

This workshop gives seasoned project managers the knowledge and skills necessary to successfully manage increasingly complex project issues to meet desired goals and objectives. Assuming a mastery of project planning, this workshop extends skills to the remaining project management processes covering areas such as avoiding mistakes when executing and controlling a project, dealing with evolving stakeholder expectations, using trend analysis to measure project performance and improving project outcomes.

Course Objectives:

- Identify key stakeholders, assess project feasibility, and solicit authorization.
- Communicate weekly tasks that are scheduled for completion with a focus on critical tasks.
- Update plan components, manage team and stakeholder expectations, and communicate progress and status consistently and predictably.
- Manage cost, scope, time, risk, quality, and project change according to a set of processes.
- Influence future project activities to meet project goals.
- Use project metrics and process documentation to learn how to manage projects better.
- Analyze projects and the project management process continually.

Audience: Those who have mastered the planning process, are experienced with all aspects of the discipline, and are now looking for ways to develop their execution and control skills on larger, more complex projects.

Prerequisites: Experience in reading and analyzing outputs from scheduling software such as Microsoft® Project. Experience in managing projects.

Number of Days: 3 days

<p>1 Project Selection and Initiation Initiating Projects When Do Projects Start? Defining the Project Life Cycle Tips for Defining the Start of a Project Considerations for Initiating Projects Strategic Planning Prioritizing Projects Selecting Projects Key Elements of the Initiating Process Guidelines for Project Initiation</p>	<p>What Planning Outputs are Needed, and How Good Must They Be? Stakeholder Commitment and Team Resources Inhibitors to Future Success and How to Deal with Them Estimates that Don't "Work" Non-Participating Stakeholders Vague or Uncommitted Resources Other Inhibitors to Getting Work Done The Process for Commencing Project Work</p>
<p>2 Project Execution Methodology Project Execution Methodology Starting Project Work The Value of a Good Start Ensuring a Successful Start to Project Work</p>	<p>Communicating the Start of Project Work Coordinating the Start of Project Work Key Learning Points Getting Work Done Facilitating Project Work</p>

Communicating Work Expectations (Work Authorization)	4	Risk Monitoring and Control Process
Managing Issues and Action Items		Project Closure and Learning
Key Learning Points		The Closing Process
Progress, Status, and Forecasting		The Challenge of Project Closure
Capturing Progress		When and How to Learn from Projects
Updating the Schedule		Initial Sizing
Forecasting – Predicting Future Project Work		Detailed Estimating
3 Project Variance and Control		Unforeseen Events
A Framework for Performance Reporting		Project Closure Reporting and Archiving Processes
Understanding Different Types of Metrics		Step 1 — Obtain Formal Acceptance
How Metrics Interact		Step 2 — Shut Down the Work Engine
Measuring Projects and Generating Metrics Reports		Step 3 — Analyze Metrics, Baseline, and Change Data
Interpreting Project Metrics		Step 4 — Evaluate Processes and Documentation
Baseline Metrics		Step 5 — Documenting Project Events and Circumstances
Earned Value Management		Step 6 — Generating Lessons Learned
Earned Value Management Variance Analysis		Step 7 — Finalize and Share the Project Closure Report
Earned Value Management Forecasting Variance		Step 8 — Celebrating the End of the Project
Earned Value Management To- Complete Performance Index (TCPI)	5	Step 9 — Archive the Project Records
Understanding the Causes of Variance		Step 10 — Conduct Follow-Up Surveys as Negotiated
Defining Project Variance		5 Summary and Conclusion
Understanding Different Types of Project Variance	6	Where we've Been
Root Contributors to Variance		Where to Go Next
Methods for Identifying Root Contributors		6 Appendix A – Managing Projects Better with Process
Taking Corrective Action to Overcome Variance		Intent and Ownership of Processes
Definition/Intention of Corrective Action		Process as a Tool for Success in Project Management
Understanding Points of Leverage		Differentiating Between Project Management and Product Development
Managing Change, Quality, and Risk		Overviews of Methodologies
Responding to the Dynamic Nature of Projects		Value of a Project Management Methodology
Using Process to Create Transparency	7	Using a Methodology
Control Processes for Project Change		Creating a Methodology
Quality Control		Appendix B – "Special Situations" (That Happen All the Time)
Quality Assurance		Managing Several Projects Simultaneously

Priority
Process
Workflow
Taking Over Ongoing Projects
Establishing Credibility and Project
 Visibility
Inventory the Project to Find Leverage
 Points
"Threading" Your Methodology to an
 Ongoing Project
Stakeholder Change
What is a Stakeholder Change?
Assessing the Impact of Stakeholder
 Change on Your Project
Responding to Stakeholder Change
Scaling Project Management to Meet the
 Project Needs
Factors in Scaling Project Management
Identifying and Protecting the Core
 Project Management Processes