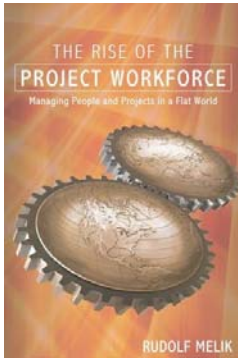


## PM World Today Book Review



**Book Title:** The Rise of the Project Workforce

**Authors:** Rudolf Melik

**Publisher:** John Wiley & Sons Inc.

**List Price:** US\$34.95 hard cover

**Volume:** 368 pages

**Publication Date:** 2007

**ISBN:** 978-0-470-12430-7

**Reviewer:** Karen Jefferson

**Review Date:** November 2007

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### Introduction to the Book

The book gives a comprehensive review of project management principles and best practices with an emphasis on integrated workforce management. Its purpose is to provide the tools to ensure an organization's success in adapting to a faster, cheaper, flat-world business environment. The author, Rudolf Melik, is cofounder and CEO of Tenrox which is an international software company with clients in more than fifty countries. His areas of expertise are in project and workforce management, regulatory compliance and business process automation.

I was drawn to the book because of its sub-topic: Managing People and Projects in a Flat World. As a project management professional, I have been increasingly challenged by projects that span multiple countries and cultures, and organizations that are continuously flattened, and am interested in how others are successfully overcoming these challenges.

### Overview of Book's Structure

The book is structured in three parts and provides:

- Coverage of the emergence of the project workforce, including market realities, competitive pressures, project execution, and service delivery challenges
- In-depth reference material on the ins and outs of project management, workforce management, and workflow concepts, as well as technologies and tools

- A phased implementation roadmap that includes a primer on building a business case for project workforce management, integrating enterprise systems, checklists, and other resources

### **Highlights: What I liked!**

What I liked most about the book was covered in the first chapter and the statement "The net result of a flat world is an overriding need for collaboration and cooperation". I don't think the significance of this statement to the success of modern day projects can be expressed enough. The author is surely correct in his assessment that "no matter how efficient a business is or how desirable its product, if it does not adapt to faster, cheaper, flat-world realities, it will perish."

### **Shortfalls: What was Missing!**

I would have liked to have seen more discussion in the area of leading "people" in a flat world with emphasis on the challenges of leading projects across a multiplicity of cultures. In leading global teams, the impact of culture is often mis-understood and often times can lead to project delay due to mis-interpretations and poor communications plans. In discussing the Workforce Management Tool, there could have been more consideration for how the tool would address multiple languages and project management using "follow the sun" workforce planning.

### **Who might benefit from the Book**

All project managers and those leading global teams would benefit from reading this book as it is important that we understand the significant differences and impact of leading traditional teams versus global and/or virtual teams.

This book would be particularly helpful for project managers who are less experienced and/or who have not had any formal project management training as the book goes into quite a bit detail on the various stages of project management and how universal tools can be most effectively leveraged in each stage.

All of the following would benefit from reading this book:

- Any level of management with global responsibilities
- Program and project managers leading global and/or matrix teams
- System developers and integrators of project management tools
- Consultants

## Conclusion

I found the book interesting and very in depth from a project management and workforce management perspective. It would certainly be a good reference when establishing a Project Management Office and/or kicking off a global project.

### About the Reviewer:



*Karen Jefferson*



**Karen Jefferson** is Vice-President and co-owner of David Jefferson Enterprises, Inc., an IT Management and Consulting firm based in Coppell, Texas, USA. Karen is a certified Project Management Professional (PMP) with twenty-eight years of professional experience in IT leadership and project management. She holds a Master of Business Administration (MBA) degree in Management Information Systems from the University of Dallas and a Master of Science (MS) degree in Administrative Science from The University of Texas at Dallas. She can be contacted at [karen.jefferson@djenterprises.com](mailto:karen.jefferson@djenterprises.com).