

Managing Multiple Projects

- 2 Day Workshop -

This course provides 14 PDUs

Overview

Multi-project management relates to project managers' work in balancing projects in process, while handling requests for new work and juggling business priorities

Project Management techniques have been developed to provide Project Managers with skills that are appropriate in any Project or business environment. Many 'tools' are available as an aid to Project Managers as they seek to ensure delivery within the 'Triple Constraint' of Time, Budget and Scope. Whilst still of great importance, the Triple Constraint no longer fully represents the key issues that face the leader of complex or multiple projects, especially when a project, portfolio or program is to be implemented on a trans-national or 'Global' basis.

Although a sound understanding of the basics of project management is obviously an advantage to the manager of a program or portfolio, such 'technical expertise' is not necessarily the prime factor when seeking success in a multiple-project environment, as the delivery of individual projects will rest in the hands of individual project managers.

However, leaders should understand the needs of their Project Managers when managing a program or portfolio of projects. Thus equipped, those leaders will be better able to interpret and challenge data, identify and balance priorities, manage change, manage stakeholders and conflict, and support their Project Managers in the achievement of wider business objectives.



Benefits of Attendance

Succeeding in today's competitive marketplace often requires cycle-time reduction, reducing the duration of projects and getting results faster

- This seminar will address managing multiple projects within the context of portfolio, program or product management. Planning and managing individual projects is challenging. When introducing the real-life limitation of resources and other outside influences into the multi-project environment, those challenges are magnified and new challenges introduced.
- Identify the critical factors in multi-project management, including the intra-organizational issues and the need to realize the business benefits demanded by stakeholders
- Develop multi-project, portfolio and program plans using project dependency analysis, risk analysis, resource management, project categorization and other techniques
- Manage stakeholder relationships and identify the role of a Project Management Office in a multi-project management context
- Learn how to influence others regarding the improvement of multi-project management in your organization

Who Should Attend

- This event is designed for Project/Portfolio/Program Managers and those managers involved in Business Change, who participate or lead resource assignment decisions across multiple projects, or support Portfolio Management decision-making processes for the selection and prioritization of projects.
- It will also be of benefit to Portfolio/Program Directors, PMO and Project Support staff. Practical advice and feedback in developing key leadership skills of assessing, developing, motivating and performance management in a range of challenging project team situations

Seminar Focus

- **Learn** how multiple projects can be effectively controlled, especially where change is 'business as usual'
- **Review** the 'show-stoppers' which repeatedly impact upon the delivery of complex & multiple projects
- **Analyze** the strategic alignment of projects and issues around delivering trans-national projects
- **Discover** how Portfolio/Program Managers ensure a portfolio or program is managed at the correct level
- **Explore** what a 'best practice' organizational structure for the management of multiple projects looks like
- **Develop** a personal action plan to apply your learning back at work

This workshop aims to assist delegates to:

- Gain an appreciation of current best practice thinking on the management of multiple projects.
- Explore the relationships between Corporate Strategy, Portfolios, Programs, and Projects.
- Review tools and techniques applicable to the management of multiple projects in any environment.
- Identify the key issues your face
- Develop a "best practice" organizational structure for the leadership and management of multiple projects.
- Practice a technique to enable multiple projects to be effectively monitored and controlled.
- Build a Multi-Project Plan
- Understand the role of the Project Management Office in the effective delivery of multiple projects.
- Apply best practices in real-world scenarios.

Seminar Agenda

1. Start-up

- Introductions

- Workshop goals and objectives
- Workshop approach

2. Projects, Programs, Portfolios and Juggling Multiple Initiatives

- Multi-project challenges and environments
- Best practice definitions relating to projects, programs and portfolios
- Aligning to and enabling business and IT strategies and plans
- Special implications for technology initiatives
- Multi-project selection, categories and types
- Project management best practices
- Project program management standards
- Project portfolio management standards
- Typical multi-project lifecycle

3. Initiation

- Key dependencies: Logical, Resource and Risk
- Key themes
- Stakeholder management
- Benefits management
- Governance management
- Initiation issues (generally and for technology projects)

4: Planning

- Project priorities in the multi-project environment
- Logical dependencies across multiple projects
- Risk dependencies across multiple projects
- Resource dependencies across multiple projects
- Resource loading and resource pool
- Best-practice model for structuring your team
- Critical chain management and multi-tasking
- Budget and scheduling challenges
- Planning levels of detail and integration
- Planning issues (generally and for technology projects)

5. Execution, Monitoring and Controlling

- Executing the multi-project plan
- Monitoring and controlling in the multi-project environment
- Empowering and supervising
- Multi-project risk management process
- Effective communication, barriers and resolving multi-project conflicts
- Setting and managing multi-project KPI's
- Tools in multi-project management
- Execution issues (generally and for technology projects)

6. Closure

- Closing practices
- Closure Issues (generally and for technology projects)

7. Wrap-up

- What did we learn?
- Implementation models: Top-down, Big Bang, Incremental
- How can you implement in your work environments?