



Images of Projects

Mark Winter and Tony Szczepanek

September 2009
288 pages
978-0-566-08716-5

244 x 172 mm
Hardback
£40.00



In this very distinctive book, *Images of Projects* challenges how we think about projects in the most fundamental way: it rejects outright the idea of a one 'best way' to view all projects and also the idea of following a prescriptive approach. In contrast, *Images of Projects* seeks to encourage a more pragmatic and reflective approach, based on deliberately seeing projects from multiple perspectives, exploring the insights and implications which flow from these, and crafting appropriate action strategies in complex situations.

Based on real examples and the authors' work over the last ten years, *Images of Projects* presents seven pragmatic images for making sense of the complex realities of projects. Illustrated using various models, these images are presented in ways that allow the reader to reflect upon their own mental models in relation to the different perspectives in this book. As well as the seven images, the book contains numerous other frameworks for the practitioner to add to their own 'toolkit' of models and tools.

In adopting this approach to projects, *Images of Projects* takes its inspiration from Gareth Morgan's best-selling book *Images of Organization*, which argues that effective practitioners must become skilled in 'reading' situations from multiple perspectives and in crafting appropriate action strategies in complex situations. *Images of Projects* is essentially no different: the core purpose of this book is to help practitioners and students develop (or enrich) this crucial skill for working on projects and programmes in the 21st century.

Contents

Detailed Contents; Foreword; Overview; Part 1 Introduction to *Images of Projects*; Why not 'just do it'? The image-action connection; Images of projects - a pragmatic framework for practitioners. Part 2 Seven Core Images of Projects: Image 1 - projects as social processes; Image 2 - projects as political processes; Image 3 - projects as intervention processes; Image 4 - projects as value creation processes; Image 5 - projects as development processes; Image 6 - projects as temporary organizations; Image 7 - projects as change processes. Part 3 Applying the Images in Practice: Selective use of the images; Structured use of the images; Shared use of the images; Case example 1 - initiating a major retail project (Tesco Stores Ltd); Case example 2 - managing a major research project (Rethinking PM); Appendices; Index.

About the Author

Dr Mark Winter is a member of the Management of Projects research group at Manchester Business School and is a strong exponent of the need to bring academia and industry closer together in the field of project management. He recently led the UK government-funded research programme - Rethinking Project Management - and has worked with many organisations including Rolls-Royce, Tesco, Royal Liver Assurance, the National Probation Service and the NHS. He has a PhD from Lancaster University and a management consultancy background in IT.

Tony Szczepanek was educated at Oxford University, has an MBA from Lancaster University, and an IS/IT background in the delivery of multi million pound projects. Formerly Group Strategic Programme Manager at the Big Food Group and IT Director at Marston's Brewery, he has held numerous senior positions and is currently CIO of Royal Liver Assurance responsible for all aspects of IT and Business Systems. He is particularly interested in the links between business strategy, business programmes and project portfolios.

www.gowerpublishing.com/isbn/9780566087165

GOWER

To order this book please visit www.gowerpublishing.com, or email orders@ashgate.com
A 10% discount applies to orders placed through www.gowerpublishing.com