

PM WORLD BOOK REVIEW



Book Title: ***Creative, Efficient, and Effective Project Management***

Author: **Ralph L. Kliem, PMP**

Publisher: CRC Press

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Reviewer: **Marinella Padlan, PMP, CSM**

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Introduction

This is a well thought out and comprehensive book on creativity and how it relates to project management. The author states, “The main premise of the book is that everyone has the ability to be creative.” The book contains ideas, tools, and techniques to aid project managers in bringing out the creative side of project teams, and create and encourage an environment that fosters creativity within the project management framework.

Overview of Book’s Structure

The book consists of 14 chapters. The first 6 chapters focus on defining creativity, the challenges and benefits of creativity, and how the creative life cycle fits into the product and project life cycles. It addresses misperceptions about creativity, describes characteristics of creative individuals and groups, explains challenges and constraints that inhibit and promote creativity.

The 7th chapter describes the creativity life cycle models that fit in well with the project life cycle. Chapters 8 through 13 follow the same format for the 6 project processes: describing the benefits, consequences of not performing the process, deliverables, challenges and constraints, creative abilities required for each process, actions project managers can take with individuals and teams when setting the environment for creativity, tools and techniques, how the creativity life cycle can be applied, a conclusion, and a “Getting Started Checklist”.

The last chapter has a “baker’s dozen” of takeaways that describe key points that the creative process requires in order to be a success, as well as actions and ideas to be incorporated into projects. Figures depicting life cycles, processes and deliverables, and tables with examples support the concepts.

Highlights

True to the book's title, "Creative, Efficient, and Effective Project Management", the deliverables, tools, techniques, and checklists detailed in the Defining, Organizing, Planning, Executing, Monitoring and Controlling, and Closing processes will guide project managers in managing their projects efficiently and effectively. The author supports the premise of the book by explaining that creativity is an iterative process. Failures should be seen as a "return on experience rather than return on investment" and "as a springboard for eventual success". Creativity can lead to innovation when discipline, effort, willingness, and perseverance are applied.

Highlights: What I liked!

The book is well organized and the format is easy to follow. The author begins by explaining why creativity is needed in projects.

"Creativity on a project requires both operating independently while simultaneously having everyone working together... In other words, they exercise creative collaboration, which involves individuals applying their creativity both separately and also as a team member to achieve the vision of a project."

He follows this with extensive detail on the concepts of creativity and the creative process, and then applies these to each of the 6 project processes. The author highlights the importance of each project process through 2 sections, "Benefits" and "Consequences of Failure", listing the advantages and explaining the impacts if a project process is not performed.

I particularly liked the "Getting Started Checklist" at the end of each chapter. The questions in the checklists help to evaluate and reflect on how the creative process can be used in my projects.

Who might benefit from the Book

Both project managers and project team members will benefit from this book. It will enhance the reader's understanding of creativity and see creativity from different perspectives, particularly project managers, individual contributors, and team members. The book can be used as a reference, as well as a how-to guide on incorporating creativity into project processes.

Conclusion

I learned how to formalize the creative process within the project processes. I am excited to apply the tools and techniques to lay the groundwork for a creative environment, encourage and facilitate the creative process in projects!

For more about this book, go to: <https://www.crcpress.com/Creative-Efficient-and-Effective-Project-Management/Kliem/9781466576926>

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About the Reviewer



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Marinella Padlan is a certified project manager and scrum master. Marinella started her career as a software developer and progressed to leading application development teams for 3 Fortune 500 companies. She is currently an IT Applications Manager at Torchmark Corporation. She has been a certified project manager since 2009 and is a member of the PMI Dallas chapter. She can be contacted at m_padlan@yahoo.com