PROGRAM MANAGEMENT FOR IMPROVED BUSINESS RESULTS
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Second Edition

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WILEY
To our dear friend Dragan Milosevic
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Since the publication of the first edition of this book, many volumes of white papers, articles, and books on the subject of program management have emerged. The impact, as measured by increased knowledge about what program management is and why it is important, has been great. We feel fortunate to have been part of that change.

We also feel fortunate to have received some amazing feedback from the readers of the first edition, which was both complementary and constructive. The most rewarding feedback came from readers who felt the book helped them to become better program managers (or become first-time program managers in some cases), as well as from those who recognized that the book is "different". This book is different by design. The differentiator is that its foundation is based upon a body of practice that focuses on how program management has been practiced historically within companies, and how it is practiced today.

Our personal understanding of how program management is being practiced has been greatly enhanced by opportunities to train many practitioners in a variety of industry sectors (both for-profit and non-profit), and by opportunities to work directly with companies that are engaged in the introduction of program management into their organizations or that are working to strengthen their existing program management capabilities. This new understanding, and the associated lessons learned, are shared throughout this second edition.

The most significant changes introduced in this edition are in four areas. First, we introduce the concept of the program management continuum, which we use as an anchor throughout the book to describe the variation of how program management is implemented within companies, and how we delineate between project-oriented and program-oriented organizations. Next, we provide a broader explanation of the relationship between systems thinking and program management, to include one of the primary roles of a program manager as the master integrator
Preface

To reinforce the practical nature of this book, we include seven new case studies. Four case studies, referred to as Program Management in Practice, are found at the end of each major section of the book, and three comprehensive case studies that focus on multiple dimensions of program management are included in the appendices. The case studies represent the application of program management in a variety of industries, including software services, automotive, academia, information technology, U.S. defense, and digital media display. We chose to use fictitious names for the companies and people presented in the case studies to ensure the good, the bad, and the ugly aspects of each case remained intact. The cases are real, however, as are the characters and the stories contained within.

In our choice of tools to present, we cover those that we see utilized the most and those that provide the greatest utility. Additional tools and tool templates can be found on the Program Management Academy website: http://wiley.programmanagement-academy.com.

Finally, we maintained the modular design and flow of information contained in the first edition. This allows you, our readers, the option to read this book from cover to cover, or to focus upon the aspects of program management that are most pertinent to your needs. However you choose to read this book, we hope you enjoy your journey into the world of program management.
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We are truly blessed to be associated with such a wonderful and supportive community of people!
Part I

It’s About the Business

Part I begins by providing clarification of the program management discipline and then illustrating how program management can be implemented as a major part of an organization’s business model.

The primary theme established in this first part, and then used throughout the entire book is it’s about the business. The purpose of the introductory chapter, Program Management, is to establish the foundational elements of programs and program management as it is practiced in our organizations and many of our clients’ organizations, and explain how it is used to achieve a firm’s strategic business goals. The unique meaning of program management is identified and described, illuminating its raison d’être. It explains what program management is and what it is not and compares and contrasts program management with project management and portfolio management, dimension by dimension.

The foundational elements from Chapter 1 provide perspective for Chapter 2, Realizing Business Benefits. In our own careers, we have witnessed the power of program management to serve as a coalescing function that provides business benefits by delivering both business value and business results. In Chapter 2, we explore these two sides of business benefits realization through the implementation of program management within an enterprise.

Chapter 3, Aligning Programs with Business Strategy, completes Part I by detailing the systematic approach of program management through the use of an integrated management system. As we demonstrate in this chapter, the program management discipline plays a pivotal role in aligning the work output of multiple project teams to the corporate and business unit strategy of an enterprise.