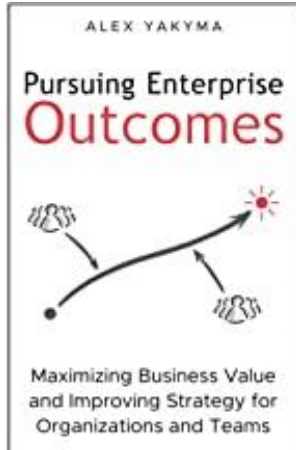


PM WORLD BOOK REVIEW



Book Title: ***Pursuing Enterprise Outcomes: Maximizing Business Value and Improving Strategy for Organizations and Teams***

Author: **Alex Yakyma**

Publisher: Self-published on Amazon

List Price: \$29.00 Format: Paperback (290 pages) & eBook

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Reviewer: **Rodger L. Martin, PMP, ACP** Review Date:

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Introduction

Enterprises struggle in achieving their desired outcomes when there are complex tasks in multiple areas across several organizational boundaries. They struggle because they do not have effective methods to identify the organizational disconnects and complex bottlenecks.

The author presents tools to help in identification of that complexity, discover the outcomes and business value that needs to be delivered, and drive a complex solution. The author provides a method “to see the opportunity for creating enterprise value where others can’t see it.”

Overview of Book’s Structure

The book is divided into 7 Chapters plus Reference Explanation/Commentary and 90 References. Many of the references have URL links. Each chapter ends with a “Taking Action” section, a checklist for implementation.

- **Chapter 1** introduces a graphical approach to documenting organizational disconnects. This technique is utilized and expanded throughout the book.
- **Chapter 2** discusses “How to Uncover Disconnects” using observation, conversation and a mixing of the tools. The author emphasizes the power of “Asking the Same Question.”
- **Chapter 3** digs deeper into “Pursuing Outcomes” rather than just “Outputs.” It makes the case that many enterprises are not focused on the Outcomes, thereby wasting their efforts.

- **Chapter 4** discusses the “Art and Science of Probing.” It tackles the elusive issue of “Unknown Unknowns,” which increase complexity.
- **Chapter 5** expands on the “Mystery of Business Value.” This is a term frequently used in Agile Methods, but seldom explained in meaningful detail.
- **Chapter 6** deep dives into “Complex Bottlenecks and Emergent Solutions.” It provides guidance on strategies for the emergent solutions.
- **Chapter 7** closes with a discussion of “Strategy and Leverage Points.” “Viable strategy hinges on the ability to perceive and size leverage points.”

Highlights

The author starts with a tool discussion (since for many this is a new diagramming technique) for understanding disconnects and bottlenecks. He then presents how to implement these tools and techniques. Next he discusses Business Value. Finally he ties it all together to develop a viable strategy and identify leverage points.

I liked the tool discussion, the focus on Outcomes over Outputs, and the in-depth discussions of Business Value, complex bottlenecks, strategy and leverage points.

Who might benefit from the Book

This is a book for those who desire to implement successive enterprise strategies to achieve a productive outcome that contributes business value to the organization.

Conclusion

As the author states, this book will help the reader learn how to: (1) identify organizational disconnects and complex bottlenecks that prevent mission success; (2) discover and progressively refine outcomes and business value; (3) drive the emergence of a complex solution; and (4) discover leverage points that offer a strategic advantage.

For more about this book, go to: <https://www.amazon.com/Pursuing-Enterprise-Outcomes-Maximizing-Organizations>

Editor’s note: This book review was the result of a partnership between the publisher, PM World and the [PMI Alamo Chapter](#). Authors and publishers provide the books to PM World; books are delivered to the PMI Alamo 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 Alamo Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published. 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.com.

About the Reviewer



Rodger L. Martin, JD, MBA, BSEE, PMP, PMI-ACP

Texas, USA



Rodger L. Martin has a broad background in business, law, engineering and Project Management (Plan-Driven and Agile). His work experiences include government, military, public corporations, small business consulting and high-tech non-profit organizations. For the last 20 years, he has worked on Document Management, Knowledge Management and Process Management/Modeling projects for commercial companies. He acquired his PMP in 2007, his PMI-ACP in 2015, and his Mediator certificate in 2017. He is a member of two Texas PMI chapters: Dallas and Alamo (San Antonio), where he is the Director of Book Reviews, APMI.

Email address: 10751@impulse.net

LinkedIn Profile: <https://www.linkedin.com/in/rodgerlmartin>