

## Project Management: Skills for Success - 4 Days

### *Course 296 Overview*

#### **You Will Learn How To**

- Plan a project to ensure successful delivery and stakeholder satisfaction
- Apply best practices to plan and run projects using a 6-step project management process
- Implement risk management techniques and deploy mitigation strategies
- Estimate and schedule task work, duration and costs with confidence
- Implement monitoring tools and controls to keep you fully in command of the project
- Recognize and practice the leadership skills needed to run a motivated team

#### **Course Benefits**

As an effective project manager, you organize scarce resources, work under tight deadlines, control project change and generate maximum team performance. Through a simulated case study, you learn how to successfully plan, manage and deliver projects. You also learn how to implement project management processes, develop leadership skills and respond to real-world scenarios. At the end of the course, you leave with templates and checklists for use back at the workplace.

#### **Who Should Attend**

Individuals who need to strengthen their project management skill sets, those new to project management, or project managers seeking a refresher on fundamental project management knowledge, skills and current tools.

#### **RealityPlus™**

Through a multimedia-enhanced four-day simulation, you manage a comprehensive project from beginning to end. You use real-world PC- and paper-based tools and templates to actively present plans, control progress and close the project. Experiential activities include:

- Defining and agreeing on clear project goals and measurable deliverables
- Brainstorming the work breakdown structure
- Estimating task duration and work
- Determining task dependencies and calculating the project schedule
- Assigning and optimizing resources
- Developing risk management plans
- Producing the baseline implementation plan
- Managing and responding to changes
- Evaluating project recovery strategies

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### Course 296 Outline

#### Introduction

- Managing the project processes and issues
- Creating a realistic and achievable project plan
- Working within project constraints

#### Launching Your Project

##### Applying a project framework for success

- Identifying the project life cycle stages
- Managing the key inputs and outputs
- Balancing typical challenges of project management
- Selecting and applying best practices

##### Core project leadership skills

- Identifying stages of team development
- Building and managing team effectiveness
- Taking responsibility for the team culture

##### Building a project charter

- Defining clear project objectives
- Determining and clarifying the goals
- Defining key project deliverables
- Running the objective-setting meeting
- Gaining buy-in from stakeholders

#### The 6-Step Planning Method

##### Defining the project workload

- Determining project scope with work breakdown structures (WBS)
- Driving the plan down to manageable task level
- Calculating a first cut of project costs

##### Building high-confidence estimates

- Effective ways to produce better estimates
- Differentiating between work, duration and resources
- Leveraging three-point estimating to refine accuracy
- Managing the estimating process

##### Scheduling the project

- Converting WBS to precedence networks
- Determining the critical path tasks
- Creating dependency diagrams
- Calculating the project duration

##### Creating the project timeline

- Building clear and readable Gantt charts
- Using slack effectively in the schedule
- Setting key milestones to track and control the project

#### Developing a risk management process

- Identifying the project risks and assumptions
- Evaluating risk impacts
- Strategies for managing risks
- Managing key risks with the Risk Register
- Reducing risks through contingency plans

#### Effectively matching resources to work

- Identifying the resources your project needs
- Assigning resources to tasks
- Analyzing resource use and costs in the schedule
- Optimizing the use of resources
- Preparing and agreeing on task contracts

#### Running the Project

##### Establishing an effective control process

- Establishing change control procedures
- Presenting the project plan for approval
- Setting the baseline schedule

##### Implementing the plan

- Monitoring real task progress
- Analyzing progress against the baseline
- Picking up warnings of trouble ahead
- Engaging team members to maximize productivity

##### Tracking and reporting progress

- Tracking planned vs. actual task performance
- Analyzing the impact of variation to the baseline plan
- Avoiding the 90%-complete trap
- Crashing the critical path tasks
- Implementing, correcting and optimizing strategies to achieve project objectives

##### Leading throughout the project life cycle

- Communicating project status to stakeholders
- Coping with common project scenarios
- Building ownership, motivation and commitment across the team

#### Successful Project Closure

- Managing systematic project closedown
- The payoff of postimplementation review
- Documenting project and personal lessons learned for process improvement