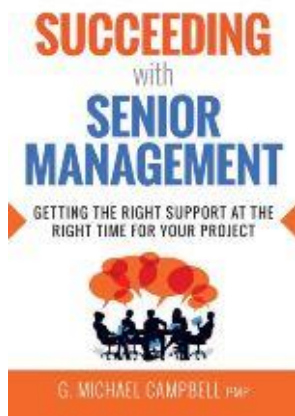


## PM WORLD BOOK REVIEW



Book Title: ***Succeeding with Senior Management: Getting the Right Support at the Right Time for Your Project***

Author: **G. Michael Campbell, PMP**

Publisher: AMACOM

List Price: \$24.95      Format: Soft Cover, 224 Pages

Publication Date: 2017      ISBN: 9780814438527

Reviewer: **David Kressin, PMP**

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### Introduction

Communication within an enterprise is a given with any project. As the project get larger and more complex the requirements to use all of the communication tools available to a manager are integral. Yet, this is something that is expected of managers and never taught. Campbell has taken a strong swing at organizing the framework of communication referenced in the PMBOK and making it understandable. More, Campbell enhances this by providing a deep dive into the processes for properly utilizing Senior Management to ensure a project's success. Campbell has created a communication guide that I will reference many times in the future.

### Overview of Book's Structure

Each chapter in the book is methodically laid out in a standard introduction, body and summary format. However, like a small quiz at the end of each class, Campbell adds a set of "bullet points", or as I call them "thinking points", at the end of each chapter to drive home the goals and core takeaways of that chapter. They also act as a great reference point when going back to the chapter later.

Although there are 22 chapters and each stands alone with a subject unto itself there is an underlying message that crosses them all. Prepare executive before the project starts, keep them informed and engaged throughout the project and don't be afraid to challenge them. All to ensure a successful project in the end.

The book provides the communication tools and methods needed for managers to engage and utilize Senior Management to obtain needed decision, resolve or mitigate office and project conflicts, handle competition and cross functional issues and overcome office politics to get to a successful project completion.

## Highlights

The book started slow, reiterating many of the same concepts present in the PMBOK and other similar books. However, Campbell has done a good job of organizing these concepts, that I often times felt were too academic and pie in the sky, and applying them to actual real-world projects.

The main premise of the book is about preparing Senior Management and establishing working ground rules at the beginning of the project, ensuring Senior management is kept abreast of all events of the project at the level they wish, engaging Senior Management not only for corrective actions but for global announcements and praising the project team, and escalating where needed to resolve conflicts within and outside of the department that will have an effect on the project. As Campbell demonstrates, done correctly a trust between Senior Management and Project Management is establish and maintain throughout the project that will lesson project risk and ensure a higher success rate.

So, please keep reading. You won't be disappointed.

## Highlights: What I liked!

Being a project manager for over 30 years I find that Campbell and I have had very similar experiences and come away with a very similar concept that the core key to all communication is trust. You either establish and build that trust or you destroy it based on how you communicate with others. Because Campbell has done such a great job of outlining when and how to communicate with Senior Management and the project team he is providing us with the building blocks to establish and maintain that trust throughout a project. I will continue to utilize this book as a reference to assist me in successfully completing future projects.

## Who might benefit from the Book?

The subject matter within the pages of this book is not just about successful communication with Senior Management, as the name might suggest. The subject matter is about utilizing Senior Management to break down the corporate public, personal and political walls in order to facilitate a successful completion to the project.

Although managers at all level could learn from this book, I believe, this should be a requirement for budding managers and mid-level managers. Any manager that would have projects that span departments or cover multiple resources. I think that they would best benefit from the book. These people are in the best position to need and start using the concepts and ideas outlined in the book. They will continue to reference this book the rest of their life. As their projects grow and become more complex they will glean more from the book.

This is not to say that upper level managers and even Senior Management cannot gain from reading this book. They can. Again, as stated in the book, it is always

important to listen to others and to put yourself into their shoes. This works the same for Senior Management. They need to know how to communicate with their management team just as much and the management team needs to know how to communicate with them.

## Conclusion

As I stated in the introduction, this is more than just a book that a manager would sort of read and put on the shelf. This is a guide that a manager reads in detail and will reference numerous times throughout future projects and / or their lifetime. The section on escalation, on conflict resolution, on preparing Senior Management (I could go on forever) not only supply an organized process but also provides Campbell thoughts and reasoning behind the process. These are things I, and I am sure many others, had to learn through hit or miss (Many times miss). Having this reference would have saved a lot of time and hardship. Even today it is a good reminder of how to utilize Senior Management to minimize risk and obtain a successful project.

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For more about this book, go to:

<http://www.amacombooks.org/book.cfm?isbn=9780814438244>

*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).*

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## About the Reviewer



### **David Kressin, PMP**

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**David Kressin, PMP** is a senior program manager in the retail and wholesale logistics industry specializing in improving warehouse strategic and tactical operations, labor and systems efficiencies. He has worked for over 35 years managing resource efficiency improvements and logistics, transportation, warehouse management software implementations in the retail and wholesale warehousing environments. His concentration is in the high volume grocery, food and drug industries. He has successfully planned, implemented, and managed several strategic projects to improve warehouse and logistics efficiencies around the world. For the past 20 years he has been working as an independent consultant. David Kressin can be contacted at [Dave\\_kressin@hotmail.com](mailto:Dave_kressin@hotmail.com)