PM WORLD BOOK REVIEW

Book Title: *Program Management Complexity: A Competency Model*

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Reviewer: Jan Watson

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Introduction to the Book

This book addresses the interdependency complexities of multiple projects in a program.

The competency model includes a set of competencies program managers need to successfully complete programs and deliver desired benefits.

- How can a program manager identify the nature and components of complexity?
- What are the key competencies required of the program manager for success?

The book includes 3 assessment instruments designed for each of these audiences:

- experienced program managers
- people considering program management as a career
- organizations wanting to evaluate the skills of their program managers.
Overview of Book’s Structure

The book is organized into 4 parts.

It begins with a literature review of program and project management complexity, highlighting key principles and gaps.

The second part presents an overview of competency model for program managers. It is divided into performance competencies and personal competencies. The performance competencies are organized according to the six domains of program management. The eight personal competencies are based on research plus a survey by Program Management Professionals (PgMP).

Following the competency model are three assessment instruments with questions to help current program managers, organizations, and those considering program management assess the competencies.

Highlights: What’s New in this Book

The assessment tools are geared for each of these audiences:

- current program managers
- organizations
- those considering program management

Highlights: What I liked!

The assessment tools were easy to use and include plans for implementing them.

A CD is included to make the assessments usable by each of these audiences.

Shortfalls: What was Missing!

This book is great to determine the skills needed to succeed with complex projects. It does not include a step-by-step implementation plan for complex programs.

Who might benefit from the Book

The assessment tools are geared for each of these audiences:

- current program managers
- organizations
- those considering program management
Conclusion

The skills needed to meet the challenges due to interdependencies of complex programs with multiple projects can be assessed using the book’s tools which are geared differently for each of these audiences:

- current program managers
- organizations
- those considering program management


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