

LEADING PROJECT LEADERS

A Simulation Driven Workshop

By



Learning Objectives

At the successful completion of this program, participants will be able to:

- Reduce Project Cycle Time
 - Identify / Develop plans to minimize the impact of Worst Practices that negatively impact cycle time
 - Assist project leaders to expedite team development
 - Identify opportunities / Work with PLs to maximize efficiency of project resources
- Improve Project Portfolio Alignment with Business Strategies (Portfolio Focus)
 - Use Project Requirements Documentation to ensure each project aligns with key MBOs
 - Effectively communicate portfolio strategies / priorities to PLs
 - Assist PLs in anticipating and managing enterprise-wide impacts of their projects
- Expedite Validation of Project Viability
 - Establish standards allowing prioritization of the organizations project portfolio
 - Use the initiation phase of the Best Practice Project Leadership Model to effectively identify project viability
 - Clearly communicate project priorities to PLs and core team members
- Improve Project Resource Allocation
 - Use Project Requirements Documentation and WBS to accurately project resource needs
 - Manage portfolio requirements to ensure each project is appropriately resourced
 - Clearly communicate project expectations to PLs

This program is designed to help experienced and new project sponsors and leaders of project leaders to understand and implement and lead a best practices model of project leadership proven to deliver results. Although some project *management* concepts are covered, this workshop focuses on powerful leadership and communication concepts that have been proven to enable high performance teams to successfully drive project success across the entire corporate portfolio.

Participants will have an opportunity to practice skills in the workshop through the use of a case study or a powerful computer simulation. Participants team up in small groups, function as the leader of a group of project leaders in a fictitious organization, and deal with all the real world situations that leaders/project sponsors face. This drives home the benefits of using the skills they acquire in the program and greatly enhance retention and post-program application of the skills.

Workshop Schedule

	Leading Project Leaders
8:00 – 8:15	<i>Introduction to Project Leadership</i>
8:15 – 9:15	<i>The Project Environment</i>
9:15 – 9:45	<i>A Best Practices Model</i>
10:00 – 10:45	<i>Best / Worst Practices</i>
10:45 – 11:45	<i>Simulation Round 1</i>
11:45 – 12:30	<i>Feedback</i>
12:30 – 1:00	Lunch
1:00 – 1:15	<i>Review of Morning Key Concepts</i>
1:15 – 2:00	<i>Project Portfolio and Strategic Alignment</i>
2:00 – 3:00	<i>Simulation Round 2</i>
3:15 – 4:00	<i>Feedback</i>
4:00 – 4:30	<i>Your Company's Environment</i>
4:30 – 5:00	<i>Modifying Your Project Leadership Environment – Action Planning</i>
5:00	End

Topics Overview

Introduction to Project Leadership

- √ Definition of project management
- √ Definition of project leadership

This session ensures a consistent understanding of project leadership and how it differs from project and department management.

The Project Environment

- √ Differences between managing a department and managing a project
- √ Identify reasons why projects fail
- √ Ten tensions that naturally exist between on-going operations and project work and principle inhibitors to project success
- √ Managing satisfaction with a diverse group of stakeholders, both at the strategy level and those that manage PLs
- √ Ensuring Voice of Customer

Participants will review characteristics of the hierarchal organization and compare that environment to that necessary for project success. They will recognize significant differences and begin to identify characteristics common to the hierarchal organization that commonly inhibit project success. They will begin to recognize that certain solutions commonly applied in a production environment are counter-productive in an environment where creativity and innovation are expected. Participants will recognize satisfaction as the ultimate output of any project and determine specific tactics necessary to ensure satisfaction of a diverse group of stakeholders with varying expectations.

A Best Practices Model (Best and Worst Practices)

- √ List critical phases of a Best Practices Project Model
- √ Identify general tasks associated with each phase
- √ Identify management's role in project success
- √ Best and Worst Practices
- √ LPLs role in minimizing / removing obstacles to project success

Teaching the PMI PMBOK-based process, this discussion illuminates the phases of a project. Participants develop a list of characteristics that describe best projects and worst projects by drawing from their past experience. They compare this with best practices from research and begin to develop a best practices model for their company.

Leading Project Leaders



Simulation – Round 1

- √ Overview of Simulations
- √ Instruction Necessary to Navigate Simulation
- √ Simulation – Round 1

Participants are given background to assist in completion of the first round of the simulation. They are given necessary navigational instruction, then are divided into groups and complete the 45-minute round 1.

Feedback

- √ Simulation Round 1 issues and feedback review

Participants discuss the simulation, feedback and then compare issues within the simulation to their organization's issues and discuss possible changes.

Review of Morning Key Concepts

- √ Review key concepts learned prior to lunch break

Review of morning discovery and key concepts.

Project Portfolio and Strategic Alignment

- √ Differences between individual contributors, work groups and teams
- √ Teams and creativity / innovation
- √ Keys to creation / leveraging of teams, and ways leaders can help
 - Optimizing resources
 - Managing Project Leader's Performance

Participants will identify key distinctions between teams and workgroups. They will learn how to assemble teams and begin to define the project leader's role in creating and maintaining the team and keeping them from deteriorating back into workgroups.

Simulation – Round 2

- √ Simulation – Round 2

Participants complete the 45-minute round 2.

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Feedback

- √ Simulation Round 2 issues and feedback review

Participants discuss the simulation, feedback and then compare issues within the simulation to their issues and discuss possible changes.

Your Company's Environment

- √ Review of the existing Project Environment in your organization
- √ Identifying Best and Worst Practices

This session is preparation for the following action-planning module. Participants identify areas where existing practices are good and determine how to support and maintain them, preventing change as they modify practice area that need improvement.

Modifying Your Project Leadership Environment – Action Planning

- √ Assessing your Project Environment (Analysis of Pre-Program Environmental Assessment)
- √ Ideas to modify your Environment
- √ Action planning

This session is an action-planning module. Participants develop a modest action plan of how they will apply lessons learned during the course back in the workplace. They then consult in dyads to better develop their plans. Use of the Seminar Support Site will be demonstrated.

The Simulation

What it is

The simulation takes the form of an interactive business case, in which participants develop a project plan and make decisions regarding project scope and quality. In this setting, participants are placed in the role of project leader and must manage a project from inception to completion. The simulated project leader is charged with delivering a specific end-product on a set deadline, under a specific (or implied) budget, in an organization of people doing something else, with a team of employees who normally do not work together, and over whom the project manager has no control.

How it Works

In a simulation workshop, participants are divided into teams that deal with the challenges of leading the execution of a project portfolio. Each team develops a strategy and implementation plan and makes decisions regarding portfolio scope, budget trade-offs, organizational priorities, and how to manage diverse team personalities. Computer-generated scenarios provide teams with a variety of issues surrounding the project execution process. Teams are able to react to these with the help of numerous computer-driven information and decision options: teams can make telephone calls, read and answer memos and mail, gather information through an informal "intelligence" network and implement decisions to satisfy the needs of executive stakeholder, clients and the project teams and their members.

Participants are put in the role of a Leader of Project Leaders assigned to implement a portfolio of projects over the course of nine months to a year. The leader of project leaders needs to align the portfolio with the company's strategy and secure resources from the different part of the company to work on the mix of projects and complete them within specified timeframes. The leader will be spending a good deal of time dealing with the project portfolio, the challenges of communication across different projects, and managing all of the issues that arise during the project timeframes.

Simulation Benefits

The simulation is designed for current and potential sponsors and leaders of project leaders who are seeking to enhance their skills in leadership, portfolio management and communication. It is also ideal for newly formed project offices that can use it to experience potential problems before they actually occur. Since team members will have had the opportunity to manage a portfolio in the risk-free environment of the simulation, they will be better equipped to deal with the types of situations that arise on a day-to-day basis. The simulation offers a number of benefits to the workshop environment:

- ✓ Learning is dynamic, not static.
- ✓ Training time is reduced.
- ✓ Theory is put into practice.
- ✓ "What if" scenarios foster and develop analytical skills.
- ✓ Problem solving techniques are strengthened.
- ✓ Learning is enhanced in a risk free environment.

Simulation Learning Design

Opportunities to learn come at four significant points during the simulation:

- ✓ Participants work within groups of three to five, and therefore must build a consensus to determine the best response for each situation presented. The discussion that is generated by this decision-making process is one of the most valuable learning experiences.
- ✓ Participants receive detailed feedback from the program itself in the form of changes in the scores of the learning points, sales or project reports, and individual commentary on each decision made.
- ✓ Small group discussion/debriefing of the results after each round provides a deeper understanding of how the group performed, both in the quality of decisions made and in the group's decision-making process.
- ✓ During large group “debrief” all teams are asked to reflect upon the strengths and weaknesses of their decisions and to begin the process of making the bridge to the workplace.

Key Simulation Issues

- ✓ Team Development / Commitment
- ✓ Portfolio Management
- ✓ Stakeholder Management
- ✓ Strategic Planning
- ✓ Communication and Organizational Dynamics
- ✓ Control
- ✓ Leadership
- ✓ Quality / Budget

Alignment for Measurement

Developmental Matrix

For training impact measurement purposes this program can be aligned with specific organizational goals, competencies or performance measures. An example is shown below:

Module	Behavioral Objective	ABC Company Performance Links
1	Reduce time to market by: Improving stakeholder communication Reducing scope creep Maintaining schedule	Get products to market on time.
2	Identify when stakeholder communication preferences are most effective or least effective.	Increase stakeholder support.
3	Reconcile project requirements document with customer and sponsor. Review all requests for scope change with customer.	Ensure customer voice.
4	Identify a matrixed communication strategy to reduce barriers and build credibility with those at different levels and within other functions. (Reducing power as a distraction to communication)	Builds bridges and partnerships with others across functional, organizational and global boundaries. Orchestrates the pace and process of change, moving key issues forward.
5	Reconcile requests for scope change or feature modifications with sponsor as well as customer. Use work breakdown structure to validate accuracy of original budget projections.	Maintain budget plus or minus 1 percent of agreed.

All Humentum programs can be tailored to align with your key business objectives and produce measurable results. If measurement is important to you, please contact us regarding measurement specifics.