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Besides the MSP® 2011 Edition Foundation Courseware - English (ISBN: 9789401804127) publication you are advised to obtain the corresponding publication Managing Successful Programmes 2011 Edition (ISBN: 978 01 133 1327 3). The MSP Foundation Certification is suitable for individuals wanting to demonstrate they have achieved sufficient understanding of the theory of the MSP methodology. MSP represents proven programme man-

agement good practice in the successful delivery of transformational change through the application of programme management. MSP has been adopted by many organizations within both the public and private sectors. The core publication, 'Managing Successful Programmes', has drawn on the experiences of those who have adopted programme management. Key benefits:

- MSP leverages off the real-life expertise of the global programme management community, offering practical, relevant, current accessible

- guidance
- The new exams highlight real world applications that equip professionals for success in Programme management This Courseware is suited for the MSP 2011 Edition Foundation exam and contains two sample foundation level exams.
- The Defence Reform was launched in August 2010 as a fundamental review of how Defence is structured and managed. Many of the issues are not new and have been noted by similar reviews. The Steering Group believes an effective MOD is one which builds on the

strengths of the individual Services and the Civil Service and does so within a single Defence framework that ensures the whole is more than the sum of its parts. A key driver for this review has been the Department's over-extended programme, to which the existing departmental management structure and management structure and behaviours contributed. Many of the Steering Group's proposals are designed to help prevent the Department from getting into such a poor financial position in the future and to put it in the position to make real savings. There are 53 recommendations the key ones of which are: to create a new and smaller Defence Board chaired by the Defence Secretary to strengthen top level decision making; to clarify the responsibilities of senior leaders, including the Permanent Secretary and the Chief of the Defence Staff; make the Head Office smaller and more strategic, to make high level balance of investment decisions, set strategic direction and a strong corporate framework; focus the Service Chiefs on running their Services and empower them to perform their role effectively with greater freedom to manage; strengthen financial

and performance management throughout the Department to ensure future plans are affordable; create a 4 star led Joint Forces Command; create single, coherent Defence Infrastructure and Defence Business Services organisations; manage and use less senior military and civil personnel more effectively, people staying in post longer, more transparent and joint career management. This major new book brings together leading researchers in the field in order to describe and analyse internationally significant theoretical and empirical work on offender supervision, and to address the policy and practice implications of this work within and across jurisdictions. Arising out of the work of the international Collaboration of Researchers for the Effective Development of Offender Supervision (CREDOS), this book examines questions and issues that have arisen both within effectiveness research, and from research on desistance from offending. The book draws out the lessons that can be learned not just about 'what works?', but about how and why particular practices support desistance in specific jurisdictional, cultural

and local contexts. Key themes addressed in this book include: New directions in theory and paradigms for practice Staff skills and effective offender supervision Different issues and challenges in improving offender supervision The role of families, 'significant others' and social networks Understanding and supporting compliance within supervision Exploring the social, political, organisational and historical contexts of offender supervision Offender Supervision will be essential reading for academics, undergraduate and postgraduate students, policy makers, managers and practitioners interested in offender supervision.

There are many publications on PRINCE2. Most of these publications describe the theory of PRINCE2. This book however deals with a practical approach for formal reports: how it can be achieved that PRINCE2 works better in practice? The existing PRINCE2 report templates cannot be used easily. Of course the process approach in PRINCE2 remains viable, but in this book the PRINCE2 documents are the key. The reader gets a practical help for implementing PRINCE2. This

helps project managers and project executives to manage and control in an efficient manner.

Since the early 2000s numerous external scenarios and drivers have added significant pressures upon the IT organisations. Among many, these include: Regulatory compliance: data privacy requirements and corporate scandals have focused a requirement for transparency - with high impact on IT organisations Economic pressures: require IT organisations to more closely align with business imperatives. The outcome has been an explosion of 'standards' and 'frameworks' each designed to support the IT organisation as it demonstrates to the world that they are the 'rock' of an organisation: strong, reliable, effective and efficient. Most of these standards and frameworks have great elements but no organisation can adopt them all - and many were created without sufficient considerations for interoperability. The IT Service (in 2 parts) looks at the key and very simple goals of an IT organisation and clearly and succinctly presents to the reader the best 'rock solid' elements in the Industry. It then

shows how all the key elements can easily 'crystallise' together -with great templates and check-lists. In Part 1 (another book) the reader is presented with the simple objectives that the IT department really must address. In Part 2 (this book) the reader gains expert advice on how the components of IT Service are 'crystallised' in a real environment. There's a delightfully simple set of steps: OVERVIEW OF THE SERVICE DESIGN PACKAGE THE SERVICE STRATEGY ASPECTS OF SERVICE DESIGN OUTPUTS OF THE SERVICE DESIGN PHASE OUTPUTS OF THE SERVICE TRANSITION PHASE OUTPUTS OF THE SERVICE OPERATION PHASE Within these the Author gives a very simple set of templates (or tells you where they are to be found), practical guidance and very simple checklists. It's up to the reader how far you develop each stage: a lot depends on the nature of your business of course. The joy of this approach is that the reader knows that all basic components are identified -- and that more extensive resources are referred to if the reader wishes to extend. Modern projects are all about one group of people delivering benefits to

others, so it's no surprise that the human element is fundamental to project management. The Gower Handbook of People in Project Management is a complete guide to the human dimensions involved in projects. The book is a unique and rich compilation of over 60 chapters about project management roles and the people who sponsor, manage, deliver, work in or are otherwise important to project success. It looks at the people-issues that are specific to different sectors of organization (public, private and third sector); the organization of people in projects, both real and virtual; the relationship between people, their roles and the project environment; and the human behaviours and skills associated with working collaboratively. Thus this comprehensive and innovative handbook discusses all the important topics associated with employing, developing and managing people for successful projects. The contributors have been drawn from around the world and include experts ranging from practising managers to academics and advanced researchers. The Handbook is divided into six parts, which begin with management and pro-

ject organization and progress through to more advanced and emerging practices. It benefits hugely from Lindsay Scott's expert knowledge and experience in this field and from Dennis Lock's contributions and meticulous editing to ensure that the text and illustrations are always lucid and informative.

Recognizing the importance of selecting and pursuing programs, projects, and operational work that add sustainable business value that benefits end users, the Project Management Institute (PMI®) issued its first Standard on Portfolio Management in 2006. In 2014, it launched the Portfolio Management Professional (PfMP®) credential—which several of the experts who contributed to this book earned—to recognize the advanced expertise required of practitioners in the field. Presenting information that is current with *The Standard for Portfolio Management, Third Edition (2013)*; *Portfolio Management: A Strategic Approach* supplies in-depth treatment of the five domains and identifies best practices to ensure the organization has a balanced portfolio management that is critical to success. Following PMI's standard, the book

is organized according to its five domains: strategic alignment, governance, portfolio performance management, portfolio risk management, and portfolio communications management. Each chapter presents the insight of different thought leaders in academia and business. Contributors from around the world, including the Americas, Europe, the Middle East, Africa, and Australia, supply a global perspective as to why portfolio management is essential for all types of organizations. They provide guidelines, examples, and models to consider, along with discussion and analysis of relevant literature in the field. Most chapters reference PMI standards, complement their concepts, and expand on the concepts and issues that the standards mention in passing or not at all. Overall, this is a must-have resource for anyone pursuing the PfMP® credential from PMI. For executives and practitioners in the field, it provides the concepts you will need to address the ever-changing complexities that impact your work. This book is also suitable as a textbook for universities offering courses on portfolio management.

This book presents the

techniques of multi-project management in a lively, approachable manner, covering budgets, cost control, planning problems and matrix management formulae.

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vant, current accessible guidance -The new exams highlight real world applications that equip professionals for success in Programme management This Courseware is suited for the MSP 2011 Edition Foundation exam and contains two sample foundation level exams.

This book can be used as a guide to the PRINCE2 framework, using everyday language and experiences, and focusing on areas such as product-based planning, project management, team structure and project flexibility. The translations and illustrations give a real-life context to the method, and provide evidence of how to use (and how not to use) it.

The PRINCE2 Agile guide supports a new qualification which is being offered as an extension for those who already hold a PRINCE2 Practitioner qualification. PRINCE2 Agile is the most up-to-date and relevant view of agile project management methodologies and the only framework covering a wide range of agile concepts, including SCRUM, Kanban and Lean Startup This study guide covers the MSP Foundation, Practitioner and Advanced Practitioner qualifications. Its purpose is to provide

supporting information to candidates to help them take the MSP qualification. The aid is to be read alongside the core guidance, reading it in isolation will not provide sufficient knowledge to pass the examinations. Key features: (i) Provides enough information about the MSP qualifications so that the candidate will be familiar with the scope of the papers; (ii) Gives guidance on the types of questions candidates will be asked and help on how to approach the examinations; (iv) Uses consistent terminology with the MSP and the PPM Common Glossary, acronyms and definitions; (v) Covers the Qualification structure for MSP and exam preparation; (vi) Uses examples, hints and tips to help explain concepts where necessary.

Pack includes CD-ROM (Supplied with booklet (iii, 13p.: 21 cm) in case) and PDF file

The Standard for Program Management--Fourth Edition differs from prior editions by focusing on the principles of good program management. Program activities have been realigned to program life-cycle phases rather than topics, and the first section was expanded to ad-

dress the key roles of program manager, program sponsor and program management office. It has also been updated to better align with PMI's Governance of Portfolios, Programs, and Projects: A Practice Guide.

Programme management is the coordinated organisation and implementation of a portfolio of projects and activities that help your business achieve its strategic objectives. Good programme management is the key to managing transformational change and, in today's business environment, the organisations that can transform themselves are more likely to succeed. Managing Successful Programmes For Dummies is your plain-English guide to implementing and using the proven MSP method. It provides a structured framework that helps you coordinate your projects and achieve your goals. The book takes you through every step of programme management and inside you'll find: What's involved in a programme - and how it differs from a project! An overview of the structure of MSP Full explanations of MSP principles, governance themes and transformational flow Planning and making a business

case for your programme
 The key roles and responsibilities in programme management
 The lifecycle of a programme - from conception to delivery
 Quality and risk management in your programme
 Working with stakeholders
 All about the MSP Qualifications

...a major contribution to the limited literature and research on leadership in childhood education.' - Professor Tony Bush, Editor of Educational Management, Administration and Leadership. 'This important book focuses clearly on evidence, describing the realities of leading and managing settings in times of rapid policy changes. Carol Aubrey manages to combine theory, research and practice in a book that will be invaluable to a new generation of early years professionals.' - Angela Anning, Emeritus Professor of Early Childhood Education, University of Leeds, UK '...skilfully draws on sound empirical research to present a grounded theory model for leadership in early years education.of interest to researchers, students and practitioners internationally.' - Professor Nithi Muthukrishna, University of KwaZulu-Natal, South Africa This Second Edition of Leading and Ma-

naging in the Early Years explores and integrates leadership and management practice with a real understanding of early years settings. Revised and updated, this new edition includes: - Two new chapters on private day care and reflective practice and action research - Further coverage of reflective practice and reflective leadership skills - More on EYPS as well as integrated centre leadership - Practical suggestions for working with resistant groups and individuals. Carol Aubrey investigates different concepts and characteristics of Early Childhood (EC) leadership as well as the roles and responsibilities of EC leaders. She also explores the types of leadership programmes or development which are needed to maximise the effectiveness of EC leaders. This book is essential reading for students in Early Childhood courses, Early Years Practitioners and local authority employees involved with the integrated centres initiative. Carol Aubrey is Professor of Early Childhood Studies at the University of Warwick.

Between good intentions and great results lies a program theory—not just a list of tasks but a vision

of what needs to happen, and how. Now widely used in government and not-for-profit organizations, program theory provides a coherent picture of how change occurs and how to improve performance. Purposeful Program Theory shows how to develop, represent, and use program theory thoughtfully and strategically to suit your particular situation, drawing on the fifty-year history of program theory and the authors' experiences over more than twenty-five years. "From needs assessment to intervention design, from implementation to outcomes evaluation, from policy formulation to policy execution and evaluation, program theory is paramount. But until now no book has examined these multiple uses of program theory in a comprehensive, understandable, and integrated way. This promises to be a breakthrough book, valuable to practitioners, program designers, evaluators, policy analysts, funders, and scholars who care about understanding why an intervention works or doesn't work." —Michael Quinn Patton, author, *Utilization-Focused Evaluation* "Finally, the definitive guide to evaluation using program theory! Far from the nar-

row 'one true way' approaches to program theory, this book provides numerous practical options for applying program theory to fulfill different purposes and constraints, and guides the reader through the sound critical thinking required to select from among the options. The tour de force of the history and use of program theory is a truly global view, with examples from around the world and across the full range of content domains. A must-have for any serious evaluator." —E. Jane Davidson, PhD, Real Evaluation Ltd. Companion Web site: josseybass.com/go/-funnellrogers

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PMBOK® Guide is the go-to resource for project management practitioners. The project management profession has significantly evolved due to emerging technology, new approaches and rapid market changes. Reflecting this evolution, The Standard for Project Man-

agement enumerates 12 principles of project management and the PMBOK® Guide &– Seventh Edition is structured around eight project performance domains. This edition is designed to address practitioners' current and future needs and to help them be more proactive, innovative and nimble in enabling desired project outcomes. This edition of the PMBOK® Guide:

- Reflects the full range of development approaches (predictive, adaptive, hybrid, etc.);
- Provides an entire section devoted to tailoring the development approach and processes;
- Includes an expanded list of models, methods, and artifacts;
- Focuses on not just delivering project outputs but also enabling outcomes; and
- Integrates with PMI standards+™ for information and standards application content based on project type, development approach, and industry sector.

The Prevent strategy, launched in 2007 seeks to stop people becoming terrorists or supporting terrorism both in the UK and overseas. It is the preventative strand of the government's counter-terrorism strategy, CONTEST. Over the past few years Prevent has not

been fully effective and it needs to change. This review evaluates work to date and sets out how Prevent will be implemented in the future. Specifically Prevent will aim to: respond to the ideological challenge of terrorism and the threat we face from those who promote it; prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support; and work with sectors and institutions where there are risks of radicalization which need to be addressed

What really sets the best managers above the rest? It's their power to build a cadre of employees who have great inner work lives—consistently positive emotions; strong motivation; and favorable perceptions of the organization, their work, and their colleagues. The worst managers undermine inner work life, often unwittingly. As Teresa Amabile and Steven Kramer explain in *The Progress Principle*, seemingly mundane workday events can make or break employees' inner work lives. But it's forward momentum in meaningful work—progress—that creates the best inner work lives. Through rigorous analysis of nearly 12,000

diary entries provided by 238 employees in 7 companies, the authors explain how managers can foster progress and enhance inner work life every day. The book shows how to remove obstacles to progress, including meaningless tasks and toxic relationships. It also explains how to activate two forces that enable progress: (1) catalysts—events that directly facilitate project work, such as clear goals and autonomy—and (2) nourishers—interpersonal events that uplift workers, including encouragement and demonstrations of respect and collegiality. Brimming with honest examples from the companies studied, *The Progress Principle* equips aspiring and seasoned leaders alike with the insights they need to maximize their people's performance.

Business change managers are critical to delivering strategic change. This survival guide provides specific and practical advice on how to be an effective business change manager. It applies *Managing Successful Programmes (MSP)* principles to real-life scenarios. Offering a complete overview of the business change manager role, this guide explains the func-

tion and responsibilities and how the role relates to other key players within an MSP programme structure. Key features: 3 types of MSP programmes - vision-led, emergent and compliance; impact of programme types; MSP framework and concepts; Benefits of using MSP; governance themes. Aligned to the 2011 edition (ISBN 9780113313273)

Single copy of a 2012 publication originally published as a pack of 10 copies (ISBN 9780113313532), which is still available

Commercial Management: theory and practice defines the role of commercial management within project-oriented organisations, providing a framework for and helping to develop a critical understanding of the factors that influence commercial management practice. It also identifies generic aspects of this practice and provides a theoretical foundation to these activities, by reference to existing and emergent theories and concepts, as well as to relevant management best practice. The book is structured into four parts: Part 1 Introduction - *Commercial Management in Project Environments* explores the nature of commercial practice within

project-oriented organisations at the buyer-seller interface. It presents a Commercial Management framework, which illustrates the multiple interactions and connections between the purchaser's procurement cycle and a supplier's bidding and implementation cycles. Additionally, it outlines the principle activities undertaken by the commercial function, identifies the skills and abilities that support these activities and reviews the theories and concepts that underpin commercial practice. Finally, it identifies areas of commonality of practice with other functions found within project-oriented organisations, plus sources of potential conflict and misunderstanding. Part 2 - Elements of Commercial Theory and Practice covers commercial leadership; exploring strategy; risk and uncertainty management; financial decision-making; and key legal issues. Part 3 - Approaches to Commercial Practice addresses best practice management; and commercial and contracting strategies and tactics. Finally, Part 4 - Case Studies offers two extended case studies: Football Stadia (the Millennium Stadium, Cardiff; the Emirates Stadium, Islington;

and Wembley Stadium, London); and Heathrow Terminal 5. The book provides a one-stop-shop to the many topics that underpin commercial management practice from both a demand (buy-side) and a supply (sell-side) perspective. It will help develop an understanding of the issues influencing commercial management: leadership, strategy, risk, financial, legal, best practice management and commercial and contracting strategy and tactics. This book's companion website is at www.wiley.com/go/lowecommercialmanagement and offers invaluable resources for both students and lecturers: • Power-Point slides for lecturers on each chapter • Sample exam questions for students to practice • Weblinks to key journals and relevant professional bodies

This new edition incorporates revised guidance from H.M Treasury which is designed to promote efficient policy development and resource allocation across government through the use of a thorough, long-term and analytically robust approach to the appraisal and evaluation of public service projects before significant

funds are committed. It is the first edition to have been aided by a consultation process in order to ensure the guidance is clearer and more closely tailored to suit the needs of users.

This guide provides practical guidance for managers of portfolios and those working in portfolio offices as well as those filling portfolio management roles outside a formal PfMO role. It will be applicable across industry sectors. It describes both the Portfolio Definition Cycle (identifying the right, prioritised, portfolio of programmes and projects) and the Portfolio Delivery Cycle (making sure the portfolio delivers to its strategic objectives).

This book explains the many techniques which have been developed to help you manage projects successfully using very clear objectives within a commercial environment. Examples are drawn from construction, civil engineering, product launches, publishing, computer hardware and software, scientific projects and aerospace.

Combining rigour and flexibility, MSP helps all organisations - public sector and private, large and small - achieve successful outcomes from their pro-

programme management time and time again. With change a pressing reality for all organisations, successful programme management has never been more vital to success. Organisations must respond as new processes or services are introduced, supplier relationships alter and structures adapt to market forces or legislation. At the same time, all organisations strive to achieve excellence by improving practices, offering better services, preparing more effectively for the future and encouraging innovation. But change always creates new challenges and risks. Inevitably there will be interdependencies to manage and conflicting priorities to resolve as the organisation adapts not just to a new situation internally but to the constantly shifting world outside. To enable organisations to manage their programmes successfully, they need a structured framework that does two things. It must acknowledge that every programme exists in its own context and demands unique interpretation. At the same time it must be universally applicable. MSP has been developed with these two priorities in mind. Its framework allows users to consistently

manage a huge variety of programmes so that they deliver quality outcomes and lasting benefits. Fusing leadership with management best practice, MSP enables organisations to coordinate their key functions, develop a clear sense of unity and purpose and achieve the strategic cohesion necessary to drive through effective change

From the ill-fated dot-com bubble to unprecedented merger and acquisition activity to scandal, greed, and, ultimately, recession -- we've learned that widespread and difficult change is no longer the exception. By outlining the process organizations have used to achieve transformational goals and by identifying where and how even top performers derail during the change process, Kotter provides a practical resource for leaders and managers charged with making change initiatives work.

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This guide is intended to help organisations put in place effective frameworks for taking informed decisions about risk. It brings together recommended approaches, checklists and pointers to more detailed information on tools and techniques. The topics covered include: the principles of risk management; how risks are managed; managing risks at the strategic, programme, project and operational level; techniques and examples of the benefits of risk management. The publication draws on the experience of experts from both the private and public sector. Van Haren Publishing is the world's leading publisher in best practice, methods and standards within IT Management, Project Management, Enterprise Architecture and Business Management. We are the official publisher for some of the world's leading organizations and their frameworks including: The Open Group, IPMA, ASL BiSL Foundation, IAOP® and IACCM. This catalog will provide you with an overview of our most popular and upcoming titles (including course-

ware), but also gives you a quality summary on internationally relevant frameworks. Van Haren Publishing is an independent, worldwide recognized publisher, well known for our extensive professional network (authors, reviewers and accreditation bodies of standards), flexibility and years of experience. We make content available in hard copy and digital formats, designed to suit your personal preference (iPad, Kindle and online), available through over 50 distribution partners (Amazon, Google Play, Barnes & Noble, Managementboek and Bol.com, etc.) and over 700 outlets worldwide.

Projects and programmes should achieve a return on the investment made by the owner or sponsor. This return is now thought of as the benefits that accrue from the investment: some financial, others perhaps harder to define, but nonetheless just as important in justifying the investment. Making sure that they are realised, and that unanticipated benefits are maximised, is as important as the initial

justification, and without that many projects have earned a bad name for project management. This publication provides comprehensive guidance on how to manage delivery of the benefits used to justify investment in change. It provides guidance for all involved in successful change delivery from senior responsible owners and directors through to portfolio, programme and project managers. The guidance is the source material for an accredited qualification from APMG-International

"An incredibly powerful mind management model that can help a person become happier, more confident, and a healthier more successful person"--- Cover.

This book is based on research into programme management competence conducted by Cranfield School of Management and SP Associates. It brings cutting-edge thinking on a subject of great relevance to professionals and senior managers, providing useful advice on the practice of programme management, and the performance of that role in organizations.