

Managing Multiple Critical Projects

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



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 08.00 to 08.30 every morning. Lunch and refreshments will be provided. The course will finish at approximately 17.00 each day.