Most organisations are increasingly having to manage changes. These may be driven by customer needs, competition, evolving technology, amongst other causes. Organisations need, therefore, to be able to deliver change effectively and harness change to deliver beneficial outcomes – profitability, cost reduction, new or better products and services, customer satisfaction, employee satisfaction etc. Project Management provides a set of vital tools which support the delivery of beneficial change.

This brief covers seven areas in which Heurisco can support clients in their development of more effective project management. The outlines given are indicative and would be tailored as appropriate to meet specific organisational needs.

1. A development programme for Project Sponsors (pages 2-4)
2. A development programme for Project Managers (pages 5-9)
3. An APMP accreditation programme for key Project Managers (pages 10-11)
4. Consultancy support in the design of an organisational project management methodology (page 12)
5. One to one coaching to support the personal development of project managers or sponsors (page 12)
6. Project Team Workshops to enable larger project teams to receive training and team development support in tandem with starting work on their project. (page 12)
7. A familiarisation programme for staff and others more peripherally involved in projects (pages 13-14)
1. Project Sponsors’ Programme

*Structure and Approach* - The programme comprises three (3) one-day modules.

The programme will be a mix of input from the trainer, individual reflection, syndicate groups to explore specific aspects in particular relation to the organisation and some exercises to consolidate the learning.

*Outcomes* – At the end of the programme, Project Sponsors will be able to:

- understand the importance of projects in achieving strategic objectives
- increase the likelihood of achieving strategic objectives
- consider mechanisms for creating a balanced project portfolio to achieve strategic objectives
- identify a number of project types and the unique management requirements of each
- determine and create the organisational structures appropriate for the delivery of effective and successful projects
- clarify the roles required in an effective project structure
- fulfil their role and responsibilities as Project Sponsor
- understand the need to exemplify and promote a project focused culture
- assess and prioritise projects in line with strategic objectives
- discuss the appropriate use of a project methodology and understand how project management tools and techniques could be applied in the organisation to achieve project outcomes with required quality on time and to cost
- maximise the effective use of organisational resources
- plan the actions required to create a culture for success in project work.

**PROGRAMME OUTLINE**

*Module One*

**Introduction and Objectives**
An opportunity for the delegates and trainer to get to know one another. Outlining the objectives for the programme and module.

**What is Effective Project Management?**
Identifying the characteristics of projects.
Identifying the problems encountered in projects and causes of project failure to establish key factors for effective project management.
Projects as a vehicle for strategic change
Identifying the importance of projects in achieving strategic objectives.

Creating a balanced project portfolio
The key factors in establishing a balanced portfolio.
Application to the organisation.

Project and Programme Management
Identifying project types and management approaches.

Organisational Structure
Exploring a variety of structures to identify an appropriate project-oriented structure for the organisation.

Review and Action Planning
Summary of the day.
An opportunity to set organisational and personal objectives for implementing Effective Project Management throughout the organisation.

Module Two

Review of Module One

Organisational Structure
Identifying Roles and Responsibilities.

The Project Management Process
Establishing the iterative process of Project Management.

Strategic considerations
Exploring the aspects to be considered when assessing and prioritising a project.

Project Methodology
Familiarisation with the tools and techniques to be applied by project managers in project definition and risk management.
Identifying the Sponsor’s role in each phase.
Beginning to identify key elements of a consistent methodology for the organisation.
Review and Action Planning
Summary of the day.
An opportunity to set organisational and personal objectives for implementing Effective Project Management throughout the organisation

Module Three

Review of Modules One and Two

Project Methodology
Familiarisation with the tools and techniques to be applied by project managers in project planning, execution, closure and evaluation.
Identifying the Sponsor’s role in each phase.
Beginning to identify key elements of a consistent methodology for the organisation.

Review and Action Planning
Summary of the day.
An opportunity to set organisational and personal objectives for implementing Effective Project Management throughout the organisation
2. Project Managers’ Programme

*Structure and Approach* - The programme will comprise a three-day course on the tools and techniques of managing the project process and a two-day course on interpersonal skills.

The programme will be a mix of input from the trainer, syndicate groups, case studies and practical exercises to consolidate the learning.

**Tools and Techniques course**

*Outcomes* – At the end of the course, Project Managers will be able to:

- understand the organisational structure, roles and responsibilities for projects
- establish clear and complete project definitions
- produce realistic plans for projects
- use proven tools and techniques to meet project objectives on time and within budget
COURSE OUTLINE

Day one

Introduction
   Overview of Programme.
   What is a project?
   Participants identify the difficulties experienced in projects
   The role of the project leader.

Strategic considerations
   Identifying roles and responsibilities. Project Initiation.

A framework for the project process
   Participants identify the primary phases of a project and build an
   effective process.

Project definition
   The key steps to deriving a well defined project are examined.
   Applying the process to a Case Study (Organisation specific if required).

Day two

The planning process
   Where and how does planning start?
   Derivation of the project logic and using this for simple scheduling.
   A methodology for effective planning based on the project key stages
   and the work breakdown.
   Practice with a simple Case Study.
   Estimating time for each part of the work.

The critical path technique
   Continuing with the simple Case Study, participants learn how to identify
   the critical path of a project and derive the float time available.
   Using the plan to resolve time constraints.

The Gantt chart
   Using the results of the network analysis to present the plan in a graphic
   format to help people understand their role in the project. Introducing the
   use of software.
   The use of the chart for resource optimisation.
   Applying the process to a Case Study (Organisation specific if required).
**Day three**

**Project organisation**
Participants identify the actions they must take to enable the project work to proceed smoothly after the launch meeting.
Establishing a realistic budget and the essential data required for control and reporting.

**Monitoring & tracking the project.**
Participants examine the key actions they can take to effectively monitor the project process.
Establishing clear procedures to obtain the inputs for tracking.
Focusing on risks, issues and milestones for effective control of the project.
Tools for Problem Solving.
Applying the process to a Case Study (Organisation specific if required).

**Project closure and evaluation**
Identifying the handover and acceptance process.
Why evaluate? The relevance of ‘active’ and ‘post project’ evaluation and how to carry out the process.
Documenting and publishing the project results to benefit future projects.

**Action towards results**
Participants have an opportunity to derive their personal action plans to improve their performance in project work.

**Interpersonal skills course**

**Outcomes** – At the end of the course, Project Managers will:

- be able to build and maintain relationships with others throughout the project life cycle
- identify their own and others’ interpersonal management styles and recognise importance of using appropriate styles with project stakeholders to manage projects effectively
- understand Motivational Value Systems and be able to apply them to build commitment amongst project participants
- understand what motivates people and be able to create a more motivating environment
- be able to use a framework to understand personal and organisational
sources of influence and influencing style and develop an influencing plan

- be able to identify, diagnose and resolve conflict
- have improved their communication skills
- be able to negotiate more effectively
- be able to give effective feedback on positive performance and on areas where there are performance problems
- set action plans for implementation of the course content and further development needs

COURSE OUTLINE

Day One

Introduction
Brief introductions by the delegates and the trainer.

What is the Project Environment?
Identifying the ‘people’ aspects of projects.

Identifying Stakeholders
Syndicate exercise to establish typical stakeholders and their characteristics.
Building relationships with stakeholders.

Strength Deployment Inventory®
A self-perception questionnaire to identify delegates’ own Motivational Value System and to understand others’.
How to motivate and achieve commitment from project participants.

Motivating Stakeholders
Syndicate exercise to identify what motivates people.
Identifying ways of motivating people through task selection and recognition

Influencing Stakeholders
Syndicate exercise to identify the power and attitude of stakeholders.
A model for influencing, making use of Motivational Values.
Developing an influencing plan.
Day Two

Review of Day One
An opportunity to reflect on and consolidate learning from day one.

Conflict Management
What is conflict and where does it arise in projects?
Positive and negative aspects of conflict.
Using the SDI to identify conflict.
Methods of conflict resolution.

Communication Skills
Understanding the process of communication.
The effective use of questions and listening skills.

Negotiation Skills
How to prepare for and conduct a win-win negotiation.
Practice on a negotiation exercise.

Performance Management
A model for managing performance.
Establishing development needs.
Giving feedback.

Final Review and Action Planning
An opportunity to establish action plans for implementing the course content and to identify further development needs.
3. APMP Accreditation Programme

*Structure and Approach* - The programme will comprise a five-day course in preparation for the APMP examination which would be taken by attendance at one of the APM’s open exam days. The outline below is subject to change in line with APMP syllabus revisions. Maximum number of delegates is six.

**PROGRAMME OUTLINE**

*Day One*

- Introductions
  - 1 Project Management
  - 2 Programme Management
  - 3 Project Environment Context
  - 4 Project Success Criteria
  - 5 Strategy/Project Management Plan
  - 6 Risk Management

*Day Two*

- 7 Quality Management
- 8 Health, Safety & Environment
- 9 Work Content & Scope Management
- 10 Time Scheduling/Phasing
- 11 Resource Management
- 12 Budgeting and Cost Management
- 13 Change Control

*Day Three*

- 14 Earned Value Management
- 15 Information Management
- 16 Estimating
- 17 Configuration Management
- 18 Business Case
- 19 Procurement
- 20 Life Cycle Design & Management

*Day Four*

- 21 Hand-Over
(Post) Project Evaluation Review
Organisation Structure
Organisational Roles
Communication
Teamwork
Leadership
Conflict Management
Negotiation

**Day Five**

Case Study presentations by syndicate groups
Revision
APMP Check Paper – simulated exam
4. Consultancy support for methodology development

*Structure and Approach* – The organisation will establish a project manager and a project team to design and develop the methodology, which will be linked to existing strategic processes. Bill will provide consultancy support to that team through facilitation at meetings or over the phone/email and will provide his expertise as a project management subject matter expert.

5. One to one Coaching

*Structure and Approach* – Bill will provide one to one coaching and mentoring of project managers and sponsors as required. This will be done through regular meetings and intermediate contact via phone/email. Initially the meetings will need to be more frequent, say once a month, reducing to once a quarter or less as the process continues. This will enable delegates to explore and apply more complex project management techniques under the guidance and support of an experienced project and programme manager.

6. Project Team launch workshops

*Structure and Approach* – Programmes can be devised to meet a particular team’s needs. Elements for inclusion may be drawn from the project managers’ programme above and/or include other elements, as required. In all cases, the project itself will be used as the vehicle for learning and the practical exercises focused on moving the project forward. The programme can either be delivered as one contiguous course or a series of modules spread over the initial stages of the project’s life. The programme will also serve as a team building experience enabling its members to work together more effectively throughout the project.
7. Project Familiarisation Workshop

The overall aim of this one-day programme is to familiarise delegates with basic concepts and techniques of effective project management. It is applicable to anyone who needs to have a clearer understanding of the key concepts of project management eg suppliers, customers, key stakeholders, resource providers.

At the end of the programme, delegates will:

* Understand how projects may affect them
* Understand their role and responsibilities in supporting projects
* Understand the basic process through which projects will be managed
* Set action plans for implementing course content and continuing their own development.

PROGRAMME OUTLINE

Introduction
Delegate/Trainer introductions and brief introduction to the programme.

What is a Project?
Definition and examples of projects, drawing on delegates' experience.

What is Effective Project Management?
Organisational structure, project methodology, roles and responsibilities.

The Project Management Process
Establishing the iterative process of Project Definition, Planning, Monitoring and Control, Closure and Evaluation.

Project Definition
Syndicate and group discussions on the elements included in project definition.
An expansion of some of those elements, including objective setting and managing risks.

Project Planning
A step by step approach to planning projects. This will include time, money and resource implications.
Understanding the Gantt Chart
**Project Monitoring and Control**  
Syndicate and group discussions on the elements to be monitored in projects, how they are monitored and how control is achieved.

**Project Closure and Evaluation**  
Group discussion on the actions required to complete the project and ensure that appropriate lessons have been learnt.

**Action Planning**  
A final review of the programme and a time to set personal goals for application of the new-found understanding and skills, further personal development and extending the effective use of project management in their organisations.