Understanding Project Management

Overview

This 3-day program focuses on understanding project management and business process improvement. It is specifically recommended for "seasoned" supervisors or managers who are expected to fulfill their supervisory duties of "getting work done through the efforts of others" as well as work on innovative projects that focus on improvements opportunities. They are expected to add value based on their in-depth understanding of their organization, their industry and their resources.

Learning Objectives

At the conclusion of this course, participants will:

- Understand just what is meant by a "project."
- Develop the skills a project manager must have.
- Develop methods for keeping the team focused and motivated and the customer satisfied.
- Identify simple techniques and tools for planning and tracking your project.
- Recognize what steps must be taken to complete projects on time and on budget.
- Enhance ability to sell ideas to the sponsor, the customer and the team through meetings and presentations.
- Understand ways to add value to your organization.

Outline

Day One

- What is a "project"?
- How "projects" fit into the 21st century workplace
- Projects that are worthwhile doing (Discuss how to know when projects add value to the organization and when you have the time, commitment and resources to do them - 1/2 hour)
- Selling your project (How do you sell your project - 1/4 hour)
- The stakeholder roles (1/4 hour)
- Your Role as a Project Manager (Discuss the three types of project manager, and what your various roles will be in each of the four stages of a project, with exercises to demonstrate your 4 various roles - 1 hour).
- Relationship with your project sponsor
- Understanding the scope of the project
- Dealing with dual responsibilities
- Your leadership role
- Your interpersonal role
- Your informational role
- Your decision making role
- The Seven Traits of a Good Project Manager
    - Enthusiasm
    - Ability to manage change (The four room apartment ½ hour)
    - Tolerant of ambiguity
    - Team builder/negotiator (A survival exercise-1 hour)
    - Customer service orientation (A checklist ¼ hour)
    - Understand priorities (an exercise on prioritizing the project tasks ½ hour)
    - Knowledge of the industry
- Assignment-participants are given further directions for developing their own project for a presentation on day 3)

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Day Two

- Reconnect (1/4 hour)
- Choosing your team
- Defining roles
- Before the meeting
  - Information gathering
  - Agenda planning
- During the meeting
  - Goals
  - Completion Date
  - Budget
- After the meeting
  - Follow-up
  - Follow through
- Resolving Conflict (Large group discussion on issue resolution. Group have a case study they are to resolve and then role play - 1 hour)
- Planning Tools (Participants discuss various tools, and have the opportunity to use each tool in an exercise - 1 hour)
  - Cost benefit analysis
  - Dependency chart
  - Milestone & Gannts
  - Critical path
  - Other tools
- Charts, Costs and other Puzzles
  - Tracking tasks
  - Coping with delays
  - Making adjustments
  - Finding and fixing mistakes
- Communication (I /4 hour)
  - With the sponsor
  - With the team
- Controlling Costs (Participants go back to the work breakdown structure from the morning to build their budget - 1 hour)
  - Building a budget
  - Budget control
  - Monitoring and controlling the budget

Review (¼ hour)

Day 3

- Reconnect (1/2 hour)
- Exiting a Project (Large group discussion on how to let go of a project –1 hour)
  - Inclusion
  - Integration
  - Extinction
- Presentation Skills (2 hours)
- The Assessment Process (Discussion of the project –1/4 hour)
  - What went well
  - What flopped
- What is Your Next Project (1/2)
  - Benchmarking
  - Best practices
  - Critical evaluations
- Individual/team presentations (2 hours)
  - Review (The weakest project management link-1/2 hour)
  - Personal Action Plan-(1/4 hour)
- Your Project - During the first day of the workshop, you will be asked to identify a project or assignment from your workplace that you can work on during the remainder of the training. On the afternoon of the third day, you will be asked to make a short presentation on your project.