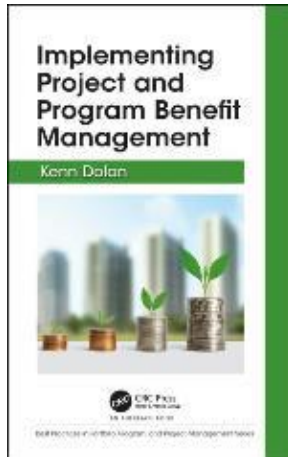


PM WORLD BOOK REVIEW



Book Title: ***Implementing Project and Program Benefit Management***

Author: **Kenn Dolan**

Publisher: CRC Press, Taylor & Francis Group

List Price: \$69.95

Format: Hardcover, 272 pages; Kindle version available

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Reviewer: **Patt Chowdhury, MBA, MM, PMP**

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Introduction

With the PMBOK Edition 6 placing a renewed emphasis on project benefits and benefits realization, Kenn Dolan comes to the rescue with a book that will provide a primer for project managers who need to learn more about project selection criteria and how to ensure the sponsor receives their expected benefits.

Implementing Project and Program Benefit Management is also valuable to experienced project managers who need a refresher on benefits and some new ideas on how to actually track benefits attainment. This is an excellent reference book, too, with clear examples in addition to the processes and formulas you need to know.

Overview of Book's Structure

Implementing Project and Program Benefit Management has a hefty, detailed table of contents spanning seven pages so I will summarize the content here. After the Dedication, Contents, Preface, Acknowledgments, About the Author and the Introduction, there are three parts made up of eleven chapters, followed by two appendices, a list of abbreviations and acronyms, references and an index.

Part One: Establishing the Language

Chapter 1: What Are Benefits and Why Are They Important?

Chapter 2: Definitions and Terminology

Chapter 3: Team Roles and Responsibilities

Part Two: The Benefits Lifecycle

Chapter 4: Introduction to the Benefit Life Cycle

Chapter 5: Establish the Context

Chapter 6: Identify the Benefits

Chapter 7: Assess the Benefits

Chapter 8: Plan for Benefits Realization
Chapter 9: Coordinate and Realize the Benefits
Chapter 10: Review the Initiative

Part Three: Embedding the Practices

Chapter 11: Embedding Benefits Realization Management into Organizations

Appendix I: Documentation

Appendix II: Summary of Cognitive Biases Impacting Benefits Realization Management

Abbreviations and Acronyms

References

Index

Highlights

While most of the book focuses on showing us the tools to use and why, *Part Three, Embedding the Practices, Chapter 11: Embedding Benefits Realization Management into Organizations*, provides a plan that you can actually use to embed these practices into your organization without a great deal of rework of current processes.

In Appendix I that follows Chapter 11, a series of documents are provided that you can use to organize and track the expected benefits of your projects. Having a way to measure the benefits helps you to pay close attention to them and give them the same consideration that your sponsor does. Many projects fail to deliver the expected benefits; more focus on them should improve outcomes.

Highlights: What I liked!

I liked the review of the benefits formulas in Chapter 2. I also thought that Appendix II, *Summary of Cognitive Biases Impacting Benefits Realization Management* was very interesting. Everyone has biases and sometimes, we act differently because of them. This section of the book describes the various biases project managers might have and provides an explanation for each bias and how one might behave because of it.

The author goes on to provide a remedy or action to combat the bias so it doesn't adversely impact the project's benefits realization. Sometimes we can be too close to a situation so to remove the bias, external facilitation or asking a group of stakeholders for opinions might provide the best answer to a benefits dilemma.

Who might benefit from the Book?

Project managers at any stage of their career can benefit from reading this book. Our sponsors are always focused on the benefits they hope to realize from their projects and if we understand more about them, we can improve our project outcomes.

Conclusion

I would recommend this book to anyone who wants to learn more about the business side of the projects we manage. Mr. Dolan illustrates the theories with practical examples and his experience making each chapter valuable and easy-to-understand.

For more about this book, go to: <https://www.crcpress.com/Implementing-Project-and-Program-Benefit-Management/Dolan/p/book/9781498786393>

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.

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Patt Chowdhury, Managing Principal and Consultant at Patt Chowdhury Advisors LLC, is a marketing executive and cross-functional senior manager with extensive experience in program and project management, marketing operations, product management, process development and information technology at iconic, global Fortune 500 brands in the information technology and travel and transportation industries such as American Airlines, Sabre, EDS, Hewlett Packard and HPE. She is an adjunct faculty member at the University of Dallas Gupta College of Business where she teaches marketing and management courses in the MBA and MS programs. Patt is a PMP® and a Six Sigma Black Belt. She is a member of the PMI Dallas Chapter where she serves as Director, Lunch and Learn Program Series, Manager of the Speaker Bureau and as a Facilitator Panelist for the PMP Exam Review. She holds an MBA in International Management, a Master of Management (MM) degree in Telecommunications Management, a Bachelor of Science in Business Administration – Marketing and a certificate in Product Management.

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