

EXPERIENCED PROJECT MANAGERS COURSES

Advanced Knowledge

- Rapid Assessment and Recovery of Troubled Projects
- Requirements Management: A Key to Project Success
- Leading Complex Projects
- Managing Global Projects
- Unlocking the Power of Earned Value Management

Leadership and Negotiations

- Leading High-Performing Project Teams
- Leading Project Managers

Strategic Organisational Practices

- Aligning Project Management with Organisational Strategy
- Taking Charge of Organisational Change
- Programme Management

Participants will learn how to:

- Structure and lead the effort to assess project problems rapidly
- Determine the root causes of identified problems
- Develop a recovery plan for any troubled project
- Provide leadership to turn the project around
- Identify and manage signs of trouble early in a project

PMBOK® knowledge areas:

- Project Integration Management
- Project Time Management
- Project Risk Management
- Project Scope Management
- Project Cost Management
- Project Communications Management

Programme Objectives

If you're a project manager who is in the trenches every day, sooner or later you'll be staring into the face of a troubled project. The project may be your own or may have been one you've inherited. Knowing what to do when the time comes will be critical to your success. You'll need to take action immediately – with speed, accuracy, power, balance and focus. You'll have little time to think about an approach or polish your skills.

Rapid Assessment and Recovery of Troubled Projects demonstrates a proven process to project recovery. You'll get everything you need (process, tools, techniques) to perform a rapid assessment of a project in trouble, develop a recovery plan and manage the transition to stabilisation.

Active participation in the case study, designed to simulate the environment and feel of an actual troubled project, will enable you to build your skills in a meaningful way. This course is a must for experienced project managers who need to know what to do when the chips are

Reminder: Participants should have a thorough understanding of scheduling and cost control and risk management before taking this course.

Course Outline

Introduction to Assessment Methodology

- Identifying the early warning signs of troubled projects
- The role of the assessment sponsor
- Overview of the Rapid Assessment Model

Planning the Assessment

- The role of the charter in developing an assessment plan
- Bridging the gap between the project team and the assessment team
- Evaluating project history through critical documentation

Conducting the Assessment

- Developing the interview strategy
- Using interviews to determine project reality
- Analysing and validating project data

Developing the Stabilisation Plan

- Stabilisation conceptual overview
- Recovery strategy options
- Develop plan for stabilisation
- Addressing people, processes, products, and timing

Stabilising the Project

- Steps to conduct stabilisation plan
- Techniques for prioritising threats, opportunities, and problems
- Rebaselining the project plan
- Implementing project control metrics

Preventive Measures

- Avoiding classic mistakes
- Establishing a plan for continuous improvement

Participants will learn how to:

- Apply a requirements management process to a project life cycle
- Use proper evaluation techniques to verify and gain agreement upon requirements and that meet specific business and technical objectives
- Identify formal and informal techniques to manage stakeholder relationships within the requirements management process
- Implement a change management process to control scope creep

PMBOK® knowledge areas:

- Project Scope Management
- Project Quality Management
- Project Risk Management
- Project Communications Management

Programme Objectives

Requirements are the foundation of any project, yet the number of project failures attributed to inadequate requirement development and management is staggering. As projects progress, “scope creep” often occurs due to the inability to manage constant change. Customers’ needs and the project sponsor’s needs frequently seem to be at odds. How does the project manager cope with all the turmoil?

Requirements Management takes the experienced project manager beyond the basics of all aspects of requirements, from concept through closeout.

Participants will learn up-to-date practices for requirements management, including proper selection of tools and techniques for specific types of projects. They will explore evaluation techniques to verify requirements early in the project life cycle so as to prevent costly rework downstream.

Even with a solid process for managing requirements, fallout may still result from the battle between important project stakeholders. Participants will practice methods of effective relationship management and negotiation to ensure agreement on functional requirements.

An action-packed, integrated case study will provide experienced project managers, who already have experience with the basics of requirements management, the opportunity to practice new skills in a supportive learning environment. Participants responsible for all types of projects, from construction to new product development to information technology, will take home tools and techniques to put to immediate use.

Course Outline

Requirements Factors Influencing Project Problems

The Project Requirements Process

- The project management and requirements management life cycles
- Steps in the requirements management process
- Fixed and evolving requirements
- Organisational standards

Stakeholder Assessment

- Identification and categorisation
- Communication plan
- Risk factors

Requirements Identification

- Conducting a stakeholder analysis
- Identifying risks and mitigation

Critical Success Factors

- Traceability matrix
- Global requirements mapping
- Test plan
- Requirements management standards

Requirements Derivation

- Functional and non-function requirements
- Global requirements
- Identifying multiple views
- Tools and techniques
- Documentation standards

Evaluation and Approval

- Selection of tools and techniques
- Requirement/prototype review
- Risk assessment
- Baseline documentation

Change Management

- Evaluate policy for project needs
- Establish business criteria for change control
- Select tools and techniques
- Success criteria

Validation of Project Outcomes

- Acceptance criteria
- Project test results

Closeout Procedures

Participants will learn how to:

- Select leadership techniques to increase your odds of success
- Apply the concepts of complexity science to project management
- Use ESI's Complexity Indicator to assess your project's complexity level
- Create an innovative framework for managing project complexity using ESI's Complex Project Model and Process

PMBOK® knowledge areas:

- Project Integration Management
- Project Time Management
- Project Human Resource Management
- Project Scope Management
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- Project Procurement Management
- Project Quality Management
- Project Risk Management
- Project Communications Management

Programme Objectives

Have you ever taken on a project that appeared just too complex to handle? Just trying to identify the multitude of variables to be managed, let alone to anticipate how they might interact to create unexpected challenges, can be overwhelming. So how do you determine the true complexity, with a clear understanding of the variables involved and move forward to develop a plan that provides the right level of control and flexibility for success?

To lead the complex project requires a new way of thinking—a new approach to applying known project management techniques and tools. Leading Complex Projects provides an innovative approach to assess project complexity and to deploy the best techniques to achieve success.

You'll learn to use ESI's unique Complexity Indicator and Complex Project Model to increase your effectiveness in controlling the complexity in your project. The Complex Project Model provides valuable insight into the variables that create the complexity of your particular project. It enables you to select existing tools from a new

point of view that both limits the level of complexity and leverages use of the remaining complexity is used for positive results—in short, to stack the odds of success in your favor!

The exercises and readings are designed to give you hands-on experience from a new perspective while determining the true level of project complexity and using complexity to assist rather than hinder progress. Among the tools provided is an automated template of ESI's Complexity Indicator. Using your answers to the questions in the Complexity Indicator, this tool automatically calculates your project's complexity level, and plots the strengths and weaknesses of your project against the nine areas of PMBOK® Guide. This course is a must for the experienced project manager who needs a leg up in managing the seemingly unmanageable!

Reminder: It is highly recommended that participants already have practical project management experience and a thorough understanding of project management tools and techniques.

Course Outline

Understanding Complexity in Projects

- Elements of complexity theory
 - Complexity
 - Self-organisation
 - Emergence
 - Nonlinear dynamics
 - Open/closed systems
- Leadership approaches and -techniques
 - Competencies
 - Behaviours
 - Leaders in complexity

The Complex Project Model and Process

- ESI's Complex Project Model
- ESI's Complex Project Process
- Knowledge of complexity

- Communication
- Leadership
- Project management

Determining Project Complexity

- ESI's Complexity Indicator
- Assessing complexity levels
- Applying the indicator

Communicating Project Complexity

- Communication platforms
- Risk and risk response
- Change management
- Problem solving

Designing for Complex Projects

- OBS, PBS, WBS
- Design tasks
- Planning for project execution

Leading Complex Projects

- Leadership levels
- Clear vision
- Principles for leading complex projects
- Disciplines for leading complex projects

Participants will learn how to:

- Distinguish the unique characteristics of a "borderless", or global, project effort
- Identify the elements of a global project plan needed to lay the foundation for success in dealing with the challenges inherent in global projects
- Incorporate global project environmental factors into your risk management plan
- Systematically approach and address the unique issues surrounding the management of global projects

PMBOK® knowledge areas:

- Project Integration Management
- Project Time Management
- Project Human Resource Management
- Project Scope Management
- Project Cost Management
- Project Procurement Management
- Project Quality Management
- Project Risk Management
- Project Communications Management

Programme Objectives

Global trends are reshaping the competitive dimensions in the world and are driving the need for increased use of "borderless," or global, project management. The management of the global projects cuts across organisational and national borders. To be successful, project managers must be prepared to overcome a unique set of obstacles. Special challenges arise from differences in cultures, mores, tradition, values, philosophies and languages of the project partners. The financial risks and implications of the project can be immense, extending far beyond the financial capabilities of any one partner operating independently.

In *Managing Global Projects*, you'll learn how to approach these complex global management issues as well as how to minimise the risks inherent in doing business in the worldwide marketplace. You'll develop an understanding of the many unique problems inherent in managing a global project and explore ways to solve them.

You will also get numerous tips, templates and tools that you can apply to any of your global efforts. And, you'll leave with an Action Log to focus application of your course experience in the workplace.

Reminder: Participants should have a thorough understanding of project management before taking this course.

Course Outline

Overview of Global Project Management

- Characteristics of global projects
- Global project management challenges
- Global project manager skills

Politics, Culture and Law

- Political, social, economic, infrastructure, legal and industry-specific considerations
- Boycotts and business ethics
- Negotiation norms and styles
- Business and cultural etiquette

Closing a Global Project

- Closing out a global project
- Challenges of financial and administrative closeout of a global project
- Repatriation challenges
- Documenting Lessons Learned

Preparing for a Global Project

- Identifying global business opportunities
- Criteria for selecting a global project
- Global risks and threats
- Conducting a pre-project country study

Avoiding Pitfalls in Global Projects

- Joint ventures and strategic alliances
- Procurement challenges
- Quality assurance
- Industry specific challenges

Planning Challenges in Global Projects

- Defining global project requirements and scope
- The Global Scope Management Plan
- The Staffing Management Plan and the project team
- Risk management planning for globally dispersed projects

Keeping Global Projects Under Control

- Scope verification
- Change control
- Quality control
- Procurement control

Participants will learn how to:

- Harness the power of EVM to control your project
- Indicate work progress in a more objective way within and across projects
- Relate time-phased budgets to specific tasks and/or statements of work to create a useful and realistic baseline
- Properly relate cost, schedule and technical accomplishment
- Supply managers with information at a practical level of summarisation
- Prepare an action plan and create an immediate impact to your organisation's ability to effectively control projects

PMBOK® knowledge areas:

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Human Resource Management
- Project Procurement Management
- Project Communications Management

Programme Objectives

You've been hearing the term Earned Value Management (EVM) for some time, and you have been introduced to the plethora of calculations involved. You've also asked yourself "Why do I care?" Meanwhile, management has been pushing you to explain what's really going on in your projects, and to tell them how you know that what you're telling them is true. When your team members tell you they're almost done, you think there's a light at the end of the tunnel—it sounds good, but should you stake your career on it? What you really need is a more objective way to evaluate and control your project and to provide management accurate summary information. In short, you need *Unlocking the Power of Earned Value Management*.

This course will take you beyond the calculations you've already learned. You'll review key project documents to gain an understanding of their relationship to effective project evaluation and control using EVM. You'll explore the challenges and approaches involved in establishing a baseline and obtaining accurate, timely and useful information to measure project performance with EVM. You will benefit from relevant discussions with your peers and an experienced instructor.

Working through an integrated case study designed to simulate

real-world issues, problems and decisions, you'll gain insight and experience in determining a realistic assessment of where your project actually stands. This approach allows you to practice new skills and ask questions as you assimilate a broad array of practical experience that can be immediately applied upon your return to the workplace.

Come to *Unlocking the Power of Earned Value Management* and leave with the knowledge and enthusiasm—plus a customized action plan—to enlist others in harnessing the power of EVM.

Participants in this course will receive ESI's Earned Value Formula Finder, which puts the information you need to determine cost, schedule, estimate at completion and estimate to complete values for your projects right at your fingertips.

For your convenience, a complimentary calculator will be provided in class.

Recommendation: Prior to taking this course, you should have a good understanding of standard project management control tools such as network diagrams and responsibility matrices. In addition, a basic background in applying and managing cost and schedule metrics is desirable.

Course Outline

Evaluation and Control in a Project Environment

- What is the difference between evaluation and control?
- The challenges to evaluation and control
- How do you accomplish effective evaluation and control?

Effective Earned Value Management

- EVM speak—know the language
- How to get "the numbers"
- OBS and WBS: What are they and why are they important?

- Estimating cost and schedule honestly and accurately

- Setting the Performance Measurement Baseline (PMB)

Data Collection, Change Management and Baseline Maintenance

Earned Value in Action

- Formulas for control
- Variance tolerances and thresholds
- Are you in control?
- EVM rules

EVM Reporting

- EVM reports
- Tracking
- Project reviews

Implementation of Earned Value Management

- Requirements of the organisation
- Challenges to implementation

Developing your plan for implementation

Participants will learn how to:

- See themselves as a leader (and more than just a manager)
- Apply the five practices of exemplary leaders
- Employ the eight dimensions of high-performing teams
- Explain how these skills are interwoven and interdependent
- Integrate leadership and teamwork skills into managing projects
- Become a high-performing team member

PMBOK® knowledge areas:

- Project Human Resource Management
- Project Cost Management
- Project Integration Management
- Project Quality Management
- Project Risk Management
- Project Time Management
- Project Communications Management
- Professional Development Units

Programme Objectives

Teams make decisions every day, and they deal with dilemmas and unplanned events that must be resolved within specified times, budgets and other parameters. That fact forms the basis of this fast-paced, highly engaging workplace simulation. Project managers who have completed this simulation tell us they have two breakthrough insights that shatter myths and result in significant benefits to themselves and their organisations.

Myth #1. Leaders are born, not made. Participants formally compare what they do at work with the five practices of exemplary leaders. These practices have been researched with more than 30,000 leaders around the world by James Kouzes and Barry Posner and are reported in their book, *The Leadership Challenge*. Invariably, they will have a great “Aha!”—They will find they possess, and express to some degree, every one of the five practices. Participants will be convinced they can be a leader!

Myth #2. A team is composed of a leader and followers. Research has found that strong teams are not made up of one leader and some number of followers.

Superior teams are composed entirely of leaders! This second “Aha!” hits participants as they discover the eight dimensions of high-performance teams, researched worldwide by Carl Larson and Frank LaFasto and reported in their book, *Teamwork: What Must Go Right/What Can Go Wrong*.

With these two myths deflated, the way is cleared for participants to practice leading and working in teams, two essential skills for success in managing projects. This simulation enables them to integrate and apply the five practices of exemplary leaders and eight dimensions of high-performing teams, becoming a confident and competent leader!

Reminder: Participants should have a thorough understanding of basic project management, including knowledge of Gantt charts, resource levelling and general leadership practices.

Simulation Component: This course combines classroom training with a computer-based simulation that challenges participants to implement their new knowledge in real-life project situations!

Course Outline

World of Work

- Traditional learning vs. stages of skill learning
- Difference between a manager and leader
- Role of relationship skills

Leadership Skills

- What makes leaders effective?
- Five practices of exemplary leaders
- Leadership skill self-assessment
- Relationship between leadership and teamwork skills

- Practising application of the five practices of exemplary leaders
- Contingency planning
- Identifying and using key performance indicators

Teamwork Skills

- What makes a team “high performing”?
- Eight dimensions of high-performing teams
- How to get team commitment

Skill Practice and Application

- Using a control panel to track progress
- Practising application of the eight dimensions of high-performing teams

Participants will learn how to:

- Define the leader's role in each phase of the project life cycle
- Outline reasons for project successes and failures
- Use key performance indicators to monitor ongoing project progress
- Support project managers and project teams through coaching, mentoring and rewarding success
- Select the tools and techniques of project management that will help your organisation be successful

PMBOK® knowledge areas:

- Project Integration Management
- Project Time Management
- Project Human Resource Management
- Project Scope Management
- Project Cost Management
- Project Procurement Management
- Project Quality Management
- Project Risk Management
- Project Communications Management

Programme Objectives

As organisational hierarchies give way to dynamic, cross-functional project teams, senior managers find themselves challenged with adopting a "new economy" approach to managing project managers. The leader of project managers must bring order and rationality to a chaotic environment, identify opportunities to influence the direction of projects and provide the means for project managers to succeed. In addition, the leader of project managers must be skilled at managing project portfolios, allocating resources, reviewing projects and communicating appropriately. Above all, the manager of project managers must know the right questions to ask!

In this highly facilitated course, participants will learn soft and hard skills and approaches that lead to organisational success in the "management by projects" environment.

Participants will also get expert perspectives and review best practices on issues critical to those who lead project managers. Participants will enjoy lively debate and stimulating conversation that reinforces what they know and what they have learned.

This course provides the participant with a new way of thinking about the best way to lead people in conjunction with the underlying process of project management. It is a "must-have" for anyone responsible for leading and managing project managers.

Reminder: Participants should have a basic understanding of project management before taking this course. It is assumed that attendees currently or will soon lead project managers, with or without a direct reporting relationship.

Course Outline

The Leader of Project Managers (LPM) Role in the Project Life Cycle

- Managing the Stage Gate process
- The project environment
- The role of management in each phase of the life cycle
- Defining project success within the organisation
- Organisational factors affecting project management
- Knowing the organisation's project management process

Managing a Multi-Project Environment

- The importance of rank ordering projects across the organisation
- Managing multiple project issues
- Resource allocation
- Issue resolution
- Resource pool considerations

Project Initiation

- Project selection
- Project charter
- Project funding

- Stakeholder considerations
- Financial tools
- Understanding margins

Leading and Managing Project Managers

- Challenges of leading and managing project managers
- Identifying, developing, evaluating and retaining project managers
- Rewarding success

The LPM's Role in Project Planning

- Risk management
- Cost estimates
- Schedule development
- Resource allocation
- Communications management
- Project plan review
- Project plan approval

Managing Relationships

- Communicating across the organisation
- Managing expectations
- Managing styles

- Mentoring/coaching
- Conducting effective meetings
- Supporting project managers of virtual teams
- Supporting diversity and cross-cultural teams
- Conflict/resolution

The LPM's Role in Project Implementation

- Project manager and team performance
- Asking the right questions
- Management oversight
- Determining if earned value is the project performance measuring tool to use
- Project reviews
- Project audits
- Understanding signs of trouble
- Project recovery and turnaround
- Change management

Project Close-out

- Early termination
- Project end evaluation
- Lessons learned

Participants will learn how to:

- Understand and support top-level strategy formulation
- Ensure project credibility by aligning your project with your organisation's goals, objectives and strategies
- Understand the need to communicate your strategy to the project team, the customer, and other project stakeholders
- Create and implement an appropriate strategy for your project
- Manage stakeholder expectations to maintain portfolio/project alignment
- Link organisational strategy from business strategy to portfolio development to project implementation

PMBOK® knowledge areas:

- Project Integration Management
- Project Risk Management
- Project Scope Management
- Project Communications Management

Programme Objectives

Today's business climate is characterised by unprecedented changes in technology and globalisation, as well as by complex business relationships and the unrelenting drive for competitive success. In this highly stressful environment, it is essential for project managers to think and act strategically. How does an organisation formulate a strategy to achieve competitive success? How do projects contribute to the implementation of the organisation's strategy? How should a project manager develop a project strategy that supports organisational strategic and business goals?

Aligning Project Management with Organisational Strategy gives participants an in-depth analysis of the process leading from business strategy formation to portfolio development to the project and project

manager's role. Participants will learn how to link their project to the business strategy, apply and maintain alignment of the project strategy, and manage the expectations and interests of those who have a stake in the project outcome.

Thought-provoking discussions and stimulating exercises highlight this dynamic, timely course. Participants will receive the book *The Project Manager's MBA—How to Translate Project Decisions into Business Success*, by Dennis J. Cohen and Robert J. Graham. In addition, they will be given a proven project ranking tool that can be used within their organisation to prioritise strategic projects and/or to help them, the project manager, ask the questions to understand how the project fits into their organisation's strategic initiatives.

Course Outline

Organisational Strategy in Context

- Strategy defined
- Strategy as a way to achieve organisational success
- Paradigm shifts and their impact – how change influences strategy
- Forces for business change
- The impact of organisational constraints on strategy

Organisational Strategy: Approaches and Techniques

- Strategy as a key to organisational success
- Elements of a successful strategy
- The relationship between strategy and achievability
- Strategy assessments
- Classic approaches and techniques for level- setting strategic thinking
- Towards setting up a culture of strategic thinking

Portfolio Management: Strategic Context

- Defining a portfolio
- Identifying projects included in a portfolio
- Challenges and benefits of portfolio management
- Influential roles in portfolio management

Portfolio Set-up and Maintenance

- Setting up a successful project portfolio
- Organisational influences of portfolios
- Generating potential portfolio projects
- Steps in selecting portfolio projects
- Integrating new projects into an existing portfolio
- Project performance and project gateway reviews
- The project filtering process

Strategic Project Management

- Strategic vs. classic project management
- Aligning projects with strategy
- The role of the project team
- The importance of managing change that affects strategic projects
- Anticipating and managing stakeholder expectations and resistance

Participants will learn how to:

- Become a change agent
- Leverage organisational change for positive outcomes
- Help others deal with change
- Create a business case for an organisational change
- Consider other perspectives that impact change initiatives
- Apply a framework to plan and lead organisational change

Programme Objectives

Are you experiencing anxiety or uncertainty stemming from a merger, acquisition, outsourcing, plant or base closure, staffing change or some other organisation change? Too often, change initiatives fail because of poor planning, resistance to change, and lack of vision and communication. With constant change occurring in most organisations, a better understanding of how organisational changes come about, how they are planned, and the challenges inherent in the change process will facilitate smoother transitions and organisational effectiveness.

This extremely interactive course provides an overarching approach for making change happen in organisations and helps participants embrace a mindset that welcomes organisational change. This course addresses how to assess whether change is necessary, as well as what needs to be changed and how to build a business case for a

change. Based on that, you will explore how to develop and articulate a compelling vision and strategy for change. The course will teach you how to engage support for change from stakeholders, as well as how to develop a successful communication plan that is key to any successful change initiative. Particular emphasis is placed on the emotional reactions to change and how to help people support change.

During class, you will work through real-life change scenarios and have the opportunity to plan for change and understand the impact of change from multiple perspectives. You will gain a better understanding of how you personally handle change and use strategies and tips to help others cope with change. You will come away from the course able to apply the framework, tools and approaches for leveraging the inevitable change that occurs every day in today's business environment.

Course Outline

Change Defined

- ESI's Mindset Model
- Effects of change
- Resistance to change
- Core values inventory
- Framework for change

Being a Change Agent

- Assessing personal strengths
- Identifying personal barriers
- Being inspired by change

Need for Change

- "As is" and "to be" gap analysis
- Deciding what needs to change
- Developing a business case for change
- Prioritising changes

Organisational Readiness

- Engaging support
- Articulating a compelling vision
- Gaining sponsorship
- Assessing stakeholders
- Identifying key roles and responsibilities
- Process and plan a case for change

Planning for Change

- Creating the change team
- Communication plan
- Strategy for change
- Measures and milestones
- Articulating the case for change

Implementing Change

- Changing business process
- Coaching and supporting the transition
- Helping others transition
- Preparing an implementation plan
- Sustaining organisational change
- Implementing the case for change

Participants will learn how to:

- Increase the effectiveness of an organisation's approach to programme management
- Initiate and organise a large-scale programme to implement business strategy
- Manage stakeholder relationships effectively
- Manage, execute and control a successful programme consisting of multiple, related projects
- Establish and implement programme governance to ensure consistent alignment with organisational strategy
- Ensure the realisation of programme benefits

PMBOK® knowledge areas:

- Project Integration Management
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- Project Scope Management
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Programme Objectives

Programme managers are, above all else, change agents. Their role has evolved in most organisations from that of managing multiple projects to implementing business strategy through an integrated portfolio of projects involving the management of multiple teams and executive-level stakeholders. As such, the programme manager today requires a refined set of business and leadership skills that are vastly different from that of a project manager. Yet, being an effective programme manager generally requires a firm foothold in project management. To many, programme management is the next logical step in the career progression of one of the world's fastest growing disciplines.

An integrated case study will provide you with the opportunity to walk through the entire life cycle of a programme while facing the types of realistic challenges you will surely encounter. You'll learn tools and techniques for programme governance, effectively managing stakeholders and ensuring that your programme realises its benefits and strategic objectives. You will learn "real-life" best practices presented and facilitated by instructors who have "been there, done that".

Course Outline

Defining Programme Management

- Range of project oversight
- Portfolios vs. portfolio management
- Programmes vs. programme management
- Projects vs. project management

Linking Programmes to Strategic Goals

- Real-world examples
- Business case
- Programme Charter
- Methods

Programme Management Life Cycle

- Purpose
- Stages
- Pre-programme set-up
- Programme set-up
- Establishing programme management and technical infrastructure

- Deliver the benefits

- Close the programme

Maintenance and Support

Three Themes of Programme Management

- Benefits management
- Programme governance
- Stakeholder management

Programme Planning

- Basic considerations
- Feasibility study
- Programme management plan
- Stakeholder management
- Programme architecture and benefits map

Programme Management Office

- Purpose and benefits
- Process control
- Process support
- Process Improvement
- Strategic goal alliance

The Programme Manager's Role in Delivering the Benefits

- Manage enterprise programmes and projects
- Manage change
- Provide support

Reporting Tools

- Checking programme "health" through programme and project reviews

Programme Risk Identification, Analysis and Response Strategy

ESI International

Tel: +44 (0) 20 7017 7100

www.esi-emea.com