

Program Management (Fundamentals of Project Management)

By Michel Thiry





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Program management (PgM) is fast developing as the essential link between strategy and projects and as a vehicle for organizational change. It offers the means to manage groups of projects with a common business purpose in an integrated and effective way.

The Second Edition of Michel Thiry's Program Management builds on the bestselling title first published in 2010. The heavily revised text reflects the latest program management guides and international standards and includes: a new section on agile management in programs; the author's own program management maturity measure; a new section on change management, which is now integral to many programs. Michel has also reviewed and revised the program lifecycle to align with the more unified view of program management that has emerged since the book was first published.

The result is an essential guide to program management that incorporates a robust theoretical framework, complemented by examples and advice from one of the world's leading practitioners.

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Editorial Review

Review

'Thiry's revised landmark work embraces many important changes. He takes a broad and in-depth view of multiple professional standards, explaining pragmatically the essence of key focus areas, for executives, managers, and students alike, on how to lead, step-by-step, successful program outcomes. This is essential reading for those moving from narrow technical to broader leadership skills, critical to value-driven organisations under pressure to deliver better strategies through program management.' Chris Stevens, Principal, Project Standards and Practice, NBN Co, Australia; member of PMI's Standards Members Advisory Group 'Already a cornerstone in the library of important industry publications, the first edition of Program Management by Dr Michel Thiry broke new ground in 2010 by providing a clearly understandable and practical context for sifting through an assortment of conflicting and sometimes competing views about the application of program management in organizations. In many ways, the first edition was a catalyst for many of the advances in program management practice we recognize and enjoy today. This second edition reflects the deep understanding Dr Thiry has gained since the first publication through careful observation, critical thinking, and the art and science of hard-won experience. This latest update by one of the industry's foremost thought leaders reveals an awareness of the critically important role program management now plays in organizations large and small for the delivery of key strategic benefits and real, measurable value in an increasingly complex, fast-paced, unpredictable and continually evolving (shall we say... "agile") business environment. The second edition is destined to take its place as a frequently referenced, often quoted, dog-eared and battle-worn guide for the serious program manager. On my bookshelf, it stands next to its heavily marked-up and Post-It-littered brother, the first edition. If the second edition of Program Management by Dr Michel Thiry isn't part of your library, it should be.' Eric S. Norman, practising program manager; Chair of PMI's 'The Standard for Program Management Third Edition' Core Committee 'Programs are characterized by complexities, ambiguities and consequently significant uncertainties. Each program management standard of North America, Europe and Japan has a different approach to overcome such difficulties based on each business cultural background. The author has made a thorough analysis of these diverse standards and presents common and essential perspectives thanks to his long experience and deep insights on the subject. The book gives a big picture of program management rather than details of processes to provide a guiding principle for both researchers and expert practitioners.' Motosh Shimizu, member, The Engineering Academy of Japan; Nippon Institute of Technology, Japan 'Michel's book has created an important resource for researchers and practitioners in the program management domain. It brings up a clear and rational alignment between program components within an organizational context, which will help in executing the strategies and realizing real value. Anyone involved in program management will treasure this book!' Bader Alsalman, PMO Manager, ELM company, Saudi Arabia 'Program Management provides new insights about the program manager's critical role in managing organizational decision making and change. Michel Thiry's perspectives on integrating the principles and practices of established program management standards and guides provide a valuable contribution to the fields of both program and project management. I found it to be full of valuable perspectives and contributions to the field, and have very much enjoyed reading it.' Richard Heaslip, author of Managing Complex Projects and Programs; Adviser to executives sponsoring complex programs 'As a practitioner of programme management I live and breathe this world every day and Michel does a great job at structuring and bringing programme management to life in a constructive way. The book is very useful for me because it spans and links multiple standards. I work with people who come from a PRINCE2 background and it can relate to what they do. When in doubt or simply in need of inspiration this book provides you with ideas on how to move forward. Overall a great book.' Anne Boundford, PMP Programme Manager at Rolls Royce 'We all know the decision making process; but most of us are not

familiar with decision management within the context of program management. This is one of the numerous gaps in the practical application of program management that Michel has addressed in his book, making it a must-read for program and project managers undertaking complex initiatives.' Mustafa Dulgerler, Senior Enterprise Architect at National Bank of Abu Dhabi 'This is a must read book! For strategy management scholars interested in the theme of strategy execution, as it brings state-of-the-art discussion on the importance and use of program management as a vehicle for implementing strategic changes; for senior executives, as it provides the guidelines to establish the organization and governance structure to achieve strategic goals; for program managers and program team members, as it provides a roadmap to manage programs, through a concise program life cycle and a set of management tools for each stage of the proposed life cycle. Finally, it is not a book based on current standards, but a book that the review of program management standards will be based on.' Alberto S. Brito, Founder and Managing Partner at CDA Tecnologia Reviews of previous edition: Prize: 'Award of Merit' 2010 Canadian Project Management Book Awards, run by the Project Management Association of Canada. 'Well organized with the ending of one chapter leading into the next. Very informative on the subject matter, supported by references and tables...' 'I believe Program Management addresses a significant gap in program management literature. Thiry ties many years of research and findings from Value Management to Project Based Organization and relates it to Program Management. He explores utilization of Program management in a multi-faceted approach, from organizational aspects to benefit management, from program lifecycle to deployment of a strategy as a program, from measurement to dissolution of the program. Program Management provides an excellent bridge between PM theory and practical ways to reach organizational goals using program management. This is truly brilliant!' - Deniz A. Johnson, PMP, Vice President, Program Management, Acadian Asset Management LLC, Boston 'If you are interested in improving your delivery capability and effectiveness then Program Management should be on your must read list. In my 15 years of project and program management experience I have yet to find a book which has addressed the subject from such a global perspective.' - Chris Richards, PMP, Assistant Director Business Operations, US-Based Technology Services Company 'Program Management describes the practical considerations often overlooked when translating ideas into real, value generating programs. The model marrying Programs to Strategic Decision Management (Chapter 3) is alone worth the book.' Ron Sklaver, Enterprise Program Manager, Tate & Lyle, US-UK '[Thiry] provides an excellent example of his Benefit Breakdown Structure (BBS), showing benefits at Level 1, followed by critical success factors, specific actions, and deliverables. It is further detailed...with actions describing the current state and the proposed future state, plus capabilities and dates required to achieve them. He presents an achievability matrix for projects within the program and a discussion of risk packages. A program manager could take the BBS plus these concepts and relate it to the program work breakdown structure and have a powerful technique to apply.' Project Management Journal 'I would recommend that program managers who want a simple and useful guide to get hold of a copy of the book and keep it handy. Organizations should place a copy of the book in their library along with books on strategy and strategy implementation. For academics teaching a course in program management it would be a good as a textbook or as a reference book from which relevant readings can be suggested to students'. Associate Professor Shankar Sankaran University of Technology, Sydney for PPPM eJournal 'I would recommend this book and have in fact used it at work to help clarify governance issues and solutions with colleagues. Definitely a book to add to your library.' ProjectManager.com Australia 'This is an informative book full of useful illustrations providing visual interpretations of the text...The book is well structured into three parts: the programme content, the programme components and the programme lifecycle, with a very useful conclusions section at the end. This structure made it easy to go forward and backwards without losing the thread. Although aimed at larger organisations, this book will prove valuable for any project of programme manager.' Quality World Magazine, September 2012 'I consult and teach in this area and welcome this book as a very useful contribution on the topic...It is certainly the best book I have read on the specific subject of Program Management, and represents considerable research, reflections on experience and new thinking on a current prominent subject.' Harold Ainsworth on Amazon.com 'The highlight of the whole book is how it deals with

and explains programme governance. What makes this theme throughout the book so refreshing is that it clearly places governance in the context of organisational strategy rather than the normal command and control model that is often assumed to be good governance... In summary, Program Management is a thought provoking book... It forces the reader to consider programme management as a discipline in its own right.' Project magazine , May 2012

About the Author

Michel Thiry is founder and managing partner of Valense Ltd, an international consultancy and Education Network and PMI Global Registered Education Provider (REP). He has over 35 years worldwide professional experience, has worked in many cultural environments, and is recognized as a worldwide authority in strategic applications of project, program and value. He is a regular keynote speaker for major international events and has written and lectured widely in international forums, both at the academic and practice levels. In addition to his book Value Management Practice, published by the PMI, he has written a number of chapters in prominent PM books like the Gower Handbook of Project Management and the Wiley Guide to Managing Projects. Michel has an MSc in Organizational Behaviour with the School of Management and Organizational Behaviour at the University of London and is currently pursuing a PhD at Middlesex University. Michel is a Fellow of both the PMI and of the Association for Project Management. In 2008, he was awarded a Life Achievement Award by the Canadian Society of Value Analysis.

Users Review

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Ron Lauer:

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