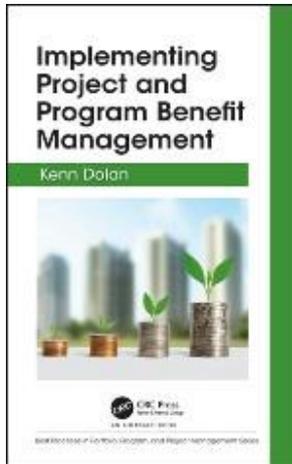


PM WORLD BOOK REVIEW



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

Author: **Kenn Dolan**

Publisher: Taylor & Francis Group

List Price: \$74.95 Format: Hardback, 265 pages

Publication Date: 2019 ISBN: 978-1-4987-8639-3

Reviewer: **Carlos R. Perez**

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Introduction

Benefits Realization Management (BRM) ensures that the intended benefits originally planned for the project are realized, ensuring that the resources allocated to the project are widely used. Benefits must be planned from the beginning in order to establish all the necessary strategies to be successful.

Having a benefits realization plan developed for your projects will help identify how the individual project, with the correct allocation of resources, is contributing to the overall organizational strategy program. It is important to mention that the whole idea of an investor or organization investing in a project is to obtain a measurable benefit for himself, understanding the motivation behind the investment will help him identify the valued benefits. This benefit must match the agreed Description that the intended change/benefit is Observable, is Attributable to the change made, and must be Surely Measurable, not vague.

This sounds quite simple, although it is not, there is no easy way to achieve the objectives aimed at meeting the needs and expectations of shareholders and investors, the correct risk assessment and clear understanding of the purpose of the investment will definitely help to obtain the benefit intended.

Overview of Book's Structure

The book is divided in 3 parts.

Part I, named Establishing the Language has 3 Chapters:

1. What Are Benefits and Why Are They Important?
2. Definitions and Terminology
3. Team Roles and Responsibilities

Part II, named The Benefits Life Cycle has 7 Chapters:

4. Introduction to the Benefits Life Cycle
5. Establish the Context
6. Identify the Benefits
7. Assess the Benefits: Discuss methods for quantifying and prioritizing the benefits
8. Plan for Benefits Realization
9. Coordinate and Realize the Benefits
10. Review the Initiative

Part Three, named Embedding the Practices has 1 Chapter.

11. Embedding Benefits Realization Management

Highlights

Kenn beautifully explains the tools program and project managers can use to support implementation of benefits management, learn the necessary skill set, or apply everything in their power to achieve success by thinking beyond the outputs which are created in the process. This book covers the strategic elements of benefits realization and their evaluation, enabling practitioners to confidently understand some of the complexity of benefits realization management.

Kenn's explanation of the benefits life cycle is assertive and easy to digest, as he guides the reader through these six steps: Establish the context, Identify the benefits, Assess the benefits, Plan for benefits realization, Coordinate and realize the benefits and Review the initiative. He is also clear when mentioning that this should not be considered as a linear path, but as a dynamic environment that responds to circumstances.

Highlights: What I liked!

The structure of the second part is quite similar to the processes within the project knowledge areas that are part of the sixth edition of the PMBOK, a vital tool for project managers, which makes this book really easy to understand, for those who follow PMI standards.

The exercises and activities available at the end of each chapter is my favorite part of the book as it presents a practical way of how to apply what you are learning from the book in real life. Additionally, the book has multiple tables, figures, and examples that help you understand the importance of BRM as it needs to be integrated into existing activities within the performing organization and accepted as a value-added part of the investment decision-making process.

Who might benefit from the Book?

It is designed for program and project management practitioners. The author is clear when he states that Project and Program Managers must understand the investment drivers and what the expectations are, and that BRM must be treated with the discipline it deserves and demands.

Conclusion

Benefits realization management is a challenging discipline and a complicated path because it is carried out in a complex and risky environment. But if the progress of the benefits is monitored and measured, the organization will be able to know with certainty if the return of the investment is being reached after the project closes. What is measured and how it is done depends on the products, services, and their relation to the strategic objectives of the organization.

To achieve meaningful changes, benefits and BRM must become part of the everyday language of the organization with respect to all projects, programs, and investments, which goes beyond getting projects completed on time and within budget; this will require a commitment that involves effort from all the stakeholders. BRM must become part of the recognized and supported methods of managing investments; This must begin with the implementation of the required adjustments, until it becomes an intrinsic part of the investment and change environment. The benefits review should contribute to the goals and a benefits realization plan will monitor progress toward meeting those goals.

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

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About the Reviewer



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Carlos Perez, CAPM is a person that can easily adapt to changes, capable of working in a team, proactive, with a planner profile, problem solver, with great communication skills, capable of taking on challenges and achieving goals through constant effort, self-motivation, adaptability, commitment, assertiveness, desire to excel and self-taught. His mother tongue is Spanish, but he also speaks English and French.

He studied business in Caracas, Venezuela and holds a BBA (Bachelor's degree in Business Administration). He has been working on all sorts of projects for over 8 years. His IT knowledge is both academic and practical, as he has work experience that includes advanced technical support in Windows and Linux (debian) operating systems, ERPs, intermediate network management, and business intelligence. He is a member of the PMI Dallas Chapter.

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