



# Accelerating Business and IT Change: Transforming Project Delivery

Alan Fowler and Dennis Lock

July 2006  
200 pages  
978-0-566-08604-5  
Includes 37 b&w illustrations

244 x 172 mm  
Hardback  
\$110.00



Despite two decades of investment in project management as many as 80 per cent of business change and IT projects continue to rack up cost overruns and fail to deliver their expected benefits. Business people who must have more certainty in their project investments will find this book refreshing. It contains commonsense but groundbreaking techniques that deal with just this challenge. The authors, far from rejecting current methods, take an imaginative approach to encapsulating established best practices such as PRINCE2™ within a framework of new thinking, innovative techniques and hard-nosed portfolio management.

This book shows how project sponsors can radically improve the certainty of getting the benefits that they want and accelerate their projects to get them sooner rather than later (or never). Finance and portfolio managers will find techniques that provide them with the means for drilling down and tracking not only the costs, but also the cash values of project benefits, both tangible and intangible. Business people and project managers will find ideas here that enable them to create and control change in communities of stakeholders; which is the ultimate aim of the organizations that are investing time, resources and money in projects of this kind.

Accelerating Business and IT Change is essential reading for anyone seeking to define the nature and value of what they expect from their projects, set realistic implementation schedules and then ensure that all the intended benefits are realized.

Important: The CD version of this product requires a Java Run Time environment. If you are planning to use the CD in your office please check with your IT Department to make sure you will be able to use it.

## Contents

Preface; Acknowledgements; About the authors; Recognizing project success; Benefits, business opportunities and threats; Making the business case; Planning; Project authorization; Risk; Organizing the project; Accelerating the project: controlling progress and costs; Managing changes to the project; Executing the business change; Enabling the business to change; Glossary; Index.

## About the Author

Alan Fowler has worked as an administrator, manager and consultant in more than 50 organisations in both the public and private sectors, involved in business change and IT systems projects both as a user and a provider. He currently develops practical techniques for project managers based on research and the deep experience of the members of his company Isochron.

Dennis Lock, originally an electronics engineer, specializes in project management. He has held successful management posts in industries ranging from miniature hearing aids to giant machine tools and international mining before becoming an external university lecturer, teaching project management to MBA and MSc students. He has written or edited over 30 books and is now a full time freelance writer.

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