

Managing Multiple & Critical Projects

Essential skills for Project and Program leaders in today's increasingly complex global project world

18-19 November 2010 ~ Budapest, Hungary



Seminar Focus

- Learn how multiple projects can be effectively controlled, especially where change is 'business as usual'
- Review the 'show-stoppers' which repeatedly impact upon the delivery of complex & multiple projects
- Analyze the strategic alignment of projects and issues around delivering trans-national projects
- Discover how Program Managers ensure a portfolio or program is managed at the correct level
- Explore what a 'best practice' organizational structure for the management of multiple projects looks like
- Develop a personal action plan to apply your learning back at work

Overview

Multi-project management relates to project managers' work in balancing projects in process, while handling requests for new work and juggling business priorities

Project Management techniques have been developed to provide Project Managers with skills that are appropriate in any Project or business environment. Many 'tools' are available as an aid to Project Managers as they seek to ensure delivery within the 'Triple Constraint' of Time, Budget and Scope.

While still of great importance, the Triple Constraint no longer fully represents the key issues that face the leader of complex or multiple projects, especially when a project or program is to be implemented on a trans-national or 'Global' basis.

Although a sound understanding of the basics of Project Management is obviously an advantage to the manager of a program or portfolio, such 'technical expertise' is not necessarily the prime factor when seeking success in a multiple-project environment, as the delivery of individual projects will rest in the hands of individual project managers.

However, leaders should understand the needs of their Project Managers when managing a program or portfolio of projects. Thus equipped, those leaders will be better able to interpret and challenge data, identify and balance priorities, manage change, manage stakeholders and conflict, and support their Project Managers in the achievement of wider business objectives.

Benefits of Attendance

Succeeding in today's competitive marketplace often requires cycle-time reduction, reducing the duration of projects and getting results faster

This seminar will address managing multiple projects within the context of program or product management. Planning and managing individual projects is challenging. When introducing the real-life limitation of resources and other outside influences into the Multi-Project environment, those challenges are magnified and new challenges introduced.

- Identify the critical factors in multi-project management, including the intra-organizational issues and the need to realize the business benefits demanded by stakeholders
- Develop multi-project and program plans using project dependency analysis, risk analysis, resource management, project categorization and other techniques
- Manage stakeholder relationships and identify the role of a Project Management Office in a multi-project management context
- Learn how to influence others regarding the improvement of multi-project management in your organization

Who Should Attend

This event is designed for Project / Program Managers and those managers involved in Business Change, who participate or lead resource assignment decisions across multiple projects, or support Portfolio Management decision-making processes for the selection and prioritization of projects.

Ideally, the learning experience will be maximized if the Project / Program Team would attend. Major organizations typically opt for a 5-seat round table. This enables them to effectively work in Project Teams during the workshop exercise sessions, which in turn resembles their real-life project environment.

Course Topics

DAY ONE

Introduction

- Welcome
- Orientation
- Facilitator Acknowledgements
- Ice-Breaker

Session 1 ~ Projects, Programs and Portfolios - The Business Case

- What is a Project, Program or Portfolio?
- Relation to business strategy
- Where are the organizations "Best Practices?"
- Relationships between portfolios, programs and projects
- Discussion topic, which makes sense for your organization? And which is used today?

Case Study ~ Planning for a program

Session 2 ~ Understanding Project Complexities

- Industry Statistics
- What is success on projects?
- Project Complexities
- Addition of Global Complexities
 - i. Keys to Global Success/Failure
 - ii. Group Activities – the Cultural Iceberg
 - iii. Culture components

Case Study ~ Assumptions Analysis, Project Identification, Key Issues

Session 3 ~ Project and Program Lifecycles

- Generic project lifecycles
- Project and product lifecycles
- Typical stand-alone project lifecycle
- Program lifecycle
- PMI Program Standard
 - i. Pre Program Set up
 - ii. Program Set-up
 - iii. Establish Management and Technical Infrastructure
 - iv. Deliver Incremental Benefits
 - v. Close Program

Case Study – Identify key phases within the Program Lifecycle

Session 4 ~ Program Management Themes and Processes

- Benefits Management
- Stakeholder Management
- Program Governance
- Programs in Portfolios

Case Study – Phase Gate Review, Milestones, Assumptions and Issues Updates

Course Topics

DAY TWO

Session 5 ~ Program Scheduling Planning

- Key Considerations
- Critical Path Method
- Network Analysis
- Critical Chain
- Communications Planning

Case Study – Stakeholder List, Communications Plan

Session 6 ~ Program Organisation Structure

- Lifecycle of a program as it relates to the management themes
- Generic High-level structure
- Corporate organization and interrelationships
- Core Organizational model
- An Extended Organizational model
- Key Roles and Responsibilities
- Competency continuum

Case Study – High-Level Network Diagram

Session 7 ~ Leading and Motivating the Team

- Leadership Styles
- Motivation Theory
- Building Team
 - i. Definition
 - ii. Recipe for success – high performing team
 - iii. Team development lifecycle
 - iv. Team development – leadership
- Conflict Management

Case Study – Design an Organisation Structure

Session 8 ~ Monitoring and Controlling Processes

- Earned Value Management
- Trigger-based Control – RAG
- S-Curve
- EV Calculations
- Dealing with change
- Corrective actions
- Configuration Management

Case Study – Conflict Management and Resolution

Session 9 ~ Closing Processes

- Purpose
- Components
- Finances
- Contracts
- Documentation of benefits, value and lessons of the program

Case Study – Monitoring and controlling processes for the program and Change control process for the program

Seminar Timetable

Registration will be from 08.30 Session starts at 9:00 am on both days.

Lunch and refreshments will be provided.

The course will finish at approximately 16.30 each day.

Seminar Leader Beth Ouellette PMP, PgMP

The Ouellette Group
President Elect
PMI New York Chapter



Beth was on the Core Leadership teams for the Program and Portfolio Standards of PMI, as well as serving in a unique position as Content Integration Analyst for the standards that are being published in December 2008. As the Managing Director of The Ouellette Group, she is a results-oriented senior information technology and business executive with a unique blend of executive management and technology skills. She has over 20 years of IT and business experience, focusing the past 10 years on establishing and leading a corporate-wide/global program management offices (PMO). Previously Beth established and ran the Corporate Program Office at Prudential Financial. She has been a speaker and author on Project Management, Program Management, Portfolio Management, productivity and quality improvement at the CIO Forum, Project Leadership Conference, Enterprise Application Strategy Conference, IT World Congress, and Women in Technology. She is an active member in the PMI Standards teams and holds both the PMP and PgMP designations. She obtained a Finance MBA from NYU's Stern School, a BA in Education from Eastern Michigan University, and an AA in Computer Programming from Greenville Technical College.

Testimonials from previous seminars



I would be very interested to attend more courses run by Stamford Global. This course gave me a lot of tools and techniques on business best practices.

Netage Solutions

Great trainer, full of information, there was the highest quality of senior professionals in the team workshops.

Technologica

Great! Best organization, information, presentation and the list does not stop here.

BTC

Very good course, lot of know-how and real experience. Arm the trainer!

Hewlett-Packard

Great training, very effective with hints and ideas, bright & highly interactive.

Bianor

I would definitely recommend Stamford Global as a provider of excellent training courses in the Project Management area – leading the project management function in Ericsson's Market Unit I have been ordering the courses since 2004 and have only positive feedback from our participants. My own experience also confirms very strong skills of the trainers, comprehensive books and other supporting materials and very good quality of complementary services – accommodation, hosting, etc. It is worth mentioning also that Ericsson itself is very good in this area and has quite long experience in Project management and the participants from our side mostly have big experience in customer project management; nevertheless, despite our rather high requirements we are absolutely satisfied with the Stamford Global services.

Ericsson

We have been working with Stamford Global for the past year in finding and implementing an in-house training solution for Orange. I would like to emphasize the professionalism and expertise for the entire road map of the project – their knowledgeable approach of our request, subject proposed and methodology proved to be the best solution for us. I strongly recommend Stamford Global for interventions of this kind as there is a reliable, customer focus and result oriented partner.

Orange

The course clearly exceeded my expectations. We came with 7 people here and I will further initiate that our whole management takes this program.

Coca-Cola Hellenic

Great opportunity to get insight and benchmark your own company's work regarding PPM processes

Microsoft



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Please complete the form and fax to (36) 1 999 7481

Delegate Details

Name
Position
Email
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Name
Position
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Name
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Name
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Email
Mobile No.

Registering Company

Company Name
EU VAT Number
Street
City
Country Postcode
Telephone Fax

Event Details

Dates 18-19 November 2010
Venue 5 star location to be advised
City Budapest

Payment Details

*Credit Card Payment
Bank Transfer

Registration Fee

Regular Fee	<input type="checkbox"/>	€ 995
Register 2 or more delegates	<input type="checkbox"/>	€ 895
<input type="text"/>	<input type="checkbox"/>	<input type="text"/>

*In case you choose to pay by credit card, our Finance Department will be in touch with you soon to ensure the maximum security of the transaction.

Stamford Global Finance

Authorisation

I certify that the above information is correct.
I am aware of the prerequisites of the registration.

Name
Job Title
Signature
Date

Terms & Conditions. Please read carefully before registration

Hotel Accommodation & Airport Transfer

Accommodation is not included in the training participation fee. To arrange accommodation at the conference venue, you will receive a reservation form with our Stamford Corporate Rate. Please arrange the room reservation and airport transfer directly with the hotel.

Confirmation Details

After receiving payment, a receipt will be issued. If you do not receive a letter outlining joining details 2 (two) weeks prior to the event, please contact us at operations@stamfordglobal.com

SALES CONTRACT

Client means the registering organization
Executor means Stamford Global

This registration form constitutes a legally binding sales contract between the Executor and the Client. All terms are mutually accepted and negotiated in good faith.

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