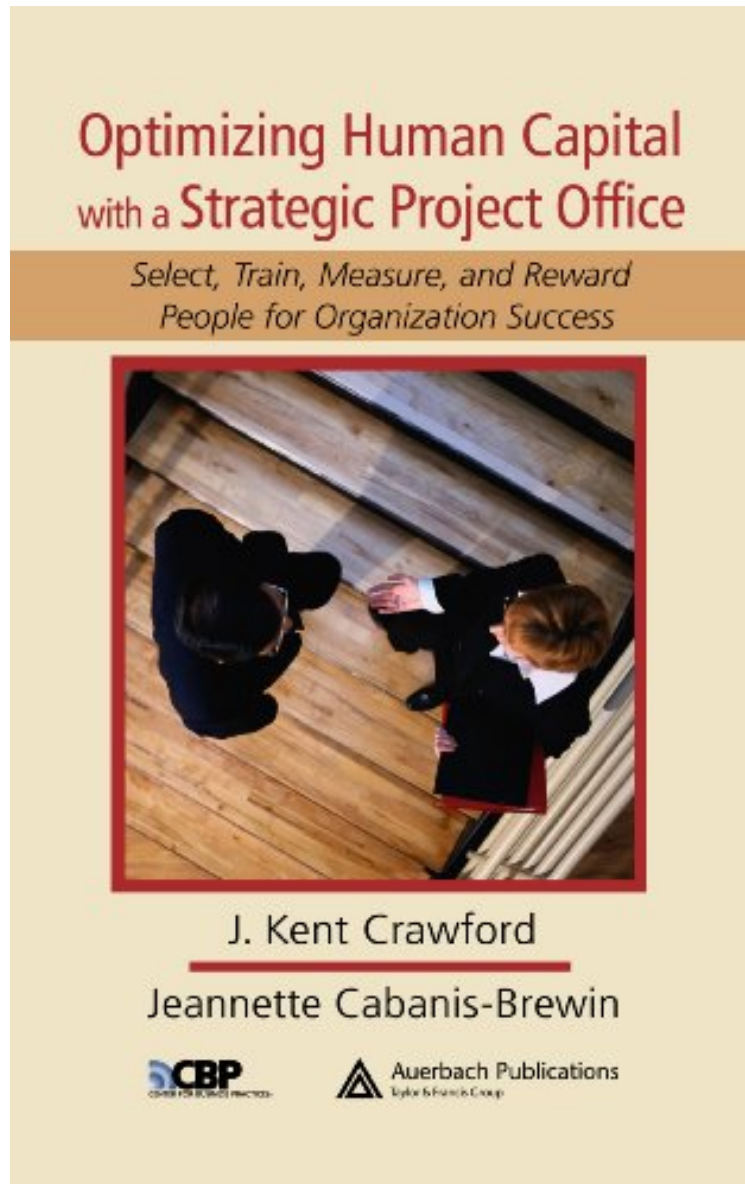


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Optimizing Human Capital with a Strategic Project Office: Select, Train, Measure, and Reward People for Organization Success (PM Solutions Research)

J. Kent Crawford, Jeannette Cabanis-Brewin
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purchasing it in order to gauge whether or not it would be worth my time, and all praised *Optimizing Human Capital with a Strategic Project Office: Select, Train, Measure, and Reward People for Organization Success* (PM Solutions Research):

4 of 5 people found the following review helpful. Not very impressive
By Joe PMI have to say that I was not very impressed with this book. I have seen a lot of PMO books. Some of them pretty good (books by Rollins or Letavec for example) as well as some that have been downright horrible (names withheld to protect the innocent). This one just sort of missed the mark for me... it had a nice focus on people and tried to link the value of the project office to organizational success (something I am strongly in favor of) but the book never really brought everything together for me. I tend to like practical handbooks that show me, "here's how you go do this" in addition to providing theories, strategies, and other such context. I didn't find the strategies compelling nor did I find the practical aspects well defined.

Optimizing Human Capital with a Strategic Project Office explores the SPO's potential to transform an enterprise by making the most of people within an organization. This volume provides an exhaustive review of topics such as the hiring, retention, measurement, training, and professional development of knowledge workers in project management. This book's chapters summarize the latest thinking regarding these issues and offer a model of how the best aspirations of workers can become reality through the medium of the SPO. The authors explore the best practices of project-savvy organizations and offer detailed information on proven models for assessing and developing competency, building inspired teams, and creating a working environment in which motivation thrives. The book includes a set of model role descriptions for staffing the project office--on a divisional or enterprise level--based on original research by the authors. The book opens by focusing on the business case for reorganizing companies around the managing-by-projects model, the roles of executives in implementing project management change initiatives, and the nuts-and-bolts topics of project personnel management, such as competency, recruiting, and rewards. The final section reviews current developments and trends, identifying the "people management" issues that generate the greatest organizational changes. Appendices provide examples of tools for establishing project-friendly HR practices under the auspices of a Strategic Project Office.