

Successful Project Execution Workshop Schedule

Learning Objectives

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

- Define Steps in the Change Process
 - Identify reasons why most projects fail
 - Identify the 8 Step Change Process and their role in it
 - Begin Project Planning process
- Identify Elements of A Best Practice Project Model and associated environmental requirements
 - Define role of / Identify Customer
 - Explain team's responsibilities in each stage
 - Identify gaps between best practice model and existing project environment
- Define Teams and Stages of Team Development
 - Identify roles / responsibilities of each stage
 - Recognize and define stage "cues"
 - Identify our team assets / skills
- Identify Key Stakeholders and associated needs
 - Identify Key Stakeholders
 - Prioritize Stakeholders and Map Relationships
 - Profile Stakeholders and Identify Needs of Each
- Develop Project Plans
 - Clearly articulate Mission Statement
 - Identify Milestones
 - Identify Tasks
 - Define Durations
 - Assign Responsibilities
 - Define End Date and Budget
- Identify Assumptions / Risks
 - Identify Assumptions
 - Identify Risks
 - Apply Boston Matrix

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.

Day 1 Agenda

8:00 – 9:30	<p>LEADING CHANGE INITIATIVES</p> <p>Why Initiatives Fail The Project Environment Eight Step Change Process Plan Improvement</p>
9:30 – 10:30	<p>A BEST PRACTICES MODEL</p> <p>A Best Practices Model Gap Identification</p>
10:30 – 10:45	<p><i>Break</i></p>
10:45 – 12:00	<p>TRUTH ABOUT TEAMS</p> <p>Core Team Selection Criteria Stages of Team Development</p>
12:00 – 1:00	<p><i>Lunch</i></p>
1:00 – 2:00	<p>Simulation Round 1</p>
2:00 – 3:00	<p>Feedback</p>
3:00 – 4:30	<p>ANALYZING / MANAGING STAKEHOLDERS</p> <p>Managing Satisfaction Stakeholder Identification / Profiling Stakeholder Mapping</p>
4:30 – 5:00	<p>ACTION PLANNING</p>
5:00	<p>END OF DAY 1</p>

Day 2 Agenda

8:00 – 12:00	WORK BREAKDOWN STRUCTURE The Project Charter Project Milestones Project Tasks The Project Plan – GANTT Reconciliation Preparation
12:00 – 1:00	<i>Lunch</i>
1:00 – 2:00	Simulation Round 2
2:00 – 3:00	Feedback
3:00 – 4:30	RISK ANALYSIS Assumptions Risks Creating a Risk Log
4:30 – 5:00	ACTION PLANNING
5:00	END OF DAY 1

Topics Overview

Leading Change Initiatives

- √ Why Projects Fail
- √ Your Project Environment
- √ 8 Step Change Process

This session ensures a consistent understanding of project environment and associated change process. It prepares participants with a paradigm to which all other content will be linked.

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 core team's role in project success
- √ Best and Worst Practices

Using 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 use this segment to identify potential risks and define success criteria.

Truth About Teams

- √ Discuss differences between Individual Contributors, Workgroups and Teams
- √ Define criteria for Teams
- √ Identify and learn cues to recognize the stages of team development

In this segment, participants will learn the significant differences between Individual Contributors, Workgroups and Teams and the process through which teams are built. They will learn how to identify where they are on the development continuum and identify next steps to move forward.

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.

Analyzing / Managing Stakeholders

- √ How to identify stakeholders
- √ How to prioritize stakeholders
- √ How to profile stakeholders – identify key needs

In this segment, participants will learn how to identify and prioritize stakeholders. They will learn how to homogenize their expectations and manage their satisfaction / gain their support. They will create a stakeholder map (showing relationships) as well as a matrixed communication strategy.

Action Planning

- √ Plan and Implementation Strategies

Participants will translate their experience into a plan of action for post workshop implementation. This will be augmented with content from Day 2 and then used to move the team forward with their project.

Work Breakdown Structure

- √ The Project Charter
- √ Project Milestones
- √ Project Tasks
- √ Task Durations
- √ Responsibilities
- √ GANTT Charting
- √ Reconciliation Preparation

In this segment, participants will use the Project Charter or Mission Statement to develop the Project Plan or Work Breakdown Structure.

Simulation – Round 2

- √ Simulation – Round 2

Participants complete the 45-minute round 2.

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.

Risk Analysis

- √ Identifying Assumptions
- √ Identifying Risks
- √ Risk Log Creation

In this segment, participants will identify assumptions and risks associated with their project and develop a first-draft risk log for their project.

Action Planning

- √ Plan and Implementation Strategies

Participants will translate their experience during day 2 into the action plan initiated at the end of Day 1. They will consolidate their plans and integrate them into the project plan.

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.