

The Right Projects Done Right!
 (From business strategy to successful implementation)
 By Paul C. Dinsmore and Terence J. Cooke-Davies
 (A book review by R. Max Wideman)

Introduction

Authors Paul Dinsmore and Terry Cooke-Davies hail from opposite sides of the Atlantic Ocean and consequently bring together in their book, *The Right Projects Done Right!*, an interesting meld of the viewpoints of Europeans and North Americans. Paul Dinsmore, as members of the Project Management Institute ("PMI") will know, is a prolific writer for PMI's publications and is also author or editor of numerous books. Not surprisingly, therefore, he espouses the PMI view of project management. However, his interest goes well beyond that of managing a single project and into the corporate world of coping with people managing multiple projects.

Terry Cooke-Davies, on the other hand, is obviously influenced by the perspective of his own project management community, the Association for Project Management (UK), a view that is quite distinct from that of PMI. More importantly, Terry has conducted valuable in-depth research based on observations of a number of major project management companies around the world. These are organizations that are active in a broad range of project management application areas but tend towards the European viewpoint.

Both authors are consultants in the project management field and are Fellows of their respective associations. Both bring tantalizing snippets of advice or recommendations from their respective international consultancy experiences.

Since Paul's home base is in Rio de Janeiro, Brazil, and Terry's is in Folkestone, England, it is not surprising to learn that the preparation of this book required "sundry global encounters and lengthy transatlantic e-mail correspondence".¹ And further that "Our communications invariably converged on the common theme of conducting a multitude of projects simultaneously across an organization . . . The primary area of convergence in our exchanges, however, always reverted to enterprise-wide project management, the application of project principles to companies made up of multiple projects."²

It is evident from the text that this collaboration has led to some difficulty in the use of concepts and terminology that differ from one side of the world to the other. So the book speaks of managing multiple projects and multi-project management, whereas we think that "project portfolio management" is a more descriptive term of what the book is really all about. In essence, it provides the combined authors' views:

"Relating to each of the following questions:

1. Whether the right portfolio of projects has been chosen to ensure that company strategy is implemented successfully
2. Whether the right projects with the right scope are chosen as candidates for the portfolio, and
3. Whether the projects are managed well."³

Or, as the authors suggest, the complete picture of "enterprise-wide" project management is covered "from business strategy to portfolio management to project implementation and finally to benefits management."⁴ This last statement alone gives rise to some terminology issues, but we'll come back to that later.

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Right Projects Done Right From Business Strategy To Successful Project Implementation:

Right Projects Done Right Paul C. Dinsmore, Terence J. Cooke-Davies, 2005-10-24 The Right Projects Done Right reflects the advances that have been made since the concern for managing multiple projects in organizations first emerged more than a decade ago This book includes findings and solutions that address three vital questions Has the right portfolio of projects been chosen to ensure that company strategy is implemented successfully Have the right projects with the right scope been selected as candidates for the portfolio Are the projects managed well Dinsmore and Cooke Davies help managers answer these questions by providing them with the information they need to implement an enterprise wide project management environment *BWL für Ingenieurstudium und -praxis* Andreas Daum, Wolfgang Greife, Rainer Przywara, 2018-03-15 Dieses Lehrbuch vermittelt anschaulich durch viele Beispiele Studierenden und in der Praxis tätigen Ingenieuren die betriebswirtschaftliche Kompetenz und fokussiert auf globale Produktion und Beschaffung technischer Vertrieb sowie Qualitäts und Umweltmanagement In der aktuellen Auflage wurden Abschnitte zu Industrie 4.0 digitaler Fabrik sowie Organisationskultur ergänzt Projektmanagement und interkulturelle Kommunikation: Die Funktion der Kultur und ihr Einfluss auf den Projekterfolg Igor Hadziahmetovic, 2015-02-01 Diese hermeneutische Arbeit verfolgt das Ziel die Bedeutung der Kulturen und der kulturellen Unterschiede in internationalen Projekten zu untersuchen Des Weiteren hat sie zum Ziel die Erklärung zu liefern wie kulturelle Differenzen den Projekterfolg beeinflussen und somit das Bedürfnis nach kulturellen Kompetenzen international tätiger Projektmanager zu betonen Neben den technischen fachlichen und allgemein kommunikativen Kompetenzen ermöglichen es die kulturellen Kompetenzen den Projektleitern ihre Teams bestehend aus diversen kulturellen Hintergründen nicht nur zu managen sondern vielmehr effizient zu den gemeinsamen Projektzielen zu führen Dies beseitigt die Kooperationshindernisse und schafft das Leistungspotenzial der kulturellen Diversität voll aus Die Arbeit zeigt dass die Kultur mit ihren Formen und Differenzen das Verhalten eines jeden Individuums in seinem Umgang mit der Umwelt stark bewusst und unbewusst beeinflusst bzw kontrolliert Das bezieht sich auch auf die Herangehensweise an eine Arbeit auf die Kommunikation die Ideenentwicklung und deren Umsetzung die Problemlösungsfindung etc Während der Recherchen hat sich die Annahme bestätigt dass die Kultur stark den Projekterfolg beeinflusst **BWL für Ingenieure und Ingenieurinnen** Andreas Daum, Wolfgang Greife, Rainer Przywara, 2010-05-30 Dieses Lehrbuch vermittelt praxisorientiert die Grundkompetenz für Ingenieure um im Berufsleben in betriebswirtschaftlich geprägten Organisationen bestehen zu können Es werden die Unternehmensfunktionen behandelt die sich mehr oder weniger in jeder Organisation finden Dabei wird auf die Darstellung im Zusammenhang und den Praxisbezug großer Wert gelegt Durch Beispiele wird die Verständlichkeit erhöht und der Transfer auf eigene betriebliche Situationen erleichtert **Project Risk and Opportunity Management** Agnar Johansen, Nils Olsson, George Jergeas, Asbjørn Rolstadås, 2019-03-29 Effective risk and opportunity management is key to the successful delivery of any major engineering and construction project This book looks at how all those involved can manage

risk and capitalise on the opportunities that uncertainty present The authors of this book highlight that uncertainties should be managed rather than avoided This book will look at simple projects with a small team to megaprojects where some hundreds of people are involved and the consequences of delays or unforeseen costs However while the obvious risks can be planned for the authors argue that it is often the opportunities in these situations that can have unexploited potential This book is about opportunity management seen from the owner s perspective It will be an invaluable resource for those studying Engineering both undergraduate and postgraduate and set out ways in which projects should be managed from planning to completion This book is also a great tool for those working in project management and the construction industry While there are many books that demonstrate effective construction management this book is the first of its kind to emphasise that there is opportunity in uncertainty and possibility in the unexpected International Project Management Kathrin Köster,2009-10-29 With project management becoming an increasingly global endeavour a comprehensive and international student text that reflects this reality is essential International Project Management does just that systematically linking the key elements of cross cultural management and the particularities of an international context with the tools and techniques of project management Key features include A wide variety of examples and illustrations including an in depth end of chapter case study with case questions Student exercises and review questions Detailed further reading The full support of a Companion Website featuring a Teacher s Manual **Triple Fit Strategy** Christoph Senn,Mehak Gandhi,2024-11-19 It s time for companies to rethink their growth logic Business relationships are still dominated by a narrow perspective trying to match products to customer needs and making deals It s a buyer seller relationship built on a transactional mindset and it s not how you should be doing business There s a better way orchestrating growth in which suppliers and customers collaborate to build strategies and grow together With clarity and precision Christoph Senn and Mehak Gandhi lay out the Triple Fit Strategy framework which will help you escape the product centric mindset and put customers at the heart of your business strategy Based on a hands on tool set Triple Fit ensures that customer and supplier are aligned across three areas planning execution and resources The Triple Fit canvas a diagnostic and action framework provides a systematic approach that every account manager and sales team can use to boost business results Companies who use it can contribute ten times more to their customers success and can double account values in less than three years What s more the Triple Fit Strategy helps sales and business leaders better understand the health of their customer relationships and allocate resources for faster breakthroughs It s a proven approach that Senn and Gandhi have implemented with hundreds of companies over twenty five years and validated with data from more than ten thousand cases Triple Fit Strategy is a breakthrough approach to strategy and sales with the power to transform businesses Your journey to becoming a value creator starts here For more information about Triple Fit Strategy around the world please visit the official website triplefitstrategy.com **Training**,2006 **The Wiley Guide to Managing Projects** Peter W. G. Morris,2004-09-27 This comprehensive resource presents

the fundamentals of project management and ties them to strategic business systems and procedures This insightful guide demonstrates how project management fits into an organization and offers helpful advice on applying this knowledge on the job

Mechatronics and Intelligent Materials Ran Chen,2011-02-21 Selected peer reviewed papers from the 2011 International conference on Mechatronics and Intelligent Materials MIM 2011 Lijiang China May 21 22 2011 [Executing Your Strategy](#) Mark Morgan,Raymond E. Levitt,William A. Malek,2007 Ninety percent of businesses still fail to execute their strategies because their leaders do not understand how to break each strategy down into groups of activities and sequences of events that drive the company steadily toward its desired goal Beyond that managers often fail to prioritize these activities assign responsibility for them and decide on measures of their success The authors argue that successful project design translates into successful strategic execution and that projects provide the critical link between knowing the strategy and living into it

Maynard's Industrial and Systems Engineering Handbook, Sixth Edition Bopaya Bidanda,2022-09-16 The classic industrial engineering resource fully updated for the latest advances Brought fully up to date by expert Bopaya M Bidanda this go to handbook contains exhaustive application driven coverage of Industrial Engineering IE principles practices materials and systems Featuring contributions from scores of international professionals in the field Maynard s Industrial Engineering Handbook Sixth Edition provides a holistic view of exactly what an Industrial Engineer in today s world needs to succeed All new chapters and sections cover logistics probability and statistics supply chains quality product design systems engineering and engineering management Coverage includes Productivity Engineering economics Human factors ergonomics and safety Compensation management Facility logistics Planning and scheduling Operations research Statistics and probability Supply chains and quality Product design Manufacturing models and analysis Systems engineering Engineering management The global Industrial Engineer IE application environments

IEEE International Engineering Management Conference ,1990 [The Journal of Product Innovation Management](#) Product Development & Management Association,1999 *Management Services* ,2007 *Finance Week* ,2000-05 [Management Des Stratégies À Découvrir](#) ,2005 **Journal of Business and Finance** ,1998-10 **Strategic Finance** ,2007 **CIO.** ,2006

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