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“removing the risk from IT projects”

Spotlight on Project Management Training

Unlike specialist training companies, IMB Consulting provides training in “The Art of Project Management” which means imparting many years of practical experience and exposing the battle scars, which have been “learned the hard way”.

Attendees would previously have received foundation training in a Project Management Methodology such as PRINCE 2 (i.e. the science) and planning tools such as MS Project.

The course provides the next level of “experience-based” training in a format that consists of presentation slides, workshop discussions and practical exercises and focuses on the softer skills of Project Management.

Quotes from satisfied Customers:

“learning from Iain’s experiences & recommendations was very useful”

“complements a methodology course like PRINCE2 really well”

“very well thought out and constructed... valuable hints & tips”

Contents

Here is an overview of the course contents and what is covered within each of the sessions. If you would like any more information on any particular sessions then a copy of the slides and handouts will be provided on request.

The list of topics below is intended as a Pick-List enabling you to tailor the course to your specific requirements and course duration can be anything from 1-day to 4-days for complete flexibility. We are also willing to prepare additional sessions that are peculiar to your own in-house practises and standards.

1. What makes a good Project Manager?

In 2000, Gadeken & Owen identified Eight behaviours of the best project managers:

- i. Are strongly committed to a clear vision
- ii. Have a long term and big picture perspective
- iii. Are both systematic and innovative thinkers
- iv. Find and empower the best people for their teams
- v. Are selective in their involvement in project issues
- vi. Focus on external stakeholders
- vii. Thrive on relationships and influence
- viii. Proactively gather information and insist on results

It is clear that behavioural skills (the soft skills) are most important and that they cannot be learned from a book or measured by a test.

2. The Importance of Specifications

- Includes a practical exercise on ambiguous specifications
- Opportunity to win a bottle of Champagne (normally not won so Champagne will be awarded at the end of course to person who contributed most)

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3. **Overview of Methodologies**
 - Facilitated debate around Waterfall, V-Model, RAD, Agile methods
 - What's more important, Product or Process?
 - PM should decide which method to use for each project since there is not a one size fits all solution
4. **Taking Ownership**
 - Ownership means feeling like your job is on the line.
 - Every task should have a single owner (even though there may be many contributors)
 - Every date should be a commitment to deliver (i.e. you tell me when it will be done rather than me telling you when it needs to be done)
5. **Project Initiation, Estimating & Budgeting**
 - Methodologies do not normally cover how to secure a budget so explore the internal budget process and how this knits in with a PM methodology.
 - Know your run rate (weekly/monthly) and do some macro level resource planning i.e. don't budget based on man-day estimates
 - Rolling budgets versus annual budgets. Project managers tend to think in terms of rolling budgets but accountants do not.
6. **Building a Business Case**
 - Pareto Principle - 80/20 Rule – “the vital few and the trivial many” (Dr Joseph Duran)
 - Every requirement is cost justifiable
7. **Being Delivery Focused**
 - Every task should have a measurable deliverable.
 - Say what you're going to do and then do what you say
 - Knowing when a task is complete
8. **Presentation Skills**
 - Hints and tips on how to give presentations that win approval.
 - Preparing your slides. Use pictures not words, large fonts.
 - Start every presentation with ABCD (Attention Grabber, Benefits to the Listener, Credentials of Presenter, Direction of Presentation).
 - Structure the presentation - Tell them what you're going to tell them, tell them, and then tell them what you've told them.
 - Body language (get close to your audience, not behind a barrier)
9. **Negotiating & Influencing**
 - WIN (Want, Intend, Need)
 - SPIN (Situation, Problem, Implication, Need)
10. **Quality**
 - Means different things to different people
 - I define quality as “say what you're going to do, then do what you say”
 - Feedback loops
 - Time, Quality, Scope triangle. What it means and how to manage expectations.
11. **Timeboxing**
 - Theory of Triple Constraints (Time, Cost, Scope triangle)
 - MoSCoW technique of prioritisation
12. **Planning, Governance & Steering Committees**
 - RACI Analysis
 - Key elements of a Governance Model
 - Roles & Responsibilities

13. **Scope & Change Management**
 - What represents a change?
 - Impact assessment
 - Contingency is not for changes (although many business users will try to tell you that it is)
14. **Motivation & Delegation**
 - Herzberg's model: above & below the line
 - Maslow's pyramid of needs
15. **Team & Network Building**
 - Forming, Storming, Norming, Performing
 - Dealing with conflict
16. **Managing Expectations, Managing Your Manager**
 - Always under-promise and over-deliver. Don't just tell them what they want to hear.
 - Pessimistic is good, optimistic is bad.
 - Know what decisions you need your manager to make and give them the facts (without unnecessary detail) that they need to make a decision.
 - Ensure all risks, issues, actions and tasks are being logged, tracked and managed. Demonstrate where and how these are being managed.
 - Escalate to your manager, those risks and issues that are outside your control.
17. **Managing Global Projects**
 - Recognising cultural differences,
 - Time Zones, are they an advantage or disadvantage? how to turn them to your advantage
 - Meeting rules for global conference calls
 - Reinforce the need for unambiguous specifications and clear unambiguous communication
 - Outsourcing to the region
18. **Facilitating Workshops**
 - What does it mean to be an independent facilitator?
 - Establish the purpose & objectives of the w/shop in advance and measure progress against these objectives
 - Controlling the discussions to ensure maximum contribution
 - Brainstorming - how to do it
 - Decision Making - how to do it
19. **Meetings Bloody Meetings**
 - Establish the purpose & objectives of every meeting (esp. weekly or regular meetings)
 - Timeboxing in meetings
 - Minutes & action lists (single owner for each action, committed delivery date, follow up)
 - Maintaining a global action list
 - What is the difference between a steering group and a working party?
 - Controlling global conference calls
20. **Negotiating Contracts**
 - Difference between service based and resource based contracts
 - When does the negotiation start and who makes the first move
 - Outsourcing contracts & SLAs
 - Corporate Purchasing are there to check the boilerplate stuff, the PM needs to check the business & technical stuff
21. **Product Management**
 - Technology Adoption Life Cycle
 - Account management of Early adopters, Pragmatists & Laggards
 - Supporting multiple versions

22. **Progress Reporting (how to report progress against plans)**
 - The four corners report of Time, Cost, Scope, Benefits
 - Less is more, but ensure you have the detail to back it up
 - Under-promise and over-deliver
 - Work to the premise "say what you're going to do and then do what you say"
 - Progress Versus Plans means reporting whether you did what you said were going to do
23. **Risk Management**
 - Features of good risk management (project risks)
 - 3 M's of Risks; Measure, Minimise, Monitor
24. **System & Vendor Selection**
 - What are the classic pitfalls of system & vendor selection?
 - What are the key elements of a selection methodology?
 - Qualitative & quantitative analysis of alternative solutions
25. **Time & Priority Management**
 - What is the difference between Urgency and Importance?
 - Dealing with urgent actions straight away and allocating time to the important ones
 - Reinforce the need to delegate effectively
26. **Programme V's Project Management (Compare & Contrast)**
 - What is a project and what is a programme?
 - Building in contingency at the programme level
 - Establishing a PMO
27. **Performing a Project HealthCheck™**
 - What to do if you inherit an in-flight project?
 - What to look for?
 - How long should it take?

You will see that there is some degree of overlap between the sessions meaning that the lessons learned are reinforced by subsequent sessions and it also means that you don't necessarily lose out on key learning points just because you have dropped one of the sessions.

Contact Us

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