

Index

- AAR (after action review), 60, 567
- ABB, *see* Asea, Brown and Boveri
- Accelerated Services (CA Technologies), 638
- Acceptance:
 - corporate-wide, 234
 - of methodologies, 205
 - of risk, 13–14
- Accountability, 3, 95–96, 151
- Accreditation (qualification process), 619
- Accuracy, 95, 580
- Acquisitions, 732. *See also* Mergers and acquisitions
- Action initiation (core competency), 421
- Action Learning Projects, 437
- Action teams, 463
- Active listening, 515–517
- Activity phase mapping, 285, 286
- Adaptive governance, 511
- Adaptive management, 141
- Adkins, Rodney, on project management, 15
- ADM (arrow diagramming method), 236–237
- Advanced Delivery Management approach, 210
- Advanced project management, 402
- Advertising, project management in, 63
- Aerospace industry:
 - in 1950s and 1960s, 4
 - customer-focused project offices of, 340–341
 - new product development in, 108–109
 - project management training in, 429–433
- After action review (AAR), 60, 567
- AggPro, 279
- Aggregate planning models, 596
- Aggressive anger, 87
- Agile methodologies:
 - defined, 201
 - at Deloitte, 672–673
 - at IBM, 626–627
 - at Medical Mutual, 277–278
 - and project closure, 257
- Alcatel-Lucent:
 - as PMC of the Year Finalist, 561–564
 - training at, 434–436
 - value of PMPs at, 434–436
- Alcatel-Lucent University, 562–563
- Alexander, Jack, 36*n*.29, 715–717
- Alignment, governance and, 385
- Align phase (PLM VDM), 708, 710
- Allen-Bradley, 266
- Alstom, V-cycle methodology of, 293–297
- Amber traffic lights, 33
- American Council on Education, 623
- American Greetings Corporation:
 - benefits of project management at, 12, 13
 - PMO of, 522
- American Society for Training and Development (ASTD), 477
- American Telephone and Telegraph, *see* AT&T
- Analysis of Variance (ANOVA), 313
- Analytical approach, 306
- Anbari, Frank T., on managing project risk, 308
- Anger, in project environment, 86–88
- ANOVA (Analysis of Variance), 313
- Anticipatory delivery of knowledge, 703
- Application of knowledge, by training program participants, 482
- Application Owner System, 386–390
- Appreciative Inquiry methodology, 137
- AQA (assignment quality assessment) score, 31
- Archibald, Russ, 230
- Aristotle, on excellence, 181
- ARM (Assess Resource and Methodology) meetings, 514
- Arms race, 4
- Arrow diagramming method (ADM), 236–237
- ASAP Methodology for Implementation, 208–211
- Asea, Brown and Boveri (ABB):
 - customer satisfaction management at, 70
 - PMO at, 491
 - risk management at, 331
 - training at, 403–404
- AsphPro, 279
- Assessments (Six Sigma), 575–577
 - factors to consider for, 575
 - life-cycle phases for, 576
 - purpose of, 575
 - tools for, 576–577
- Assess Resource and Methodology (ARM) meetings, 514
- Assignment quality assessment (AQA) score, 31
- Assurance function, 548

- ASTD (American Society for Training and Development), 477
- AT&T (American Telephone and Telegraph), 456–457
- best practices library of, 47
 - best practices of, 20, 50
 - culture of, 337
 - excellence defined at, 133, 192
 - job descriptions of, 417–418
 - key performance indicators at, 29
 - portfolio management at, 587
 - POs of, 522–523
 - project success at, 27
 - validating best practices at, 41
- Attack strategies, for political projects, 79–80
- Attention to detail (core competency), 424
- “Attractive state,” 105
- Audits, project, 277, 552–555
- Austen, Jane, on pride, 88
- Authority:
- challenges of, 97
 - in emerging markets, 368
 - envy about, 85–86
 - loss of, 391
- Automotive Systems Group, Johnson Controls, 741–745
- Autonomy, managed, 62
- Avalon Power and Light (pseudonym), 183–184
- Avarice, in project environment, 89–91
- Aviva Canada, 502–517
- function of, 506–510
 - operations at, 510–517
 - structure of, 502–506
- Awards:
- cash, 466–467
 - Chairman’s Award for Customer Satisfaction, 744
 - for IBM, 632
 - KM Pacesetter award, 699
 - Malcolm Baldrige Award, 310
 - noncash, 466–467
 - North American and Global Most Admired Knowledge Enterprise Awards, 694
 - PMO of the Year, 557–564
 - project, 74, 322–323
 - Project Team of the Year, 563–564
 - Sarah Sheridan Award, 567
- Babcock and Wilcox, 414
- Bad news, 75
- Baker, Christine, on PMO at Boeing, 492–493
- Baker, Steve, on best practices, 57*n*.43
- Balancing Individual and Organizational Values* (Ken Hultman and Bill Gellerman), 717
- Bancroft, George, on avarice, 89
- Banking industry methodologies, 197–198
- Barringhaus, Herm, 531
- Barrow, W. F. “Bud,” on project management, 16
- Baselining, 652, 653
- Basic project management, 402
- Bass, Allison, 531
- Bauer, Michael, on PMOs, 493–500
- BCG (Boston Consulting Group) Model, 745–747
- BCR, for training, 484
- Becker, 742, 743
- Behavioral culture, 336
- Behavioral excellence, 455–474
- and conflict resolution, 458–460
 - keys to, 467–470
 - and proactive vs. reactive management, 470–474
 - rewarding teams for, 464–467
 - and situational leadership, 455–458
 - staffing for, 460–462
 - for virtual project teams, 462–463
- Behavioral subjects, 402, 413
- Behavioral success, 468–469
- Belgrave, David, on risk management at ILLUMINAT, 324–325
- Beliefs, collective, 88, 399
- “Bells and whistles,” 89, 147
- Belliveau, P., on fuzzy front end, 398*n*.8
- Benchmarking, 336
- for best practices, 22–23
 - competitive, 336
 - external, 22–23
 - limitations of, 271
 - process, 336
 - and training trends, 409
- Bendix Corporation, 444
- Benefits:
- defined, 724
 - estimation of, 3
 - realization of, 72
- Benefits management, 2–3
- Benefits monitoring, 3
- Benefit-to-cost analysis, 593, 600
- Best (proven) practices, 1–66
- from 1945 to 1960, 3–5
 - from 1960 to 1985, 5–8
 - from 1985 to 2014, 8–13
 - beliefs about, 51–52
 - communicating, 48–51
 - consultant’s view of, 61–66
 - definitions of, 18–22, 55–56
 - and definitions of project success, 24–32
 - discovery of, 33
 - drivers for, 23
 - ensuring usage of, 51
 - failure of, 52
 - identifying, 22–24
 - implementation of, 51–52
 - improper application of, 52
 - learned from failure, 24
 - levels of, 24, 44–46, 53
 - management of, 46, 56
 - process for, 17–18
 - for recovery project management, 300–301
 - revalidating, 46–47
 - seeking out, 22–33
 - simplicity of, 24
 - templates for, 43, 47, 48
 - usage of, 47–48, 51
 - usefulness of, 45
 - use of term, 19
 - validating, 41–43
- Best practices applications:
- of AT&T, 20, 29, 41, 47, 50
 - of Churchill Downs, 20–21, 26–27, 42, 43
 - of Computer Associates, 47
 - of Computer Sciences Corporation, 532–535
 - of DTE Energy, 57–61
 - of EDS, 46
 - of Enakta, 21–22, 25, 28, 33
 - of government, 7–8
 - of Halifax Community Health Systems, 20
 - of Hewlett-Packard, 28–29, 50, 54–57
 - of HP Services, 28–29
 - of IBM, 14–15, 627–633
 - of Indra, 10, 21, 27, 30–31, 43, 45–46, 50
 - of Johnson Controls, 741–745
 - of maxIT-VCS, 21, 31, 42
 - of Microsoft, 650
 - of Motorola, 16–17, 32, 33
 - of Nortel Networks, 30, 49–50
 - of NXP Semiconductor, 48–49
 - of Orange Switzerland, 20
 - of Our Lady of Lourdes Regional Medical Center, 16
 - of Sherwin-Williams, 273
 - of Siemens, 712

- of Six Sigma, 568
- of Tech Mahindra Limited, 15–16
- of Wärtsilä, 2–3
- Best practices audits, 552
- Best practices library (BPL), 52–54
 - communicating best practices with, 47
 - creating, 53
 - at DTE Energy, 60
 - at Hewlett-Packard, 57
 - levels of best practices in, 44, 53
 - and management of best practices, 46
 - and validating best practices, 42
- Best practices overload, 54
- Best Practice Owner, 33
- Bhagavad Gita*, 92
- Bidding, competitive, 71–72, 379
- Big, hairy, and audacious (BHAG) goals, 503–504
- Billings, Josh, on gluttony, 93
- Blackburn, Claudia, 535
- Boccardo, Jose Manuel, 258*n*.18
- Boeing:
 - corporate culture of, 340–341
 - informal project management at, 452–453
 - integrated management processes of, 329–330
 - PMO of, 492–493
 - risk management of, 329–330
 - and Thiokol Corporation, 452–453
- Boeing 777, 340–341
- Boilerplate proposal, 394
- Bolzman, Doug:
 - on best practices, 54*n*.54
 - on critical success factors, 28–29
 - on culture at Hewlett-Packard, 366–367
 - on excellence, 154–160, 192–193
 - on executives' role, 155
 - on key performance indicators, 29–30
 - on methodology foundations, 284–286
 - on PMO approach at HP, 549–550
 - on project success, 28
 - on Six Sigma–PM relationship, 566
 - on sponsorship, 381
- Bonuses, 85, 90–91
- Booz, Allen, and Hamilton, 590–592
- Boston Consulting Group (BCG) Model, 745–747
- Boundary boxes, 728–729
- Boutros, Sameh, on global PMOs, 548–550
- Boyd, Keri, 356, 362
- BPL, *see* Best practices library
- Braaflatt, Kerry, on PMO at Boeing, 492–493
- Brand actions, of DFCU, 349–352
- Brandman, Jerry, 351, 355–356
- Branson, Richard, on administrative support, 172
- Brereton, Kerdell, 321*n*.7
- “Broker-On-A-Page” tool, 515, 516
- Brown, James C., 266*n*.19
 - and PMO of the Year Award, 559–561
 - on portfolio management, 601*n*.11
- Buddha, on lust, 92
- Build phase (PLM VDM), 710
- Bureaucracy, 574
- Burton, Robert, on gluttony, 93
- Business Analysis (new-product development), 590
- Business Area Public
 - Telecommunications, 253
- Business Change Process, 360
- Business component, in defining project success, 25
- Business context, risk management in, 321–322
- Business drivers, 725–726
- Business education, need for, 403–404
- Business impact of training programs, 482–483
- Business knowledge, 113–114
- Business Lead, 382–383
- Business megatrends, 502–503
- Business needs of clients, meeting, 277
- Business process, project management as, 1
- Business speak, 510
- Business unit impact of training, 482
- Buy-in, 108
- C1 (Customer One) process, 246–247
- CA, *see* Computer Associates Technologies
- Campbell, Henry, 286–293
- Cancellation (projects), 73–75, 400
- Capabilities:
 - defined, 635
 - following mergers and acquisitions, 739
- Capability Maturity Model Integration (CMMI), 671
- Capacity planning, 73
- CapCom Credit Union, 355, 358–359
- Capellanus, Andreas, on avarice, 89
- CAPEX projects, at Holcim, 278–280
- Capital projects, 107
- CAPM (Certified Associate in Project Management), 440
- Caputo, Michele A., 531
- CAQ (Certificates of Added Qualification), 440
- Career Framework (IBM), 620–621
- Career path, project management, 404–406, 505
- Cash awards, 466–467
- Cash flow, 71–72
- Cassidian:
 - Golden Rules for Project Management of, 297–299
 - Integrated Multilevel Scheduling at, 211–213
 - methodologies of, 211–213, 297–299
- Categorization, project, 243
- Cavanaugh, Kathleen:
 - on integrated processes, 309–310
 - on stakeholder engagement and sponsorship, 382–383
- CDI, *see* Churchill Downs, Incorporated
- CDI (customer delight index), 247–251
- The Center for Business Practices, 558
- Center of Competence (IBM), 612
- Certificates of Added Qualification (CAQ), 440
- Certification:
 - dual, 409
 - at IBM, 628–629
 - PM3 Project Management, 529, 530
 - PMI, 622, 623
 - PMP®, 344, 406, 434–436, 440, 691
 - in qualification process, 620
 - training for, at educational institutions, 413
 - from User Community, 436
- Certified Associate in Project Management (CAPM), 440
- Chairman's Award for Customer Satisfaction, 744
- Challenger space shuttle disaster, 88, 316
- Champions:
 - at DTE Energy, 396
 - initiation and exit, 397–400
 - for methodology development, 234
 - of project teams, 465
 - sponsors vs., 234
- Change(s):
 - in benefits management, 3
 - and conflicts, 458
 - in corporate culture, 205, 335
 - to customer requirements, 70–71
 - requests for, *see* Change requests
- Change control process:
 - at Medical Mutual, 277
 - in Microsoft Solutions Framework, 653

- Change Delivery and BPM team, 508
- Change management, 199
 - in aerospace and defense industries, 431, 432
 - following mergers and acquisitions, 740
 - and integrated management processes, 330–331
 - in project-driven organizations, 335
 - as project management complement, 308
 - and risk management, 330–331
- Change management applications:
 - of Churchill Downs, 518–522
 - of Dell Services, 530–531
 - of Deloitte, 676–679
 - of Naviar, 167–169
- Change Readiness Assessments, 530–531
- Change requests, 289, 330–331, 519–520
- Charters:
 - of AT&T, 337
 - of Churchill Downs, Incorporated, 517
 - of DTE Energy, 288, 289
 - as foundation of projects, 198
 - of GM Powertrain, 252
 - in Golden Rules for Project Management, 298
 - of IBM, 608–609
 - managing assumptions with, 140
 - of Medical Mutual, 276
 - preparing, 206–207
 - stakeholder signatures on, 20
- Charvat, Jason, on methodologies, 200, 201
- Checklists, 147, 442, 580
- Chief project management officer, 409
- Chrysler Motors, 315
- Chubb, PMO of, 547–548
- “Chunking,” 568
- Churchill, Winston, on lust, 92
- Churchill Downs, Incorporated (CDI):
 - best practices of, 20–21, 42, 43
 - methodology of, 230–231
 - PMO of, 21, 517–522
 - portfolio management at, 586–587
 - project success at, 26–27
 - scope change control at, 518–522
- CIP (contract implementation process), 562, 563
- CI Project Portfolio Management
 - Process, 286–293
 - Closeout phase of, 289, 293
 - Execution/Controlling phase of, 289, 291, 292
 - Identification phase of, 286
 - Initiation phase of, 286, 288, 289
 - Planning phase of, 289, 290
 - Selection phase of, 288
- Clarity, as DFCU brand action, 354–355
- Classification process (proactive risk management), 319
- CLAUS (Cooper Launch Standard), 161–163
- Client credibility tests, 696
- Client Program Management Office (CPMO), 522
- Closed ended questions, 577
- Closeout:
 - at DTE Energy, 289, 293
 - with Open Book Estimates, 219
- Closeout Report, 293
- Close phase (PLM VDM), 710
- Closure, 230
 - at Computer Associates Technologies, 644–645
 - in emerging markets, 372
 - at Indra, 255–257
 - measuring value at, 728–730
 - of Rockwell Automation, 269
 - at Sherwin-Williams, 273
- CMMI (Capability Maturity Model Integration), 671
- Coaching, at Goodyear, 138–139
- Codification strategy, 694–695
- Coffin, Harold, on envy, 84
- Cold War, 4
- Coleman, Randy, 456
- Collaboration, 458
- Collective belief, 88, 399
- Collectivism, 463
- Collins, Kizzmet, 333–334
- Collins, Mike, 633
- Co-located governance, 384
- Color-coded status reporting, 448–449
- Colton, Charles Caleb, on avarice, 89
- COMAU, 71, 680–692
 - contract management at, 689, 691
 - global project management process, 685–689
 - lessons learned by, 692
 - Paradigm Pyramid, 687, 689
 - PMO at, 681–685
 - PMP certification at, 691
 - Project Management Academy, 681, 682, 691
 - risk management at, 687, 689, 690
 - Risk Register tool, 687, 690
- COMAU Project Management Academy, 681, 682, 691
- Commercialization stage (new-product development), 591
- Commitment, stakeholder, 347–348
- Committees, governance, 78–79, 81, 146
- Committee sponsorship, 378, 724–725
- Common product development (CPD), 266–271
- Communication(s):
 - of best practices, 48–51
 - as core competency, 423–424
 - face-to-face, 445
 - at Fluor Corporation, 698–699, 702
 - in global projects, 446
 - in Golden Rules for Project Management, 299
 - at IBM, 630–632
 - in informal project management, 445–447
 - at Naviar, 173–174
 - at Nortel Networks, 49–50
 - organizational, 96, 699
 - in proactive risk management, 319
 - and project management politics, 80–81
 - for recovery project management, 301
 - top-down, 530–531
 - UPPM™ methodologies for, 202
- Communities:
 - at Fluor Corporation, 693–697
 - at IBM, 630–632
- Community building, 563
- Community franchise expectations, 696
- Community of Excellence, 492–493
- Community of Practice (CoP), 48–49, 492, 498
- Community plan, 100, 104
- Company specific best practices, 44–45, 48, 73
- Competence, 362–363
 - core, project management as, 609
 - organizational, 609–614
- Competency models, 419–429
 - of Alcatel-Lucent, 562
 - of Eli Lilly, 419–429
 - job descriptions vs., 419
 - Six Sigma for, 580
- Competency Network (IBM), 615
- Competition for project funding, 78–79
- Competitive benchmarking, 336
- Competitive bidding, 71–72, 379
- Competitive cultures, 338
- Competitiveness, 9, 10, 108, 338
- Complementary project management
 - processes, *see* Integrated management processes
- Completion, 466
- Complexity management (core competency), 427

- Compliance audits, 552
- Compromise, 459
- Computers, scheduling and, 237–239
- Computer Associates (CA) Technologies, 634–637
 - approach of, 634–635
 - continuous improvement at, 645–647
 - Deployment Playbooks of, 641–644
 - executive view of project management at, 15
 - Global Delivery organization, 644
 - governance at, 642–644
 - process improvement methods of, 646–647
 - project closure at, 644–645
 - project execution at, 640–644
 - project setup at, 636–640
 - reviewing of best practices at, 47
 - sales cycle focus of, 639–640
 - Service Offering Catalog of, 638, 639
 - solution review and validation, 639
 - standard offering tools, 638, 639
 - standard solution offerings, 637–638
- Computer Sciences Corporation (CSC):
 - best practices of, 532–535
 - PMO of, 532–538
 - project audits at, 552–555
- Conceptualization Phase (GIP[®] methodology), 259
- Conceptual models, 141–143
- Conclusion phase, 254, 277
- Concurrent engineering:
 - cost savings due to, 442
 - and integrated management processes, 315
 - and total quality management, 305
 - and TQM, 305–308
- Configuration control board, 330
- Conflict(s), 379–380
 - change causing, 458
 - of interest, 302
 - of personality, 456
- Conflict resolution, 458–460
- Confrontation, 459
- Conservation Measures Partnership, 140*n*.6
- Consideration phase, 267
- Constraints:
 - maintenance of, 94–95
 - triple, 24, 721–722
- Construction, project management in, 61–62
- Consultants:
 - education ROI determination by, 416
 - view of project management and best practices, 61–66
- Context (cultural), 463
- Contextual delivery of knowledge, 704–705
- Contingency planning, at Zurich America, 309–310
- Continuous improvement, 306
 - at Computer Associates Technologies, 645–647
 - DMAIC model for, 312–313
 - at Teradyne, 222
 - and training trends, 409
- Continuous learning, 412
- Continuous optimization, 509
- Contract(s):
 - and customer expectations, 108
 - at Defcon Corporation (pseudonym), 185–186
 - at GM Powertrain, 252
 - in Golden Rules for Project Management, 298
 - with Open Book Estimates, 217, 218
- Contractco (pseudonym), 393
- Contract implementation process (CIP), 562, 563
- Contract management, at COMAU, 689, 691
- Contractual dates, 212
- Contractual stage, 232–233
- Control, of Integrated Multilevel Schedules, 212–213
- Control model, 4
- Convex Corporation, 578–579
- COOPANS, 166, 172
- Cooperation, 338, 339, 447
- Cooperative cultures, 338, 339
- Cooper Launch Standard (CLAUS), 161–163
- Cooper Standard, excellence at, 160–165
- CoP, *see* Community of Practice
- Core competence, project management as, 609
- Core competency models, 419–429. *See also* Competency models
- Core coursework (project management degree), 412
- Core teams, 396
- Corporate culture, 75–76, 336–338, 340–342. *See also* Culture
 - of Boeing, 340–341
 - changes in, 335
 - creation of, 336–338
 - of DFCU Financial, 348–363
 - of DTE Energy, 365–366
 - of Fluor Corporation, 700
 - of Hewlett-Packard, 366–367
 - of IBM, 608–609, 611–614, 631
 - of ILLUMINAT, 363–365
 - of Indra, 343–347
 - of maxIT-VCS, 346–348
 - methodologies created around, 201
 - methodologies requiring change to, 205, 234
 - of Midwest Corporation (pseudonym), 341–342
 - problems incorporating, 75–76
 - risk management in, 324–325
 - of Texas Instruments, 151
- Corporate POs, 522
- Corporate social responsibility, 509
- Corporate values, 338
- Corporate-wide acceptance, 234
- Corruption, in emerging markets, 369
- Cost base, for Open Book Estimates, 216–217
- Cost effectiveness of Six Sigma, 574
- Costing:
 - life-cycle, 308, 331
 - project, 734–735
- Cost management, 109, 202
- Cost-monitoring system, 4
- Cost overruns, 97
- Cost performance index (CPI), 240*n*. 14, 334, 433
- Cost-reimbursable contracts, 186
- Course corrections, 289
- Course design (training), 414–416
- Coursework (education), 412–413
- Covetousness, 89–91
- CPD (common product development), 266–271
- CPI, *see* Cost performance index
- CPMO (Client Program Management Office), 522
- Creativity, 75
- Credibility of PMO, 531
- Crises, defining, 450–452
- Crisis dashboards, 449–452
- Crisis management, maturity and, 329
- Critical projects, vital signs of, 584
- Critical success factors (CSFs):
 - and business impact of training, 482
 - defining success in terms of, 28–29, 35
 - at Hewlett-Packard, 28–29
 - identifying best practices from, 24
 - and long-term benefits, 204
 - in mission statement, 134, 135
- Critical thinking (core competency), 421–422
- Crosby, Phillip B., 310

- Crossman, Richard Howard Stafford, on
 lust, 92
- Cross-pollination, 506
- Crotty, Jim, on training, 440
- CSC, *see* Computer Sciences Corporation
- CSFs, *see* Critical success factors
- Cultural shock, 70
- Culture, 335–373
 corporate, *see* Corporate culture
 and corporate values, 338
 defined, 367–368
 in emerging markets, 367–369
 and implementation of change,
 188–189
 informal, 443
 as M&A integration problem, 737–738
 at Naviar, 171
 and project management in emerging
 markets, 367–373
 and technology use, 463
 types of, 338–340
 at Wärtsilä, 242
- Curriculum Steering Committee (IBM),
 621
- Custom-designed courses, 414
- Customer(s):
 advertising best practices to, 47
 expectations of, 108
 external/internal, 252, 571
 focus on, 305
 knowledge of, 187–188, 393
 management of, 330–331
 meeting needs of, 277–278
 methodologies accepted by, 205
 needs of, during closure, 257
 as references, 29
 success defined by, 25
- Customer base, 69
- Customer Care, 499
- Customer-centricity, 515
- Customer delight index (CDI), 247–251
- Customer Experience, 495, 499, 500
- Customer-focused methodologies, 293–294
- Customer-focused project offices,
 340–341
- Customer group POs, 522
- Customer Management Solution
 portfolio, 552
- Customer One (C1) process, 246–247
- Customer-related projects, 721
- Customer relations, 336, 379
- Customer requirements:
 changes to, 70–71
 in Golden Rules for Project
 Management, 298–299
- Customer Requirements Document, 269
- Customer satisfaction, 69–70, 135
 customer delight index, 247–251
 and internal controls, 68
 and PMO, 242–243
 problems with, 69–70
 in Six Sigma, 571
 and success, 24, 636
- Customer satisfaction management, 70, 230
- Customer service, 317
- Customer Service Program Management
 group, 546
- Customer solution adoption, 636
- Customer time to value, 636–637
- Customization, 636
- DaimlerChrysler Motors, 315
- Dashboards, 33–38, 637
 at AVIVA Canada, 515, 516
 crisis, 449–452
 financial health, 37, 38
 and governance, 385
 key performance indicators on, 36
 scorecards vs., 34–35
 types of, 35–36
 at WWF, 604–606
- Data analysis phase (ROI), 483–487
- Data-collection phase (ACI), 480–483
- Data oriented culture, 339–340
- Dates, contractual, 212. *See also*
 Scheduling
- Davis, David, on canceling projects, 400
- DeBellis, Tony, 624–627
- Debriefing sessions, 147
- Decentralized decision making, 392
- Decision making:
 about best practices, 56–57
 as core competency, 428
 in crises, 451
 decentralized, 392
 preacquisition, 735–740
 project governance and speed of, 145
 by project managers, 114
 and project quality management
 process, 258–266
 sponsor support in, 379–380
- Decision Support Document, 265
- Dedication, in emerging markets, 371
- Defcon Corporation (pseudonym),
 185–187
- Defense industry:
 in 1950s and 1960s, 4
 customer-focused project offices of,
 340–341
 new product development in, 108–109
 project management training for
 contractors, 429–433
- Defensive projects, 588
- Definition Phase (GIP® methodology),
 259
- Delayed investment, in PM
 improvements, 235
- Delegation of Authority policy, 324
- DelGrosso, Steve:
 background of, 633
 on IBM Enterprise Project
 Management, 614
- Deliverables:
 GIP® methodology, 258–259
 mapping, to *PMBOK Guide*, 223
 open-ended, 97
 well-defined, 270
- Delivery channels, 363
- Dell, Deborah (Debi) A.:
 background of, 633
 on IBM's PM/COE, 613, 630, 632
- Dell Services:
 PM3 Framework, 524–531
 PMO of, 523–532
 project management at, 14
- Deloitte, 659–679
 change management at, 676–679
 Enterprise Value Delivery at, 671–673
 Enterprise Value Map™ of, 661–663
 EPM framework at, 660–661
 leadership and governance at, 676, 677
 People Dimension of Transformation
 framework, 676, 677
 portfolio management at, 663–668
 program management at, 668–669
 project management method of,
 669–671
 project teams at, 673–676
 project variance at, 669–670
- Deloitte Investment Framework,
 665–666
- Demand Management process, 275–276,
 547
- Deming, W. Edwards, 103–104, 310
- Denryoku Work Breakdown Structure
 (D-WBS), 123, 124
- Dental care, project management in, 62
- Departmental Portfolio Management
 Office (DPMO), 522
- Department of Defense (DoD), 4, 6. *See*
 also Defense industry
- Department of Energy, 393
- Dependencies, 212
- Deployment Playbooks (Computer
 Associates Services), 641–644
- Deploy phase (PLM VDM), 710
- de Sade, Marquis, on lust, 92
- Design, of training courses, 414–416

- Design alternatives, 697–698
- Design Solutions (pseudonym), 381
- Detailed Schedule, 211–213
- Development, 198
- Development Project Cost Estimate Class, 259
- Development stage (new-product development), 591
- De Vries, Peter, on gluttony, 93
- DFCU Financial, culture of, 348–363
- Direction, governance and, 385
- Disagreements, 379–380
- Discretionary zone, 402
- Discussion Roundtables (Alcatel-Lucent), 435
- Dishonesty, in emerging markets, 371
- DMAIC model, with TQM, 312–313
- Doctorate degrees in project management, 412–413
- Documentation:
 - amount of, 441–443
 - hidden, 47
 - maintenance of, 98, 104
 - in project selection, 593
- DoD (Department of Defense), 4, 6. *See also* Defense industry
- “Dogs,” 745, 746
- Donohoe, John, on PMO, 550*n*.24
- Dow Chemical Corporation, 448
- Downsizing, 331
- DPMO (Departmental Portfolio Management Office), 522
- Driving forces:
 - for benefits management, 3
 - for best practices, 23
 - for excellence, 107–109, 135, 148–149
 - and maturity, 10
 - for PM improvement, 235
 - for project management, 8–10, 13–14
- DTE Energy:
 - best practices at, 57–61
 - culture of, 365–366
 - and earned value measurement, 333–334
 - excellence at, 175, 194
 - integrated management processes of, 333–334
 - management support at, 396
 - methodologies of, 286–293
 - PMO of, 546
 - and Six Sigma, 567
- Dual certification, 409
- Dual sponsorship, 393
- Duarte, D. L., on virtual teams, 462–463
- Dunham, David, on risk management, 328
- Dutch, Allan, on IT projects, 194, 196
- D-WBS (Denryoku Work Breakdown Structure), 123, 124
- Eagelsoft, 62
- Earned value:
 - and DTE Energy, 333–334
 - for integrated management processes, 333–334
- Earned value analysis (EVA), 333–334
- Earned Value Management System (EVMS), 412, 431–433
- Earned-value measurement (EVM) systems, 333–334
 - and full value of methodologies, 239–242
 - intent of, 239
 - KPIs as critical components of, 36, 39, 41
 - VMMs and EPMs vs., 730
- Eckerson, W.:
 - on dashboards and scorecards, 34–36
 - on key performance indicators, 36, 38–39
- EDS, best practices at, 46
- Education, 148. *See also* Learning; Training
 - business, 403–404
 - changes to coursework, 412–413
 - course design for, 414–416
 - fundamentals of, 411–412
 - at IBM, 628
 - for management support, 615
 - ROI of, 416
- Effectiveness, 9–10, 109
- Efficiency, 9–10, 13, 109
- Eisel, Chuck, on excellence at Cooper Standard, 165
- Electives (project management degree), 413
- Elenbaas, Marv, on protect as brand action, 361
- Eli Lilly, competency model of, 419–429
- Elkins, Mark, Sr., on global project management, 634*n*.3
- Embedding, 506
- Embryonic phase, 9–11
- Emerging markets, 367–373, 673
 - barriers in, 372
 - cultures of, 367–369
 - implementation of project management in, 371–372
 - recommendations for, 372–373
 - status and politics in, 369–371
- Emerson, Ralph Waldo:
 - on anger, 86
 - on envy, 84
- Employees:
 - in emerging markets, 370
 - empowerment of, 308
 - inappropriate allocation of, 99
- Empowerment, 103–104
 - as DFCU brand action, 351–352, 359–361
 - of employees, 308
 - and Golden Rules for Project Management, 298
 - and integrated management processes, 333–334
 - of project managers, 391–392
 - of teams, 103–104, 580
- Enak'a:
 - best practices of, 21–22
 - driving forces at, 10
 - post mortem meetings of, 33
 - project management initiative at, 63–66
 - project success at, 25, 28
- End-of-phase gate review, 206
- End-of-phase gate review meeting, 73–74, 234
- Enemies, true, 79
- Engagement, stakeholder, 382–383
- Engagement project management, 69
- Engage newsletter, 435
- Engineering, concurrent, *see* Concurrent engineering
- Engineering, Procurement & Construction (EPC) contracts, 214, 215, 217, 219
- Engineering and Construction Services Division (Dow Chemical), 448
- Enhancement projects, 720
- Enterprise Business Analysis team, 507
- Enterprise content management system, 362
- Enterprise PMO (EPMO), 508, 547–548
- Enterprise program management (EPM), 478, 659–679
- Enterprise Program Office (EPO), 539
- Enterprise Project Management (EPM), 69
 - change control process, 70–71
 - client recommendations for, 69–70
 - and excellence, 133, 134
 - and governance, 384
 - at IBM, 613, 614
 - methodologies for, 69–70, 199–204, 719–720
 - for nontraditional projects, 719–720
 - VMM and EVM vs., 730

- Enterprise Project Management
Standardization (EPMS) Program, 524, 530
- Enterprise Value Delivery (EVD), 671–673
- Enterprise Value Map™, 661–663
- enterProj tool, 178–179
- Environmental Protection Agency, 448
- Envy, in project environment, 84–86
- EPC contracts, *see* Engineering, Procurement & Construction contracts
- EPM, *see* Enterprise Project Management
- EPM (enterprise program management), 478, 659–679
- EPMO (enterprise PMO), 508, 547–548
- EPMS (Enterprise Project Management Standardization) Program, 524, 530
- EPO (Enterprise Program Office), 539
- Erichsen, Steen Myhre Taschner, 166*n*.12
- Ericsson, Mikael, 166*n*.12
- Ericsson Telecom AB:
methodologies of, 252–255
PROPS model of, 252–255, 304
- Estimate to Complete (ETC), 433
- EVA (earned value analysis), 333–334
- EVD (Enterprise Value Delivery), 671–673
- EVMS (Earned Value Management System), 412, 431–433
- EVM systems, *see* Earned-value measurement systems
- Evolutionary years (training), 406
- Excellence, 107–189. *See also* Behavioral excellence
actions for, 469–470
clear definition of, 25
defining, 27, 192–196
and delay of maturity, 146–148
driving forces for, 10, 107–109, 135, 148–149
with global PMO, 493–500
in global project management, *see* Global project management excellence
hexagon of, 303
managing assumptions about, 140–142
and methodologies, 133–135, 192–196
and project governance, 142–146
and project management challenge, 130–133
recognizing need for, 152–153
in sponsorship, 380–381
staffing for, 460–462
steps for, 133–135
and strategic planning, 109–118, 179–182
- Excellence applications:
of AT&T, 133
of Avalon Power and Light (pseudonym), 183–184
of Cooper Standard, 160–165
of Defcon Corporation (pseudonym), 185–187
of DTE Energy, 175
of Goodyear, 136–139
of Hewlett-Packard, 152–160
of Hitachi Ltd., 118–130
of ILLUMINAT, 179–182
of Key Plastics, 176–179
of Kombs Engineering (pseudonym), 187–188
of KONE, 130–133
of Motorola, 148–149
of Naviar, 166–175
of Roadway Express, 184–185
of Texas Instruments, 149–151
of Williams Machine Tool Company (pseudonym), 188–189
of World Wide Fund for Nature International, 140–144
- Excellence pyramid, 497–498
- Execution/Controlling phase, 289, 291, 292
- Execution phase:
at Computer Associates Technologies, 640–644
at Fluor Corporation, 694–697
GIP® methodology, 259
purpose of, 254
at Rockwell Automation, 269–271
at Sherwin-Williams, 273
- Executives, 6–9. *See also* Senior management
implementation by, 155
as initiation and exit champions, 397–400
IT governance by, 385–391
rewards for, 85
strategic planning by, 380
training for, 409
view of project management, 13–17, 111
- Executive buy-in, 108
- Executive champions, 234, 396. *See also* Champions
- Executive management acceptance phase, 11, 12
- Executive sponsors, 379, 397. *See also* Sponsors
in emerging markets, 368
executive champions vs., 234
supportive roles of, 468
- Executive sponsorship, 381, 391–392. *See also* Sponsorship
- Executive support, *see* Management support
- Executive understanding, 9
- Exit audits, 552
- Exit champions, 399–400
- Expectations, 97, 140, 599–600, 696
- Expectation management, 234
- Expertise:
accelerated delivery of, 704–705
failure due to too much, 89
at Fluor Corporation, 697
and PMCP, 473
in recovery PM, 301–302
- Expiration stage (new-product development), 590
- Exposure training, 412
- External benchmarking, 22–23
- External customers, 252, 571
- External growth, 731–732. *See also* Mergers and acquisitions
- External speakers, 415–416
- External trainers, 415–416
- Face-to-face communications, 445
- Facilitation, 459–460
- Failing projects, methodologies for, 299–302
- Failure:
accountability for, 95–96
of best practices, 52
comparing success and, 25, 26
criteria for, 580
due to collective belief, 88
due to hidden agenda, 87
due to inflicting misfortune, 85–86
due to information filtering, 87–88
due to lust for power, 92–93
due to too much expertise, 89
due to union standard, 91–92
due to unjust anger, 87
due to wrong sponsor, 89
in emerging markets, 371
of governance, 385
of greed for bonuses, 90–91
of key performance indicators, 39
of laziness, 91
learning best practices from, 24, 25
of methodologies, 200
of power, 90
of project management integration, 736

- relationship, 86
- reorganizational, 84–85
- restructuring after, 749–750
- reward, 85
- of risk management, 327–328
- and Seven Deadly Sins, 83–94
- in Six Sigma, 566
- and sponsorship, 391–392
- of strategic plans, 110–111
- tests for, 580
- of too many resources, 90
- Failure Modes and Effects Analysis (FMEA), 313, 314
- Fallacies delaying project management maturity, 146–148
- False perceptions, project failure and, 392
- Feasibility study phase, 592–593
 - and expectations, 599–600
 - purpose of, 254
 - at Rockwell Automation, 267, 268
- Federal Express, 738
- Federal Reserve Bank of Cleveland, 456
- FEED, *see* Front-End Engineering Design
- Feigenbaum, Norman, 311
- Femininity, 463
- Fence-sitters, 79
- FFE (fuzzy front end), 398
- Fiat Group, 14
- Field, Owen, on excellence, 180
- Financial health dashboards, 37, 38
- Financial management, at Chubb, 547
- Financial projects, 721
- Financial review, 580
- Financial risks, 315, 330
- Financing, 72
- Firefighting, maturity and, 329
- Fishbone diagrams, 313
- Fixed-price contracts, 185
- Flemming, Quentin W., 333
- Flexibility, 205, 264, 265, 301
- Flowcharting, 222
- Fluor Corporation, 692–705
 - communication at, 698–699, 702
 - design alternatives at, 697–698
 - execution at, 694–697
 - expertise at, 697
 - future directions at, 703–705
 - KM Pioneers at, 699–700
 - knowledge communities at, 693–697
 - knowledge management at, 692–705
 - Knowledge OnLine™, 693
 - knowledge sharing at, 700–701
 - leadership at, 698, 702–703
- Flying Tiger, 738
- Flynn, Bonnie, 531
- FMEA (Failure Modes and Effects Analysis), 313, 314
- Foes, on political projects, 79
- Force, 460
- Ford Motor Company, 414
- Forensic team meetings, 447
- Forms, 147, 442, 579
- Formality, 441–444
- Formal project management, 186, 441–444
- Forman, Mark, on portfolio management, 600
- Foster Defense Group (pseudonym), 460
- Foundation, 151
- Foundational Services (CA Technologies), 638
- Four-Gate/Nine-Step Management Model, 194–195, 567
- Fragmented cultures, 338–339
- Frameworks, 145. *See also* Models
 - Dell's Global Project Delivery Framework, 524–531
 - Deloitte's EPM framework, 660–661
 - Deloitte's Investment Framework, 665–666
 - enterprise program management, 659–679
 - Global Program, 602–603
 - IBM's Career Framework, 620–621
 - Microsoft Solutions Framework, 647–659
 - PM3, 524–531
 - Project Delivery, 563
 - Project Manager Competency Development, 436
 - release management, 193
 - replacing methodologies with, 226–227
 - value performance, 715–717
- Franklin, Benjamin:
 - on anger, 86
 - on avarice, 89
 - on sloth, 91
- Franklin Engineering (pseudonym), 380–381
- Freeze, in V-cycle, 296
- Friends, on political projects, 79
- Front-End Engineering Design (FEED), 214, 218, 219
- Functional managers, 5, 379
- Functional POs, 522
- Functional teams, 506–510
- Funding, competition for, 78–79
- Future-related projects, 721
- Fuzzy front end (FFE), 398
- Gali, Krishna, on project process monitoring, 244
- Gamboa, Alfredo, on Global Project Management Summit, 136–137
- Gap analysis, 115–116
- Gap closure, 115–116
- Gate approval, 293
- Gate review:
 - end-of-phase, 73–74, 206, 234
 - specification, 296
 - stage-, 270
 - in V-cycle methodology, 295
- Gate synchronization, 296–297
- Gateway, 242–243
- Gay, Lee, 624–627
- Gellerman, B. I., 717
- General Electric (GE), 573
- General Motors (GM), 252
- General Motors Powertrain Group:
 - four-phase model of, 304
 - methodology of, 251–252
 - sponsorship by committee in, 378
 - technical expertise of program managers in, 457–458
- General Project Manager Accreditation, 562
- Geographically dispersed governance, 384
- George Washington University, 623
- GE Plastics, 457
- Gerrity, Patrick, 547n.23
- Gerstner, Lou:
 - and IBM as project-based enterprise, 614
 - on IBM matrix, 608
- Gestión Integrada de Proyectos (GIP®), 258–266
- Get togethers, 509
- Ghisolfi, Alexandre Sörensen, 299–302
- GIP® (Gestión Integrada de Proyectos), 258–266
- Githens, Gregory, on risk management, 328–329
- Gladwell, Malcolm, 704
- Global Corporate Citizenship Team (Boeing), 493
- Global Delivery (Computer Associates Technologies), 644
- Global Escalation Management Team, 646, 647
- Global Excellence Leaders, 696

- Global PMOs:
 at Hewlett-Packard, 548–550
 at Philips Healthcare Software Customer Services, 493–500
- Global Practices Requests and Feedback Site, 647
- Global Program Framework (GPF), 602–603
- Global projects, 150–151, 446
- Global Project Delivery Framework (Dell Services), 524–531
- Global project management excellence, 607–712
 at COMAU, 680–692
 at Computer Associates Technologies, 634–647
 at Deloitte, 659–679
 at Fluor Corporation, 692–705
 at IBM, 608–634
 knowledge communities for, 693–694
 at Microsoft, 647–659
 at Siemens PLM Software, 705–712
- Global Project Management Summit, 136–137
- Gluttony, in project environment, 93–94
- GM (General Motors), 252
- GM Powertrain Group, *see* General Motors Powertrain Group
- Goals:
 alignment of, 580
 BHAG, 503–504
 as DFCU brand action, 350–351
 fallacy about, 146–147
 in Microsoft Solutions Framework, 652–653
 in planning stage, 255
 of Six Sigma, 571–572
- Gohl, Terry, on enterProj tool, 179
- Golden Rules for Project Management, 297–299
- Goleman, Daniel, 105
- Go Live checks, 647
- Good intentions, 67–68
- Goodyear, excellence at, 136–139
- Governance, 142–146
 at AVIVA Canada, 510–517
 at Computer Associates Technologies, 642–644
 at Computer Sciences Corporation, 535–536
 at Deloitte, 676, 677
 by executives, 385–391
 at Fluor Corporation, 695, 696
 and management support, 383–391
 and Microsoft Solutions Framework, 648, 655–659
 Project Delivery, 527–528
 with Siemens PLM VDM, 711
 at Tokio Marine Group, 385–391
- Governance committees, 78–79, 81, 146
- Government:
 best practices of, 7–8
 and emerging markets, 369, 370
 failure due to information filtering in, 87–88
 subcontracting environment of, 186
- GPF (Global Program Framework), 602–603
- Gray, Mark:
 on best practices, 48–49
 on project health checks, 556–557
- Greed, in project environment, 89–91
- Green traffic lights, 33
- Greer, Rusty, 659*n*.6
- Gregerson, Steve, on integrated processes, 307
- Griffin, A., on fuzzy front end, 359*n*.8
- Grimes, Tracy F., 532
- Growth, internal vs. external, 731–732
- Growth phase, 11, 12
- “Growth potential” value chains, 746–747
- Guida, Roberto, 680*n*.7
- Guidelines, evaluating maturity with, 147
- Halicki, Dan, on methodologies of Medical Mutual, 275–278
- Halifax Community Health Systems, 20
- Handley, Kristin L., 160*n*.11
- Hansler, Jim, on HP project management, 152
- Hard values, measuring, 726, 727
- Harris Corporation, 429–433
- Health care, project management in, 62
- Health Care Associates (pseudonym), 393–394
- Health care organizations, 308
- Health checks, project, 555–557, 646
- Heavy methodologies, 201–204
- Heavy Vehicle Systems Group, 444
- Herbert, George, on gluttony, 93
- Hernia reports, 447
- Hershock, Robert:
 on failure, 391
 on leadership, 376, 457
 on team membership, 461–462
- Hester, Jeff, 692*n*.8
- Hewlett-Packard (HP):
 best practices of, 50, 54–57
 culture of, 366–367
 excellence at, 152–160
 integrated management processes of, 331–332
 key-performance indicators, 29
 management support at, 381
 methodology of, 284–286
 PMOs of, 71, 548–550
 project success at, 28–29
 sponsorship at, 381
 training at, 439–440
- Hewlett-Packard (HP) Services, 153
 best practices of, 28–29
 commitment to project management, 153
 executive view of project management at, 16
 Global Method, 153
 processes and methodology, 153
- Hidden agendas, 87
- Higher education, 62
- Hiring, 444, 505–506
- Hirshfield, Marc:
 on best practices, 21*n*.16
 on culture of maxIT-VCS, 346–348
 on management support, 394–395
 on PMO at maxIT-VCS, 500*n*.14
- Hitachi Ltd.:
 Denryoku Work Breakdown Structure of, 123, 124
 excellence at, 118–130
 initiatives to strengthen project management capacity at, 118–124
 Phase-Gate Management at, 120, 121
 “Hit the launch date” decision rule, 329
- Holcim Group, methodology of, 278–281
- Holcim Leadership Journey, 280
- Holistic learning, 436
- Horner, Brad, 532
- Hornwall, Jan, on global project methodology, 705*n*.9
- “How to Achieve Maturity in Project Management” (Dave Kandt), 310–311
- HP, *see* Hewlett-Packard
- HP Global Method, 16, 153
- HP Services, *see* Hewlett-Packard Services
- HRD (human resources development), 477
- Hubbard, D. W., on measurement and KPIs, 40
- Hultman, K., 717
- Human behavior, 300–301, 461

- Human capital, at AVIVA Canada, 504–506
- Human resources development (HRD), 477
- Human resource management, 202, 734
- Huxley, Elizabeth, on sloth, 91
- Hybrid-federated model, 506
- Hybrid organizations, 10
- Hydra sessions, 557
- Hynes, Martin D., 419
- IBM, 608–634
- awards for, 632
 - best practices of, 627–633
 - culture of, 608–609, 611–614, 631
 - executive view of project management at, 14–15
 - management support at, 614–615
 - methodologies of, 624–627
 - organizational competence in project management at, 609–614
 - PM curriculum at, 621–624
 - PMOs at, 616–617
 - professional development at, 618–621
 - project, program, and portfolio management at, 615–616
 - project management as core competence in, 609
- IBM Academy, 613
- IBM Solutions Institute, 613
- IBM System and Technology Group, 15
- ICU Registry, 327
- “Idea bank,” 578
- Identification phase, 286
- ILL (International Institute for Learning), 406–410, 414
- ILLUMINAT (Trinidad & Tobago) Limited:
- corporate culture at, 363–365
 - excellence at, 179–182
 - integrated management processes of, 321–322
 - risk management at, 321–322
- Impact, measuring, 603–604
- Implementation, 198
- ASAP Methodology for, 208–211
 - of best practices, 51–52
 - blunders with, 235
 - costs vs. benefits of, 13
 - and culture, 188–189
 - in emerging markets, 371–372
 - as goal, 146–147
 - at Hitachi Ltd., 120
 - of methodologies, 233–236
 - overcoming barriers to, 235–236
 - at Roadway Express, 185
 - role of executives in, 155
 - small vs. large projects for, 148
 - spearheading of, 146
 - of strategic plans, 118
- Implementation of Programme/Project stage, 323
- Improvement, driving forces for, 235. *See also* Continuous improvement
- Inaba, Yuichi “Rich,” 385–391
- Incentives. *See also* Rewards
- for best practices, 22
 - for project teams, 464–466
- Incident Management, 56
- Individual best practices, 44–45
- Individualism, 463
- Indra:
- best practices of, 21, 45–46, 50
 - closing projects at, 255–257
 - culture of, 337–338, 343–347
 - driving forces at, 10
 - earned value measurement at, 240
 - integrated management processes of, 325–327
 - management support at, 395
 - methodology of, 232–233, 255–257
 - PMO at, 491
 - portfolio management at, 587
 - project and program success at, 27, 30–31
 - project management at, 418
 - stakeholder involvement at, 43
- Industry specific best practices, 44–45, 48
- Inefficiencies, in emerging markets, 370
- Influence, 81–82
- Informality, 441–444
- Informal project management, 5, 441–453
- at Boeing, 452–453
 - and color-coded status reporting, 448–449
 - communication in, 445–447
 - cooperation in, 447
 - and crisis dashboards, 449–452
 - formal project management vs., 441–444
 - at Polk Lighting (pseudonym), 452
 - teamwork in, 447–448
 - trust in, 444–445
- Information:
- access to, 21
 - filtering of, 87–88
- Information Services (IS) reengineering team, 197–198
- Information Technology (IT), governance of, 385–391, 542
- Information Technology Enterprise Management (ITEM), 284, 331–332, 566
- Information Technology Information Library (ITIL), 284–286, 566
- Information technology (IT) portfolio management, 581–582, 600
- Information Technology Services (ITS), 57, 333
- Infrastructure, to support value-added chain, 734
- Initiation champions, 397–399
- Initiation phase, 230
- at DTE Energy, 286, 288, 289
 - at Rockwell Automation, 267, 268
 - at Sherwin-Williams, 272
- Initiative Proposal template, 514
- Innovation projects, 590–592
- In-process indicators, 32
- Insecurity, of emerging markets executives, 369–370
- Insourcing, 108
- Intangible benefits of training, 483–484
- Intangible values, 726, 727
- Integrated management processes, 303–334
- and change management, 330–331
 - and concurrent engineering, 315
 - earned value measurement for, 333–334
 - and empowerment, 331
 - evolution of, 305–308
 - and life-cycle costing, 331
 - and reengineering, 331
 - and risk management, 315–330
 - with total quality management, 310–315
 - understanding, 304–305
 - UPPM™ methodologies for, 202–203
- Integrated management processes applications:
- of Alcatel-Lucent, 563–564
 - of Boeing aircraft, 329–330
 - of DTE Energy, 333–334
 - of Hewlett-Packard, 331–332
 - of ILLUMINAT, 321–322
 - of Indra, 325–327
 - of Wärtsilä, 318–320
 - of Zurich America Insurance Company, 309–310
- Integrated Multilevel Scheduling, 211–213

- Integrated Project Management (IPM):
 failure of, 749–750
 at Tech Mahindra Limited, 436–439
- Integrated project plans, 298
- Integrated Project Schedule, 432
- Integration, following mergers and acquisitions, 740–741, 745–747
- Integrative responsibility, 7
- Internal controls, 68
- Internal customers, 252, 571
- Internal equity, 466
- Internal growth, 731
- Internal projects, 720
- Internal training, 414–415
- International Institute for Learning (IIL), 406–410, 414
- International Project Management Day Symposium, 435, 563
- Investment, in PM improvements, 235
- Investment Council (CDI), 586–587
- IPM (Integrated Project Management), 436–439, 749–750
- IPMM methodology, 343, 344
- Iridium LLP, 88
- Iridium Project, 88
- IS (Information Services) reengineering team, 197–198
- Ishkawa diagrams, 313
- ISO 9000, 311–312, 442
- Isolated cultures, 338
- Issue management, 199, 248, 250, 325–327
- Issue Registry, 326–327
- IT (Information Technology), governance of, 385–391, 542
- IT Business Partnering team, 507
- ITEM, *see* Information Technology Enterprise Management
- Iterative Workflow Planning, 513
- ITIL (Information Technology Information Library), 284–286, 566
- ITIL (IT Infrastructure Library), 55, 499
- IT (information technology) portfolio management, 581–582, 600
- ITS (Information Technology Services), 57, 333
- IT Service Desk, 55–56
- ITSM Consultants, 57
- ITS scorecard, 334
- IT Strategy/CIO Office team, 507
- Jackson, Brad, on project management, 15
- Jackson, Frank:
 on information as power, 391
 on leadership, 457
 on team membership, 462
- James-Cramer, Cynthia, on culture management in mergers, 363–365
- JCI, *see* Johnson Controls, Inc.
- Job descriptions, 417–419
- Johnson, E. LaVeme, on IIL training, 406–410
- Johnson, Eric Alan:
 on culture, 339–340
 on Six Sigma with TQM, 312–314
- Johnson, Samuel, on avarice, 89
- Johnson Controls, Inc. (JCI):
 excellence at, 411
 integrated management processes at, 305
 mergers and acquisitions of, 741–745
 project management and TQM at, 310–311
 success at, 310–311
 TQM culture at, 311–312
- Joint ventures, 731, 732
- Juran, Joseph M., 310
- Just-in-time training, 412
- Kallas, Siim, on air navigation regulation, 166
- Kämi, Antti, on project management tools, 242
- Kandt, David, 741n.2
 and best practices at Cooper Standard, 160–161
 on excellence, 411
 on ISO 9000, 311–312
 on success at Johnson Controls, 310–311
 on TQM culture at Johnson Controls, 311–312
- Kapur, Gopal, on critical project vital signs, 584–585
- Keep informed (stakeholder map), 80
- Keep satisfied (stakeholder map), 80
- Keithley, Tara, 692n.8
- Kerzner, Harold, 340n.2, 680, 692
- Key benefits, 3
- Key performance indicators (KPIs), 36, 38–41
 and business drivers, 725–726
 on dashboards, 36, 449–450
 defined, 725
 effective, 38–39
 failure of, 39
 identifying best practices from, 24
 leading indicators vs., 36
 in mission statement, 134, 135
 other performance measures vs., 40–41
 selecting, 40–41
 success in terms of, 29–33, 35
 and training, 482
- Key Plastics, excellence at, 176–179
- Key Product Realization Process (KPRP), 176–178
- Key results indicators (KRIs), 40
- Khendry, Anu:
 on customer delight index, 248
 on project process monitoring, 244
- Kidwell, Kerry, on being an expert, 362
- Kiell, Ed, on excellence at Cooper Standard, 165
- Kingston, Keith, on earned-value measurement systems, 333
- Kinsey, Tama S., 532
- KM Pacesetter award, 699
- KM Pioneers, 699–700
- Knowledge:
 anticipatory delivery of, 703
 application of, 482
 business, 113–114
 contextual delivery of, 704
 proprietary, 47
 tacit, 703
 value-based, 714–717
- Knowledge assist, 703
- Knowledge communities, 693–697
- Knowledge management:
 codification and personalization strategies, 694–695
 in context of project management, 700–703
 at Fluor Corporation, 692–705
 future directions for, 703–705
 in support of project execution, 694–697
- Knowledge of business (core competency), 420–421
- Knowledge OnLine™, 693
- Knowledge sharing, 47, 630, 700–703
- Knowledge transfer, 44, 48, 54
- “Knowvember” celebration, 699
- Kodak, 305
- Kombs Engineering (pseudonym), 187–188
- KONE, excellence at, 130–133
- Konechnik, Thomas J., 419
- KPIs, *see* Key performance indicators
- KPMG, 321
- KPRP (Key Product Realization Process), 176–178
- Kreiner, Kevin, on excellence at Cooper Standard, 165

- KRIs (key results indicators), 40
- Kumar, Alok, 741*n*.2
- Kumrowski, Sandra:
 on best practices, 21–22, 61–66
 on driving forces, 10
 on post mortem meetings, 33
 on project success, 25
- Kungl, Janet, on Westfield Group methodologies, 281–284
- Kytönen, Sherry, on PMO at Boeing, 492–493
- Lahr, John, on lust, 92
- Lalinerté, Ian, 502*n*.15
- Landlords, 740–741
- Landor, Walter Savage, on avarice, 89
- Language, 96
- Large companies, 341–342
- Law, Vernon, on experience, 98
- Laws, in emerging markets, 368, 369
- Laziness, failure of, 91
- Leadership, 456, 457
 at AVIVA Canada, 503–504
 as core competency, 419, 425–429
 at Deloitte, 676
 and executive sponsorship, 392
 at Fluor Corporation, 698, 702–703
 following mergers and acquisitions, 739–740
 of functional teams, 507–508
 at Holcim, 280
 management, 305
 in portfolio management, 583–587
 programs for, 305
 situational, 455–458
 software use vs., 238–239
 strategic project management, 116–117
 of teams, 457
 thought, 504
 and values, 717–719
- Leading indicators, KPIs vs., 36
- “Lean Sigma,” 567
- Learning. *See also* Education; Training
 continuous, 412
 delivery systems for, 411
 holistic, 436
 from mistakes, 3
 organizational, 280
 responses to, 408–410
 of training program participants, 481
- Learning Log Books, 437, 438
- Learning trends:
 during evolutionary years, 406
 during revolutionary years, 407–408
- Lessons learned databases, 318–319
- Level 1 Plan (Master Schedule), 211–213
- Level 2 Plan (Project Summary Schedule), 211–213
- Level 3 Plan (Detailed Schedule), 211–213
- Lewis, C. S., on pride, 88
- Life-cycle costing, 308, 331
- Life-cycle phases, 8–13, 205–206
 at AVIVA Canada, 510–514
 expanding, 230
 at Indra, 255–257
 and methodology, 205–206, 228–230
 overlapping of, 206
 and PMOs, 73–74
 in portfolio analysis, 596–599
 of ROI model, 478–487
 and SDLC, 228–230
 for Six Sigma assessments, 576
- Life-cycle planning and control model, 4
- Light methodologies, 201
- Lincoln, Abraham, on preparation, 259
- Line management, 395–397
 project management vs., 456–457
 and project managers, 3–4, 68, 379
 support of, 395–396
- Line management acceptance phase, 11, 12
- Locally dispersed governance, 384
- Logistics (success pyramid), 151
- Long-term benefits, 204–205
- Low-ranking managers, 391
- LSTK Contracts, 214, 218–220
- Lucas, Tom:
 on view of project management, 14
 on vision for Sherwin-Williams, 274
- Ludwig, Helmuth, on project management, 15
- Lust, in project environment, 92–93
- Lyman, Christine, 659*n*.6
- Lyons, Steve, on methodology, 221*n*.11
- McAdams, J., on rewarding project teams, 464
- McQuary, John, 692*n*.8
- Mainframe project management software packages, 237–238
- Maintenance:
 of constraints, 94–95
 of documentation, 98, 104
 of projects, 102–103
- MAKE Awards, 694
- Malcolm Baldrige Award, 310
- Maltzman, Rich:
 and PMO of the Year Award, 561, 563
 on value of PMPs, 434–436
- Manage closely (stakeholder map), 79
- Managed team autonomy, 62
- Management:
 adaptive, 141
 of best practices, 46, 56
 of change, *see* Change management
 cost, 109, 202
 customer satisfaction, 70, 230
 executive, *see* Management support;
 Managers; Senior management
 human resource, 202, 734
 integrated processes for, *see* Integrated
 management processes
 issues, 198–199
 leadership by, 305
 over-the-fence, 3–4
 of political projects, 82
 portfolio, *see* Portfolio management
 proactive, 101–102, 470–474
 procurement, 203, 734
 program, 615–616, 659–679, 711
 project, *see* Project management
 quality, 61, 203. *See also* Total quality
 management
 reactive, 470–474
 relevance of project management staff
 for, 154
 risk, *see* Risk management
 scope, 204, 518–522
 time, 204
 walk-the-halls, 376
- Management office, *see* PMO
- Management processes, 308
- Management support, 148, 375–400
 for best practices, 57
 and empowerment of project
 managers, 391–392
 and executives as champions, 397–400
 and line management, 395–396
 problems solved by, 108
 and project governance, 383–391
 and project sponsorship, 376–381
 by top-level management, 467–468
 visible, 185, 375–376
- Management support applications:
 of AT&T, 337
 of Computer Sciences Corporation, 538
 of Contractco (pseudonym), 393
 of DTE Energy, 396
 of Health Care Associates
 (pseudonym), 393–394
 of Hewlett-Packard, 381
 of IBM, 614–615
 of Indra, 395

Management support applications:

- (continued)
- of maxIT-VCS, 394–395
- of Midline Bank (pseudonym), 392–393
- of Motorola, 396
- of Tokio Marine Group, 385–391
- of Zurich America Insurance Company, 382–383

Managers:

- functional, 5, 379
- low-ranking, 391
- project, *see* Project managers (PMs)
- senior, *see* Senior management
- as sponsors, *see* Executive sponsors
- training, 402, 412
- training for non-project, 409
- trust in, 392
- visible support by, 185, 375–376

Manello, Carl:

- on CSFs and KPIs, 32
- on methodologies, 224–228, 230, 235, 240–242
- on PMOs, 538–545
- on portfolio management, 582

Mansbridge, Bob, on integrated processes, 307–308

Manufacturing industries, 5–6, 9, 573

Manufacturing Six Sigma, 569

Many Methods of Learning™, 406

Maps days, 74

Mares, Lee Ann, on DFCU value proposition, 349

Marketing, with Siemens PLM VDM, 711

Marketing industry, project management in, 63

Marketing Requirements Document (MRD), 269

Marketing strategy consultancies, project management for, 63–66

Marketplace trends, 407–408

Market risk, 330

Markgraf, Stephen, on PMO at Boeing, 492–493

Markham, Stephen:

- on champions, 397
- on “valley of death,” 397–398

Marrine, John, 633

Martyniuk, Daniel, 659*n*.6

- on leadership and governance, 676
- on portfolio management, 664, 665

Masculinity, 463

Master Schedule, 211–213

Maturity:

- at Alcatel-Lucent, 564
- defined by risk management, 328–329
- and driving forces, 10
- fallacies that delay, 146–148
- of hybrid organizations, 10
- IBM measurement of, 629–630
- and managing assumptions, 140
- methodologies created around, 201
- model for, 543–545
- of non-project driven firms, 10
- of project managers vs. clients, 154–155
- and recovery project management, 300
- speed of, 11
- for survival, 186–187
- and training trends, 409

Maturity phase, 11, 12

Maurice, Eric, on project health checks, 556–557

maxIT-VCS:

- best practices of, 21, 42
- culture of, 346–348
- and executive view of project management, 16
- management support at, 394–395
- PMO of, 500–502
- project and program success at, 31

MCI, 391, 457, 462

Measurement, 40. *See also* Metrics

Medical Mutual, methodology of, 275–278

Meetings:

- ARM, 514
- at AVIVA Canada, 509–510
- end-of-phase gate, 73–74, 234
- forensic team, 447
- milestones, 22
- post mortem, 22, 33
- project kick-off, 22
- quarterly departmental, 509
- senior management requirements of, 445
- team, 447

Member's eye view of knowledge community, 696

Membership, governance and, 385

Menke, Tim:

- on culture at DTE Energy, 365–366
- on growth process at DTE Energy, 175
- on methodology of DTE Energy, 286–293
- on PMOs, 546

Mentoring, at IBM, 631–632

Mergers and acquisitions, 197, 731–750

culture management in, 355–358, 363–365

evaluating integration results after, 745–747

impact on project management, 732

and internal vs. external growth, 731–732

of Johnson Controls, 741–745

landlord-tenant relationship and integration in, 740–741

long-term benefits of, 735–736

preacquisition decision-making for, 735–740

and restructuring after failure, 749–750

and value-added chain, 732–735

value chain strategies for, 747–749

Methodologies, 191–302. *See also* specific methodologies

acceptance of, 205

barriers to, 235–236

characteristics of, 205–206

and corporate culture, 205

critical components of, 205–207

defined, 142

design characteristics of, 220

development of, 232–233

enterprise, 199–204

and excellence, 133–135, 192–196

for failing projects, 299–302

failure of, 200

frameworks replacing, 226–227

for global projects, 705–712

heavy, 201–204

implementation of, 233–236

incorporating best practices in, 42

internally developed, 271

leasing of, 275–278

and life-cycle phases, 205, 228–230

light, 201

as M&A integration problem, 736, 737

maintenance of, 42

in mergers and acquisitions, 740–741

multiple, 84–85, 96, 191

overcoming barriers, 235–236

for PMOs, 501

in project management chain, 735

for project management functions, 224–226

recognizing need for, 196–199

risk management processes in, 233

and risk tolerance, 747–749

software support systems for, 236–244

standard, benefits of, 204–205

value measurement, 729–730

Methodology applications:

of Alstom, 293–297

- of Cassidian, 211–213, 297–299
- of Churchill Downs, Incorporated, 230–231
- of Computer Associates Services, 640–641
- of Computer Sciences Corporation, 535
- of Deloitte, 670–671
- of DTE Energy, 286–293
- of Ericsson Telecom AB, 252–255
- of GM Powertrain Group, 251–252
- of Hewlett-Packard, 284–286
- of Holcim, 278–281
- of IBM, 624–627, 629
- of Indra, 232–233, 255–257, 343, 344
- of maxIT-VCS, 501
- of Medical Mutual, 275–278
- of Repsol Exploration and Production, 258–266
- of Rockwell Automation, 266–271
- of SAP, 207–211
- of Sherwin-Williams, 271–274
- of Slalom Consulting, 224–227
- of Tech Mahindra Limited, 244–251
- of Tecnicas Reunidas, 213–220
- of Teradyne, 220–224
- of Wärtsilä, 242–244
- of Westfield Group, 281–284
- Metrics. *See also specific metrics*
 - for EVA, 333–334
 - evolution of, 39
 - identifying, 95
 - at Indra, 21
 - lack of, 95
 - for objectives, 134–135
 - out-of-tolerance, 449–450
 - pipeline, 443–444
 - for PMOs, 491
 - project managers' use of, 114–115
 - for value measurement, 726–729
- Metzeler Automotive Profile System, integrated processes of, 307
- Meyer, David H., 532
- Micromanagement, 385, 392
- Microsoft Corporation, 647–659
- Microsoft Project, 238
- Microsoft Solutions Framework (MSF), 647–659
 - best practices in, 650
 - change control process in, 653
 - flexibility of, 648–649
 - goals in, 652–653
 - and governance, 648, 655–659
 - milestones in, 651, 652
 - for proactive planning, 659
 - risk management in, 654–655
 - success criteria in, 655–659
 - team model in, 650–652
 - templates in, 654
- MIDAS library, 346, 347
- Middle managers, 6
- Middleton, C. J., on benefits of project management, 476
- Midline Bank (pseudonym), 392–393
- Midwest Corporation (pseudonym), 341–342
- MidWest Financial Credit Union, 356, 358, 359
- Migraines, *see* Problems
- Milestones, 156, 212
 - defined, 254–255
 - in implementing methodologies, 232
 - incentives at, 465–466
 - in Microsoft Solutions Framework, 651, 652
 - in V-cycle methodology, 295
 - in work model, 255
- Milestone meetings, as best practice, 22
- Milestone reviews, 255
- Millhollan, Chuck:
 - on best practices, 21*n*.14, 42, 43
 - on methodology, 239
 - on PMO at CDI, 517–518
 - on portfolio management, 586–587
 - on project success, 26–27
 - on scope definition and change control, 513–522
- Mills, Stephanie, 535
- Minnesota Power and Light, 462
- Misfortune, inflicting, 85–86
- Mission statements, 95, 134, 135
- Mistakes, 411
- Models. *See also* Frameworks
 - aggregate planning, 596
 - Boston Consulting Group, 745–747
 - competency, 419–429, 562, 580
 - conceptual, 141–143
 - control, 4
 - core competency, 419–429
 - DMAIC, 312–313
 - Four-Gate/Nine-Step Management, 194–195, 567
 - hybrid-federated, 506
 - life-cycle planning and control, 4
 - probabilistic, 314–315
 - project management functions, 224–226
 - PROPS, 253–255, 304
 - return on investment, 478–487
 - ROI, 478–487
 - team, 650–652
- Monitoring, of Integrated Multilevel Schedules, 212–213
- Monitor only (stakeholder map), 80
- Monthly meetings, 509
- Motivation, in emerging markets, 371
- Motorola:
 - best practices theory of, 33
 - critical success factors at, 32
 - discovery of best practices at, 33
 - earned-value measurement systems at, 333
 - excellence at, 148–149, 192
 - executive view of project management at, 16–17
 - failure due to collective belief at, 88
 - line management support at, 396
- MRD (Marketing Requirements Document), 269
- MSF, *see* Microsoft Solutions Framework
- Multinational companies, risk management for, 317–318
- Multinational projects:
 - excellence in, *see* Global project management excellence
 - with mergers and acquisitions, 737
- Multiple-boss reporting, 336
- Multiple methodologies, 84–85, 96, 191
- Multiple PMOs, 71
- Multiproject management, at Holcim, 280
- Murthy, A. S., on project management, 15–16
- Musil, Jan, 207*n*.9, 404*n*.1
- Mutchler, Michael, on product-focused organizations, 252
- Napoleon Bonaparte, on hurrying, 259
- National Academic Recognition Information Centre (NARIC), 623
- National Aeronautics and Space Administration (NASA), 4, 6
- National City Corporation, 738
- Naviair, excellence at, 166–175
- Neal, Jeffrey Alan:
 - on culture, 339–340
 - on Six Sigma with TQM, 312–314
- Neal & Massy Holdings, Ltd., 17, 363
- Negative politics, 77
- Network teams, 463
- Neubert, Sherry:
 - on coaching project managers, 139
 - on Global Project Management Summit, 136
- New Business Model, 744

- New product development (NPD),
108–109
as driving force, 9
and portfolio management, 590–592
risk management in, 328, 329
“valley of death” for, 397–398
- New York University School of
Continuing and Professional Studies
(NYU-SCPS), 408
- 9x9 rule, 285, 286
- Nine-Step Management Model, 567
- Noncash awards, 466–467
- Noncooperative cultures, 338, 339
- Non-project driven firms, 10, 29
- Non-project managers, training for, 409
- Nontraditional Six Sigma, 568–570
- Nores, Roberto, 278*n*.21
- Nortel Networks:
communications at, 49–50
executive view of project management
at, 16
formal project management at,
443–444
integrated processes of, 307–308
project success at, 30
risk management at, 329
- North American and Global Most
Admired Knowledge Enterprise
(MAKE) Awards, 694
- “Not invented here” syndrome, 85
- NPD, *see* New product development
- NXP Semiconductor:
best practices at, 48–49
project health checks at, 556–557
- Nyberg, Benny, on business skills,
403–404
- NYU-SCPS (New York University
School of Continuing and
Professional Studies), 408
- OBE (Open Book Estimate), 213–220
- Objectives:
for mergers and acquisitions, 735
and mission statements, 134, 135
of PMOs, 521
in strategic planning, 111
of training programs, 479, 480
- OCM (Organizational Change
Management), 530
- Offensive projects, 588
- Office, project, *see* PMO
- Office of Products and Operations, 378
- Ohio Bell, 456–457
- Onboarding, 506
- On-the-job training, 411
- Oosterveer, Peter, on knowledge sharing,
700
- Open Book Estimate (OBE), 213–220
- Open-door policy, 376
- Open-ended deliverables, 97
- Open-ended questions, 577
- Open Standards for the Practice of
Conservation (Conservation
Measures Partnership), 140*n*.6
- Operations (excellence pyramid), 498
- Operational dashboards, 35
- Operational projects, 2–3, 720
- Operational Six Sigma, 570–572
- Orange Switzerland, best practices of, 20
- Order Acquisition, 499
- Order Realization, 499
- Organization, support by, 120, 468
- Organizational Change Management
(OCM), 530
- Organizational communications, 96, 699
- Organizational competence, at IBM,
609–614
- Organizational culture, *see* Corporate
culture
- Organizational hierarchy, in emerging
markets, 368–369
- Organizational learning, 280
- Organizational maturity, 328
- Organizational milestones, 156
- Organizational politics, *see* Politics,
project management
- Organizational waste, 573
- Organization process, use of, 114–115
- Organizing projects, 198
- Orientation, at Fluor Corporation, 698–699
- O’Sullivan, Martin, on project
management, 16–17
- Our Lady of Lourdes Regional Medical
Center, 16
- Outliers* (Malcolm Gladwell), 704
- “Out of bounds” concept, 329
- Out-of-tolerance metrics, 449–450
- Outsourcing, 73, 108, 271
- Overlapping, 206
- Overload, best practices, 54
- Over-the-fence management, 3–4
- Overworked staff, 154
- Paperwork, 441–443
- Paradigm Pyramid (COMAU), 687, 689
- Parallel teams, 463
- Parker, G., on rewarding project teams,
464, 466
- Parmenter, David, on performance
measures, 40–41
- Parrish, Kimberly, on project
management, 16
- Passive anger, 86–87
- Patient Care and Clinical Informatics
(PCCI), 494
- PCC (Project Complexity Categorization),
527
- PCCI (Patient Care and Clinical
Informatics), 494
- PDM (precedence diagramming method),
236–237
- PDU’s (Professional Development Units),
493, 530
- Penn, William, on avarice, 89
- People Dimension of Transformation
framework (Deloitte), 676, 677
- People fit, 104
- People involvement, 104
- Perceptions, project failure and, 392
- Performance:
cost performance index, 334
indicators of, 40. *See also* Key
performance indicators
as measure of success, 637
project performance board,
289, 292
and reliance on software, 226
value performance framework,
715–717
- Performance audits, 552
- Performance indicators (PIs), 40
- Performance management, at Naviair,
170–171
- Performance measures, 41, 580, 637
- Performance monitoring, at Holcim, 280
- Perot Systems, 524
- Personal computer-based software
packages, 238–239
- Personality conflicts, 456
- Personalization strategy, 694–695
- PERT, *see* Program evaluation and review
technique
- Peters, Lawrence J., on anger, 86
- Peters, Martha:
on delivery channels, 363
on mergers and acquisitions, 358
on project initiation process, 354
- Phase-Gate Management, 120, 121
- Philip Morris, 737–738
- Philips Healthcare Software Customer
Services:
Community of Practice, 498
PMO of, 493–500
processes of, 499–500
service offerings of, 497–498

- Phillips, J. J., 477n.6
- PIs (performance indicators), 40
- Pile phenomenon, 98, 104
- Pilot testing, 577
- Pipeline metrics, 443–444
- Pittiglio, Vince, 350, 351, 353–354
- PjMCoE (Project Management Community of Excellence), 492–493
- Plan–do–check–act cycle, 310
- Planning, 198
 at Deloitte, 673
 at DTE energy, 289, 290
 in emerging markets, 372
 goals during, 255
 Iterative Workflow, 513
 in Microsoft Solutions Framework, 659
 scheduling vs., 237
 at Sherwin-Williams, 272–273
 for Six Sigma, 570
 understanding assumptions in, 140
- Planning phase (ROI), 479–480
- Plan phase (PLM VDM), 710
- Pliny the Elder, on lust, 92
- PLM (Product Lifecycle Management), 15, 706–712
- PLM VDM (product lifecycle management value delivery methodology), 708–712
- PLUS (Product Launch System), 743–745
- PMs, *see* Project managers
- PM3 Framework, 524–531
- PM3 Project Management Certification Program, 529, 530
- PMA (project management approach), 278–281
- PM Basic Education, 622–623
- PMBOK® (Project Management Body of Knowledge) Guide:
 aligning methodologies to, 223–225, 281, 283, 624, 671
 and COMAU PMO, 681
 and culture, 344
 and execution of strategic projects, 112
 knowledge areas of, 734
 limitations of, 224–225
 project management process groups in, 332
 on stakeholder involvement, 43
- PMCP, *see* Proactive Management Capacity Propensity
- PMCP (Project Management Certification Program), 479
- PMf (project management functions) model, 224–226
- PMI®, *see* Project Management Institute
- PMIS, *see* Project management information system
- PMI Standards, 44, 48
- PM Knowledge Network (PMKN), 630, 631
- PM Learning Center, 435
- PMLS (Project Management Learning System), 529–530
- PM Newsflash*, 49
- PMO (project office, project management office, PO), 489–564
 activities of, 489–490
 benefits of, 490–491
 creation of, 71, 517–518
 and customer satisfaction, 242–243
 and ensuring use of best practices, 51
 global, 493–500, 548–550
 and life-cycle phases, 73–74
 management of best practices by, 46
 metrics for, 491
 multiple, 71
 PMO of the Year awards, 557–564
 portfolio management with, 586–587
 problems with, 71
 and project audits, 552–555
 project health checks by, 555–557
 role of, 409
 and Six Sigma, 568, 579–580
 and training, 477–478
 types of, 522–523
 typical projects for, 579–580
 understanding nature of, 538–545
 validation of best practices by, 42–43
- PMO applications:
 of ABB, 491
 of Aviva Canada, 502–517
 of Boeing, 492–493
 of Chubb, 547–548
 of Churchill Downs, 517–522
 of COMAU, 71, 681–685
 of Computer Sciences Corporation, 532–538
 of Dell Inc., 523–532
 of DTE Energy, 546
 of Hewlett-Packard, 71, 548–550
 of Holcim, 280
 of IBM, 616–617
 of ILLUMINAT, 321
 of Indra, 343, 345, 491
 of ITS, 333
 of maxIT-VCS, 500–502
- of Philips Healthcare Software Customer Services, 493–500
- of R. R. Donnelley & Sons, 539, 541, 542
- of Sears, 539, 542
- of Sherwin-Williams, 274
- of Slalom Consulting, 538–545
- of Star Alliance, 71, 550–552
- of Teradyne, 221
- of Wärtsilä, 242–243
- of Zurich America, 309–310
- PMO of the Year Award, 557–564
 criteria for, 558
 essay for, 559
 recipients of, 559–564
- PMP (Project Management Plan), 259
- PMP® Certification, *see* Project Management Professional Certification
- PMF-MG (Project Management Progress Maturity Guide), 629–630
- PMPnet, 345, 346
- PMP Study Groups, 434–435, 563
- PMS (Project Management Standards), 445
- PMU (Project Management University), 440, 624
- PO, *see* PMO
- Policies, checklists vs., 442
- Politics, in emerging markets, 369–371
- Politics, project management, 76–82
 attack vs. retreat strategies, 79–80
 classifying friends and foes, 79
 and effective communication, 80–81
 and governance committees, 78–79
 managing political projects, 82
 political risks, 76–77
 and power/influence, 81–82
 reasons for playing, 77
 situations for, 78
- Political risks, 76–77
- Polk Lighting (pseudonym), 452
- Portfolio analysis, 596–599
- Portfolio Financial Review, 515
- Portfolio management, 95, 581–606
 identification of projects in, 588–592
 importance of, 582–583
 for IT projects, 581–582
 meeting expectations in, 599–600
 PMO in, 586–587
 portfolio analysis in, 596–599
 preliminary evaluation in, 592–593
 project selection obstacles in, 588
 project selection process in, 588, 589
 and risk management reporting, 323–324

- Portfolio management (continued)
 - senior management in, 583–585
 - stakeholders in, 585–586
 - strategic selection in, 593–596
 - strategic timing in, 596
- Portfolio management applications:
 - of AT&T, 587
 - of AVIVA Canada, 511–514
 - of Chubb, 547
 - of Churchill Downs, 586–587
 - of COMAU, 684
 - of Deloitte, 663–668
 - of Holcim, 279
 - of IBM, 615–616, 629
 - of Indra, 587
 - of Rockwell Automation, 601–602
 - of Slalom Consulting, 582–583
 - of Wärtsilä, 243
 - of World Wildlife Fund, 602–606
- Portfolio management matrix, 582, 583
- Portfolio Management Opportunity Summary, 501–502
- Portfolio Planning and Reporting team, 507–508
- Post mortem meetings, 22, 33
- Post Programme/Project stage, risk management in, 323
- Post-Project Evaluation Phase, 3, 230
- Postship acceptance indicators, 31–32
- Posttraining surveys, 416
- Power, 81–82, 90, 92–93
- Power distance, 463
- Powertrain Group, *see* General Motors Powertrain Group
- PPM (project process monitoring), 244–247
- PPM (Program and Project Management) Practices, 548–549
- Pre-Align phase (PLM VDM), 708
- Precedence diagramming method (PDM), 236–237
- Precontractual stage, 232–233
- Predictive methodologies, 201
- Preliminary evaluation of projects, 592–593
- Preprogramme/Project Award stage, risk management in, 322–323
- Prestudy phase, 254
- Pride, in project environment, 88–89
- Primavera TeamPlay, 333
- Prince, Ed, 742
- Prince Corporation, 742–744
- Prioritization, 95
 - in defining project success, 25
 - in portfolio management, 593–596
 - and strategic planning, 115
- Proactive management, 101–102, 470–474
- Proactive Management Capacity Propensity (PMCP), 471–474
 - and amount of work, 473
 - benefits of, 472
 - increasing of, 473–474
 - overview of, 471–472
- Proactive risk management, 318–320
- Probabilistic models, 314–315
- Problems, 67–97. *See also* Ten uglies of projects
 - cash flow dilemma, 71–72
 - crises vs., 451
 - from customer requirements changes, 70–71
 - customer satisfaction, 69–70
 - enterprise project methodology, 69
 - good intentions becoming, 67–68
 - with meeting expectations, 599–600
 - outsourcing, 73
 - PMO, 71
 - politics as cause of, 76–82
 - project awards, 74
 - project cancellation, 73–75
 - scope change, 72–73
 - and Seven Deadly Sins, 83–94
 - smaller, 94–97
 - wrong culture placement, 75–76
- “Problem child” value chains, 746
- Procedures, 442
- Process benchmarking, 336
- Process definition, 21
- Process improvement, at CA Technologies, 646–647
- Process Skills (core competency), 419, 423–425
- Process structuring (core competency), 424–425
- Procurement management, 108, 203, 734
- Product cycle, 294–296
- Product development, 9
- Product development teams, 463
- Production risk, 330
- Production teams, 463
- Product Launch System (PLUS), 743–745
- Product Lifecycle Management (PLM), 15, 706–712
- Product lifecycle management value delivery methodology (PLM VDM), 708–712
- Product Requirements Document, 269
- Product V-cycle, 295–296
- Professional development, at IBM, 618–621
- Professional Development Units (PDUs), 493, 530
- Professional Services Methodology (Profserv), 363–365
- Professional (PMI) standards, 44, 48
- Profit, 73, 573
- Profserv (Professional Services Methodology), 363–365
- Program and Project Management (PPM) Practices, 548–549
- Program evaluation and review technique (PERT), 186, 236–237, 412
- Program management:
 - at Deloitte, 668–669
 - at IBM, 615–616
 - with Siemens PLM VDM, 711
- Program Management Development Program, at HP Services, 440
- Program Management Office, 541, 542
- Program manager, AT&T job description for, 418
- Program Office, 539, 541, 542
- Program Roadmap, 153
- Project(s):
 - assignment of, 505
 - cancellation of, 73–75
 - classification of, 588–592
 - defined, 512–514
 - global, 150–151, 446
 - maintenance of, 102–103
 - managing business as series of, 14
 - measurement of, 96
 - operational, 720
 - prioritization of, 95
 - and Six Sigma, 577–580
 - stakeholder involvement in, 43
 - success measurements for, 25–32
 - success of, 25–32
 - understanding success for, 28
 - for value-driven project management, 719–721
 - variance in, 669–670
 - vital signs of, 584–585
- “Project and People Management” (COMAU), 687
- Project audits, 277, 552–555
- Project awards, 74, 322–323
- Project charters, *see* Charters
- Project Collaboration Portals, 29
- Project Complexity Categorization (PCC), 527
- Project cycle, 293, 294
- Project Delivery Framework, 563

- Project Delivery Governance, 527–528
- Project development methodologies, 196–197
- Project-driven firms, 29, 416
- Project financing, 72
- Project health checks, 555–557
- Project Incubation/Feasibility Phase, 230
- Project issues lists, 276–277
- Projectized governance, 384
- Project kick-off meetings, 22
- Project management, 198–199
- from 1945 to 1960, 3–5
 - from 1960 to 1985, 5–8
 - advantages of, 7–8
 - benefits of, 12–13, 476–477
 - as career path, 404–406
 - in construction, 61–62
 - consultant's view of, 61–66
 - and culture, 337
 - development of, 6–8
 - driving forces for, 8–10, 13–14
 - executive's view of, 13–17, 111
 - formal, 186, 441–444
 - Golden Rules for, 297–299
 - in health care/dental industries, 62
 - in higher education, 62
 - at IBM, 608–616
 - impact of mergers and acquisitions on, 732
 - implementation of, 8
 - informal, 441–453
 - knowledge management in context of, 700–703
 - life-cycle of, 8–13
 - in manufacturing industries, 9
 - for marketing strategy consultancy, 63–66
 - misconceptions concerning, 5
 - models of, 715–717
 - modern, 401–403
 - necessity for, 11
 - need for, 5–6
 - pockets of, 341–342
 - as a profession, 156, 158, 235, 416–418
 - recovery, 299–302
 - Six Sigma relationship with, 565–567
 - in small business environments, 61
 - standardization of, 548–549
 - strategic planning for, 109–118, 179–182
 - tools for methodology support of, 236–244
 - with TQM and concurrent engineering, 305–308
 - training for, 237, 401–403
 - values of, 338
- Project management approach (PMA), 278–281
- “Project Management at Indra” course, 344, 345
- Project Management Body of Knowledge, *see* PMBOK® Guide
- Project management case studies, at Goodyear, 137–138
- Project Management Center of Excellence (IBM), 608–615, 628–632
- Project Management Certification Board (IBM), 620
- Project Management Certification Program (PMCP), 479
- Project management challenge, 130–133
- Project Management Community of Excellence (PjMCoE), 492–493
- Project Management Development Program, 549
- Project Management Education (IBM), 623
- Project Management Education for Non-Project Managers (IBM), 623
- Project Management Enabling Education (IBM), 623
- Project management functions (PMf) model, 224–226
- Project Management Governance Board, 154
- Project management information system (PMIS), 257, 326, 327
- Project Management Institute (PMI®), 407, 496*n*.9, 530, 618, 622, 623, 691
- Project Management Learning System (PMLS), 529–530
- Project management office, *see* PMO
- Project Management Plan (PMP), 259
- Project Management Practice Lead, 508
- Project Management Professional (PMP®) Certification, 344, 406, 434–436, 440, 691
- Project Management Profession Guide (IBM), 628
- Project Management Progress Maturity Guide (PMPMG), 629–630
- Project Management Skills Mentoring Process, 631
- Project Management Standards (PMS), 445
- “Project Management Standards and Guidelines,” 58
- Project Management University (PMU), 440, 624
- Project managers (PMs):
- accelerated expertise development by, 705
 - anticipatory delivery of knowledge by, 703
 - at AT&T, 337, 417–418
 - business education for, 403–404
 - business knowledge of, 113–114
 - coaching and advising of, 138–139
 - and connections of project team members, 704
 - contextual delivery of knowledge for, 704
 - at Dell Services, 528–530
 - dual certification for, 409
 - effective communication by, 81
 - empowerment of, 391–392
 - at Hitachi Ltd., 118, 120
 - implementation of strategic plans by, 118
 - at Indra, 343
 - with integrative responsibility, 7
 - job descriptions of, 158–160
 - and line managers, 3–4, 68
 - maturity of clients vs., 154–155
 - at maxIT-VCS, 346
 - myths about, 113–115
 - political savvy of, 76
 - power and influence of, 82
 - selection of, 460–462
- Project Manager Competency Development Framework, 436
- Project manager forum, 283
- Project Master Schedule, 262
- Project office, *see* PMO
- Project Outline, 324
- Project Path, 547–548
- Project performance, as measure of success, 637
- Project performance board, 289, 292
- Project plans, 270–271
- in Golden Rules for Project Management, 298
 - at Medical Mutual, 276
 - template for, 289–291
- Project process monitoring (PPM), 244–247
- Project quality gates (Q-gates), 207–208
- Project quality management process, 258–266
- Project Quality Plan, 262, 265
- Project Race Track, 231
- Project Retrospectives, 29

- Project selection (in portfolio management):
 identification of projects, 588–592
 obstacles in, 588
 in portfolio management, 588–596
 preliminary evaluation, 592–593
 process for, 588, 589
 strategic selection, 593–596
- Project selection (in Six Sigma), 577–579
- Project specific best practices, 44–45, 48
- Project sponsorship, *see* Sponsorship
- Project Startup Process, 283
- Project Summary Schedule, 211–213
- Project sustainability, 410
- Project teams:
 at COMAU, 681
 connections beyond, 703–704
 debriefing, for best practices, 33
 at Deloitte, 673–676
 in GIP® methodology, 265
 relevance of, 154
 rewards for, 464–467
 virtual, 462–463
- Project Team of the Year Award, 563–564
- “Project whack-a-mole,” 471
- ProMap, 279
- Promise, as DFCU brand action, 362
- Promotions, 86, 444
- Proposal, 198, 298
- Proprietary knowledge, 47
- PROPS model, 253–255, 304
- Protect, as DFCU brand action, 361
- Proven practices, 19. *See also* Best (proven) practices
- Publicly held training programs, 414
- Publius Syrus, on avarice, 89
- Pumphrey, Bill:
 and best practices at Cooper Standard, 160
 on excellence at Cooper Standard, 164–165
 sponsorship by, 163
- Putiri, Angelo, 680*n*.7
- QA and Compliance team, 508
- Q-gates (project quality gates), 207–208
- QMG (Quality Management Group), 61
- Qualification process (IBM), 619–621
- Quality, 311
 defining, 25
 as DFCU brand action, 352–354, 359–361
 project quality gates, 207–208
 at source, 99, 104
- Quality Assurance, 262, 265
- Quality audits, 552
- Quality Control, 262, 265
- Quality Event Map, 262
- Quality Leadership (Kodak), 305
- Quality management, UPPM™
 methodologies for, 203
- Quality Management Group (QMG), 61
- Quality Process, 265
- Quality programs, Six Sigma and, 574
- Quantitative methods, 308
- Quantitative subjects, 402
- Quarterly departmental meetings, 509
- Quarterly roundtables, 509
- Quick wins, 302
- Quintilian, Marcus Fabius, on sloth, 91
- R. R. Donnelley & Sons, PMO of, 539, 541, 542
- Rachlin, Sue, on portfolio management, 581–586
- Ratification, solution, 646
- R&D, *see* Research and development
- Reaction, of training program
 participants, 480, 481
- Reactive management, 470–474
- Recertification (qualification process), 620
- Recognition:
 at AVIVA Canada, 505
 at Fluor Corporation, 699–700
- Recovery project management, 299–302
- Red flag issues, 379
- Red traffic lights, 33
- Reengineering, 308, 331
- Registered Education Provider (REP), 440, 530, 691
- Reinforcement model, 465
- Relational databases, 314–315
- Relationship failure, 86
- Release Management Methodology, 193, 284–285, 381
- Release phase, at Rockwell Automation, 269
- Reliance Electric, 266
- Reorganizational failure, 84–85
- REP, *see* Registered Education Provider
- REP (Rewarding Employee Plan), 334
- Reports:
 Closeout, 293
 color-coded, 448–449
 hernia, 447
 senior management requirements of, 445
- Reporting. *See also* Status reporting
 Multiple-boss reporting, 336
 at Naviair, 173
- Reporting phase (ROI), 487
- Repsol Exploration and Production, methodology of, 258–266
- Request for proposal (RFP), 186, 322–323
- Research and development (R&D), 7, 75–76, 380–381
- Resolution, 458
- Resources:
 availability of, 596
 failure of too many, 90
 gluttony of, 93
 greed for, 90
 prioritization of, 95
- Resource and Skills Management System (RSMS), 562, 564
- Resource management, 547
- Respect, as DFCU brand action, 358–359
- Responsibility:
 corporate social, 509
 as DFCU brand action, 349–350, 358–361
 of executives, 380
 in Golden Rules for Project Management, 298
 integrative, 7
- Responsibility charts, 458
- “Restricted” best practices, 47
- Restructuring, 6, 340–341, 749–750
- Results (success pyramid), 151
- Results chains, 142, 144
- Results focus (core competency), 425–426
- Resumes, 379
- Retreat strategies, for political projects, 79–80
- Return on investment (ROI):
 history of modeling, 477–478
 and studies of project management benefits, 476–477
 for training, 416, 475–487
- Return on investment (ROI) model, 478–487
 data analysis phase of, 483–487
 data-collection phase of, 480–483
 planning phase of, 479–480
 reporting phase of, 487
- Revalidating best practices, 46–47
- Revenge López, Felipe, 213*n*.10
- Review process, for best practices, 46–47
- Revisions, methodology, 223–224
- Revolutionary years (training), 407–408
- Rewards:
 at AVIVA Canada, 505
 to CPI metric, 334

- failures with, 85
- for teams, 464–467
- Rewarding Employee Plan (REP), 334
- Rework, 101, 104
- RFP (request for proposal), 186, 322–323
- Rigodanzo, Mike:
 - on excellence, 152–153
 - on project management, 16
- Rigor, 100, 104
- Risk:
 - acceptance of, 13–14
 - financial, 315, 330
 - market, 330
 - political, 76–77
 - production, 330
 - scheduling, 315, 316
 - technical, 330
- Risk growth, 68
- Risk management:
 - in aerospace and defense industries, 432
 - at Boeing aircraft, 329–330
 - and Challenger space shuttle disaster, 316
 - and change management, 330–331
 - in closure phase, 257
 - at COMAU, 687, 689, 690
 - contemporary, 308
 - as core competency, 422–423
 - and customer service, 317
 - defining maturity using, 328–329
 - effective, 321–322
 - failure of, 327–328
 - in health care organizations, 308
 - at ILLUMINAT, 321–322
 - and integrated management processes, 315–330
 - and issue management, 325–327
 - in methodology, 233, 258–266
 - in Microsoft Solutions Framework, 654–655
 - proactive, 318–320
 - in recovery project management, 301
 - UPPM™ methodologies for, 203–204
 - V-cycle methodology for, 295–296
 - at Wärtsilä, 318–320
- Risk management process (proactive risk management), 319
- Risk management reporting, 323–324
- Risk/Opportunity Management, 298, 314–315
- Risk Register tool (COMAU), 687, 690
- Risk tolerance, 596, 747–749
- RMXPro, 279
- Roadway Express, excellence at, 184–185
- Rockwell Automation:
 - common product development at, 266–271
 - PMO of the Year Award for, 559–561
 - portfolio management at, 601–602
- ROI, *see* Return on investment
- ROI model, *see* Return on investment model
- Role-based onboarding, 506
- Rolling wave concept, 600
- Root cause analysis, 646, 647
- Royer, Isabelle, on exit champions, 399–400
- RSMS (Resource and Skills Management System), 562, 564
- Russett, Rose, on excellence at GM Powertrain, 457–458
- Sadowski, Alex, on training at Harris, 429–433
- Sadowski, Nani, on best practices, 20
- Sadowski-Alvarez, Nani, 535
- on PMO, 532*n*.21
- on project audits, 552–555
- Samarotto, Claudio, 680*n*.7
- Sanctioning direction (success pyramid), 151
- Sanford, Linda S., on project management, 14–15
- SAP:
 - methodology of, 207–211
 - project management career path at, 404–406
 - project quality gates at, 207–208
 - training at, 404–406
- Sarah Sheridan Award, 567
- Sarbanes-Oxley Law, 552
- Satisfaction, 480, 481, 571. *See also* Customer satisfaction
- SBU's (strategic business units), 69
- Schedule Performance Index (SPI), 240*n*.14, 433
- Scheduling, 104, 236–237
 - in 1980s, 236–237
 - computer development affecting, 237–238
 - ineffective, 101
 - Integrated Multilevel, 211–213
 - at Naviair, 169–170
 - planning vs., 237
 - software for, 236–237
- Scheduling risks, 315, 316
- Schornhorst, Eric, on brand action, 349, 350, 354, 355
- Schulist, Jason:
 - on excellence, 194
 - on project sponsorship, 396
 - on Six Sigma, 566
- Schwab, Charles M., on limitations, 258
- Scientific/Technical Expertise (core competency), 419–423
- Scope changes:
 - at Churchill Downs, Incorporated, 518–522
 - managing, 330–331
 - in portfolio management, 600
 - problems with, 72–73
- Scope management:
 - at Churchill Downs, 518–522
 - at Deloitte, 673
 - at Indra, 257
 - at maxIT-VCS, 347
 - UPPM™ methodologies for, 204
- Scope of work (SOW):
 - defining, 211–212
 - and key performance indicators, 29, 32
 - language of, 96
- Scorecards, 34–35
- Screening stage (new-product development), 590
- SDLC (systems development life-cycle), 228–230
- SDM (software development methodology), 96
- SDPC (Solution Delivery Process Center), 58, 60
- Sears, PMO of, 539, 542
- Sears, Scott, on PMO at Boeing, 492–493
- Selected Project methodology (IBM), 629
- Selection phase, 286
- Self-confidence training, 412
- Self-managed work teams, 308, 331
- Self-served governance, 510–513
- Seneca, on anger, 86
- Senior management, 467–468. *See also* Executives
 - meeting expectations of, 599–600
 - as methodology champions, 396
 - performance measure support from, 41
 - portfolio management role of, 583–584
 - reports and meetings required by, 445
 - visible support of, 185, 375–376
 - vision of, 133–134
- Service management teams, 463
- Service Offering Catalog (Computer Associates Services), 638, 639

- Setup, at Computer Associates Technologies, 636–640
- Seven Deadly Sins, 83–94
- anger (wrath), 86–88
 - envy, 84–86
 - gluttony, 93–94
 - greed (avarice), 89–91
 - lust, 92–93
 - pride, 88–89
 - sloth, 91–92
- Seven virtues, 94
- Sevilla Molina, Enrique:
- on best practices, 21*n*. 15, 43, 45–46, 50
 - on critical success factors, 30–31
 - on culture, 337–338
 - on driving forces at Indra, 10
 - on importance of PMO, 491
 - on key performance indicators, 31
 - on methodology, 232–233, 240
 - on portfolio management, 587
 - on project and program success, 27
 - on project management as a profession, 418
- SharePoint, 276
- Sharing Knowledge platform, 345–346
- Sheppard, Steve, 532
- Sherwin-Williams:
- best practices of, 273
 - methodologies of, 271–274
 - project management at, 14
 - vision of, 273–274
- Shibuya, Hiroyuki, 385–391
- Shobe, Mark, on DFCU culture, 352, 354, 356, 357
- Short-range attack missile (SRAM), 452
- Short-term benefits, 204
- Siemens Industry Automation Division, 706
- Siemens PLM Software:
- executive view of project management at, 15
 - methodology of, 705–712
- Sinco Energy (pseudonym), 394
- Singhal, Hirdesh:
- and customer delight index, 248
 - on training at Tech Mahindra Limited, 436–439
- Single-source procurement, 108
- Situational leadership, 455–458
- Six Sigma, 565–580
- assessments for, 575–577
 - best practices of, 568
 - and Convex Corporation, 578–579
 - failures in, 566
 - goals of, 571–572
 - myths of, 573–574
 - PMO for, 568, 579–580
 - project management relationship with, 565–567
 - project selection for, 577–579
 - strategic planning for, 570
 - and TQM, 312–314
 - traditional vs. nontraditional, 568–570
 - typical projects for, 579–580
- Skills and Competencies (excellence pyramid), 497
- Slalom Consulting:
- and executive view of PM, 15
 - frameworks leveraged by, 226–227
 - methodology of, 224–227
 - PMO of, 538–545
 - portfolio management at, 582–583
 - use of earned value measurement at, 240–242
- Sloth, in project environment, 91–92
- Small business environments, project management in, 61
- Small projects, PLM VDM for, 711
- SMEs (subject matter experts), 697, 698
- SME Protégé Program (Fluor Corporation), 698
- Snyder, N. Tennant, on virtual teams, 462–463
- SOAR (solution and opportunity approval and review) process, 153
- Social Committee, 509
- Social obligations, in emerging markets, 370
- Soft benefits, 2
- Soft skills, 413
- Soft values, 726, 727
- Software:
- fallacies about, 146, 147
 - leadership vs. use of, 238–239
 - for mainframe project management, 237–238
 - for methodologies support, 236–244
 - personal computer-based, 238–239
 - and poor performance, 226
 - for scheduling, 236–237
 - training in, 237
- Software development methodology (SDM), 96
- Solution adoption, 636
- Solution and opportunity approval and review (SOAR) process, 153
- Solution Delivery Process Center (SDPC), 58, 60
- Solution providers, 70–71
- Solution standardization, 636–637
- Sommers, S., on fuzzy front end, 398*n*. 8
- Sophistication, in emerging markets, 372
- Sophocles, on success, 259
- Source, quality at, 99, 104
- SOW (scope of work), *see* Scope of work
- SOW (statement of work), *see* Statement of work
- Space shuttle disaster, 316
- Speakers, 415–416
- Specification gate review (SPGR), 296
- SPI (Schedule Performance Index), 240*n*. 14, 433
- Spira, Jim, on benefits of project management, 13
- Sponsors. *See also* Executive sponsors
- champions as, 399
 - conflict resolution responsibilities of, 460
 - in emerging markets, 368
 - final acceptance by, 519
 - role of, 378–379
 - top-down communication from, 530–531
- Sponsorship, 104, 376–381
- by committee, 378, 724–725
 - and customer relations, 379
 - and decision-making, 379–380
 - and decision making by project managers, 114
 - dual, 393
 - excellence in, 380–381
 - executive, 381, 391–392
 - lacking in, 100
 - and management support, 376–381
 - phases of, 378–379
 - and pride, 89
 - strategic planning of, 380
- Sponsorship applications:
- of Cooper Standard, 163–164
 - of Design Solutions (pseudonym), 381
 - of Franklin Engineering (pseudonym), 380–381
 - of Hewlett-Packard, 381
 - of Naviar, 172–173
- Spradley, Sue, on project management, 16
- Sprint, 305
- SRAM (short-range attack missile), 452
- SRD (Systems Requirements Document), 431
- SSTs (strategy support teams), 116
- Staffing, 460–462
- Stage-gate reviews, 270

Stakeholders:

- change management with, 531
- commitment of, 347–348
- decision-making processes of, 145
- and portfolio management, 585–586
- project involvement of, 43
- in value-driven project management, 724
- “value rivers” for, 663
- Stakeholder engagement, 382–383
- Stakeholder mapping, 79–80
- Standards for Conservation Project and Programme Management* (WWF International), 140–141
- Standard methodologies, 204–205
- Standard practices, 225–226
- Star Alliance, 71, 550–552
- Star Alliance Common IT Platform, 552
- “Star” value chains, 747
- Statement of work (SOW):
 - in aerospace and defense industries, 431
 - for nontraditional projects, 719
 - and politics in project management, 78
- Statistical tools, for Six Sigma, 574
- Status, in emerging markets, 369–371
- Status reporting, 199, 579
 - color-coded, 448–449
 - length of, 447
 - at Medical Mutual, 276
 - and strategic planning, 112
- Steinruck, Sandy, 633–634
- Stewardship, 695, 696
- Stibora, Matt, 266*n.* 19, 601*n.* 11
- Stouffer, Debra, on portfolio management, 581–586
- Strategic business units (SBUs), 69
- Strategic dashboards, 36, 39
- Strategic leadership, 116–117
- Strategic partnerships, 506–510
- Strategic plans, 110–111, 118
- Strategic planning, 109–118, 380
 - benefits of project management for, 112–113, 115–116
 - and executive view of project management, 111
 - failure of strategic plans, 110–111
 - at ILLUMINAT, 179–182
 - and implementation by project manager, 118
 - myths about, 113–115
 - project management perspective on, 111–112
 - strategic project management leadership, 116–117
 - and training trends, 409
- Strategic Planning for Project Management Using a Project Management Maturity Model*, 2e (Harold Kerzner), 680, 692
- Strategic POs, 522
- Strategic project management leadership, 116–117
- Strategic selection of projects, 593–596
- Strategic support (core competency), 428–429
- Strategic timing, in portfolio management, 596
- Strategy support teams (SSTs), 116
- Students, training/selection of, 411
- Subcontracting, 187–188, 442
- Subject matter experts (SMEs), 697, 698
- Success:
 - accountability for, 95–96
 - behavioral, 468–469
 - comparing failure and, 25, 26
 - criteria for, 580
 - CSFs and KPIs in defining, 28–35
 - defining, 25–32, 713, 714. *See also*
 - Best practices
 - fallacy about, 148
 - four cornerstones of, 721, 722
 - and gluttony of resources, 93
 - identifying best practices from, 24
 - internal measurements of, 135
 - measuring, 27, 135, 536–537
 - Microsoft® Operations Framework
 - criteria for, 655–659
 - in non-project driven firms, 29
 - problem with, 96
 - in project-driven firms, 29
 - project setup for, 636–637
 - value component of, 713, 714
- SUCCESS 2.0, 498, 499
- Success pyramid, 150–151
- Suitability criteria, 594
- Suppliers, as solution providers, 70–71
- Support, *see* Management support
- Supporters, true, 79
- Support teams, transition to, 647
- Surveys, posttraining, 416
- Survival, 10, 186–187
- Systems development life-cycle (SDLC), 228–230
- Systems Requirements Document (SRD), 431
- Tacit knowledge, 703
- Tacitus, Publius Cornelius, on
 - envy, 84
- Tactical dashboards, 36
- Talent management reviews, 504–505
- Tangible values, measuring, 726, 727
- Tarantini, Riccardo, on project management, 14
- Taylor, Darlene, on excellence at Key Plastics, 178
- Team(s):
 - action, 463
 - composition of, 472
 - core, 396
 - defined, 464
 - functional, 506–510
 - leadership of, 21, 457
 - membership into, 461–462
 - multicultural, 171
 - network, 463
 - performance measures for, 580
 - for product development, 463
 - production, 463
 - project, *see* Project teams
 - rewards for, 464–467
 - service management, 463
 - for service management, 463
 - size of, 574
 - strategy support, 116
 - support, 647
 - virtual project, 462–463
 - work, 308, 331, 463
- Team building, 120, 426–427
- Team empowerment, 103–104, 580
- Team meetings, 447
- Team model, in Microsoft Solutions Framework, 650–652
- TeamPlay (Primavera), 333
- Team players, 461–462
- Team success (success pyramid), 151
- Teamwork, 305
 - characteristics of, 447–448
 - as DFCU brand action, 351, 354–355
 - in informal project management, 447–448
 - success pyramid for, 150–151
- Tech Mahindra Limited:
 - customer delight index of, 247–251
 - and executive view of PM, 15–16
 - methodology of, 244–251
 - project process monitoring at, 244–247
 - training at, 436–439
- Technical expertise, in recovery PM, 301–302
- Technical Reviews, 259, 265
- Technical risk, 330
- Technical risk management, 316

- Technology:
 - cultural factors with, 463
 - supporting global project management, 702
 - supporting value-added chain, 734
- Technology Services Industry Association (TSIA), 210
- Technology V-cycle, 295, 296
- Técnicas Reunidas, methodology of, 213–220
- Templates:
 - for best practices, 43, 47, 48
 - at CA Technologies, 642–644
 - evaluating maturity with, 147
 - Initiative Proposal, 514
 - in Microsoft Solutions Framework, 654
 - in Six Sigma, 580
- Tenants, 740–741
- Ten uglies of projects, 97–105
 - dates are just numbers (10), 101
 - lack of community plan (8), 100–101
 - lack of maintained documentation (1), 98
 - lack of right people (5), 99
 - lack of rigor (7), 100
 - lack of sponsorship (6), 100
 - and maintenance of projects, 102–103
 - no plan for rework (9), 101
 - no quality at source (3), 99
 - pile phenomenon (2), 98
 - and proactive management, 101–102
 - remedies for, 101–105
 - and team empowerment, 103–104
 - wrong people on job (4), 99
- Teradyne, methodology of, 220–224
- Testing stage (new-product development), 591
- Test phase (PLM VDM), 710
- Texas Instruments (TI), excellence at, 149–151
- Thiokol Corporation, 452–453
- Third-party administrators (TPAs), 317
- Thomas, Joseph C., on best practices, 57*n*.43
- Thomas, Keith:
 - and Professional Services Methodology, 363
 - on project management, 17
- Thought leadership, 504
- 3M, 376, 391, 457, 461
- TI (Texas Instruments), 149–151
- Tiered governance, 510–511
- Time management, UPPM™
 - methodologies for, 204
- Time tracking, 547
- Timing, strategic, 596
- Tokio Marine Group, management support at, 385–391
- Tolerance, 456
- Tollgates, 253–254
- Tools:
 - for methodology support of PM, 236–244, 629, 672
 - for Six Sigma assessments, 574, 576–577
- Tools, Process, Methodology (excellence pyramid), 498
- Top-down communication, 530–531
- Top-level management, *see* Senior management
- Total quality management (TQM), 305
 - and concurrent engineering, 305–308
 - integrated management processes with, 310–315
 - at Johnson Controls, 310–312
 - and Six Sigma, 571
 - Six Sigma tools with, 312–314
 - Sprint process for, 305
- TPAs (third-party administrators), 317
- TQM, *see* Total quality management
- Tradeoffs:
 - in traditional vs. non-traditional projects, 721–723–724
 - in value-driven projects, 729–730
- Traditional Six Sigma, 568–570
- Traffic light dashboards, 33–34, 52
- Trainers, 414–416
- Training, 401–440. *See also* Education; Learning
 - amount needed, 417
 - benefits of, 410
 - business skills in, 403–404
 - competency models for, 419–429
 - course design for, 414–416
 - in emerging markets, 371–372
 - fundamentals of, 411–412
 - identifying need for, 410–411
 - internal, 414–415
 - for modern project management, 401–403
 - need for, 148
 - in project-driven firms, 416
 - in project management, 61, 237
 - and project management as a profession, 416–418
 - and Project Management Capacity Propensity, 473
 - publicly held, 414
 - ROI of, 416, 475–487
 - selecting students for, 411
 - with Siemens PLM VDM, 711
 - in Six Sigma, 574
 - in software, 237
- Training applications:
 - of ABB, 403–404
 - of Alcatel-Lucent, 434–436
 - of AVIVA Canada, 505
 - of Churchill Downs, 517
 - of Dell Services, 530
 - of Ford Motor Co., 414
 - of Harris Corporation, 429–433
 - of Hewlett-Packard, 439–440
 - of Hitachi Ltd., 118–119
 - of Holcim, 279–280
 - of IBM, 621–624, 632
 - of Indra, 344–345
 - of International Institute for Learning, 406–410
 - of KONE, 132
 - of Medical Mutual, 276
 - of SAP, 404–405
 - of Tech Mahindra Limited, 436–439
- Training directors, 402
- Training managers, 402, 412
- Transactional Six Sigma, 570–572
- Transitional checklists, 580
- Transparency, 515
- Trends:
 - business megatrends, 502–503
 - during evolutionary years, 406
 - learning, 406, 408–410
 - and learning responses, 408–410
 - marketplace, 407–408
 - during revolutionary years, 407–408
- Triompo, Jim, on PMOs, 491
- Triple constraint, 24, 721–722
- True enemies, 79
- True supporters, 79
- True unknowns, 79
- Trust, 151
 - and customers at end-of-phase review meetings, 234
 - in informal project management system, 444–445
 - of managers, 392
- TSIA (Technology Services Industry Association), 210
- Turner, Mike, on Microsoft Solutions Framework, 648, 650, 652, 653
- UAT (user acceptance testing), 246
- Uglies, *see* Ten uglies of projects
- UGS, 708
- Uncertainty, 259, 318–320, 463
- Understaffing, 73
- Unemployment, in emerging markets, 370

- Unified Project Management® Methodology (UPMM™), 201–204, 407
- Union employees, evaluating, 341
- Union standard, 91–92
- U.S. Air Force, 452
- University of Southern California's Marshall School of Business, 408
- Unjust anger, failure due to, 87
- Unknowns, true, 79
- UPMM™ (Unified Project Management® Methodology), 201–204, 407
- Upper-level managers, 6
- Use case, 635
- User acceptance testing (UAT), 246
- User Community, certification from, 436
- VAC (Variance at Completion), 433
- Vaill, Peter B., on Six Sigma, 574
- Validating best practices, 41–43, 46–47
- "Valley of death," 397–398
- Value(s):
 - capture, quantification, and reporting of, 721–730
 - and culture, 338
 - defined, 713, 724, 732
 - in defining project success, 25
 - and leadership, 717–719
 - measuring, 726–729
 - in project management, 338. *See also* Value-driven project management and success, 28–29, 713, 714
- Value added, rewards for, 466
- Value-added chain, 732–735. *See also* Mergers and acquisitions
- Value-based knowledge, evolution of, 714–717
- Value chain analysis, 733
- Value chain strategies, 747–749
- Value-driven project management, 713–730
 - capture, quantification, and reporting of value in, 721–730
 - committee sponsorship in, 724–725
 - and evolution of value-based knowledge, 714–717
 - leadership style in, 717–719
 - stakeholders in, 724
 - and types of projects, 719–721
 - value trade-offs in, 729–730
- Value measurement methodology (VMM), 729–730
- Value performance framework (VPF), 715–717
- Value proposition, 349
- "Value rivers," for stakeholders, 663
- Value trade-offs, in value-driven project management, 729–730
- Vannoni, Brian, 457
- Variance, 669–670
- Variance at Completion (VAC), 433
- Vasciminno, Paolo, 680*n*.7
- Vaswani, Suresh, on project management, 14
- Vázquez Díaz, Alfredo, 255*n*.17, 325*n*.8
- V-cycle methodology, 293–297
- Viper sports car, 315
- Virtual Projects, 29
- Virtual project teams, 462–463
- Visibility, company-wide, 515
- Visible management support, 185, 375–376
- Vision, of senior management, 133–134
- Visteon, 305
- Visualization Phase (GIP® methodology), 258
- Vital signs, of critical projects, 564–585
- VMM (value measurement methodology), 729–730
- Voice, as DFCU brand action, 353–354, 362
- Voltaire, on pride, 80
- VPF (value performance framework), 715–717
- Wage and Salary Administration Program, 74, 738–739
- Walk-the-halls management, 376
- Wärtsilä:
 - benefits management at, 2–3
 - integrated management processes of, 318–320
 - methodology of, 242–244
 - risk management at, 318–320
- WBS, *see* Work breakdown structure
- Weiss, Jeff, on project management, 13
- Weiss, Zev, on project management, 12
- Welch, Jack, on Six Sigma, 573
- Wenger, E., on communities of practice, 49
- Westfield Group, 281–284
- "Whack-a-mole," 471
- Who Says Elephants Can't Dance* (Lou Gerstner), 608
- Wibelius, Michael, 166*n*.12
- Wickham, Mike, on excellence at Roadway, 184–185
- Williams Machine Tool Company (pseudonym), 188–189
- Willis, Kerry R.:
 - on proactive management, 470–474
 - on Ten Uglies, 97*n*.4
- Withdrawal, 460
- Wojala, Karen, 266*n*.19, 601*n*.11
- Work breakdown structure (WBS):
 - in aerospace and defense industries, 431
 - at Churchill Downs, Incorporated, 520
 - as critical methodology component, 206
 - Denryoku, 123, 124
 - at SAP, 209
 - for strategic planning, 111
- Work ethic, in emerging markets, 372
- Workload distribution, best practice for, 21
- Work teams, 308, 331, 463
- World-class project management methodologies, *see* Methodologies
- World Wide Fund for Nature (WWF) International:
 - excellence at, 140–144
 - portfolio management at, 602–606
- Worldwide Project Management Method (WWPMM), 624–627, 629
- Wrath, in project environment, 86–88
- Wurtz, Heidi:
 - on best practices, 21*n*.16, 42
 - on key performance indicators, 31
 - on management support, 395
 - on PMO of maxIT-VCS, 501–502
 - on validating best practices, 42
- WWF International, *see* World Wide Fund for Nature International
- WWPMM (Worldwide Project Management Method), 624–627, 629
- Yellow flag issues, 379
- Yellow traffic lights, 33
- Yusuf, Dave, on project management, 15
- Zale, Suzanne:
 - on best practices, 50
 - on communications, 446
 - on organizational structure, 446–447
- Zaval, Linda, on IIL training, 414
- Zeggoud, Lahcen, 293*n*.22
- Zielinski, D., on rewarding project teams, 464
- Zurich America Insurance Company:
 - integrated processes of, 309–310
 - management support at, 382–383
- Zuurdeeg, Robert J., on global project management, 634*n*.3