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The vehicle used by
organizations for such
constant reinvention is a

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Integrating . . .

Program management of a transformation initiative requires leadership over the six dimensions of the program—strategy, people, process, technology, structure, and measurement.

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organizations today must give renewed emphasis to the tenets of program management, which provide the focus, structure, and discipline necessary to achieve desired business outcomes.

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Most transformation
programmes generally go over

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budget, overrun their
schedules and, if completed,
leave defects or
inadequacies post-
implementation. Even if
programmes have delivered to
these parameters of cost,
time, and quality,

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Organizations need to
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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

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program. This book
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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

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through the program
management discipline. It
depicts how program
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Management Initiatives. The author details the processes, techniques, and tools that a program management team can customize and easily implement on any type of strategic initiative within

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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

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transformation programs to
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strong competitive position
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illustrates a tested program

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management roadmap along
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steps to successfully
transform any business and
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outcomes. This breakthrough
work establishes the linkage
between strategy formulation
and strategy execution
through the program

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management discipline. It depicts how program management integrates strategy, people, process, technology, structure, and measurement on cross-functional initiatives. The author details the

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processes, techniques, and
tools that a program
management team can
customize and easily
implement on any type of
strategic initiative within
the private or public sector
environment to deliver and

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sustain the expected
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In today's challenging
commercial environment, many
business projects are now
categorized as strategic
investment with the primary
concern being value impact

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on an organization's bottom line. This title equips project managers with the skills necessary to effectively manage projects as strategic investments.

This book is intended to

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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

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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

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of the project delivery
lifecycle. Transparency is
improved through the Agile
characteristics of
continuous feedback loops,
daily stand-up meetings,
demonstrations,
retrospectives, prototypes,

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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

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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

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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

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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

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Management through Agile
processes result in improved
market leadership,
organizational alignment,
and resource efficiency
delivering competitive
advantage.

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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

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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

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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

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phenomenon of Integrating
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

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organizational change. A range of illustrative case studies ensure this is also a valuable resource for academics interested in change and transformation management.

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business reality with proven
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According to Harvard

Business Review, IT project
failure costs businesses \$3
trillion dollars annually.

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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,

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you're in good company. CEO
of UltiMentors Duane
Petersen has dedicated his
career to helping business
leaders transform their
companies by turning their
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Management Now, Petersen
shares his winning method
with you. Transforming
Project Management takes you
beyond envisioning a great
strategy and into the realm
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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

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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

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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

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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

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head of your industry.
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the story of a company that
went from a static platform
to winning the Best Business
Transformation Project in
the World? Why another book

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transformation? The answer
Strategy People Process
is simple: because it is
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needed. We have seen
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projects fail and being
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abandoned and forgotten by
those who initiated them. In

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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

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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

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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

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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 exce-

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llence 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

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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

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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

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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

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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

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Management Integrating in
these future deployments. I
recommend the book to all
Managers looking to
Measurement Best Companies to
meet the 21st Century
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challenges." Hugo Ashkar,
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Risk Manager - Global

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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

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has to follow the processes,
which follow the priorities,
which follow the goals,
which follow the vision and
mission of the company.

Getting all of this right,
with all its consequences,
is key to organizational

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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

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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

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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

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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

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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

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their work published, so as
to provide insights and
positive influence for an
even wider audience." Cathy

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organization is tough.

Transformation is hard work
that should not be attempted
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weak of mind. But
transformation is not rocket
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realistic, simple and direct
view of what is required to
transform an enterprise, the
authors reduce the noise and
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transformation and provide
straight forward lessons,
examples and thought
provoking questions to guide
the reader to a more
powerful position as an
agent of change. Based on

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the authors' decades of
experience dealing with
major business
transformation, this book
provides valuable guidance
for any company engaged in
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competitive landscape,
mergers, acquisitions, or a
major restructuring of their
business model. Many
organizations undergo
transformation with lots of
enthusiasm, but are
frustrated with the results.

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looking at transformation
that is comprehensive and
yet manageable without all
the buzzword bingo
terminology 11 critical
lessons taken from the
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