

Essential Skills for Project Managers

This 3-day workshop will give you the project management tools and skills you need to succeed. Lively lecture combined with relevant demonstrations and in-class practice will provide you with an in-depth understanding of what it takes to manage projects. You'll gain a thorough knowledge of the project management process and the most important and powerful project management tools. You'll leave the workshop with the ability to apply what you've learned immediately. If you're responsible for contributing to or leading projects, you shouldn't miss this workshop!

Maximize project success and avoid costly mistakes!

Project management brings structure and repeatable practices to organizations. Using project management techniques, organizations can clarify and gain commitment to desired outcomes, and gain effective control of schedules and costs. Using project planning techniques, project managers can make intelligent tradeoffs when available time, resources and money are insufficient to meet desired functionality. Finally, project management allows organizations to monitor and control project execution, reducing "scope creep" and cost/schedule overruns, while at the same time reducing the frustration and burnout that afflict many project team members.

Who Should Attend

This workshop will benefit all those who will be responsible for contributing to projects, those who manage people who lead projects, and those responsible for managing and leading projects.

Workshop Objectives:

- ▶ Understand and apply the project management processes.
- ▶ Determine and use effective project management practices.
- ▶ Learn to use the various tools and techniques to support the practice.
- ▶ Practice using techniques with a case study.
- ▶ Learn to create an effective project environment.
- ▶ Discuss and explore project management ideas, concerns, and issues.

Managing IT Projects

This 3-day workshop will give you the project management tools and skills you need to succeed. Lively lecture combined with relevant demonstrations and in-class practice will provide you with an in-depth understanding of what it takes to manage IT projects. You'll gain a thorough understanding of the project management process and the most common and powerful project management tools. You'll leave the workshop with the ability to apply what you've learned immediately. If you're responsible for contributing to or leading IT projects, you shouldn't miss this workshop!

***IT projects can be delivered on time, on budget and within scope
— if you have the skills.***

Today's fast-paced organizations have come to rely on their IT organizations for strategic solutions to complex business needs. Projects are growing in complexity and importance. According to The Standish Group's Chaos Report, nearly 53% of IT projects fail to meet at least one of three key criteria—timeliness, cost-effectiveness, and functionality — and more than 31% of IT projects fail to complete! Only 16% of IT projects can be considered successful. What sets successful IT projects apart is effective project management.

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Simply put, project management brings structure and rigor to IT organizations. Using project management techniques, organizations can first identify and document project drivers such as business needs, and project success factors such as resource availability and user involvement. Project management helps IT organizations and their customers clarify and gain commitment to desired outcomes, like requirements and functionality, and project parameters, such as schedules and resource pools. Using project planning techniques, IT project managers can make intelligent tradeoffs when available time, resources, and money are insufficient to meet desired functionality. Finally, project management allows IT organizations to monitor and control project execution, reducing "scope creep" and cost/schedule overruns, while at the same time reducing the frustration and burnout that afflict many IT project team members.

Who Should Attend

Software developers and software engineers, managers or leaders of IT projects, technical contributors to IT projects and IT support personnel.

Workshop Objectives:

- ▶ Develop clear and complete project plans and schedules.
- ▶ Communicate to all stakeholders with confidence.
- ▶ Manage the project team effectively.
- ▶ Manage complexity by effectively structuring the project.
- ▶ Use the fundamental project tools to manage time and tasks.
- ▶ Clearly define the roles and responsibilities of the project manager and all the stakeholders.
- ▶ Use milestones and reviews to build confidence and credibility.
- ▶ Develop an early warning system to avoid unpleasant surprises.

Project Sponsorship

A 1-day workshop to ensure project sponsors have a clear understanding of the sponsorship roles and activities. This understanding will enable the sponsor to select and apply the appropriate activities best suited to the project and team members involved.

The sponsor is critical to the success of a project. A good sponsor can save a weak project manager and make a good project manager shine. A poor or misinformed sponsor can cause serious damage to the project. Learn the strategies and techniques that will improve your sponsorship role and increase the probability of project success.

This is not a project management workshop. Some project management topics are necessarily involved and some are provided for reference where sponsorship and project leadership interact.

Who Should Attend

This workshop is for anyone in management who has accountability for one or more projects in the organization. The title may vary from project sponsor to project champion, project executive, or program manager.

Workshop Objectives:

- ▶ Select from a range of strategies and techniques to be a more effective sponsor.
- ▶ Make better decisions about the project by being more reliably informed.
- ▶ Champion a project and manage the expectations of the team and the organization.
- ▶ Communicate more effectively with the project manager.
- ▶ Recognize the need to participate and select the level of participation necessary.

Project Time Management

Effective time management is a very important skill for a project manager and for each member of the team. Lost time translates into lost revenue which can never be recouped. Participants will understand with clear task definition, sound activity planning and proper sequencing of activities projects will move in an optimal and timely manner. In this workshop, we focus on the techniques and strategies to complete projects on-time and within budget.

This 2-day workshop is a combination of lecture combined with hands-on exercises and simulations to reinforce the learning.

Who Should Attend:

This workshop is aimed at those who have an interest in the principles of project management, in particular those who wish to learn how to effectively deal with time management. It is beneficial for everyone from the trainee project manager to the more experienced person responsible for managing and leading projects.

Workshop Objectives:

- ▶ Differentiate among tasks, activities, and events.
- ▶ Convert an activity list into a network diagram.
- ▶ Differentiate between bottom-up and top-down estimating.
- ▶ Calculate expected activity completion time.
- ▶ Understand how CPM, PERT and GERT are used.
- ▶ Apply methods of duration compression during schedule development.
- ▶ Classify the tools and techniques available.
- ▶ Evaluate the effectiveness of project time management.
- ▶ Learn strategies to define and sequence activities in a project.
- ▶ Deliver on time and within budget.

Project Cost Management

This program provides participants with the skills and processes necessary to estimate the costs and resources necessary for the project. The learning path demonstrates how resource planning, cost estimation, budgeting and control are applied to close the project on time and within budget. Participants will develop a cost baseline and develop techniques and strategies to control costs throughout the life of the project.

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Who Should Attend:

This workshop is aimed at those who have an interest in the principles of project management, in particular those who wish to learn how to effectively deal with cost management. It is beneficial for everyone from the trainee project manager to the more experienced person responsible for managing and leading projects.

Workshop Objectives:

- ▶ Identify project objectives and justification.
- ▶ Create resource pool description.
- ▶ Use the work breakdown structure (WBS) to estimate project costs.
- ▶ Calculate estimate costs for the project.
- ▶ Apply methods and budgeting concepts to develop a the budget.
- ▶ Execute Cost Baseline.
- ▶ Discuss the factors which affect the budget.
- ▶ Avoid common estimating pitfalls.
- ▶ Learn how to control and manage costs throughout the project.

Project Quality Management

The importance of establishing and maintaining quality standards is paramount to the success of a project, and is the focus of this module. The purpose of quality management is to first understand the expectations of the client in terms of quality, and then put a proactive plan and process in place to meet those expectations. Participants will learn the value of an up-front quality management process. While it's true it will take more time, there is a large payback as the project progresses.

We begin with a Quality Plan to identify the major deliverables, checks for completeness and correctness of criteria, quality assurance activities and quality control activities. Participants will learn how to move quality assurance techniques from "gut feelings & instinct" towards an engineering discipline.

This 2-day workshop is a combination of lecture combined with hands-on exercises and simulations to reinforce the learning.

Who Should Attend

This workshop is aimed at those who have an interest in the principles of project management, in particular those who wish to learn how to effectively deal with the importance of quality management. It is beneficial for everyone from the trainee project manager to the more experienced person responsible for managing and leading projects.

Workshop Objectives:

- ▶ Define quality.
- ▶ Differentiate between quality assurance and quality control.
- ▶ Understand the importance of quality management.
- ▶ Incorporate quality management directives into your projects.
- ▶ Define the quality level for the project.
- ▶ Identify problems which could affect the quality of the project.
- ▶ Create solutions to problems which arise.
- ▶ Perform specific planning activities that will positively impact quality.
- ▶ Create checklists for quality standards.
- ▶ Identify problems which could affect the quality of the project.
- ▶ Recognize the effects of non-quality work.

Project Risk Management

Risk refers to future conditions or circumstances that exist outside of the control of the project, and will have an adverse impact on the project IF they occur. All projects have some degree of uncertainty due to the assumptions associated with them and the environment in which they are executed. Although risk cannot be eliminated entirely, it can be anticipated and managed. We can have a proactive approach in that we try to resolve the potential problem before it occurs, or a reactive which attempts to resolve the problems as they occur.

In this session, participants will perform risk evaluation, and implement techniques and strategies to manage and offset possible negative impact on the project.

This 2-day workshop is a combination of lecture combined with hands-on exercises and simulations to reinforce the learning.

Who Should Attend

This workshop is aimed at those who have an interest in the principles of project management, in particular those who wish to learn how to effectively deal with risk management. It is beneficial for everyone from the trainee project manager to the more experienced person responsible for managing and leading projects.

Workshop Objectives:

- ▶ Define risk management.
- ▶ Understand the importance of risk identification.
- ▶ Develop a risk management plan.
- ▶ Understand the critical success factors.
- ▶ Quantify project risk.
- ▶ Identify causes and symptoms of risk.
- ▶ Learn techniques and strategies for responding to risk.
- ▶ Forecast future risk impact on your project.
- ▶ Identify opportunities from risk.
- ▶ Learn how to monitor and control risk throughout the project.

Advanced Project Management

(Managing the People and Politics)

A 3-day workshop for project managers who have experienced the fundamental tools and techniques and would like to progress to higher levels of understanding. The workshop addresses some of the people and control issues not usually covered in basic project management training — the finer aspects of understanding people and communicating, working with virtual teams and offshore teams, and additional control tools to deal with special situations. These are the subjects covered in this workshop.

Who Should Attend

Anyone involved in managing projects, who has some experience using the basic skills, tools and techniques. This includes project managers, project leaders, program managers, and project sponsors.

Workshop Objectives:

- ▶ Expand your project management skills beyond the basic tools and techniques.
- ▶ Improve your ability to manage expectations.
- ▶ Improve your understanding and handling of project politics.
- ▶ Provide a range of additional tools for dealing with special situations such as virtual teams, offshore teams, resource allocation, and performance measurement.

Building High-Performance Self-Directed Work Teams

An Immersive Learning Experience

This workshop is rooted in the author's experience working with over 100 high tech and low tech firms across the last 13 years combined with a review of over 50 studies on high performance teams. It represents a systematic and immersive approach to learning the distilled essence of what it means to be a high-performance team and how you go about building one.

The best of the best characteristics, designed an elegant accelerated program for learning the eight skill sets that yield those established characteristics, and systematically worked in drills that cause the knowledge learned to be applied. We call it a "hands-on brain" approach. It is both informative — creating knowledge to be encoded in simple inheritance hierarchies that are easily memorized by a graphical diagram — and sensory immersive as each skill set through scenarios and drills is applied and through debriefing sessions "debugged." In this 5-day workshop participants will not only know what it takes to create and become a high performance team, but they will have actively and immersively experienced it through multisensory exercises that "wire it in" and create an experience base that can be called upon in real world contexts.

Who Should Attend

This hands-on workshop provides the ultimate learning experience for all those who both lead and work within a team that seeks to improve its performance. To determine if your team needs this workshop, circle the characteristics that do describe your team; cross off those that don't describe your team. If your assessment shows you are weak or missing in two or more areas, your team will experience a measurable ROI from this program.

Prerequisites

Participants will do best if they have at least worked in groups before. The workshop is designed to equip an entire team in self-directed high performance and ready them for a wide array of upcoming challenges.

Workshop Objectives:

- ▶ Learn what makes a group become a team, and a team become self-directing and consistently high performing.
- ▶ Gain a knowledgebase of high-performance principles gleaned from the world's most successful teams.
- ▶ Detect the AntiPatterns to high performance.
- ▶ Maximize diversity in team performance.
- ▶ Be able to evaluate and build both the environment and personnel of a High-Performance Team (HPT).
- ▶ Learn how to turn an existing team into a Self-Directed Work Team (SDWT).
- ▶ Create participative leadership within a team – and share responsibility responsibly.
- ▶ Know how to align a team on purpose and vision – and get and keep a team task-focused.
- ▶ Learn how to innovate as needed.
- ▶ Creatively solve problems – and build strong communication skills.
- ▶ Be responsive to continuous change and sudden change and their impact on team dynamics.
- ▶ Be able to self-monitor your efforts while keeping team progress in view.
- ▶ Learn how virtual teams deal with geographic remoteness and still reach high performance.

Project Management Using MS Project

This 4-day workshop will give you the project management tools and skills you need to succeed. Lively lecture combined with relevant demonstrations and in-class practice will provide you with an in-depth understanding of what it takes to manage projects. You'll gain a thorough knowledge of the project management process and the most important and powerful project management tools. You'll leave the workshop with the ability to apply what you've learned immediately. This workshop uses case studies to enable participants to practice the techniques. The practice includes conceptual work in teams, and then hands-on application using Microsoft Project (MSP)

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- ▶ Understand and apply the project management processes.
- ▶ Determine and use effective project management practices.
- ▶ Learn to use the various tools and techniques to support the practice.
- ▶ Practice using techniques with a case study.
- ▶ Learn to create an effective project environment.
- ▶ Discuss and explore project management ideas, concerns, and issues.
- ▶ Be able to use Microsoft Project to incorporate the learned techniques.

Agile Projects in Practice

Use the Agile Methodology to rethink your approach to software projects.

Agile projects are causing quite a stir. People are often confused about the goals and practices of the Agile approaches. Is it something completely new? Is it repackaging the old principles? Is it something radical? Well! Perhaps yes to all three. Can it work in our culture? Yes, it can work in almost any culture. Agile by definition has some flexibility and — although it may upset the purists — can be adjusted to fit into most tolerance levels.

The most important issue is to fully understand how to apply the principles and then you are free to adjust with a clear conscience, knowing that you have achieved the best use for your environment.

This 2-day workshop takes you through the main project activities and shows how to apply Agile principles to each. It presents the Agile methodologies such as eXtreme Programming and shows how they may be incorporated into the project. Remember, Agile does not mean abandoning all discipline and control; it means knowing and applying what is "just enough" to get the job done at maximum productivity.

Who Should Attend

Agile methodologies and eXtreme Programming work best when all stakeholders have some level of understanding of the principles and practices. Project managers, developers and project team members are obvious candidates, but everyone from customers to programmers can benefit from this material. This workshop is for project managers, developers, programmers, testers, system architects, sponsors, program managers and customers.

Workshop Objectives:

- ▶ Identify the reasons that "Agile approaches" and "eXtreme Programming" are causing so much excitement.
- ▶ Be able to present the values and benefits of an Agile approach to other stakeholders.
- ▶ Be able to show the customer the importance of involvement in an Agile project.
- ▶ Manage or participate in an Agile team.
- ▶ Convert from traditional to Agile practices without losing confidence or control.
- ▶ Perform all the necessary project management and product development activities in an Agile environment.
- ▶ Practice eXtreme programming as a programmer or team leader.
- ▶ Facilitate the Agile interactive processes.

Persuasive Presentations: From Design to Delivery

To become a great persuasive presenter, you need to do more than just deliver information — you must move people into action. This demands that your skills include how to inspire, motivate, and persuade. In short, you must connect with your audience and present your material in such a way that they can have the best chance of hearing, understanding, and retaining your message.

This Immersive Learning 3-day workshop will equip you with exactly the practical skills you need to give dynamic, professional, and yes, persuasive presentations. You'll discover how to craft a great first impression, forge a lasting connection with your audience, use visual aids to their best effect, and use links and cues to cause your material to be retained and remembered when needed most.

The workshop is intensely lab-focused, highly interactive, and will allow you to practice the skills as they are introduced. You'll have several opportunities to give on-camera presentations followed by immediate feedback from participants and coaching from the workshop leader (and author). Group size is designed to be small to ensure that you receive plenty of individualized coaching appropriate to the kinds of presentations your job asks of you. You will come away from the workshop already having learned the basics and with a set of stretch goals for improving your skills in more advanced ways. You'll leave with a clear idea of how to prepare and deliver your message with greater impact, a call to action, delivered in a more memorable way and with a feeling of confidence throughout.

Who Should Attend

Management, salespeople/account executives, anyone who wants to improve their self-confidence and personal presentation skills.

Workshop Objectives:

- ▶ Discover why effective presentations are still the most effective way to get a message across.
- ▶ Establish instant rapport and avenue of influence with each attendee (12 or less).
- ▶ Master the essentials: content design, structure, organizing and packaging ideas and information, applying the psychology of persuasion, and delivering toward a desired result.
- ▶ Learn to be genuinely enthusiastic at will, regardless of how you feel.
- ▶ Channel nervous energy positively into increased confidence.
- ▶ Handle difficult questions with composure.
- ▶ Learn to maximize your tools to achieve your desired outcome.
- ▶ Elements of an effective slide presentation.
- ▶ Learn the basics of presentation style.
- ▶ Orchestrate your voice and body language to bolster rather than hinder your delivery.
- ▶ Deal with the natural fears of public speaking.
- ▶ Learn the psychology of persuasion as applied to presentation design and delivery.
- ▶ Use time effectively.
- ▶ Drill the skills through multiple extended labs.
- ▶ Learn best practices.

Troubled Projects: Techniques for Rapid Recovery

Minimizing the impact of troubled projects is a core competency and critical success factor for today's IT organization. This workshop will provide concise and practical tools for assessing and recovering systems initiatives that are in trouble. Through the use of a well-defined and proven set of methods and techniques the implementation manager will learn not only to address troubled projects but also how to put in place processes and procedures to minimize and manage trouble from the start. It is designed for the project manager or IT manager, in a project oversight position, who needs to learn improved risk management and project recovery strategies. The methods and techniques are introduced through case studies and workshops based on real-world situations. This workshop is presented as a 3-day lecture with workshops.

The materials in this workshop utilize the Project Management Institute's PMBOK™, and the Software Engineering Institute's Capability Maturity Model (SW-CMM).

This workshop incorporates elements of the PMBOK™: Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Risk Management, and Project Communication Management.

Who Should Attend

This workshop is primarily for IT managers, project managers, project management office members, systems architects, and others who might be involved in the leadership of systems initiatives. It is also suggested that internal clients/business owners (e.g.- marketing directors) who will be initiating and overseeing systems initiatives attend this workshop to gain a better understanding of what they can do to help manage risks and guide success.

Workshop Objectives:

- ▶ Understand the process, tools, and techniques needed to perform a rapid evaluation of a project in trouble, develop a solid recovery plan, and manage and oversee the transition to stability.
- ▶ Be able to categorize the severity of a breakdown, and why and when it is beneficial for a breakdown to occur.
- ▶ Learn what to do now to minimize the likelihood and magnitude of a breakdown.
- ▶ Understand the most likely failings of systems projects, and understand strategies for addressing them.
- ▶ Identify key factors which can magnify the impact of a breakdown.
- ▶ Identify the five key stakeholders and how they can contribute to project breakdown and recovery.
- ▶ Learn how to address individual/group psychology and team dynamics which can mask breakdowns and increase severity of breakdowns.
- ▶ Understand the primary differentiators between projects (technology, size, risk, approach/methodology) and the impact and challenges associated with each.
- ▶ Address project management breakdown (leading, communicating, negotiating, problem solving, and influencing the organization).
- ▶ Incorporate continuous improvement systems.