

# Project Portfolio Management – The New Paradigm Managing a Successful PMO in 2014 Economy

*This unique 1+1 day practical workshop answers tough questions that both Project & Program Managers and Executives ask – how to effectively manage the challenges of today's project environment in a turbulent economy, facing increased risks, maximizing the ROI on each project, with ever more demanding customers*

September 25-26 2014 Hotel Holiday Inn Belgrade, Serbia

October 13-14 2014 Athenee Palace Hilton Hotel Bucharest, Romania

November 4-5 2014 Hotel & Congress Center Antunovic Zagreb, Croatia

**16  
PDU's**



Presented by Rick Graham PMP



Presented by John Pelham PMP



## Workshop Focus:

**Review** best practice approaches to the selection, authorization, prioritization and governance of projects & programs within your portfolio

**Practice** techniques with which every project/program manager & portfolio manager should be familiar

**Understand** different types of a Portfolio, Program and Project Management Office (PMO)

**Learn** how you can ensure that only the "best" projects are included in your portfolio of projects & programs

**Explore** the services which a "strategically-aligned" PMO should offer

**Develop** a "best fit" structure of a PMO for your organization

**Identify** the key issues facing those responsible for implementing and running strategically-aligned PMOs in their organizations

**Familiarize** yourself with the PMI's new Portfolio Management Professional (PfMP) credential requirements

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## Overview:

**In a recent study done by ESI International and PMI®, Project Portfolio Management has been recognized as #2 most important trend on a “Top 10 trends in project management for 2014”**

Organizations worldwide have come to realize that they cannot simply keep throwing money at projects that are doomed to fail, projects which do not comply with business strategy or eventually fail to deliver any meaningful benefit.

The focus is shifting from the “recovery of failing projects” and trying to avoid project failure by imposing increasingly complex processes at all points in the project lifecycle. The “new” paradigm is that it is better to ensure that only the “best” projects, those that contribute to the delivery of strategic aims and that are most likely to succeed *and* deliver real benefits, are started in the first place.

The Project Management Institute® (PMI) reflected this need by creating a new Portfolio Management Professional (PfMP) credential and by updating its Standard for Portfolio Management to place even greater emphasis on the strategic nature of project portfolio management.

The potential role of the PMO (Portfolio, Program or Project Management Office) as a strategic tool has long been recognized by some companies, but in most organizations the PMO has been misunderstood, mistreated and underutilized. This workshop aims to show you how to get it right in a step-by-step practical manner.

## Who should attend:

**If you are facing the *too many projects - not enough people to run them* problem, this workshop is definitely for you; as it will show you how to utilize and prioritize both projects and people**

This event is designed to address the interests of newly-appointed and also established project, program and portfolio managers and others involved in the selection and authorization of project and program portfolios.

The managers of PMOs will also benefit from their engagement with this workshop.

Those responsible for the leadership of programs and major projects at a senior level should also find this workshop beneficial.

## Benefits of attendance:

**Too much time, energy, resource and money is wasted by organizations which do not properly select, authorize and prioritize their portfolios of projects and programs**

This interactive workshop seeks to redress the balance by focusing on Portfolio Strategic Management and the role of the PMO in supporting that.

Day 1 aims principally to review current best practices in Project Portfolio Management with particular emphasis on the selection, authorization, prioritization and governance of projects and programs of projects. The interaction between the three levels will also be examined and an overview of other key Portfolio Management processes will be provided.

Day 2 focuses on the role and structure of the PMO and will provide a framework for analyzing an organization's state of preparedness for maximizing the use of a PMO as a strategic Project Portfolio Management tool.

**This course is in line with PMI's PMBOK Guide 5th edition and provides the PMP credential holders with 16 PDUs.**

**The course is also in line with PMI's Standard for Portfolio Management 3rd Edition and awards 16 globally accredited training hours to all participants pursuing the PMI's Portfolio Management Professional (PfMP) certification.**

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## Day 1: Project Portfolio Management: Only The Best – The New Paradigm

### Session 1: Introductions

#### Session 2: Review of some best practice definitions

What is a "Portfolio" and how does it differ from a "Program"?

What different types of Programs may exist in an organization?

How do "Projects" come to be grouped together in Programs or Portfolios?

How do Portfolios, Programs and Projects fit together within an organization?

How does the "best practice" view compare to your own organization's understanding of the definitions and the interrelationships?

#### Session 3: Building a Portfolio

Typical sources of projects and programs proposed for inclusion in a portfolio

Identifying and analyzing Portfolios and Programs of Projects within your own organization

Selecting the "best projects" for inclusion in a portfolio or program

Commonly used project selection tools and approaches

Some less familiar means of determining project selection

Justification for the inclusion of particular projects

Portfolio authorization and prioritization of Programs and Projects within a Portfolio

Establishing Portfolio Governance

Critical Success Factors for successful Portfolio Management

#### Session 4: Overview of the Portfolio Management Professional Credential (15 minutes short session)

What are the eligibility requirements?

What it aims to test?

## Day 2: Building for successful Portfolio Management - the Strategic PMO

### Session 1: Review of different PMO models

From "Project Office" to "Centre of Excellence".

The PMO as a "value-added" function.

What model is the PMO in your organization?

### Session 2: The Strategic PMO

Centre of Excellence PMO functions.

What PMO functions does your organization have?

In an ideal world, what other PMO functions should it have as a minimum?

What needs to happen to move from the "as-now" state to the "ideal-world" state for your PMO?

What could be the "show-stopper" barriers to the creation of a Strategic Centre of Excellence PMO in your organization?

### Session 3: Putting it all together

Creating an action plan for the development of Strategically-driven Portfolio Management in your organization

### Session 4: Wrap-up, Q&A and delivery of Certificates (30 minutes short session)

**Seminar starts each day at 9:30am and finishes at 5:30pm. Lunch and refreshments are provided.**

**All participants will receive a Certificate of Attendance. The course is in line with PMBOK Guide 5th edition and provides the PMP credential holders with 16 PDUs.**

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## Your Workshop Leader



**DR. RICHARD A. GRAHAM, PMP** has been involved in projects for over 20 years. He has been active with a wide range of industries, including pharmaceuticals, chemicals, engineering and manufacture, construction, information systems and telecommunications and has held senior roles in Astra Pharmaceuticals, Eli Lilly, IMC and British Alcan.

Rick has a special interest in the risk and recovery aspects of projects, as well as in project contracting. He teaches a module of the MBA and Operational Research courses of a major UK business. Rick is a certified Project Management Professional® by PMI® and is a member of PMI's Risk Management Special Interest Group.

Rick is a popular key-note speaker and course facilitator on the number of project management topics, including Risk, Governance, Financial Aspects and

Recovery of Projects.

His recent assignments include delivering project consultancy and management training work for British Telecom, Deutsche Telecom, BP, Bechtel Corporation, Dubai Construction Authority, Vodafone, Siemens, Skanska, Tetrapak, Microsoft, Nokia and Ericsson among others. Rick is also a certified lawyer and certified public accountant in the UK.

Rick is well-known to PMI communities in Croatia, Serbia and Romania, as throughout past 5 years he has been a regular presenter in Belgrade, Bucharest and Zagreb, delivering several world-class workshops, including:

### MANAGING PROJECTS ON A REDUCED BUDGET IN 2010

**Managing Projects on a Reduced Budget**  
A complete set of tools & techniques for delivering successful projects under harsh financial & economic conditions

June 14 – 15 2011  
Bucharest, Romania

**Seminar Leader:** Richard A. Graham, PMP  
Venue: JW Marriott Grand Hotel Bucharest

**Seminar Focus:**

- Recover time to finish or project status
- Get paid for projects that are not finished
- Identify the project status
- Reduce the number of projects
- Change contract and payment terms
- Design and manage the optimum contract
- Manage the contract and budget project management
- Manage low bids, claims and change the project risk
- Implement project cost control strategy
- Implement project cost control strategy

**Special guest speaker:** Ronald Bingham is the President of the PMI Romania Chapter, having over 15 years experience in project cost control and budget management. He has been a project manager and project manager and project manager. He has been a project manager and project manager. He has been a project manager and project manager.

This is the only program focusing on real-life implementation of Reduced Budgets Management, rather than academic theory of it.

### MANAGING PROJECT RISK IN 2011

**MANAGING PROJECT RISK IN 2011: THE NEW PROJECT ORDER**  
A complete set of tools & techniques for effective management of risks associated with projects, including financial concepts essential for project success in today's financially tight business environment

September 19-20 2011  
Hotel Arturmovici, Zagreb, Croatia

**Seminar Focus:**

- Learn how to identify, quantify, prioritize and plan for risk with a systematic approach
- PMI will be in attendance to answer questions about risk management and the book & risk management
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### RECOVERING TROUBLED PROJECTS IN 2012

**Recovering Troubled Projects**  
Discover how to avoid that sinking feeling and deliver truly successful projects

October 22-23 Bucharest, Romania | October 24-25 Zagreb, Croatia

**Seminar Focus:**

- Perform objective assessments of project status with emphasis on early warning signs
- Identify success factors to avoid critical situations or failures
- Discover how to define and implement a recovery plan
- Effectively manage recovery actions and gain management buy-in during the recovery process
- Learn how to manage project stakeholder expectations
- Develop a recovery strategy for recovering troubled projects

### MANAGING PROJECT RESOURCES IN 2013

**Managing Project Resources**  
May 05-07, 2013 Hotel & Congress Center Amnovoce, Zagreb

The 3-day advance project scheduling, quality & cost control tools & techniques for managing and controlling your projects' physical, financial & human resources

**Seminar Focus:**

- Effective estimating techniques and practical ways for developing robust schedules
- Negotiating for key resources and working around organizational barriers
- Managing project performance and accountability reporting project status
- Scheduling to resolve resource conflicts in the planning phase
- Reviewing the tools used for defining project scope
- Building an effective and motivated project team

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To reserve your participation please complete the registration form and send it to [operations@kctintl.com](mailto:operations@kctintl.com)

PARTICIPANTS' INFORMATION				EVENT DETAILS – PLEASE MARK YOUR EVENT!	
Name				<b>Project Portfolio Management &amp; PMO Workshop</b>	
Job Title				September 25-26 2014 Hotel Holiday Inn Belgrade, Serbia	
e-mail				October 13-14 2014 Hotel Athenee Palace Hilton Bucharest, Romania	
Name				November 4-5 2014 Hotel & Congress Center Antunovic Zagreb, Croatia	
Job Title				<b>REGISTRATION FEE</b>	<b>Please mark appropriate box!</b>
e-mail				<b>DAY 1:</b> Project Portfolio Management - The New Paradigm	€ 495 / delegate      €445 for PMPs & PMI
Name					
Job Title				<b>DAY 2:</b> Managing a Successful PMO in 2014 Economy	€ 495 / delegate      €445 for PMPs & PMI
e-mail					
Name				<b>AVAILABLE DISCOUNTS</b>	<b>Please mark appropriate box!</b>
Job Title				<b>Individual:</b> Register for BOTH days and save €95 (10% discount)	€ 895 / delegate for BOTH days
e-mail					
Name				<b>Group:</b> Register 5 delegates for both days and pay for only 4 places (20% discount)	€ 3,960 for 5 delegate for (€792 average)
Job Title					
e-mail					
Discounts & Promotional Offers <u>cannot</u> be combined. In case of multiple discounts availability, the higher discount applies.					
REGISTERING ORGANIZATION				AUTHORIZATION	
Name				I certify that the above information is correct. I am aware of the prerequisites of the registration.	
EU VAT No.					
Street				Name	
City				Job Title	
Country		Post Code		Signature	
Phone No.				Date	
TERMS & CONDITIONS					
<b>Hotel Accommodation &amp; Airport Transfer</b>					
Accommodation is not included in the training participation fee. To arrange accommodation at the conference venue, you will receive a reservation form with our Special Corporate Rate. Please arrange the room reservation and airport transfer directly with the hotel.					
<b>SALES CONTRACT</b>					
This registration form constitutes a legally binding sales contract between the Executor and the Client. All terms are mutually accepted and agreed in good faith.					
<b>1. Fees:</b> Registration fees are inclusive of program materials, luncheons and refreshments, but exclude accommodation and travel expenses.					
<b>2. Payment terms:</b> Following the receipt of the registration form, all payments are due within 5 (five) business days. All payments must be received before the commencement of the event. After registration all payments must be executed within the terms herewith irrespective of attendance. Should a portion of the Contract price be subject to state, federal, or local taxation, or VAT if applicable, the Executor reserves the right to add such charges to the final invoice or recover such sums from the Client at the time when they become due.					
<b>3. Cancellation/Substitution:</b> Substitution is allowed by providing a written notice is given to the Executor, not later than 2 working days before the event. Otherwise all registrations carry a 50% cancellation liability of the contract value immediately after an authorized registration form has been received by The Executor. By signing this registration form the client agrees that in case of any dispute or cancellation The Executor will not be able to mitigate its losses for any less than 50% of the total contract value. If, for any reason The Executor decides to postpone or cancel the event, The Executor is not responsible for covering airfare, hotel or any other cost incurred by the clients. Any cancellation received in less than 10 working days before the event carries 100% payment liability. No refund, partial refund or any alternative offer shall be made.					
<b>4. Indemnity:</b> The Executor reserves the right to change the event content, date, and venue should circumstances require. In such cases no penalty, partial refund or refund or alternative offer shall be made. In the event of the Executor permanently cancels the event for any reason whatsoever, and provided that the event is not postponed or merged with any other event at a later date, the Client shall receive full payment returned in 14 business days after the proposed initial date of the event. The client hereby indemnifies and holds the Executor harmless from and against any and all costs, damages, expenses including attorney fees, which are incurred by the Client.					
<b>5. Copyright:</b> All intellectual property rights in all materials produced and distributed by the Executor are expressly reserved and any unauthorized duplication, publication or distribution is prohibited without written permission of the Executor.					