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# The CIO's Guide To Breakthrough Project Portfolio Performance: Applying The Best Of Critical Chain, Agile, And Lean



## Synopsis

This book is for senior executives who are on a mission to jack up the performance of their information-technology (IT) project portfolios, and who are no longer satisfied that established "best practices" are sufficient to achieve their organizations' business and mission objectives. The authors cut through the confusion and zealotry of leading improvement approaches, and distill them down to a practical set of specific techniques you can apply for maximum benefit to your IT project portfolio. If you seek a carefully designed set of proven, harmoniously integrated techniques engineered to deliver significantly higher performance thresholdsâ"all presented in a concise, focused manner with executive audiences in mindâ"then this book is for you.

## Book Information

File Size: 2102 KB

Print Length: 152 pages

Publisher: Fortezza Consulting, LLC; 1 edition (August 7, 2014)

Publication Date: August 7, 2014

Sold by:Â Digital Services LLC

Language: English

ASIN: B00MHYS0T0

Text-to-Speech: Enabled

X-Ray: Not Enabled

Word Wise: Enabled

Lending: Not Enabled

Enhanced Typesetting: Enabled

Best Sellers Rank: #125,044 Paid in Kindle Store (See Top 100 Paid in Kindle Store) #16

inÂ Kindle Store > Kindle eBooks > Business & Money > Management & Leadership > Project Management > Technical #33 inÂ Books > Business & Money > Management & Leadership > Quality Control & Management > Agile #53 inÂ Books > Business & Money > Management & Leadership > Project Management > Technical

## Customer Reviews

Just read the â œCIOâ™s guide to breakthrough project portfolio performance. Applying the best of Critical Chain, Agile, and Leanâ" by Michael Hannan, Wolfram MÃ"ller and Hilbert Robinson. The book is divided into 9 chapters and a handsome appendix to understand when to use agile and when not based on answering four simple questions. When I talk about portfolio management, I

always use four key questions, which need to be answered and drives portfolio management: Are we doing the right things? Are we doing things the right way? Are we getting things done well? Are we getting the business benefits? In this book the authors use three objectives: Select the right projects; Maximizing the portfolio's throughput of project completions; Optimizing the portfolio's reliability of project completions. These objectives are related to the first three questions and that already give one of my observations regarding this book. I miss the benefits part. Fantastic that we can improve the throughput of our projects but if we don't get the business benefits from them you could ask yourself what have we done wrong? But that's not the scope of this book. Selecting the right projects is based on the following steps: Project identification, project validation, project prioritization, project selection and project politicking (political wheeling and dealing). In the selection process the authors show, using the Theory of Constraints, that we have to look at the throughput per constraint unit and the investment, as well as the relation with the strategy. ROI on itself is not enough. Maximizing portfolio throughput is about the number of project completions that can be achieved over a given period of time.

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