

Project Management Programme

Sample Outline

Two day back-to-back programme with the option of a third day three to six months later. A good deal of the third day would be determined by the needs of the group.

Day One

<ul style="list-style-type: none"> • Introductions, frame for the programme and personal outcomes • Experiences of project management to date • Key reasons for project success/failure • Important definitions – what is a project and what are the characteristics of an effective project manager? 	<p>This session will ensure that the group will get what it needs from the two days. It will also give an opportunity for people to share their own experiences – good and bad – that will provide reference points for use later. Finally, it will set up some basic definitions that act as building blocks for the rest of the learning.</p>
<ul style="list-style-type: none"> • Project organisation • Understanding other people's perspectives 	<p>Building on the above definitions, the group will next look at the key project management roles, such as business sponsor and delivery owner as well as that of the project manager. They will also work on seeing how other people see the world in order to influence them.</p>
<ul style="list-style-type: none"> • Project initiation <ul style="list-style-type: none"> ○ Scoping projects ○ Who is doing what? ○ Risks ○ Developing the business case • Outcome thinking • Facilitation skills 	<p>The group will run a workshop designed to brainstorm aspects of a project in order to create a draft project initiation document; the importance of the business case will be explained. The workshop will also create opportunities for feedback on and learning about facilitation skills, and also outcome thinking.</p>
<ul style="list-style-type: none"> • Influencing techniques 	<p>Introduces some basic ideas around patterns of behaviour to help in influencing the behaviour and responses of others.</p>
<ul style="list-style-type: none"> • Project planning <ul style="list-style-type: none"> ○ Best practice project planning – product-based planning ○ Product Breakdown Structures ○ Product Flow Diagrams 	<p>Using a case-study approach, the group will work through the key concepts and use the basic techniques involved in product-based planning. The aim is to focus on products (aka deliverables), not</p>

<ul style="list-style-type: none"> ○ Network diagrams/Gantt charts ○ Critical path ○ Tolerances ○ Project stages and plan levels 	on activities.
<ul style="list-style-type: none"> ● Risk <ul style="list-style-type: none"> ○ What is risk? ○ Risk analysis - how do we identify risks? ○ Managing risk ● Our view of risk – thinking and acting out of our box 	In this session, the group will work through models for understanding risk, and managing it through clear definitions, analyses, counter-measures and procedures for monitoring and control. It will focus on people’s attitude to risk, and the limits and consequences of acting inside/outside our box
<ul style="list-style-type: none"> ● Communication <ul style="list-style-type: none"> ○ Progress reporting ○ Managing by exception ● Questioning techniques 	Finally on Day One, the group will work through some key communication strategies for project management, and also learn some behavioural techniques for getting the most out of others.

Homework – no more than 20 minutes. Prepare a 2 minute presentation on how the learning from Day One will impact on your role and your work in the future. What will you do differently now?

Day Two

<ul style="list-style-type: none"> ● Presentations from the previous night’s homework ● Revision 	This is an early opportunity to embed the learning to date by looking at how it will integrate with real work, and by revising the key points from Day One.
<ul style="list-style-type: none"> ● Quality control <ul style="list-style-type: none"> ○ What is project quality and how do you measure it? ○ What do people expect and who looks out for quality? ○ Managing quality throughout the project life-cycle 	The group will brainstorm what the current experience around quality is. This will be put in the context of some key project management perspectives on quality. The group will learn how to ensure that a quality approach is taken throughout a project.
<ul style="list-style-type: none"> ● Day-to-day project management <ul style="list-style-type: none"> ○ Monitoring risks ○ Progress ○ Plan-monitor-control ● Beliefs and values to sustain projects and managers 	In this session the group will work through the day-to-day life of a project manager. It will also look at the belief and values drivers that operate on all those in the project – identifying which ones are important for maintaining momentum and direction.

<ul style="list-style-type: none"> • Managing the people <ul style="list-style-type: none"> ○ Spotting behaviour patterns and knowing how to respond ○ How to keep people on track ○ Different management styles for different contexts ○ Responsibility and choice • Managing exceptions <ul style="list-style-type: none"> ○ What to do when things change 	<p>In this penultimate session, the group will work through all of the ‘people issues’ they have not yet covered. They will build on models and techniques they have learned earlier to develop a set of management tools that will be effective in project management situations. Finally, the group will develop techniques to create a gap between a stimulus and responding, so that they can develop more options and choices in response to changes.</p>
<ul style="list-style-type: none"> • Ending projects <ul style="list-style-type: none"> ○ Closing ○ Signing off ○ Handing over 	<p>Completing the project life-cycle by getting real clarity on how to end projects successfully. This will also include how to plan to capture the learning from the project and planning for measurement of benefits achieved.</p>
<ul style="list-style-type: none"> • Integrating the project management programme into the Lifestyle Group <ul style="list-style-type: none"> ○ Roles and identities ○ Action planning ○ Characteristics of a great project management team 	<p>This final session is designed to bring together all the learning from the previous two days, and to challenge and support the group to integrate into the Lifestyle Group. A key focus will be on what needs to change in order to make a sustainable difference.</p>
<ul style="list-style-type: none"> • Q&As • Feedback • What next? • Close 	<p>In closing, the group will have a chance to check out any final points with the tutor, and identify future learning needs.</p>

Day Three

The aim of this one day programme – run three to six months after the two day programme – is to:

- Review the successes and challenges since the first programme
- Add in some of the detail to some of the models that might be appropriate for the whole team or for key individuals within the team
- Explore ways of dealing with blocks and challenges in the future.