HEURISCO

"Project Management"

Most organisations increasingly have to manage changes. These may be driven by customer needs, competition, evolving technology, amongst other causes. Organisations need, therefore, to be able to deliver change effectively and harness change to deliver beneficial outcomes – profitability, cost reduction, new or better products and services, customer satisfaction, employee satisfaction etc. Project Management provides a set of vital tools which support the delivery of beneficial change.

This brief covers seven areas in which Bill Carpenter can support clients in their development of more effective project management. The outlines given are indicative and would be tailored as appropriate to meet specific organisational needs.

1. A development programme for Project Sponsors (pages 2-4)
2. A development programme for Project Managers (pages 5-8)
3. An advanced project management programme which can be aligned with the Association for Project Management (APM) Body of Knowledge or the Project Management Institute (PMI) Body of Knowledge (page 9)
4. Consultancy support in the design of an organisational project management methodology (page 10)
5. One to one coaching to support the personal development of project managers or sponsors (page 10)
6. Project Team Workshops to enable larger project teams to receive training and team development support in tandem with starting work on their project. (page 10)
7. A familiarisation programme for staff and others more peripherally involved in projects (pages 11-12)

1. Project Sponsors' Programme

Structure and Approach - The programme comprises three (3) one-day modules.

The programme will be a mix of input from the trainer, individual reflection, syndicate groups to explore specific aspects in particular relation to the organisation and some exercises to consolidate the learning.

Outcomes – At the end of the programme, Project Sponsors will be able to:

- understand the importance of projects in achieving strategic objectives
- increase the likelihood of achieving strategic objectives
- consider mechanisms for creating a balanced project portfolio to achieve strategic objectives
- identify a number of project types and the unique management requirements of each
- determine and create the organisational structures appropriate for the delivery of effective and successful projects
- clarify the roles required in an effective project structure
- fulfil their role and responsibilities as Project Sponsor
- understand the need to exemplify and promote a project focused culture
- assess and prioritise projects in line with strategic objectives
- discuss the appropriate use of a project methodology and understand how project management tools and techniques could be applied in the organisation to achieve project outcomes with required quality on time and to cost
- maximise the effective use of organisational resources
- plan the actions required to create a culture for success in project work.

PROGRAMME OUTLINE

Module One

Introduction and Objectives
An opportunity for the delegates and trainer to get to know one another.
Outlining the objectives for the programme and module.

What is Effective Project Management?
Identifying the characteristics of projects.
Identifying the problems encountered in projects and causes of project failure to establish key factors for effective project management.

Projects as a vehicle for strategic change
Identifying the importance of projects in achieving strategic objectives.

Creating a balanced project portfolio
The key factors in establishing a balanced portfolio.
Application to the organisation.

Project and Programme Management
Identifying project types and management approaches.

Organisational Structure
Exploring a variety of structures to identify an appropriate project-oriented structure for the organisation.

Review and Action Planning
Summary of the day.
An opportunity to set organisational and personal objectives for implementing Effective Project Management throughout the organisation

Module Two

Review of Module One

Organisational Structure
Identifying Roles and Responsibilities.

The Project Management Process
Establishing the iterative process of Project Management.

Strategic considerations
Exploring the aspects to be considered when assessing and prioritising a project.

Project Methodology
Familiarisation with the tools and techniques to be applied by project managers in project definition and risk management.
Identifying the Sponsor's role in each phase.
Beginning to identify key elements of a consistent methodology for the organisation.

Review and Action Planning
Summary of the day.
An opportunity to set organisational and personal objectives for implementing Effective Project Management throughout the organisation

Module Three

Review of Modules One and Two

Project Methodology
Familiarisation with the tools and techniques to be applied by project managers in project planning, execution, closure and evaluation.
Identifying the Sponsor's role in each phase.
Beginning to identify key elements of a consistent methodology for the organisation.

Review and Action Planning
Summary of the day.
An opportunity to set organisational and personal objectives for implementing Effective Project Management throughout the organisation

2. Project Managers' Programme

Structure and Approach - The programme will comprise a three-day course on the tools and techniques of managing the project process and a two-day course on interpersonal skills. If required, a further day can be added to cover more detailed application of project management software to project planning, control and reporting.

The programme will be a mix of input from the trainer, syndicate groups, case studies and practical exercises to consolidate the learning.

Tools and Techniques course

Outcomes – At the end of the course, Project Managers will be able to:

- understand the organisational structure, roles and responsibilities for projects
- establish clear and complete project definitions
- produce realistic plans for projects
- use proven tools and techniques to meet project objectives on time and within budget

COURSE OUTLINE

Day one

Introduction
What is a project?
The difficulties experienced in projects.
What is Project Management?
The role of the project leader.

Strategic considerations
Identifying roles and responsibilities.
Project Initiation.

A framework for the project process
The primary phases of a project.
Iterative and Agile project process.

Project definition
The key steps to setting project objectives and scope.
Applying the process to a Case Study (Organisation specific if required).
Risk management.

Day two

The planning process
Worsk Breakdown Structures and their uses.
Derivation of the project network and using this for simple scheduling.
Estimating time, cost and resources for each part of the work.

The critical path technique
How to identify the critical path of a project and derive the float time available.
Using the plan to resolve time constraints.

The Gantt chart
Using the results of the criticasl path analysis to present the plan in a graphic format.
The use of the chart for resource optimisation.
Introduction to how project management software can support planning.
Applying the planning process to the Case Study.

Day three

Project organisation and budgeting
Participants identify the actions they must take to enable the project work to proceed smoothly.
Establishing a realistic budget and the essential data required for control and reporting.

Monitoring and controlling the project.
How to monitor the project.
Project control.
Tools for problem solving and decision making.
Project reporting.
Introduction to how project management software can support monitoring and reporting.
Applying the process to the Case Study.

Project closure and evaluation
Identifying the handover and acceptance process.
'Active' and 'post project' evaluation..
Documenting and publishing the project results to benefit future projects.

Action towards results
Participants have an opportunity to derive their personal action plans to improve their performance in project work.

Interpersonal skills course

Outcomes – At the end of the course, Project Managers will:

- be able to build and maintain relationships with others throughout the project life cycle
- identify their own and others' interpersonal management styles and recognise importance of using appropriate styles with project stakeholders to manage projects effectively
- be able to use more assertive behaviours in delaing with people
- understand motivating values and be able to apply them to build commitment amongst project participants
- be able to use a framework to understand personal and organisational sources of influence and influencing style and develop an influencing plan
- be able to identify, diagnose and resolve conflict
- have improved their communication skills
- be able to negotiate more effectively
- be able to give effective feedback on positive performance and on areas where there are performance problems
- set action plans for implementation of the course content and further development needs

COURSE OUTLINE

Day One

Introduction
Brief introductions by the delegates and the trainer.

What is the Project Environment?
Identifying the 'people' aspects of projects.

Assertiveness
Recognising aggressive and passive behaviours.
Understanding assertive behaviour and how to adopt a more assertive approach.

Identifying Stakeholders
Syndicate exercise to establish typical stakeholders and their characteristics.
Building relationships with stakeholders.

Motivation

A self-perception questionnaire to identify delegates' own motivating values and to understand others'.
How to motivate and achieve commitment from project participants.

Influencing Stakeholders

Syndicate exercise to identify the power and attitude of stakeholders.
A model for influencing, making use of Motivational Values.
Developing an influencing plan.

Day Two

Review of Day One

An opportunity to reflect on and consolidate learning from day one.

Conflict Management

What is conflict and where does it arise in projects?
Positive and negative aspects of conflict.
How to recognise conflict.
Methods of conflict resolution.

Communication Skills

Understanding the process of communication.
The effective use of questions and listening skills.

Negotiation Skills

How to prepare for and conduct a win-win negotiation.
Practice on a negotiation exercise.

Performance Management

A model for managing performance.
Establishing development needs.
Giving feedback.

Final Review and Action Planning

An opportunity to establish action plans for implementing the course content and to identify further development needs.

3. Advanced Project Management

Structure and Approach - The programme will comprise a one to five-day course which can be based on the APM or PMI Body of Knowledge as required.

PROGRAMME OUTLINE – selection from:
Project, Programme and Portfolio Management

Project Sponsorship
Project Integration Management
Project Success and Benefits Management
Business Case
Organisation Structure and Organisational Roles
Methods, Procedures and Governance
Stakeholder Management
Project Management Plan
Risk Management
Quality Management
Health, Safety & Environment   Management
Scope Management
Scheduling
Resource Management
Budgeting and Cost Management
Change Control
Earned Value Management
Information Management and Reporting
Issue Management
Requirements Management
Estimating
Configuration Management
Procurement Management
Project Life Cycles
Hand-Over   and Closeout
Project Reviews
Communication
Teamwork
Leadership
Conflict Management
Negotiation

4. Consultancy support for methodology development

Structure and Approach – The organisation will establish a project manager and a project team to design and develop the methodology, which will be linked to existing strategic processes. Bill will provide consultancy support to that team through facilitation at meetings or over the phone/email and will provide his expertise as a project management subject matter expert.

5. One to one Coaching

Structure and Approach – Bill will provide one to one coaching and mentoring of project managers and sponsors as required. This will be done through regular meetings and intermediate contact via phone/email. Initially the meetings will need to be more frequent, say once a month, reducing to once a quarter or less as the process continues. This will enable delegates to explore and apply more complex project management techniques under the guidance and support of an experienced project and programme manager.

6. Project Team launch workshops

Structure and Approach – Programmes can be devised to meet a particular team's needs. Elements for inclusion may be drawn from the project managers' programme above and/or include other elements, as required. In all cases, the project itself will be used as the vehicle for learning and the practical exercises focused on moving the project forward. The programme can either be delivered as one contiguous course or a series of modules spread over the initial stages of the project's life. The programme will also serve as a team building experience enabling its members to work together more effectively throughout the project.

7. Project Familiarisation Workshop

The overall aim of this one-day programme is to familiarise delegates with basic concepts and techniques of effective project management. It is applicable to anyone who needs to have a clearer understanding of the key concepts of project management eg suppliers, customers, key stakeholders, resource providers

At the end of the programme, delegates will:

*   Understand how projects may affect them
*   Understand their role and responsibilities in supporting projects
*   Understand the basic process through which projects will be managed
*   Set action plans for implementing course content and continuing their own development.

PROGRAMME OUTLINE

Introduction
Delegate/Trainer introductions and brief introduction to the programme.

What is a Project?
Definition and examples of projects, drawing on delegates' experience.

What is Effective Project Management?
Organisational structure, project methodology, roles and responsibilities.

The Project Management Process
Establishing the iterative process of Project Definition, Planning, Monitoring and Control, Closure and Evaluation.

Project Definition
Syndicate and group discussions on the elements included in project definition. An expansion of some of those elements, including objective setting and managing risks.

Project Planning
A step by step approach to planning projects. This will include time, money and resource implications using Work Breakdown Structure, project network and Gantt Chart

Project Monitoring and Control
Syndicate and group discussions on the elements to be monitored in projects, how they are monitored and how control is achieved.

Project Closure and Evaluation
Group discussion on the actions required to complete the project and ensure that appropriate lessons have been learnt.

Action Planning
A final review of the programme and a time to set personal goals for application of the new-found understanding and skills, further personal development and extending the effective use of project management in their organisation.