



PMF Book Review

Book Title: The Power of Enterprise-wide Project Management

Author: Dennis L. Bolles and Darrel G. Hubbard

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Reviewer: Hussein Mzee

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Introduction

Project management is credited for streamlining processes and keeping initiatives on track in a diverse array of industries. Senior leaders in leading enterprises are pushing project management beyond specific projects and adopting its powerful methodology across the company. There is a challenge, however, to keeping all the many teams, departments, and divisions aligned with the larger organizational goals. And this is where the Enterprise Project Management Office comes in.

This book details the four key functions that are vital to building an effective Enterprise Project Management Office: Authorization, Standardization, Education, and Execution. Besides the start-to-finish methodologies, the book provides a wide selection of templates, forms, and other invaluable tools to guide businesses towards taking and transferring project management company-wide. *The Power of Enterprise-wide Project Management* by Dennis L. Bolles and Darrel G. Hubbard assumes from the reader a basic knowledge of the PMI PMBOK.

The key objective of this book is to put forward the argument that business leaders should strive to establish standard project management practices throughout their organizations. To attain this, the authors espouse the need for organizations to inculcate and institutionalize their knowledge of project management. Bolles and Hubbard highlight the benefits of the PMI Project Management Maturity Model which they believe organizations can employ in order to assist them to attain their organization's evolutionary path. They also place great importance in the four stages that mark the maturity work of the CMMI (Capability Maturity Model Integration) model:

- 1st Stage - Standardized/Evolving
- 2nd Stage - Defined/Emerging
- 3rd Stage - Managed/Controlling
- 4th Stage - Optimized/Improving

Overview of Book's Structure

The Power of Enterprise-wide Project Management revolves around the four maturity stages and goes on a detailed discussion of how an organization should go about developing this capability. As the authors explain their goal, "This book is written primarily for *executives and senior managers* who recognize that project management is a business function and who want to establish project management as a core competency enterprise-wide within their organization."

To spearhead the organization's quest to mature project management practices, Bolles and Hubbard recommend the creation of an Enterprise Project Management Office (PMO) that will be responsible for coordinating project management efforts throughout the organization. The structure of the book also chronicles the premise that organizations that execute strategic planning and identify their business objectives on an annual basis end up creating portfolios to authorize, prioritize, and initiate programs and projects to achieve their strategic objectives. The end result shows that portfolios have a lifecycle that strongly coincides with the organization's strategic planning and business development activities.

Highlights: What I liked!

I was fascinated by *The Power of Enterprise-wide Project Management* because I am very familiar with all the alternatives being proposed by groups like the Supply Chain Council and SEI. Most authors who have written on business process redesign or improvement have proposed a somewhat different approach. I'm doubtful if an organization really would be better off if every project manager in the organization followed the steps and used the vocabulary proposed by PMI. Getting to that point would certainly be a struggle, since any enterprise effort to formulate and establish a standard approach to project management would have to contend with all the existing project management methodologies that are contained in the multitude of different methodologies in use in any large enterprise.

Having said that, one could make the same argument that the Supply Chain Council made for SCOR. In today's increasingly competitive marketplace, companies are engaged in international processes that require diverse groups to work together to coordinate their efforts. For individuals from different companies, cultures, and functional units to work together, a common vocabulary would therefore be efficient. The market leader of the future is going to be an organization that can pull together a team quickly to accomplish a project, and then move on as circumstances change. A common goal and a shared vocabulary would certainly seem to make that kind of approach more efficient and effective. If you believe this, then your enterprise ought to seriously consider what would be involved in moving toward a standard project management process. And if you want to do that, then this book has a widely accepted standard on offer.

Shortfalls: What was missing!

This isn't the right book for a process project manager who wants help managing his or her project. *The Power of Enterprise-wide Project Management* is hardly a fun read. It's a step-by-step introduction for managers who are keen to institutionalize a standard process for project management efforts undertaken within their organization. It's necessarily technical and more of a manual than a book you would read for leisure. Given its target audience, however, it is well written and provides lots of information about how to go about creating project management capabilities and institutions in any enterprise.

Who might benefit from the Book

What interested me the most and what will probably interest other readers of Business Process trends is the concept of project management processes. This is, of course, an idea found in SEI's (Software Engineering Institute) CMMI model and something that finds its way into business process SCOR (Supply-Chain Operations Reference), VCOR (The Value Chain Operations Reference), and COBIT (Control Objectives for Information and related Technology). The basic concept, of course, is that there are standard, abstract processes that are ingrained in specific actual processes. Thus, for example, there is a process referred to as the Plan Project which a manager of a Software Development Project or the manager of a Marketing Campaign would need to use.

Another beneficiary, of course, would be any individual charged with executing a process redesign or improvement project. In a nutshell, this book, has aimed at defining the generic processes that project managers need to know how to execute. PMBOK defines the knowledge and skills required to accomplish each of the processes or activities that fall in the Manage Project process

- Initiating
- Planning
- Executing
- Closing
- Monitoring &
Controlling
- Manage Project

The Power of Enterprise-wide Project Management goes beyond this and describes the kinds of decisions and institutions required of an organization that decided that it wanted to standardize on the PMI approach and train all their managers to follow this process when they undertook any specific project.

Conclusion

I recommend this book for anyone interested in enterprise or business process architecture development who wants to analyze how others approach the problems

involved in describing and standardizing business processes across an organization. I also strongly recommend it for anyone attempting an architectural effort and interested in dealing with the abstract, standardized processes that are loosely termed "management processes." It may not offer the solution you desire at your organization, but it will prompt you to think about your options and will definitely give you some insights into the issues you're bound to encounter if you decide to standardize your management processes. What Dennis Bolles and Darrel Hubbard provided in this book is a guide by which the corporate executive can benchmark expectations and make project management work in an enterprise context.

About the Reviewer:



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Hussein Mzee holds a BA in Economics and an MA Degree in International Management from Kokusai Daigaku (IUJ) Japan and is currently pursuing an Executive MBA Degree in Project Management from the University of Texas at Dallas. He has wide consulting experience with major IT and telecommunication companies both in Japan and the US including Lehman Brothers, IBM-Japan, Fuji Xerox, Fujitsu-AMD, Hitachi, and DHL. He is currently employed by Perot Systems and is based in the company's global headquarters in Plano, Texas. He can be contacted at Hussein.mzee@ps.net