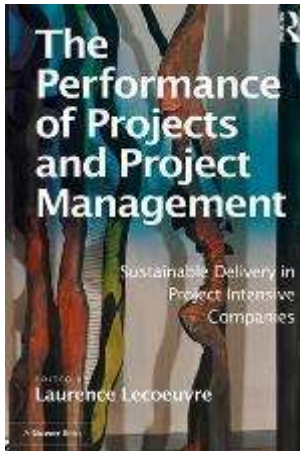


## PM WORLD BOOK REVIEW



Book Title: ***The Performance of Projects and Project Management: Sustainable Delivery in Project Intensive Companies***

Editor: **Laurence Lecoeuvre**

Publisher: Routledge

List Price: \$119.95      Format: Hard cover, 230 pages

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Reviewer: **Catherine Cockrell, Ph.D., PMP**

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### Introduction

Change is a constant in the global business environment today, and projects are the method by which organizations successfully implement change. How might the value of projects in organizations be sustainable in terms of risk, project governance, project teams, and project standards? Laurence Lecoeuvre addresses these issues of sustainability by forming a project team of the best and brightest minds in project management thought leadership. Faculty members of SKEMA Business School in France, along with invited colleagues and experts in the field, are the authors of this collection of case studies and organization experiences. The result is a complementary set of ideas contributing to the knowledge of project management performance.

### Overview of Book's Structure

The authors chose four critical topics of importance to the performance of projects and project management: risk, governance, project teams, and methodology. The result is a delightful collection of research manuscripts exhibiting diverse and current perspectives on the four sustainability topics.

The book is structured in four parts corresponding to the four topics. Each of the four parts contains chapters formatted as research manuscripts; i.e. a journal papers. Each of the papers has an introduction, abstract, literature review, case study (or methodology), discussion, conclusion, and references.

### Highlights

A topic critical to understand before embarking on any project is addressed in Part I: What are the project risks? Daniel and Turner suggest the "VIO approach" (i.e.,

Vision – Implementation – Organization) for complex projects that introduce risk in the company. Gareis and Gareis realize the importance of change management in the project process and present “OneManagement” as an approach to integrate management perspectives. Delafenestre and Lecoeuvre address the specific complex risk issues relating to supply chain management and how combining the issues with project risk management improves the performance of a company. The SCOR, PMBOK, and PRINCE models of risk management are analyzed and a new model is proposed: the “Model of Sustainable Risk Management”, based upon case study.

A key ingredient of project management sustainability is project governance. In Part II, Turner’s exposé on project governance outlines current thought on the project-oriented organization, governance, governance roles, and program and portfolio management. Gareis and Lecoeuvre introduce the criticality of top-down corporate governance of the project-oriented organization. Husby and Kilde address the environment in which a project-oriented company flourishes.

The third topic in sustainability is the performance of project teams. In Part III, Borsillo, Chauvel, and Poulingue address the relevance of networks within organizations for the purpose of developing and enhancing innovation and sustainability in project teams. The contributions of project teams and communities of practice are also discussed. Project teams are defined as temporary groups, and Daniel and Walker take the reader through the life cycle of project teams and the different phases. Team dysfunctions are also discussed. Haignaise and Lecoeuvre introduce three factors considered as pre-requisites of project management performance optimization: the project management practices baseline, improvement of practices, and highly skilled project team members.

Finally, Part IV addresses project standards in three research areas: gateway reviews (Ross), complexity (Walas and Scotto), and a focus on lean and agile in PMO performance (Karkukly).

### **Highlights: What I liked!**

The book is particularly pertinent to today’s important issues, including lean and agile standards, and the importance of the PMO and project teamwork. Although these concepts are not new, the authors were able to demonstrate the importance of the concepts to project performance and sustainability via use of case studies.

Some of the ideas that I found especially interesting and thought-provoking:

- Organizations have adopted both lean *and* agile principles, such that one methodology is not adopted without the other. Karkukly defined the term “Leagility” as a combination of the two principles.
- Haignaise and Lecoeuvre bring clarity to the “project management baseline”. This enables project team members to work together using the same processes, templates, and terminology.

- Each chapter includes a case study, or a methodology, giving the research topic potential to implement in practice.
- The volume brings research on project management performance to the next level with current and fresh ideas.

### **Who might benefit from the Book?**

Any executive or manager in organizations interested in the latest research on project management performance might benefit from this book. Project team leaders and managers will benefit from the current ideas and methodologies. In addition, academia will be interested in the latest research from authors renowned in project management thought leadership.

### **Conclusion**

It is critical for leaders to understand projects and project methodology in the changing environment of business. The global and knowledge economy demands that leaders are well-versed in effectively completing projects that propel innovation as the organization moves forward. *The Performance of Projects and Project Management: Sustainable Delivery in Project Intensive Companies* is an excellent collection of research to guide and assist organizational leaders on the road to better project performance.

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For more about this book, go to: <https://www.routledge.com/The-Performance-of-Projects-and-Project-Management-Sustainable-Delivery/Leconte/p/book/9781472421890>

*Editor's note: This book review was the result of a partnership between the publisher, PM World and the [PMI Dallas Chapter](#). Authors and publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published. Chapter members are generally mid-career professionals, the audience for most project management books. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact [editor@peworldjournal.net](mailto:editor@peworldjournal.net).*

## About the Reviewer



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**Catherine Cockrell, PhD, PMP** is a proven leader in providing innovative business results in multiple industries, including retail, supply chain, manufacturing, education, and healthcare. She has deep experience in delivering IT strategic solutions, leading large enterprise and global teams, and bringing together business and technology to improve revenues, margins, and workplace productivity. Her specialties include IT Strategic Planning, Project and Portfolio Management, Global Team Building, and Business and Performance Assessment. Catherine holds a Ph.D. in Human Resource Development from the University of Texas at Tyler, Texas. Her research interests in this capacity include teams and team effectiveness, leadership, and organizational development. Catherine earned an MBA from the University of Texas at Tyler, as well a B.S. in Mathematics from Stephen F. Austin University in Nacogdoches, Texas.

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