald Associates, Booz-

Allen-Hamilton, CPM Systems, Inc.), Corporate Executive (Bendix, ITT), and Military/Aerospace leader (USAF Senior Pilot, Hughes Aircraft, Aerojet-General.) He has consulted to a wide variety of large and small organizations in many industries worldwide. Russ is a Fellow and Certified Project Management Professional (PMP) of the Project Management Institute (PMIreg;) (member No. 6, one of the five original members) and an Honorary Fellow of the Association of Project Management (APM) in the UK. He holds Bachelor of Science (University of Missouri, 1948) and Master of Science (University of Texas, Austin, 1956) degrees in Mechanical Engineering. As a pioneer in the field, Russ received an honorary PhD in strategy, program, and project management from the Ecole Superieure de Commerce de Lille (ESC-Lille), France, in 2005, and earned the Jim Orsquo;Brien Lifetime Achievement Award from the PMI College of Scheduling in 2006. Shane Archibald has 20 years of experience in the development and implementation of advanced, integrated project management processes and systems on large, complex projects and programs in several industries and governmental agencies. Most recently, he implemented the first phase of Project Controls applications and procedures for a large, international, heavy equipment design-manufacture-installation corporation, including advanced planning, scheduling, cost management, contract management, change management, and risk management processes.