

Project Management

Finding the right team, giving appropriate direction and managing the working environment – while maintaining a strategic focus and staying on top of deadlines and deliverables – are all part of a project manager's role. It's a challenging task for the right individual. But if you can find someone who loves it, you can build your firm's business and improve the quality of your work.

Duration

2 days

Public

Employees and managers at all levels.

Objectives

- During the training the participants learn about:
 - the features of a project;
 - defining a project correctly with the client;
 - project planning;
 - project management;
 - project monitoring;
 - putting together a project team;
 - anticipating problems;
 - delivering a project statement;
 - drawing up a communication plan;
 - team building and working together as a team;
 - closing a project.

Program

➤ What is a project?

- What is understood by a project?
- Specific features of a project (and difference with operational work).
- Key to successful project management.
- Project standards.

➤ Defining a project with the client correctly

- Goal and result of the start-up phase.
- Clarification of the problems (Root Cause Analysis).
- Acceptation of a project by the client and the project leader.
- The project charter (PID).

➤ Project planning

- Background for drawing up a project plan: goal, necessity, approach.
- Milestones as measuring points: criteria.
- Choosing milestones and Work Breakdown Structure (WBS).
 - ⇒ Each project task requires resources and time. All tasks in their underlying connections collectively realise the project goal. The WBS is a general overview of all project tasks displayed in a tree structure. The WBS structures the work in the project.
- Phases in **WBS**.
 - ⇒ A project phase is defined as a logical, connected unity of tasks and activities resulting in a preliminary end product or deliverable. The following phases are often part of a project:
 - definition phase: the goal of the project;
 - analysis phase: defining the complexity of the project;
 - design phase: the project plan;
 - realisation phase: the execution of the project;
 - testing phase;
 - handover of the project to the customers and/or users;
 - monitoring phase: correcting errors;
 - maintenance phase: maintenance after the project is completed;
 - updating: adjustment of the original project according to new developments.
- Activities.
- Tasks (at the lowest level of WBS).
- The milestone plan (PDM) and its components.
- How many people do you need and who (which competencies)?
- Who does what (responsibilities matrix)?
- Scheduling (Gantt, PERT).
- The critical path (Critical Path Method - CPM).
 - ⇒ The quickest possible path between the beginning and end of a project.
- How do you formalise the project plan?
- The project plan as communication tool (drawing up a communication plan).

➤ Building & monitoring the project team

- Working in a project team.
 - ⇒ Roles, responsibilities and expectations (steering committee, sponsor, project manager, team).
- Kick-off meeting.
 - ⇒ Who takes part? What is the goal? How do you ensure that this is successful?
- Forming teams.
- The key points of a team.
- Negotiating in a project.
- Development phases of a project team.
- Rolling wave planning and efficient to-do lists.
- Controversial topics and the task of the project leader.
- Project meetings: the structural, normative and functional approach.
- Reporting.
- Follow-up and control.
- Dealing with change requests.
- Stress management in the project.
 - ⇒ Emotional stress signals, physical and mental responses, time management, setting priorities, identifying time-consuming elements, analysing and eliminating.
- Performance interviews in a project.
- Conflict within a project.

➤ **Closing the project**

- Importance and value of this phase.
- Evaluation of the project.
- Closing Meeting.
- Calculating the Earned Value.
- Lessons learned (process, content, team).
- Roll-out of the project.
 - ⇒ After handover, the client is responsible for the good progress of the project. In a monitoring phase, the project is followed up by the project team, the primary user and the process owner in order to solve any teething issues.

Methodology

Day 1 Theory

Day 2 the participants will work in small groups and have to organise and lead a project from A to Z. The projects will be presented to the other participants at the end of the day.