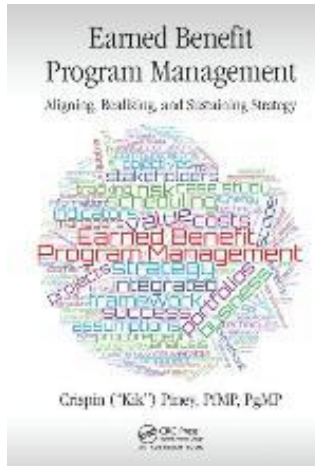

BOOK REVIEW



Book Title: **Earned Benefit Program Management: Aligning, Realizing, and Sustaining Strategy**

Author: **Crispin Piney**

Publisher: CRC Press

List Price: \$86.95 Format: Hardcover, 394 pages

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Reviewer: **Wayne Abba**

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This book addresses the area of benefits realization management for projects, programs and portfolios. It develops the concept of Earned Benefit as a numerical technique and conceptual model for linking all of the steps from program definition to benefits realization. It then applies the concepts to create a framework that integrates end-to-end planning, quantification of activity costs and benefit value, strategic optimization, dependency management, capacity planning, value-added procurement, scheduling, cost-benefit management from initiation to complete benefits realization, as well as integrating risk and issue management, and applying the framework to provide additional insights for stakeholder management along with effective information and communication management.

The book starts by clarifying the separate but complementary domains of project, program, portfolio, and operations management. It then explains the existing modelling technique based on the Benefits Realization Map (BRM).

Additional capabilities required for realistic economic modelling are then defined. These requirements lead to developing additional algorithms to support numerical analysis of the cost and the value of every node in the BRM.

The BRM and these additional evaluation algorithms are then further adapted to ensure that the technique can model real-world program characteristics such as essential dependencies and disbenefits. These techniques and concepts are applied throughout the rest of this book.

The modelling techniques are then applied to a representative case study. The results of this analysis provide a number of insights into program management as well as general management behaviour

The way in which this fully-quantified model can be used for effective, value-based contractor engagement is explained in relation to a real-life award-winning engagement.

The Earned Benefit Method (EBM) is then developed, based on the Earned Value Management (EVM) Method updated by incorporating the new, benefits-related concepts to focus on the business and directly track progress towards the strategic outcomes in terms of benefits.

In addition, whereas EVM is only applicable during the implementation phase, the author develops a comprehensive scheduling model, and shows how the EBM can be used to forecast and track actual cash-flow from program inception through to financial break-even and beyond. An example of this analysis applied to the earlier case study is provided.

In order to incorporate uncertainty into the Earned Benefit Framework, an analysis of the combined treatment of risks and issues is provided. The techniques, strategies, and flows of control as defined in existing standards for managing risks and issues separately are combined with the EBM algorithms to ensure consistent analysis, planning and treatment of uncertainty in projects, programs, portfolios, and operations.

This analysis of risk is followed by a proposal for addressing the specific challenge of delivering projects and programs in the uncertain environment of those organizations which share staff between planned project work and unpredictable operational support.

The EBM is then applied in the area of stakeholder engagement to discover, for each stakeholder or stakeholder group, areas of interest within the program that are not identified using existing techniques. Examples of stakeholders' areas of emergent power and enhanced interest are revealed by applying this approach to the case study for two different stakeholder groups.

The book finishes with an analysis of the links between the Data-Information-Knowledge-Wisdom structure and the Viable System Model, aimed at ensuring that the stakeholders receive the range and quantity of information required for engaging their commitment to achieving the specified objectives.

For more about this book, go to: <https://www.crcpress.com/Earned-Benefit-Program-Management-Aligning-Realizing-and-Sustaining-Strategy/Piney/p/book/9781138033122>

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About the Reviewer



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Wayne F. Abba is an executive advisor and principal of Abba Consulting, an independent management consulting firm based in Michigan. Mr. Abba is an internationally-recognized spokesperson for program management using Earned Value Management (EVM). With over 37 years' experience in program analysis and a worldwide reputation as a leader in acquisition improvement, he was integrally involved in the complete reengineering of Dept. of Defense contract cost and schedule management policies and implementation and was awarded the Packard Award for Excellence in Acquisition in 1998. He retired in 1999 as Senior Program Analyst in the Office of the Under Secretary of Defense for Acquisition and Technology. His clients have included the Social Security Administration, the Federal Aviation Administration, the Agency for International Development, the US Navy, the National Nuclear Security Administration, the National Science Foundation and several national laboratories. He was a part-time research analyst at the Center for Naval Analysis (2007-2016). He has been an advisor to the U.S. Office of Management and Budget, the Government Accountability Office, the National Science Foundation and other US and foreign government agencies. Since 2007, he has been a senior program management advisor to the U.S. National Nuclear Security Administration at the U.S. Department of Energy. He is also a member of the Board of Directors of the Graduate School Japan (2012 – present.) He is a founder and past president of the College of Performance Management, a non-profit association dedicated to the advancement of EVM and other program performance management disciplines. Wayne can be contacted at wayneabba@aol.com.