

PM WORLD BOOK REVIEW ¹



Book Title: ***Powered by Projects: Leading Your Organization in the Transformation Age***

Author: **Antonio Nieto-Rodriguez**

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Reviewer: **Allison Bowker**

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Introduction

Powered by Projects by Antonio Nieto-Rodriguez introduces a new concept of Project-Driven Organizations (PDOs) in response to the rapid changes occurring in all industries due to AI and other technological advances. The transition from traditional operationally focused structures to PDOs encompasses changes to both traditional company structures and leadership styles to focus dedicated resources on high impact projects. This concept expands on the agile project management methodologies to meet current and future industry's needs.

Overview of Book's Structure

The book is separated into three sections: the organizational structure of a PDO, the leadership responsibilities to create and maintain a PDO and finally insights into PDO daily operations to execute successful, high impact projects. Each section focuses on 2 – 3 core tenants of a PDO and how traditional operations companies can adapt these tenants to drive improvements and maintain a competitive edge in a rapidly changing global market.

Nieto-Rodriguez opens each chapter with real world examples of companies that have begun implementing the PDO tenant that is the chapter's focus within their organizations. He explains the fundamental concept for the tenant before giving simple, actionable advice on best practices and common pitfalls to avoid. Nieto-Rodriguez provides examples of both successful and unsuccessful project executions to further prove the value of changing to a project focused company culture. Each

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chapter finishes with a conclusion of the key benefits of the tenant featured in the chapter.

Highlights

This book was written to be accessible for people in all industries, at different levels of their careers and all technical backgrounds. Nieto-Rodriguez utilizes simple, easy to understand language to explain project management concepts to the senior leaders who are crucial to implementing PDOs at their companies without requiring extensive knowledge of the agile project management methodologies that the PDO concept was built on. To further ensure that the important concepts of this book are clear and understood to all readers, Nieto-Rodriguez utilized frequent and simple diagrams to visualize the concepts and examples presented in the book.

Highlights: What I liked!

My favorite point that Nieto-Rodriguez made in the book was the necessity of prioritizing only a very small number of projects to ensure that full impact of the project benefits can be achieved. He explains very clearly how spreading resources across too many projects will diminish the impact of all the projects despite the best intentions of the senior leaders and project team members. His concepts of fluid funding cycles and ruthlessly ending projects that are not delivering a high impact are going to be essential to companies adapting to changes and overcoming obstacles. His points on these topics perfectly highlighted common challenges I have seen during project planning and execution in the industries I have worked in.

Who might benefit from the Book

This book is a must read for all businesses and employees working at organizations that have traditionally prioritized operational stability instead of projects to drive successful outcomes. The book highlights the benefits of implementing Nieto-Rodriguez' concepts for a project focus company culture for senior leaders and explains why organizational changes are necessary to meet current global challenges for front line employees. The PDO structure builds on the key agile project management concepts to deliver rapid, cost effective and high value changes by addressing the shortcomings of the traditional operational models to meet existing and anticipated market requirements.

Conclusion

Antonio Nieto-Rodriguez delivered an easy-to-understand solution for businesses to adapt their processes and company cultural focus to projects that deliver highly impactful changes in alignment with company goals. His use of simple language, visuals and real world examples of both successes and failures makes the concept of a Project Driven Organization accessible to all readers. I would recommend this book for all industry leaders looking to improve their ability to meet new challenges and

front-line employees who are curious about the future of organizations in an AI-empowered workspace.

For more about this book, go to: <https://store.hbr.org/product/powered-by-projects-leading-your-organization-in-the-transformation-age/10781?srsId=AfmBOoqbFneZYpBalvpYqCbyqpQOWtir40FDjLTnBICnuTGMID47Hr5K>

About the Reviewer



Allison Bowker

Texas, USA



Allison Bowker is a certified Project Management Professional and Professional Engineer who has worked in the North American freight rail, residential construction material and heavy-duty truck manufacturing and data center construction industries.

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