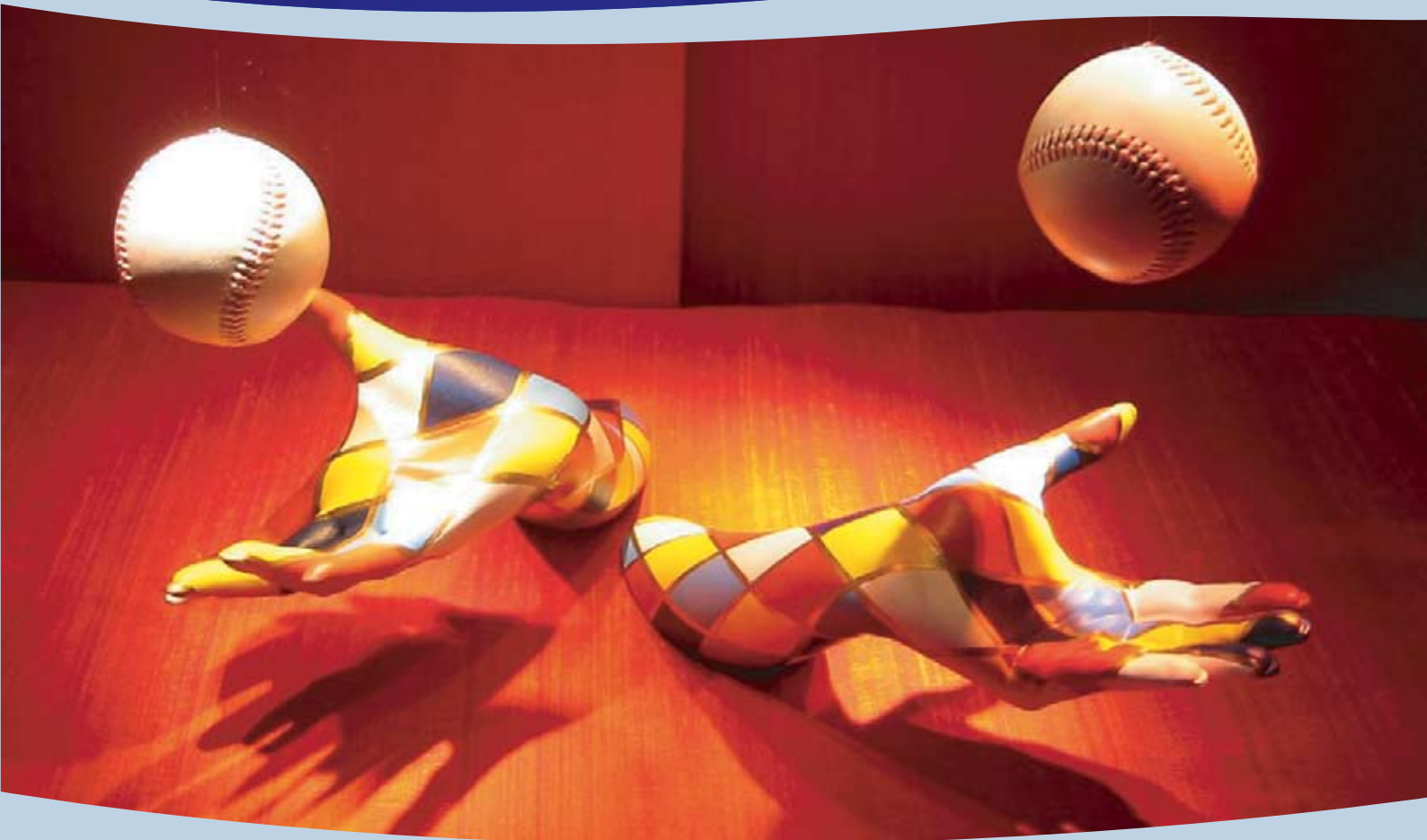


# Managing Multiple & Complex Projects

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
- Analyse 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' organisational structure for the management of multiple projects looks like
- Develop a personal action plan to apply your learning back at work

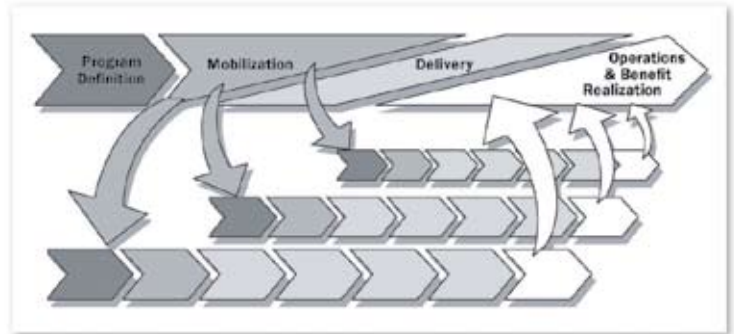
## Overview

### **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.

Whilst 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 realise 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.
- It will also be of benefit to Program Directors, PMO and Project Support staff.

# Course Topics

## DAY ONE

### Session 1 ~ Project, Portfolio or Program?

- Characteristics of Projects, Portfolios and Programs
- What makes a stand-alone project 'Complex'?
- Projects, Portfolios and Programs defined
- Project, Portfolio and Program Management defined
- What constitutes 'failure' on a project or program?
- Why are 'Global' (trans-national) projects so much more at risk of failure?
- What could/should portfolio or program managers do to address these issues?

**Case Study** ~ Assumptions Analysis and identifying the key issues which might cause the Program to fail

### Session 2 ~ Portfolios, Programs and Strategy

- The six key questions that must be answered when establishing a portfolio or program
- Review of Tools and Techniques used to provide the answers
- Three principle approaches to Program delivery
- Why multiple or complex projects should be managed as 'Programs'

**Case Study** ~ Identifying Program and Project procurement strategies and how Projects within the Program

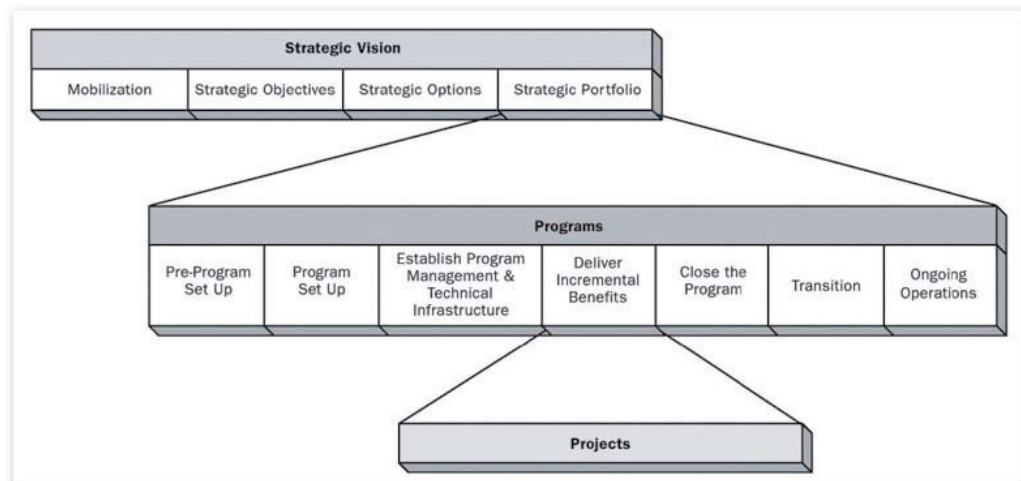
### Session 3 ~ Project and Program Lifecycles

- Project lifecycles within the Program lifecycle
- The PMI Program Lifecycle Model
- Program Benefits Management Lifecycle
- Program Governance and Phase Gate Reviews

### Session 4 ~ Lifecycle Phases

- Pre-Program Setup
- Program Setup
- Establishing a Program Management and Technical Infrastructure
- Delivering the Incremental Benefits
- Closing a Program

**Case Study** ~ Organising the Program within the Governance and Benefits Management Lifecycles. Identifying Phase Gate Reviews and Interim Milestone Review Points



**Relationships among Portfolios, Programs and Projects (PMI®)**

# Course Topics

## DAY TWO

### Session 5 ~ Program Management Processes

- The PMI Body of Knowledge (PMBOK) - mapping Process Groups with Knowledge Areas
- Overview of the Program Management Plan
- The three key themes in the Program management process
- Benefits Management, Stakeholder Management
- Program Governance including stakeholder and communications planning

**Case Study** ~ Stakeholder and Communications Planning

### Session 6 ~ Program Scheduling Planning

- Identifying the 'best' level at which to plan the program
- What are the key issues when scheduling projects within a program?
- Critical Path, Critical Chain, or Critical Dependencies?
- Integrating project schedules within the Program Control Lifecycle to create the Program Schedule

**Case Study** ~ Creating high-level networks for projects in the program and integrating them to establish the Program Milestone Plan. Reviewing the plan to ensure 'best fit' with the identified Governance Phase Gate plan

### Session 7 ~ Program Organisational Planning

- What should a Program Organisational Structure look like?
- Who are the key players in the management of a program?
- What are the main roles and responsibilities of the key players?
- Review of alternative Organisational Structures for managing a program
- Why Should Project Managers Follow YOU as Program Manager?
- Leadership, Team Building, Motivation and Conflict Management

**Case Study** ~ Building an Organisational Structure for the Program and its Projects and ensuring 'best fit' with the Program Governance Phase Gate Plan

## DAY THREE

### Session 8 ~ Managing Programs in a 'Global' Environment

- How prepared is your company for activity on a Global program?
- The 'Cultural Iceberg' - How what is unseen below the waterline could sink a Program
- Review of motivational theory in the Global context

### Session 9 ~ The Project/Program Management Office (PMO)

- Why establish a PMO?
- What barriers to establishing a PMO might there be?
- The PMO Competency continuum model
- Where does YOUR company need to be in the Continuum?

**Case Study** ~ Establishing the PMO for the Program and reviewing the Program Organisational structure to incorporate the PMO

### Session 10 ~ Monitoring and Controlling a Program

- Review of the Monitoring and Control cycle
- Overview of Monitoring and Control tools and techniques
- Configuration Management and Change Control
- Why should the Earned Value technique be used?
- Establishing 'Tolerance' levels for a Program

**Case Study** ~ Creating a Monitoring and Control Process for the Program including a Change Control Process. Review processes to ensure consistency with Program Governance Phase Gate Plan

### Session 12 ~ Closing a Program

- Project Closure
- Component Closure
- Financial Closure
- Property Closure
- Contract Closure

## 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.

## Testimonials from previous seminars



I would definitely recommend Stamford Global as a provider of excellent training courses in 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.

**Manager, Network Roll-Out, Services  
Ericsson Corporation**

We have been working with Stamford Global for the past year in finding and implementing an in-house training solution for Orange Romania S.A. 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.

**Training & Development Manager  
Orange**

Stamford Global delivered our Project Management Competence Building program, a series of 7 project management in-house company workshops. Stamford Global provided outstanding curriculum and exceptional quality of service. Both the essential business needs and every other small details were given due attention and fulfilled 100%.

**Project Director  
Blue Bridge**

INA plc. as major Oil-&-Gas company in Croatia started to attend Stamford Global courses in Project Management early 2004. Attendees’ feedback, their subsequent internal knowledge dissemination as well as concrete results in different fields have proven the effectiveness and efficiency of Stamford Global trainings.

**CIO  
INA**

I was among the first from my organization who attended Stamford Global course back in 2004. Since then we have nominated over 100 of our people to go through various programs. It is a unique experience and a real value for money!

**Director of HR and Organization  
Ericsson Nikola Tesla**

The course has inspired me to review existing Project Management concepts in Plzensky Prazdroj. As a proof I can now work my whole activity plan. Very good ideas for improvement of Risk Management and perfectly covered!

**Marketing Innovations & Project Manager  
Plzensky Prazdroj**

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

**Deputy CEO, Strategic Projects & Integration Manager  
Coca-Cola Beverages**

