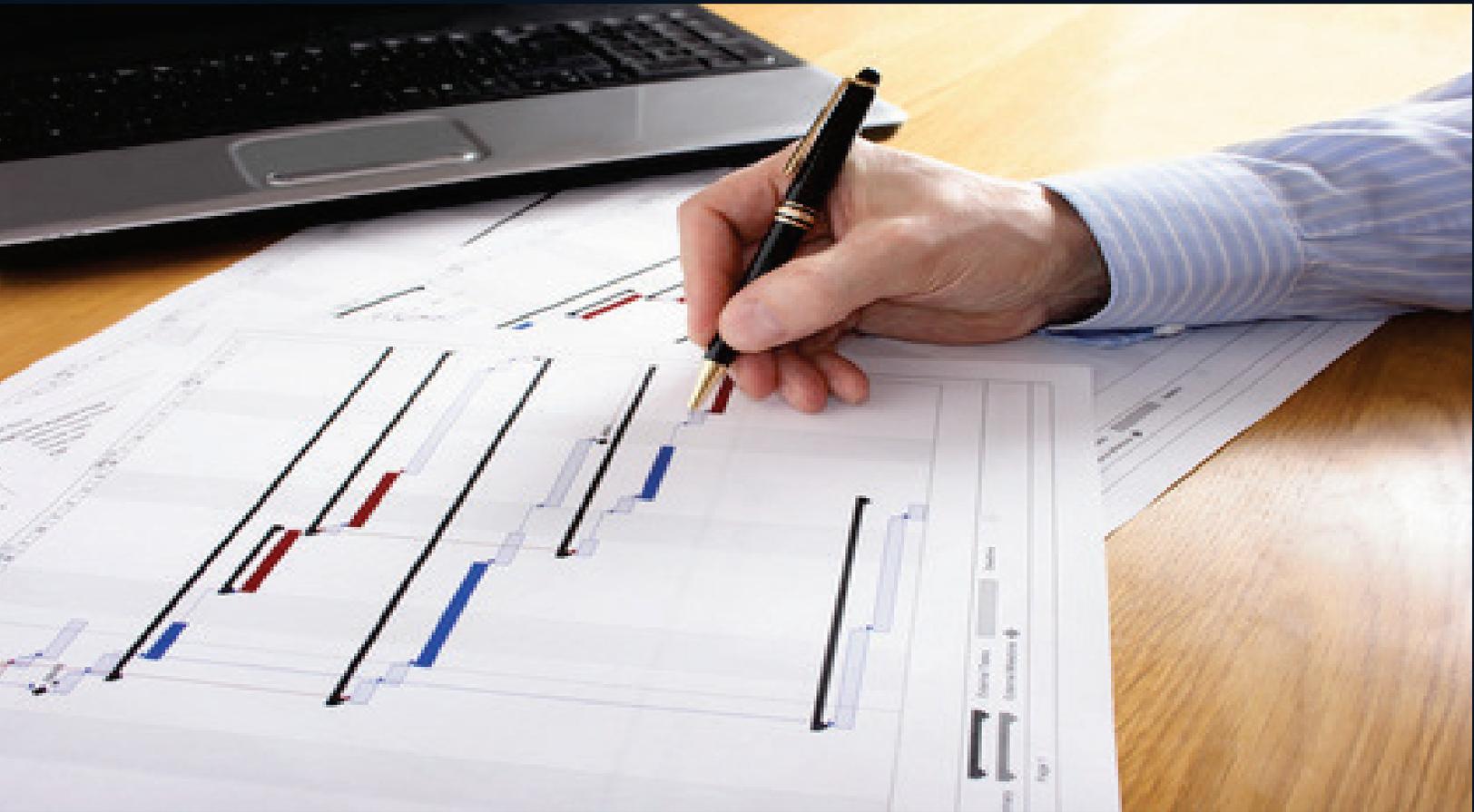# Program Management

Discover a practical methodology for successful delivery of your organization's programs

Seminar Focus

- Identify the key competencies for effective program managers
- Discuss key leadership skills needed for successful program execution
- Delineate different phases of a program life cycle and identify key processes for each phase
- Review program management office (PMO) models, roles, and responsibilities
- Illustrate how to identify and manage program benefits using the right metrics and procedures
- Discover practical tools and techniques to plan, execute, and successfully manage programs in your organization

KTC International
Success through Competitive Intelligence

Program Management

Overview

As leading organizations have broadened their knowledge and skills in Project Management, reaching higher maturity levels, a need for effective management of programs has evolved

The Project Management Institute (PMI®) issued a global standard for program management in 2006 and more recently announced Program Management Professional (PgMP®) certification credential. Although the term program management has been in wide use for a long time, very little information is available in the public domain on related tools, techniques, and best practices. There is not even a commonly accepted definition of a program with different organizations defining it differently. According to the PMI®, a program is a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. In addition, it may include on-going related work outside the scope of discrete projects included in the program. This three-day highly interactive seminar adapts the PMI® definition and presents cutting edge principles, tools, techniques, and best practices in managing programs.

Benefits of Attendance

Successful projects are often simply measured by time, cost and scope performance to baselines, whereas programs are also measured in terms of return on investment, new capabilities and delivery of benefits

Consequently, progressive companies and their executives should be aware of the importance of identifying potential benefits, involving and getting commitment of stakeholders and set up the proper structures to deliver the benefits. This seminar will explain these processes and more specifically:

- Discuss relationships between projects, programs, and portfolios
- Identify the key competencies of effective program managers and focus on the dos and don'ts of effective delegation in a program environment
- Identify common challenges of technical people in program leadership positions
- Use a Program Charter to link the program scope to organizational strategy
- Develop program governance focused on program goals
- Divide a program into projects to maximize benefit and control
- Develop / optimize a program schedule including management of project interdependencies
- Plan, track, and control program costs using earned value management method
- Optimize resource utilization especially in a matrix environment
- Discuss how to implement a PMO that supports successful execution of programs
- Identify and manage program benefits using the right metrics and procedures

Who Should Attend

- Program and project managers involved in planning and execution of programs and projects
- Managers responsible for evaluation, selection, and termination of projects
- PMO managers and senior managers responsible for initiating or streamlining program management processes and methodologies
- Decision makers involved in authorizing projects or phases of projects
- Managers interested in receiving funding for their projects from their upper management or business units

This course is in line with PMBOK 7th and makes the participants eligible for 24 PDUs.

Program Management

Course Topics

DAY 1
SESSION 1: INTRODUCTION
- Definitions: Project, program, portfolio
- How is a program different from a project?
- How is a program different from a portfolio?

SESSION 2: THE BIG PICTURE
- Mission, vision, and strategy
- The context of program management
- Relationships among portfolios, programs, and projects

SESSION 3: PROGRAM MANAGER COMPETENCIES
- Transitioning from a technical specialist to a technical leader
- Managing without authority
- Emotional intelligence
- The Leadership Transition

DAY 2
SESSION 4: PROGRAM MANAGEMENT THEMES
- Benefits management
- Stakeholder management
- Program governance

SESSION 5: PROGRAM LIFE CYCLE
- Life cycle phases
- Phase-gate review process
- Delivering benefits

SESSION 6: PROGRAM INITIATION
- Strategic alignment
- Program business case
- Program business plan
- Program Charter

SESSION 7: PROGRAM PLANNING
- Program work breakdown structure (WBS)
- Program schedule development
- Program estimating and budgeting

Program Management

DAY 3
SESSION 8: PROGRAM BENEFITS
- Identifying benefits
- Deriving metrics
- Benefits metrics: CSF's and KPI's

SESSION 9: PROGRAM EXECUTION & MONITORING
- Change management
- Communication management
- Resource management
- Earned Value Management performance indicators
- CPI and SPI « Bull's Eye Charts

SESSION 10: PROGRAM MANAGER COMPETENCIES
- Transitioning from a technical specialist to a technical leader
- Managing without authority
- Emotional intelligence
- The Leadership Transition

Workshop Leader

JOHN PELHAM, PMP has over 25 years experience in project and program management and has been involved with training in project management for over 10 years. His hands-on project and program management experience covers many areas, including retail and banking, commercial and industrial construction, training and IT.

He has successfully managed projects and programs of multiple projects ranging from the redevelopment of city-centre sites, through the procurement and implementation of enterprise wide IT solutions, to the management of portfolios of projects and teams of project managers.

John also managed the implementation and control of a Project Management Office (PMO) which operated as a centre of excellence for the provision of project management expertise and support throughout the organization. In the early 1990s, on behalf of a U.K. charity, John planned, managed and led a number of refugee relief missions to Slovenia, taking medical and other aid to refugee camps and enabling almost 500 displaced persons to be granted asylum in the United Kingdom.

John has studied project management to Master's level and his practical experience and expertise is further endorsed by his professional certification: as a Project Management Professional by the Project Management Institute, as a Project Management Practitioner by the Association for Project Management, as a PRINCE2 Practitioner, and as a Managing Successful Programs Practitioner.

He currently delivers courses on a wide range of topics including Risk Management, Contract Law and Management, Leadership and Communications, Financial Management, Scheduling and Cost Control, and Establishing a PMO. He is particularly in demand for the custom-development and delivery of in-house courses on the subjects of Project Leadership, Program Management and the management of Global Projects. Since 1997, John has been providing training and consultancy services to a substantial number of blue-chip companies throughout the world.