PROGRAMME MANAGEMENT TRAINING COURSES

Programme Management

Rapid Assessment and Recovery of Troubled Projects

Leading Complex Projects

Aligning Project Management with Organisational Strategy

STRATEGY EXECUTION™

PROGRAMME MANAGEMENT

COURSE OVERVIEW

Programme management is all about managing programmes to maximise benefits realisation, while ensuring that programmes (and their components) align with organisational strategy and overall strategic objectives. Whether new to the field or a seasoned practitioner, this course offers a hands-on approach to programme management.

The course contains an integrated case study and walks participants through the lifecycle of a typical programme, identifying critical success factors at each step of the process. This course aligns with current teachings of the Project Management Institute and AXELOS and is packed with practical application tools, techniques, and best practices for managing programmes. Attendees will learn to initiate a programme, develop a solid business case, manage stakeholders at all levels, develop a detailed roadmap (including programme and governance plans) and define key deliverables and outputs needed for realising programme benefits. They will also manage change and programme challenges as well as how to close out the programme effectively.

LEARN HOW TO

- ✔ Increase your effectiveness and efficiency as programme managers in achieving the strategic objectives of a programme
- ✔ Follow a systematic approach to managing programmes
- ✔ Apply proven tools and techniques to programme management
- ✔ Describe the role of the programme manager
- ✔ Maintain a primary focus on benefits management
- ✔ Use a standard vocabulary for programme management
- ✔ Distinguish among projects, programmes, and portfolios as well as project management, programme management, and portfolio management

- ✔ Explain the programme life cycle and its value to programme management
- ✔ Describe the critical success factors of programme management:
- ✔ Maintaining alignment with strategy
- ✔ Managing benefits
- ✔ Managing stakeholders
- ✔ Executing programme governance

PMBOK® KNOWLEDGE AREAS

- Project Integration Management
- Project Scope Management
- Project Quality Management

- Project Time Management
- Project Cost Management
- Project Risk Management

- Project Human Resources Management
- Project Procurement Management
- Project Communication Management

COURSE TOPICS

Programme Management Key Concepts

- Project vs. programme
- Types of programmes
- Programme complexity
- Programme management
- Definition
- Characteristics
- Value
- Interactions between programme managers and projects
- Programme manager's focus
- Portfolio and portfolio management
- Organisational strategic model
- Organisational factors that contribute to programme success
- Programme and strategic objectives
- Globally recognised programme management standards
- Typical programme life cycle
- Critical success factors
- Programme management and your organisation

Programme Proposal

- Identifying programme context
- Organisation's mission, vision, values, organisational strategy, and goals
- Organisational strategic objectives drive programme objectives
- Importance of programme vision
- Organisational strategy and business needs
- How do you see your organisation's business needs and strategic objectives driving your programmes' objectives?
- Programme management business case
- Purpose
- Programme manager's role
- Components
- Programme proposal
- programme initiation in your organisation
- Critical success factors for Programme Proposal

Programme Initiation and Approval

- Purpose of programme initiation and approval
- Programme approval
- Programme sponsor (roles, responsibilities, characteristics)
- Assessing your organisation's programme sponsorship
- Programme manager key competencies
- "Great" programme managers
- How can you strengthen your own programme management competencies?
- Programme charter
- Purpose
- Components
- High-level road map
- Approval
- Your experience
- Stakeholder management
- Programme manager's role
- Examples of key stakeholders
- Identifying and analysing

PROGRAMME MANAGEMENT

continued...

COURSE TOPICS

- Asses stakeholders' positions
- Prepare for programme planning
- Critical success factors for programme initiation and approval

Programme Planning

- The programme management plan
- Programme planning overview
- Programme scope and objectives
- Benefits realisation plan
- Benefits map
- Requirements gathering (and business rules)
- Programme WBS
- Programme architecture
- Types of architecture relationships and interfaces
- Architecture baseline benefits
- Dividing programmes into projects (best practices and other considerations)
- Programme vs. project business case
- Project feasibility studies
- Programme management plan
- Financial management plan
- The programme master schedule
- Governance
- Setting up programme management infrastructure-PMOs (including your experience)
- Revisit the programme business case
- Programme metrics
- Programme control and measurement (including best practices)
- Programme governance-measuring benefits
- Determine other requirements realisation
- Critical success factors for programme planning

Delivery of Capabilities and Benefits

- The programme manager's role during delivery of capabilities and benefits
- Implement the governance structure to monitor and control the programme
- Initiate and manage programme projects to achieve programme objectives
- The dynamic nature of programmes
- Coordinating and managing the programme's project and non-project work
- Monitor and analyse progress against the programme management plan
- Manage resources to ensure programme priorities are maintained
- Best practices when working with virtual/global teams
- Manage risk and contingencies
- Measure benefits realisation
- Managing programme changes
- Transitioning from AS-IS to TO-BE state
- Identify issues and ensure preventative or corrective actions are taken
- Other common programme issues
- Managing programme issues
- Your own lessons learned on dealing with programme issues
- Communicate with stakeholders and governance board
- Critical success factors for delivery of capability and benefits

Programme Closure

- Validate status of benefits realisation with stakeholders
- Best practices for validating benefits realisation
- Disband and redeploy the team
- Provide for ongoing customer support and maintenance
- Document lessons learned for future organisational retrieval and use
- Provide feedback and recommendations for future opportunities
- Archive and maintain all documentation for future use or audits
- Manage any additional required transitions to O/M
- Critical success factors—programme closure

RAPID ASSESSMENT AND RECOVERY OF TROUBLED PROJECTS

3 DAYS

COURSE OVERVIEW

If you're a project manager who is in the trenches every day, sooner or later you'll be staring into the face of a troubled project. The project may be your own or may be one you've inherited. Knowing what to do when the time comes will be critical to your success. You'll need to take action immediately – with speed, accuracy, power, balance and focus. You'll have little time to think about an approach or polish your skills.

Rapid Assessment and Recovery of Troubled Projects demonstrates a proven process to project recovery. You'll get everything you need (process, tools, techniques) to perform a rapid assessment of a project in trouble, develop a recovery plan and manage the transition to stabilisation.

Active participation in the case study, designed to simulate the environment and feel of an actual troubled project, will enable you to build your skills in a meaningful way. This course is a must for experienced project managers who need to know what to do when the chips are down.

Reminder: Participants should have a thorough understanding of scheduling and cost control and risk management before taking this course.

LEARN HOW TO

✔ Perform a rapid assessment of a troubled project
✔ Determine whether a recovery is possible
✔ Establish a recovery plan
✔ Lead a transition to a recovered, stabilised project

PMBOK® KNOWLEDGE AREAS

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Communication Management

COURSE TOPICS

Introduction to Assessment Methodology

- Clarification of terms
- Characteristics of trouble projects
- Applicability and types of assessment and stabilisation
- Overview of rapid assessment and
- stabilisation process
- Assessment and stabilisation charter (tools, charter, planning the assessment, and charter planning)

Develop the Assessment Plan

- Develop an assessment plan
- Assessment plan process
- Rapid assessment model versus assessment planning process
- Determine assessment approach
- Assessment planning team
- Review and analyse critical documentation
- Assessment planning tools
- Threats, opportunities, problems (TOPs)
- Develop the assessment plan

Conduct the Assessment

- Conduct the assessment
- Assessment process flow
- Dynamics of the assessment
- Establishing a war room
- Briefing the team
- Assessment meetings
- Preparing for/conducting interviews
- Gathering/maintaining
- documentation
- Analysing project data, management system, and control processes
- Preparing, ranking, and sharing preliminary findings
- Practical guidelines

Develop the Stabilisation Plan

- Describe the stabilisation approach
- Explain the steps to building a stabilisation plan
- Develop a stabilisation plan

Conduct the Stabilisation

- Execute the stabilisation plans
- Describe the transition and stabilisation process
- Manage and make adjustments in order to affect the stabilisation

Establish a Continuous Improvement Framework

- Identify critical continuous improvement systems that reduce the number of troubled projects in any organisation
- Apply lessons learned from—
  - People
  - Processes
  - Products
  - Technologies
- Establish a continuous improvement framework for future project success

LEADING COMPLEX PROJECTS

COURSE OVERVIEW

Projects sometimes appear too complex to handle - trying to identify the multitude of variables to be managed, let alone anticipating how they might interact to create unexpected challenges, can be overwhelming. Leading a complex project requires a new way of thinking—a new approach to applying known project management techniques and tools, with a clear understanding of the variables involved, in order to move forward. This course provides an innovative approach to assess project complexity in order to develop a plan that provides the right level of control and deploy the best techniques and flexibility for success.

Attendees will learn to use Strategy Execution's unique Complexity Indicator and Complex Project Model to increase effectiveness in controlling the complexity in a project. The Complex Project Model provides valuable insight into the variables that create the complexity of a particular project. It enables delegates to select existing tools from a new point of view that both limits the level of complexity and leverages use of the remaining complexity for positive results.

The exercises and readings are designed to give a hands-on experience from a new perspective, while determining the true level of project complexity and using complexity to assist rather than hinder progress. This course is a must for the experienced project manager who needs to manage the seemingly unmanageable.

Reminder: It is highly recommended that participants already have practical project management experience and a thorough understanding of project management tools and techniques.

LEARN HOW TO

- ✔ Apply the concepts and knowledge of complexity science to project management
- ✔ Apply The complex Project Process™ to projects
- ✔ Determine project complexity levels
- ✔ Develop effective communication plans for complex projects
- ✔ Design appropriate work, organisation, and product structures for complex projects
- ✔ Identify, assess, and apply successful approaches for governing project complexity

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- Project Human Resources Management
- Project Procurement Management

COURSE TOPICS

Understanding Complexity in Projects

- Systems characteristics (overview)
- Key elements of complex systems
- Agents and agent behaviour
- Attractors
- Non-linear dynamics
- Self-organisation
- Emergence
- Unintended consequences
- Complex adaptive systems
- What is a complex project?
- Continuum of project complexity

The Complex Project Model™ and Process™

- The Complex Project Model™
- Knowledge of complexity
- Leadership
- Communication

- Project management
- The Complex Project Process™

Determining Project Complexity

- The Complex Project Process™: Determine complexity
- When to evaluate project complexity
- The Complexity Indicator™ (steps, assumptions, logic, questions/responses, scoring)

Communicating Project Complexity

- The Complex Project Process™: Communicate complexity
- Goals of communicating complexity
- Communications platform
- Conversations about risk management, risk interrelationships, risk response strategies, change management, problem-solving, decision structure

Designing for Complexity

- The Complex Project Process™: Design complexity
- Design tasks
- OBS, PBS, and WBS
- Complexity design guidelines

Governing Project Complexity

- The Complex Project Process™: Govern complexity
- Leadership levels
- Considerations in leading complex projects
- Clear vision
- Principles and disciplines for leading complex projects
- Project environment
- Adjust the system—less/more noise

Personal Assessment Application Planning

ALIGNING PROJECT MANAGEMENT WITH ORGANISATIONAL STRATEGY

3 DAYS

COURSE OVERVIEW

Today's business climate is characterised by unprecedented changes in technology and globalisation, as well as by complex business relationships and the unrelenting drive for competitive success. In this highly stressful environment, it is essential for project managers to think and act strategically, and ask questions such as: How does an organisation formulate a strategy to achieve competitive success? How do projects contribute to the implementation of the organisation's strategy? How should a project manager develop a project strategy that supports organisational strategic and business goals?

Aligning Project Management with Organisational Strategy gives an in-depth analysis of the process leading from business strategy formation to portfolio development, focusing on how to link a project to the business strategy, apply and maintain alignment of the project strategy and manage the expectations and interests of those who have a stake in the project outcome. Thought-provoking discussions and stimulating exercises highlight this dynamic, timely course.

Attendees will learn how to use a project ranking tool that can be used within your organisation to prioritise strategic projects. This tool is designed to help the project manager ask the right questions in order to understand how the project fits into their organisation's strategic initiatives.

LEARN HOW TO

✔ Explain how an organisation's strategy is formulated

✔ Describe how change affects strategy formulation and alignment with the strategy formulated

✔ Explain how a portfolio of strategic projects is generated and maintained to align with organisational strategy

✔ Develop a project strategy that aligns with organisational strategy

✔ Maintain alignment with strategy throughout the project cycle

COURSE TOPICS

Organisational Strategy in Context

- Strategy defined
- Where strategy fits in
- Important considerations for strategy development (culture, time to market, industry characteristics, technology adoption)
- Change in the project environment and organisation
- Strategy as a way to proactively manage change
- Paradigm shifts, paradigm players, and their impact
- Organisational constraints
- External/internal rewards of effective strategy
- Forces for business change
- Factors that influence strategic choices

Organisational Strategy Approaches and Techniques

- Strategic intent
- Stakeholders and stakeholder interest
- Strategic thinking model
- Types of strategies
- Strategy development steps
- Evolution of strategy development techniques
- Analysis techniques to improve strategy development (SWOT, competitive , CSF, Gap analysis)
- Strategic positioning
- Strategy assessments

- Classical approaches and techniques for level setting strategic thinking

Portfolio Management: Strategic Context

- The importance of portfolios
- Portfolio (definition, approach, business view)
- Portfolio management
- Portfolio challenges, benefits, and risks
- Defining the portfolio of projects
- Organisational constraints for project portfolio selection
- Portfolio requirements
- Roles and responsibilities
- Characteristics of a portfolio
- Portfolio management function model

Portfolio Management: Setup and Selection

- Setting up a portfolio management approach:
- Validate strategy and interests
- Identify project selection criteria
- Determine project selection mechanism
- Portfolio operational roles and responsibilities
- Financial calculations and balanced scorecard mechanisms
- Balanced scorecard
- Rank order matrix
- Pairwise comparison

- Oversight committee
- Fuzzy front end
- Project screening/selection

Portfolio Management: Maintaining Alignment with Strategy

- Portfolio management function model: Integrate projects in the portfolio:
- Validating project selection
- Prioritise projects in the portfolio
- Approve initial funding
- Conduct project and portfolio reviews
- Compile project performance information
- Gateway reviews
- Evaluating project performance
- Portfolio review
- Project closeout
- Assess strategic advantage
- Customer satisfaction
- Portfolio of strategic initiatives

Strategic Project Management

- Strategic project management
- New project management paradigm
- Implications of strategic project management
- Strategic project management process
- Survival in a portfolio world
- Linking strategy, portfolio, and projects
- Project charter for a strategic project

ALIGNING PROJECT MANAGEMENT WITH ORGANISATIONAL STRATEGY

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COURSE TOPICS

- Stakeholder assessment (six steps)
- Environmental assessment
- Project chunking
- Team considerations (alignment with organisational strategy, and skills needed)

Project Management: Maintaining Alignment with Strategy

- What is strategic project alignment
- Strategic project management process expanded
- Establishing alignment
- WBS and resource considerations in strategic project alignment
- Risk Identification and response
- Scheduling and risk considerations
- Alignment management process
- Strategic project management system (components, special considerations)
- Change management in strategic projects
- Managing resistance
- Sponsorship, motivation, and control
- Alignment confirmation

Wrap Up and Next Steps

- Stress on strategy
- Potential of portfolios
- Questions for the project manager
- Strategy—portfolio—project
- Closeout

FOR YOUR NOTES

STRATEGY EXECUTION™

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