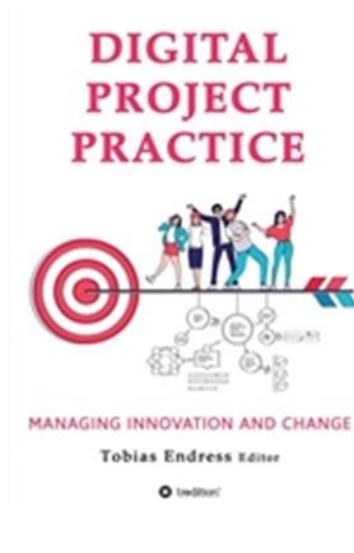# PM WORLD BOOK REVIEW

Book Title: *Digital Project Practice, Managing Innovation and Change*

Author: Multiple Authors, **Dr. Tobias Endress** (Editor)

Publisher (Verlag + Druck): tradition GmBH

List Price: $45.99 (Hardcover), $15.65 (Kindle)

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Reviewer: **Lakshmi Subramanian**

Review Date: December 2020

Introduction

"*Digital Project Practice, Managing Innovation and Change" is* an anthology of best practices, experience and opinions from experts, in the fairly young field of Digital Project Management. The book sets itself apart by focusing on the actual practice and use of tools and methods with an emphasis on human/social aspects. The book aims to educate decision-makers and practitioners to be well-informed of valuable tools and techniques that be put to practical use. The authors of the chapters are from different parts of the world, with impressive ideas and accomplishments, making this book truly international.

Overview of Book's Structure

There are 13 chapters contributed by different authors and divided into 3 logical sections. The layout is consistent where every chapter has an Abstract at the start and a Summary and Reference section at the end. These are the sections and chapters within each section -

Methods and Best Practice
1. Why Projects Fail *by Dr. Stephen Meyer*
2. Manage the Perception of Project Success *by Dr.Anton Pussep*
3. DIY Agile: How to Re-think Your Own Method *by Beatriz Alzate Richter*
4. Scaling Agile *by Ralf Dick*

Tools and Techniques
1. Stakeholder Management in an Enterprise *by Aditya Chandak*
2. Knowledge Creation by Practitioners and Designers *by Dr. Majid Dadgar*

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3. Ideas and Requirements for Digital Innovations *by Dr. Tobias Endress*
4. Legal Advice on Innovative Technologies and Business Models *by Dr. Marc Nathmann*
5. Time-Management *by Günter Jeschke*

Culture, Soft Skills and Human Resources
1. Team and Project Management Values *by Elena Dinman*
2. Talent Challenges in the Age of Digitalisation and Globalisation *by Dr. Bernd Thommes*
3. Implementing Change *by Patric Zeier*
4. Managing Massive Moments of Change *by Girish Ramachandra*

Though they are independent chapters, there seems to be a logical flow to the arrangement. For instance in the first section the topic on why Projects are considered as failures is followed by how to manage the perception of the project and also DIY Agile and Scaling Agile are discussed right after, which builds a holistic case. The choice of topics covered is commendable. The chapters provide great information from a practice standpoint and also foray into advanced discussion with ease.

Highlights

The book is cleverly organized as 3 logical sections – Methods and Practices, Tools and Techniques, and Culture, Soft Skills and Human Resources.

The first section starts by first addressing common perceptions about a Project's Success and how certain project parameters over and above the classical baselines, can be used to measure the success of a Project. The next chapter introduces the reader to the 3 dimensions of Project success and demonstrates the diversity and difficulty of judging a project as a Success / Failure and how Perception Management can help mitigate the risk of a Successful project being labeled as a Failure. This is followed by a detailed Master Plan and how to do Agile yourself. The Agile topic is then enhanced in the subsequent chapter, with discussion on multiple Agile Scaling Frameworks and how important it is for the leadership team to be involved in Agile Organizational Transformation.

The second section discusses key tools and techniques in the Digital Projects Practice. The section starts with the basics of Stakeholder management and its 4 step process and the 3 building blocks for managing Stakeholders, the RACI metric and specific techniques to manage stakeholders. This is followed by a detailed breakdown of the models of the conceptual framework of knowledge by iconic authors and how practioners and designers can use it in developing and managing innovative projects and products. This is followed by the Editor's chapter on Ideas and Requirements for Digital Innovations, which is critical for the success of the Project – he discusses in details the roles in an Agile environment and iterative process of Design Thinking and Agile. The next chapter is a thorough reading on Legal advice for Digital / Innovation projects – the role of lawyers in projects, comparisons of Traditional Vs Agile contracts and processes, challenges and suggested solutions. The next tool discussed is a key

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differentiator but oft-forgotten – Time Management - especially in a Digital world and the author has covered a multitude of scenarios that applies to Digital Projects.

The third section is a set of very underrated topics. The first chapter talks about the Team and Project management values – some of the ideas mentioned and the list of basic values with a focus on the people, are worthy of appreciation. The next chapter in this section talks about Talent Challenges in the Digital World/ Global setup where finding and retaining Talent is a key differentiator for successful organizations. Having covered enough ground on the human resource aspects, the next chapter reviews International best practices on Implementing change with suggestions on Change Mindset, a comprehensive list of blind spots in implementing change and methods to address them, which was very informative. The final chapter of the book discusses how to manage massive moments of change in tech innovation startups and gear for scaleup with 3 core ingredients. The Business Model Canvas discussed was an interesting tool.

Highlights: What I liked!

I loved how Dr.Stephen Meyer debunks the myth behind the Failed Change Projects statistic with his research and evidence. The three sources of uncertainty on managing the perception of the Project by Anton Pussep was insightful as well. Those two chapters also tie in effectively with Stakeholder Management by Aditya Chandak, discussed under Tools and Techniques. The encouragement to create your own Agile method and pointers on how to do that were inspiring. The Scaling Agile chapter opened my mind to research more about the different types of Agile methodologies and where they would be a best fit. The Chapter on Legal Advice on innovative technologies and business model by Dr. Marc Nathmann was a new perspective for me and the examples made it quite an interesting read. A special mention for the list of Figures in the book, especially the Figure on Design thinking and Agile Development and an endearing Preface and Final Remarks from the Editor.

Who might benefit from the Book?

This book covers a wide range of knowledge areas in Digital Project practices and may be particularly useful to people in the following roles involved in Digital Projects and Tech Innovation companies, since they have a lot of ideas to take away, which can directly address the practical challenges they may be facing. –

- Project Managers
- Change Managers
- Agile Practitioners (any role including Product Owners, Scrum Masters, Scrum Team members)
- Legal personnel
- Human Resource Personnel
- Executive Leadership teams

The references in every chapter and ease of reading the content and the way it is delivered make it suitable for anyone from students to fellow experts in the subjects.

Conclusion

The book is a storehouse of information and ideas that is relevant to organizations dealing in Digital Projects and the ideas and practices can be applied to traditional projects as well. The amount of research that went behind the book is evident from the ideas presented and the resources referenced. Dr. Endress and his co-authors have done a praise-worthy job of creating a potent practice guide and reference for the digital projects professional community.

The book and authors have an online presence at https://www.digital-project-practice.com/ or at "Digital Project Practice" groups on Linkedin or XING.

For more about this book, go to: https://tredition.de/autoren/dr-tobias-endress-32956/digital-project-practice-paperback-136108/ or *https://www.digital-project-practice.com/*

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.

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@pmworldjournal.com.

About the Reviewer

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Lakshmi Subramanian, **PMP**, has over 18 years of varied and valuable experience serving in the IT and IT Enabled Services industry. She is a certified **Green Belt (Verizon Lean Six Sigma)** and has a Bachelors in Commerce (Accounting), Masters in Computer Applications and Diploma in Business Management and is a proud member of the Spacecoast PMI Chapter (former chapter member of PMI Dallas and PMI Los Angeles). Lakshmi is currently working for Verizon as an IT Project Manager. She lives in Melbourne, FL with her husband and daughter. Lakshmi can be contacted at slakshmi1505@gmail.com