

# Performance Management I-III

## Overview

All leaders want their projects to be well-executed, on time, and on budget. There is a true art (and science) to project management, and in Elevate's multi-level Project Management Series, participants will build on each step of Project Management, from the birth of a project, to understanding the constraints within which a project must be managed throughout the project's life-cycle. Without the core of effective management, a project can be crippled in the preparation and implementation. Level one of this course will strengthen participant knowledge of common project management tools, critical evaluation, and a proven project management framework, with levels 2 & 3, digging deeper into Project Management, giving participants the ability to more effectively diagnose constraints and risk factors, create solutions with logical processes, avoid common mistakes, and employ tools for effective job management. Participants will learn the advanced steps to demystify the processes of project management. Participants will build upon existing tools and information to ensure successful project completion.

## Learning Objectives

- Definition of a project and an understanding of the Project Life Cycle
- In depth understanding project management process
- Identify key constraints within which a project must be managed
- Demonstrate techniques to identify and work with stakeholders
- Effectively manage project team development and maintenance
- Utilize tools for planning, scheduling, and monitoring progress of the project
- Obtain successful strategies for solving problems and making decisions
- Learn project production and execution
- In depth understanding of quality assurance of deliverables
- Effectively manage stakeholder expectations
- Discover the correct way to closing a project
- Understand the five stages of teamwork
- Learn consensus-core principles

## Course Agenda

### DAY 1

#### **Project Management Concepts**

- Definition of a project and its attributes
- Key constraints within which a project must be managed
- How a project is "born"
- Understand the Project Life Cycle
- Steps involved in the project management process
- Benefits of project management

### DAY 2

#### **Module 1: Real World Example (Day 2)**

- Vignette: Research a typical project for this business/organization structure
- Profile the Executive support established for objectives and project teams formation
- Projects completion constraints for time and budget. Geographic or Organizational Scope for control and project management
- This will be an exercise pertinent to the seminar participants. What are the current projects found at this company? Depending on seminar size identify the project participants, job roles, stakeholders, ultimate

customer deriving benefit from project

### **Module 2: Project Defined**

- A project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and effective utilization of resources
- Establishing the project goals and overall objective of the 'vignette' project.
  - Using the provided worksheet, link the vignette project with the various attributes of a project identified in outline group 4

### **Module 3: Attributes of a Project**

- Has a well-defined objective
- Composed of a series of interdependent tasks
- Utilizes various resources
- Has a specific time frame
- Has a customer
- Involves a degree of uncertainty

### **Module 4: Examples of Projects**

- Planning a wedding
- Designing and implementing a computer system
- Hosting a holiday party
- Designing and producing a brochure
- Executing an environmental clean-up of a contaminated site
- Holding a high school reunion
- Performing a series of surgeries on an accident victim

### **Module 5: Constraints: Every project has constraints. Identify these for the vignette.**

- Scope
- Cost
- Schedule
- Customer satisfaction

### **Module 6: Unforeseen Circumstances – The realities of your organizations projects.**

- Unforeseen circumstances may jeopardize achievement of the project objective
- The challenge facing the project manager is to prevent, anticipate, and/or overcome such circumstances

### **Module 7: The Project Life Cycle**

- Projects are "born" when a need is identified by the customer
- Project life cycles vary in length, from a few weeks to several years
- Not all projects formally go through all four phases of the project life cycle
  - **Phases of the Project Life Cycle 1**
    - The first phase involves the identification of a need, problem, or opportunity
    - The need and requirements are usually written by the customer into a document called a request for proposal (RFP)
  - **Phases of the Project Life Cycle 2**
    - The second phase is the development of a proposed solution to the need or problem
    - This phase results in the submission of a proposal
    - The customer and the winning contractor negotiate and sign a contract (agreement)
  - **Phases of the Project Life Cycle 3**
    - The third phase is performing the project
    - Different types of resources are utilized
    - Results in the accomplishment of the project objective
  - **Phases of the Project Life Cycle 4**
    - The final phase is terminating the project
    - Perform close-out activities
    - Evaluate performance
    - Invite customer feedback

### **Module 8: The Project Management Process**

- The project management process means planning the work and then working the plan
- Clearly define the project objective
- Divide and subdivide the project
- Define the specific activities that need to be performed
- Graphically portray the activities in a network diagram
- Make a time estimate
- Make a cost estimate
- Calculate a project schedule and budget
- Make a time estimate
- Make a cost estimate
- Calculate a project schedule and budget

### **Module 9: Controlling Projects**

- Establish a baseline plan
- Monitor progress
- Measure actual progress and compare it to planned progress
- Take corrective action if the project is behind schedule, overrunning the budget, or not meeting technical specifications

### **Module 10: Terminology of Project Management**

- Introduce any terms needed for day two presentation of project control
- Identify various Project Management computer applications. Focus on Microsoft project since it is the most widely used in medium to large business organizations. Present a list of other similar programs

## **DAY 3**

### **Module 1: Facilitating Project Production and Execution**

- Direct and manage project execution

### **Module 2: Establishing Quality Assurance of Deliverables**

- Tools and Techniques for QA

### **Module 3: Distributing Information**

- Importance of communication
- Distributing information-key principles

### **Module 4: Managing Stakeholder Expectations Tool**

### **Module 5: Conducting Effective Project Monitoring and Controlling**

- Project monitoring and controlling tools

### **Module 6: Working with Project Teams**

- Tuckman and Jensen's Model of Team Development
- Five stages of the team

### **Module 7: Building Consensus—Core Principles**

- The six steps to consensus
- Reaching a decision point

### **Module 8: Closing the Project**

### **Module 9: Problem Solving and Decision Making**

### **Module 10: Reflection Activity**

## **Course Materials**

- Participant workbook
- Presenter slides and outlines
- Case Studies and Media as appropriate
- Role play scenarios
- Post training assessment

## **Room Requirements**

- Internet access for presenter
- Screen
- Projector (if not ceiling mounted then a table or cart will need to be provided)
- Training room must be able to comfortably accommodate the number of participants plus room to move around for various activities)
- Round tables or pods, small table for presenter's materials, chairs for all participants
- One Flip chart and easel for each round table (for small group work) and markers

## **Additional Requirements**

- Elevate will choose training facilitators whose background and expertise will support the subject matter
- Instructors will use a variety of instructional methods including lecture, group projects, discussion, and role play
- Participants are expected to be actively engaged in the learning process

