



releasing potential, raising performance

THE PROFESSIONAL PROJECT MANAGER

(SAMPLE PROGRAMME)

SYNOPSIS

The aim of this programme is to provide current/prospective senior project managers with an in-depth review of the role and importance of project management in the business. It focuses on the strategic role of the project manager within the business and aims to draw out the full scope of the role and how it impacts on project performance.

Delegates for this programme will already have attended training programmes covering the core skills and competencies for managing projects and will be thoroughly conversant with the tools and techniques of project management. They will have established expertise and hands-on experience of managing commercial projects and will be in or about to assume senior project management positions managing a substantial project or project portfolio.

TRAINING OBJECTIVES

The five key objectives of this programme are:

- to identify the characteristics and attributes needed by project managers in delivering projects to time and budget and to the full satisfaction of the key stakeholders
- to understand the full scope and impact of the project manager/leaders role in managing projects or programmes to maximise benefit to the business
- to define the hallmarks and skills required to manage significant business projects or project portfolios
- to promote understanding and development of the skills required and their impact on the project through case study work and syndicate exercises
- to provide an effective forum for exchanging experience and to foster a sense of team spirit and mutual support between senior project managers

STYLE AND STRUCTURE

This programme takes the form of a residential workshop, using detailed case studies and syndicate group discussions to enable delegates to appreciate the full extent of the role, skills and characteristics of successful project managers.

The content of the programme can be adapted to present details of company procedures, systems or software specific to the organisation and to encourage discussion of them as appropriate.



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PROGRAMME: DAY 1

SESSION 1

WELCOME; THE CHALLENGES OF PROJECT MANAGEMENT

the benefits of success and the challenges involved
the impact of project managers/leaders on future business performance

THE DETERMINANTS OF SUCCESS

the contractors perspective
the clients perspective
success and failure: factors that determine the project outcome
the role and impact of the project manager

SESSION 2

CASE STUDY (A SIGNIFICANT 'REAL-LIFE' PROJECT)

how successful was this project?
what were the primary factors that influenced the outcome?
what does the case study teach us about the role of project managers?

FEEDBACK AND REVIEW

SESSION 3

PROJECT TEAM EXERCISE

a practical exercise demonstrating the role of the project manager in managing the interfaces between the client, the project team and suppliers

SESSION 4

PROJECT TEAM EXERCISE: REVIEW

what skills are required to be a 'world class' project manager?

THE ROLE OF THE PROJECT MANAGER

the role and skills of the 'world class' project manager
the three key dimensions of effective project leadership

- managing influential stakeholders
- managing project performance
- managing the project team

project leadership skills appraisal (individual review)



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PROGRAMME: DAY 2

SESSION 1

REVIEW OF DAY 1

MANAGING INFLUENTIAL STAKEHOLDERS

project management and the art of leadership

who are the 'influential stakeholders' and how do they affect the project?

what we need to do (and not do) to build successful working relationships

CASE STUDY: UNDERSTANDING THE CUSTOMER

what are the likely problems the project manager will encounter?

what should the project manager do to ensure an effective partnership?

SESSION 2

CASE STUDY: FEEDBACK AND DISCUSSION

MANAGING PROJECT PERFORMANCE

issues affecting commercial performance

joining up the project life-cycle: getting performance from inception to closure

the roles of project manager, line manager and project sponsor

PROJECT TEAM EXERCISE: MAKING THE PROMISE/DELIVERING THE PROMISE

an exercise demonstrating the commercial and team leadership skills needed by the project manager

SESSION 3

PROJECT TEAM EXERCISE: REVIEW

what must the project manager do to optimise project performance?

MANAGING MULTI-FUNCTIONAL PROJECT TEAMS

the challenges of building effective, multi-functional project teams

co-ordinating work across functional and organisational boundaries

maintaining strategic focus and balancing priorities

SESSION 4

MANAGING MULTI-FUNCTIONAL PROJECT TEAMS (CONT)

MAKING IT HAPPEN

individual action planning; syndicate discussion

what will we do differently? how will we make it happen?