

Technical Project Management

Program Overview





Learning Objectives

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

1. Define “competitive advantage” and recognize elements critical to its creation / maintenance.
2. Identify trends in the marketplace driving the need for change.
3. Identify common expectations in ongoing operations / tensions they create in the project environment.
4. Define satisfaction and ensure it is attained / maintained throughout a diverse group of stakeholders.
5. Describe major distinctions between workgroups and teams.
6. List critical phases of a Best Practices Project Model.
7. Innumerate detail associated with each phase of the Best Practices Project Model.
8. List common Best / Worst Practices and their impacts on the team and project.
9. Identify appropriate sequence and specific steps associated with effective situation analyses.
10. Create a meaningful and useful Project Charter and associated Mission Statement.
11. Conduct an effective Qualitative Risk Analysis.
12. List keys to reconciling expectations between customers, sponsors and key stakeholders.
13. Identify and use appropriate selection criteria to assemble effective teams.
14. Use Work Breakdown Structure to plan the project at a detail level and facilitate team ownership.
15. Create PERT and Gantt Charts to create a sense of momentum and market progress.
16. Effectively manage short, efficient core team meetings.
17. Analyze each stakeholder’s impact on / support of project and appropriately prioritize communications.
18. Effectively work within the core team to resolve conflicts.
19. Effectively negotiate with others for necessary resources and support.

This program is designed to help experienced and new project leaders and / or core team members understand and implement a best practices model of project management proven to deliver results.

Participants will have an opportunity to practice skills in the workshop through the use of a case study and a powerful computer simulation. Participants team up in small groups, function as project leaders in a fictitious organization, and deal with all the real world situations that project leaders 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.

This program is particularly effective with intact project teams. Its impact is enhanced if participants are able to bring actual project work with them into the program.



Workshop Schedule

Following is an overview of the schedule for this workshop. As a workshop, we may adjust presentation of these materials to better meet the needs of the specific audience, thus this schedule is an approximation of what you may actually experience in the program.

Time	Day 1	Day 2
8:00 – 9:00	1 – The Project Environment	Simulation Round 2
9:00 – 10:00	Simulation Round 1	Feedback Round 2
10:00 – 10:15	Break	Break
10:15 – 10:45	Team Debrief	5 – Creating Effective Teams
10:45 – 12:00	2 – The Project Process	6 - Planning: Work Breakdown Structure
12:00 – 1:00	Lunch	Lunch
1:00 – 1:30	Best Practice Model	Work Breakdown Structure
1:30 – 2:30	3 - Initiating: The Project Charter	Responsibility Charting
2:30 – 2:45	Break	Break
2:45 – 3:45	Feasibility Studies	7 - Reconciliation / Conflict Resolution / Negotiation
3:45 – 4:15	4 - Situation / Risk Analysis	Core Team Meetings
4:15 – 5:00	Group Debrief / Action Planning	Group Debrief / Action Planning



Topics Overview

The Project Environment

- ✓ Competitive Advantage
- ✓ Change in the Marketplace

The first module of the program sets participant's expectations for what will be covered in the program and how they may apply these skills to their personal and organizational advantage at the completion of the workshop.

We first consider forces driving change in the business environment and their impacts on the hierarchical organization. We conclude that projects are a natural outcome, but must exist in an environment significantly different from that of production management. The natural outcome of these differences is tension that project leaders must become adept at managing.

We conclude this module with a definition / discussion of satisfaction. Those working in the project environment must become riveted to the concept of satisfaction and be ever vigilant to its active management. At the conclusion of this module we have participants list expectations of the program and begin the development of an action plan that they can implement once the workshop is concluded.

A Project Process

- ✓ A Best Practices Model
- ✓ Model Detail
- ✓ Best / Worst Practices

In this module we walk participants through the development of the best practices model (a Project Management Institute Project Management Book of Knowledge – PMI PMBOK) and discuss it in detail. Participants then compare their organization's model with the best practices model and identify ways to improve and approach a best practices level of execution. Near the end of this module, we review some best and worst practices common in upper management and discuss ways to migrate current practices toward the model. It is an energizing and fun module that precipitates change in most organizations.



Initiating: The Project Charter

- ✓ A Situation Analysis
- ✓ Risk Analysis
- ✓ A Feasibility Study

In this module, participants will learn the specific elements of conducting effective situation and risk analyses. In the first portion they will learn an effective sequence for conducting a situation analysis as part of the creation of the Project Charter. This documentation includes problem definition, goals, evaluation criteria, scope definition and a project environment analysis resulting in established priorities.

Participants will then learn the importance of and a process to conduct an effective qualitative risk analysis. Throughout this module they will use a case study, allowing them to not just learn but also apply these analyses and techniques in a real-world environment.

Participants come to recognize the power derived from the creation of this detailed project analysis and the baseline it will establish for the alignment of expectations and accumulation of support.

Planning: Work Breakdown Structure

- ✓ Creating Effective Core Teams
- ✓ Work Breakdown Structure – Network Planning
- ✓ Responsibility Charting
- ✓ Reconciliation / Alignment / Managing Conflict / Negotiations
- ✓ Effective Core Team Meetings

In this module, participants will understand the importance and impact of effective teams. They will conduct and be part of the work breakdown structure, a process for breaking the project goal into specific milestones and tasks with associated durations and deliverables. We will also use this process to assign and chart responsibilities to ensure redundant coverage and provide learning opportunities for core team members. The documentation associated with each of these elements comes together to form the Project Network Plan, and will align very well with the Project Charter created earlier by the Project Leader.

Once these documents are complete, these plans must be reconciled with the project sponsor and customer. For the inevitable conflicts that will result, we next provide participants with an overview of a conflict resolution model and review some basic negotiation skills. We finally tackle the problem of how to run efficient yet effective core team meetings and provide participants with some simple yet powerful tools.



The Simulation / Case Study

Organizations are given an option of using either a computer simulation or case study to support this program. Where computers are unavailable, they can be rented or the case study may be used.

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 manager and must manage a project from inception to completion. The simulated project manager 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 must manage a project to successful completion within one year. Each team develops a project plan and makes decisions regarding project 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 management 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 their boss, client and other project team members.

Participants are put in the role of Project Manager assigned to produce a new product in nine months. There has been a decision to produce a new product, and everyone within the company expects this project to be completed quickly. The project manager needs to secure people from other departments to work on the project and complete it within a specified timeframe. The project manager will be spending a good deal of time completing the project, and managing all of the issues that arise during the project timeframe.

Simulation Benefits

The simulation is designed for current and potential project managers who are seeking to enhance their skills in managing people on project teams. It is also ideal for newly formed project teams that can use it to experience potential problems before they actually occur. Since team members will have had the opportunity to manage a project in the risk-free environment of the simulation, they will be better equipped to deal with the types of situations that arise on an actual project. 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
- ✓ Deadlines
- ✓ Stakeholder Management
- ✓ Project Planning
- ✓ Organizational Dynamics
- ✓ Control
- ✓ Leadership
- ✓ Quality / Budget