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"Old ways of funding, administering
and managing health and community care
were swept away in a great wave of change
in the last two decades of the twentieth
century and the pace of change has only
increased since" (p. xxi). So begins Dwyer et
al.'s book about project management with a
particular focus on the health and community
sector. Drawing on the language, research,
and frameworks of traditional project
management, the authors have a unique way
of embedding the particular characteristics of
the health and community sector which may
affect those projects.

The authors begin by describing the four
basic purposes for project management
methods in health and community services –
the development of new services, projects, or
technologies; the improvement of existing
services, care processes, work practices, or
service delivery methods; the implementation
of new organisational structures or systems;
and the construction, acquisition, and/or
commissioning of new equipment and
facilities. They note that many of these
projects will relate to change management as
it is a feature of the sector. By carefully
taking the reader through a journey of the
phases of project management, the authors
prompt the reader to be prepared to identify
gaps, likely areas of confusion, or times when
issues may need to be resolved. The book
will appeal to community psychologists
undertaking project work. This review will
consider those features of the book likely to
be of most interest from a community
psychology perspective.

When exploring project success, the
authors outline the different perspectives
from which success might be determined,
including the project sponsor, the project
manager, and the consumer. They outline 10
critical project success factors identified by
research – project mission, including clear
goals and direction; top management support;
project planning; client consultation
(engagement of stakeholders); people
management; technical tasks; client
acceptance or sign off; monitoring and
feedback; communication; and trouble
shooting. They also outline four phases of a
project – initiation, preparation,
implementation, and closure, suggesting that
management of these phases does not tend to
occur in a linear process but rather as a life
cycle of the phases. Importantly, the authors
also acknowledge the real world experience
of project work and highlight the possibility
of underlying factors which can relate to the
organisation, the fit between the organisation
and the project, industrial issues that the
project may encounter as well as stakeholder
concerns.

The place of the stakeholder is
emphasised in the book with various sections
on identifying, including, and managing
stakeholders. They define stakeholders as
"the individuals and organisations who are
actively involved in the project, or whose
interests may be affected as a result of the
project, or who may exert influence over the
project and its results" (p. 111). Their
extensive list of stakeholders include
sponsors or champions, project manager,
consumers or users, partners and allies,
performing organisation and project team
members. They also state that these
stakeholders will usually have not only
different, but often competing, agendas. The
possibility of a stakeholder taking the project
on a tangent based on a whim is

acknowledged. The consumer group is also included as an important stakeholder group and circumstances when staff groups and management could challenge the capacity of consumers to contribute throughout the project is highlighted as a risk when considering stakeholder management.

Another important area of the book refers to evaluation and includes useful definitions of the types of evaluations and frameworks for developing an appropriate and useful evaluation process. The authors stress the importance of building the evaluation framework into the planning process to ensure that the relevant data can be collected throughout the implementation of the project. Pros and cons of an internal or external evaluation are explored as are the realities around the funding required for external evaluations. Considerations about the credibility associated with internal and external evaluations are outlined. A useful table is provided which assists the reader in determining the objective of the evaluation (for example, an impact or goal achievement evaluation or process evaluation), some possible relevant evaluation questions, and examples of the types of measures that would be useful.

A section on change highlights the value of utilising participative approaches to implementing change, particularly when the project has been developed by management as a way to create sustainable change. The authors note how theory suggests that, although directive processes may achieve change quickly, it is more likely that participative change processes will enable a sense of ownership by and involvement of those affected, ultimately leading to more support for the change. Again, the authors are realistic in naming some of the challenges associated with participatory methods to engage stakeholders in change processes. These include time taken in developing and implementing processes. They suggest structures such as project leadership and

participation structures with well-designed processes that "ask the right questions at the right stage" (p. 180) as the best approach to manage the participatory approach to change.

The authors acknowledge the role of power in projects and note that the politics of the organisation and of the project can affect productivity and quality of working life. They label the negative aspects of this as the 'shadow side' and note that organisations will always have politics and there will always be a shadow side to projects. The impact of these on the project will depend upon management quality, organisational tolerance of difference and debate, and the development of open communication to reduce the space in which the shadow side may operate. They encourage a willingness to develop skills to recognise the effects of politics, to challenge the negatives, and to turn discomfort into learning in order to respond to politics. Project managers, they note, tend to use influence rather than power, given that generally speaking they do not tend to have strong or stable bases from which to work.

The book culminates in the authors encouraging the reader to take the necessary risks associated with projects but to always be reflective and open to learning throughout the various project phases. They describe projects as places where reflection and learning are always happening and that taking risks can "be tempered through reflection on practice – what worked and what did not – and the ability to recognise the patterns or similarities in past experiences that might help to guide the project team in dealing with a current dilemma" (p. 226). Reassuringly, the book also provides the reader with a range of templates relevant to each stage of the project management process as well as websites and lists of resources for further reading. This ensures that the book not only reflects on current research and contemporary thinking about managing projects but also is a practical tool for those

people in the throes of managing a project. Its particular focus on the health and community services sector ensures that the examples are pertinent to those working in the sector and could assist the reader to pinpoint areas for review or improvement.

The book provides a very useful framework and toolkit for project managers and team members to use throughout the various stages of the project. It will provide opportunities to reflect upon and enable workers to continue to remain motivated and creative in their project work, particularly as it names many of the real situations project workers are likely to face. Its focus on valuing the role of stakeholders, using participatory approaches to developing sustainable change, emphasis on understanding, and working with power in organisations and in finding participatory ways of evaluating the project fits well with a community psychology approach to project work. It will therefore be a useful book which community psychologists will find not only speaks their language but also provides them with a wide range of tools and templates that walk the walk of project management.