

PROJECT

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New books, recommended favourites and podcasts to keep you entertained

Darren Dalcher welcomes a *Harvard Business Review* project management book and Sara Hasani considers a bullish approach to risk



Project Management Handbook



Antonio Nieto-Rodriguez
(*Harvard Business Review Press*)

The rapidly changing world demands new ways of thinking.

It also necessitates courageous conversations about the role of projects that do not revolve around earned value, comprehensive contracts or scheduling methods. Perhaps the biggest lesson from the pandemic is the ultimate proof that major initiatives are critical in resetting society and pivoting towards a new reality.

The *Project Management Handbook* concurs that project-based work is the engine driving change and progress. Its publication represents a significant landmark, refocusing attention on the critical role of projects, and heralds the rise of the project economy. Nieto-Rodriguez sets

himself the unenviable task of creating the first project management book for everyone.

Universalism requires a common starting point. Nieto-Rodriguez eschews the complex and technical descriptions that typically adorn project management tomes, opting instead for a pragmatic way of explaining projects. The book develops a shared outlook, a simple framework presented as a project canvas and a common language that can be applied by all stakeholders.

The book comprises four parts. The first sets the scene by providing definitions, exploring different characteristics and a range of approaches. The second focuses on the project canvas that defines the project through the purpose, people and its creation. The third explores the capabilities needed for success, and the final part aims to connect projects to essential organisational and societal megatrends.

Does the overarching ambition to provide a common way of thinking

about projects work? The short answer is yes, the book provides the basis for important new discourse around projects and their increasingly critical role in enabling organisations and society. It offers a fresh, stimulating and informed perspective.



Review by Darren Dalcher, professor in strategic project management at Lancaster University

Risk: A User's Guide

General Stanley McChrystal
(*Penguin Business*)



As an academic who teaches quantitative risk, I warn my students about the challenges facing projects and almost immediately provide them with some quantitative

tools to tackle them. For me, storytelling only comes in as a way to