



releasing potential, raising performance

SUCCESSFUL PROJECT MANAGEMENT

(SAMPLE PROGRAMME)

SYNOPSIS

The aim of this course is to provide an overview of the key principles and techniques for leading and managing project work. It will focus on the core principles and generic methods of project management, showing how these can be applied to typical projects.

The programme is designed for project managers, project team leaders and project technical staff. Delegates will typically be involved in managing projects or project activities in a multi-project/multi-task environment.

Throughout the course emphasis will be placed on the importance of leadership and team-working skills needed by project managers and team members in carrying out their roles.

TRAINING OBJECTIVES

The principal objectives of this workshop are:

- to explain and demonstrate the key principles of successful project management
- to demonstrate a range of useful project management tools and techniques
- to define the role and understand the skills required by the project leader
- to illustrate the use of project skills through examples and case studies
- to identify ways to improve project management individually and corporately

STYLE AND STRUCTURE

This programme takes the form of a participative workshop, using exercises, case studies and delegates current projects to enable discussion of how principles can be implemented in practice.

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

AIMS AND INTRODUCTIONS

- Outline of the workshop; discussion of objectives
- Discussion of delegate's current projects and challenges

KEY CONCEPTS

- Projects and project management; the 'triangle of balance'
- Key phases in the project lifecycle; the 'STAR' stage-gate process
- Success and failure: the critical factors and role of the project leader
- The complementary roles of project manager and resource manager
- Particular challenges of the 'smaller'/multi-project environment

SESSION 2

TEAM EXERCISE: UNDERSTANDING CUSTOMER REQUIREMENTS

- Teams plan and manage a small project to time and budget
- Feedback and discussion: Building rapport with the project client(s)

DELIVERING THE CUSTOMERS REQUIREMENTS

- Clarifying the customer specification: key questioning skills
- Understanding and confirming customer needs and priorities

SESSION 3

SETTING UP THE PROJECT

- Getting organised: identifying and managing project stakeholders
- Project leadership, sponsorship and team structures
- Using a scope chart to validate the full project brief; preliminary planning
- Financing the work; estimating the costs, cash flow and financial risks
- Syndicate exercise: review of stakeholders and scope of a current project
- Discussion of issues arising*

SESSION 4

PLANNING THE WORK

- Avoiding the classic pitfalls, especially 'hopeless optimism'
- Detailing the work to be done; using 'rapid team thinking'
- Defining 'who does what'; identifying resource requirements
- Mapping out the logical sequence – 'what happens when'
- Syndicate exercise: development/review of current project plans
- Discussion of issues arising*



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PROGRAMME: DAY 2

SESSION 1

REVIEW OF DAY 1

Review and consolidation of key points from DAY 1

KEEPING THE PROJECT PLAN ALIVE

Using plans to help negotiate with resource managers and other suppliers
Setting up routine plan reviews with team members and third parties
Identifying and minimising constraints to delivering the plan

SESSION 2

IDENTIFYING AND MANAGING PROJECT RISKS

Understanding and defining risk; focusing on the risks that matter
Classifying risks and agreeing boundaries for risk ownership
Identifying risks (and opportunities); deciding how to best manage them
Understanding risks associated with commercial terms and conditions
Setting levels of contingency that are realistic and supportable
Syndicate exercise: Review of project risks and how to deal with them
Discussion of issues arising

SESSION 3

PROJECT EXECUTION AND CONTROL

Initiating the work and mobilising resources; delegating tasks
Pro-active and re-active control – striking the right balance
Minimising 'scope-creep' and managing change

Monitoring for pro-active control; avoiding blame culture mentality

Creating a systematic control process; project reviews and meetings
Tracking performance; trend monitoring techniques that give early warning

SESSION 4

PROJECT LEADERSHIP AND TEAMWORK

The teamwork challenges of a typical multi-project environment
Defining team member roles and responsibilities; the team leader's role
Building effective communication throughout the project team
Understanding team dynamics and building team performance
Communicating key project information to other business managers

ACTION PLANNING; CLOSING SUMMARY