

Top 6 Project Management Trends & Best Practices in 2022 Business Environment

A COMPLETE GUIDE TO A SUCCESSFUL DELIVERY OF PROJECT-BASED WORK IN POST-COVID WORLD WITH TEMPLATES, TIPS, TRICKS, TOOLS & TECHNIQUES AND BEST-PRACTICES

This 2-day seminar helps Project Managers and their Organizations understand various changes that took place over the last 2 years and the impact it had on the delivery of project-based work. What new trends & global practices have emerged and how to deliver profitable projects and retain satisfied customers in the post-covid economy.

April 25-26, 2022 · Hotel & Congress Center Antunovic Zagreb

16 PDU

Presented by Rick Graham PhD, PMP, PMI-ACP



Seminar Focus

Closing The Connection Between Projects And Strategy

Developing Leadership In The New Collaborative World

Measuring Risk In The Face Of 'Unknowable' Risks

Understanding Importance Of Change Management To Projects Success

Implementing Agility & Hybrid Project Management Approaches

Utilizing Advanced PM Tools And Analytics

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Overview

It is not simply a perception that we live in a world of accelerating change. In the business world it is objectively true that technologies are being adopted, and then overtaken at a faster rate, disruptive business models are taking market share, then themselves overtaken as incumbent businesses fight back, technologies are becoming ever more sophisticated, globalization, with its effects on increasing competition being keenly felt in terms of ever smaller and smaller margins and target times to market.

At the same time the organization of business is changing, with accelerating global dispersion of work, more complex supply chains, and business structures, with increasing interdependencies between customers, partner companies, finance, contractors, supply chains, governments and others.

In some ways, Covid19 has simply stress-tested a system already under pressure, and the best companies have shown themselves to be capable of not only withstanding such a shock, but even prospering with the opportunities that have arisen. Others have had to learn quickly how to survive.

Luck may have played its part in the survival of some companies, however others have survived and prospered through deliberate planning, and the development of 'organizational resilience' aimed at recovering and fighting back after just these sort of shocks, not just the 'unknown risks', but in many ways the 'unknowable' risks.

This seminar identifies and examines 6 key trends in the delivery of project-based work which contribute to project and organizational resilience in face of Covid19 and other undoubted challenges to our businesses

Closer alignment of project work with strategy and the realization of benefits maximizes efficiencies and provides clear direction. The recognition that organizations must work in a different way to be successful, a way that focuses on collaboration and self-organization, and values leadership skills. The recognition that risk management must go far beyond the traditional risk register and recognizes that not only will there be more unknowns, but that we should also plan for the 'unknowables'. The development of new change management processes that recognize that as change is inevitable, strong systems should be developed to harness its power rather than simply to repress it. The adoption of new hybrid ways of working, even within traditional project lifecycles, and carefully using the vast range of new tools available to us. The adoption of more sophisticated project management and benefits measurement tools.

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Why attend this course if you are a [Project / Program Manager](#)?

We said last year that in the modern world of business, uncertainty and ever-changing environment, projects are no longer simply about quality, time and cost, but crucially about engagement, benefits and strategic alignment. This year that reality has been shock-tested upon us. This course gives project and program managers the mindset and tools to translate this organizational bigger picture into effective work delivery strategies, to build project resilience, and to deliver projects in alignment with desired benefits, financial returns and strategic objectives in an ever-changing environment.

Why attend this course if you are a [PMO Leader](#) (managing Project / Program Managers)?

A critical role in the delivery of business objectives is the co-ordination of the delivery of individual projects so that program objectives may be achieved, and business benefits realized. The ability of organizations to do this in an increasingly uncertain environment has been shock-tested this year with Covid19, however forward-thinking organizations had already been building resilience into their structure in preparation for this and other such 'unknowable' events. This course presents the current trends in the world of project management, and the developments necessary for all organizations to weather the current challenges, and indeed leverage opportunity despite unfavorable conditions.

What are the [Business Benefits](#) for your organization?

Our Volatile, Uncertain, Complex and Ambiguous (VUCA) world has this year been shock-tested by pandemic. The successful organizations are those that have successfully adapted to new ways of working, and the inevitability of working in an environment of not only increasingly 'unknown' risks, but increasingly 'unknowable' risks. Such adaptation has involved developing and building in organizational resilience, not only in terms of new approaches to risks, but also in terms of evolving attitudes to change, new working patterns, and new hybrid approaches to project management itself. This course examines the key trends which every organization needs to be aware of.

Benefits of Attendance

This 3-day practical and interactive seminar is aimed at Project, Program and Business Managers and is designed to examine the current trends in project management being adopted by organizations in the face of increasing Volatility, Uncertainty, Complexity and Ambiguity in the business environment. It encourages managers to reflect upon the processes currently being used by their organization, and allows them to create efficient strategies to ensure that their organizations are well placed to not only survive in an ever-changing environment, but to withstand such shocks as the current pandemic, and even realize opportunity in the face of such challenge.

Who Should Attend this Course?

CREDENTIAL	PMP	PgMP	PfMP	PMI-ACP	PMI-PBA	PMI-RMP	PMI-SP
Technical Project Management	6	2	2	4	0	4	2
Strategic & Business Management	6	6	6	6	6	6	6
Leadership	4	4	4	4	4	4	4
PDU Total	16	12	12	14	10	14	12



- ✓ Project / Program Managers
- ✓ Product Owners
- ✓ Senior Project Managers
- ✓ Portfolio Managers
- ✓ PMO Leads
- ✓ Business Managers and Analysts

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SESSION 1: Defining the Content

In this short introductory session, your Workshop Leader will outline the content and the agenda of the 3-day course.

- ✓ Why is This Important?
- ✓ The Acceleration of Change
- ✓ Volatility, Uncertainty, Complexity and Ambiguity in Practice
- ✓ Stress-testing in the Covid-19 World and Beyond
- ✓ The Growing Importance of Resilience
- ✓ The 6 Key Trends in the Delivery of Project-Based Work

SESSION 2: Closing The Connection Between Projects And Strategy

Traditionally, project management is seen as an organizational tool used to work toward and achieve success in discrete initiatives, with the project manager responsible for shepherding the project to a successful conclusion.

However it has become increasingly evident that for the organization to be successful, projects must be linked to the realization of benefits, and there must be close alignment between projects and programs and corporate strategic objectives. Organizations that do not do this well end up with multiple poorly aligned projects, often driven by local considerations, and often without objective benefit.

For organizations to be successful in the increasingly complex and competitive world, it is essential that project and program managers are able to understand corporate strategy and to be able to execute the strategy by translating it into project work aimed at achieving it. Current trends are to ensure not only a joined-up mentality, but also the processes and tools to allow this to happen in practice. Without such integrated thinking, organizations are likely to eventually fail.

Key Take-Aways from this Session:

- ✓ Why is This Important?
- ✓ What is Strategy?
- ✓ The Importance of Joined-Up Thinking
- ✓ Analyzing & Framing for Alignment
- ✓ Planning for Benefits Realization
- ✓ Aligning Work with Strategy

SESSION 3: Leadership In The New Collaborative World

A recent PMI 'Pulse of the Profession' reported that most organizations value leadership skills as highly as technical project management skills, a trend reflected in the outline for the new PMP exam launched in January 2021.

Indeed, given that the principle features of complex projects are accepted as being multiple stakeholders, and ambiguity of requirements, features and resources, it is evident that sophisticated communication skills are required to deliver such projects successfully. These skills include the management of multiple and sometimes conflicting stakeholder expectations, as well as managing internal resources, with all the negotiation, problem solving, communication and influencing skills that this requires.

This session will examine the skills that are considered indispensable in such an environment.

Key Take-Aways from this Session:

- ✓ Why is This Important?
- ✓ A New and Evolving Form of Leadership
- ✓ Planning for Collaboration
- ✓ The Old and the New Skills of Leadership
- ✓ Leadership in the VUCA World
- ✓ Continuous Improvement and the Team

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SESSION 4: Risk In The Face Of 'Unknowable' Risks

There is no doubt that effective risk management is a critical component of successful project management, however the key trend has been the expansion of the scope of such risk management, and the sophistication of the processes and tools used. From the scope perspective, risk now includes not only all forms of uncertainty (in contrast with the limited scope of 'risk-register-event' risk, but extends to the delivery of business benefits through program management, and the delivery of strategic objectives through portfolio risk management. It also extends to the realization that some risks are not only 'unknown' but indeed 'unknowable'. In the face of such challenges organizations must build resilience in the form of specific contingencies, planned flexibility and delegated authorities.

Furthermore the trend is to a greater degree of sophistication in terms of the processes and tools used, simple 'risk-register' analysis becoming increasingly seen as too limited in nature.

Key Take-Aways from this Session:

- ✓ Why is This Important?
- ✓ The Spectrum of Uncertainty
- ✓ Why the Risk Register is not Sufficient
- ✓ Horizontal & Vertical Alignment of Risk Management
- ✓ Managing 'Unknowable' Risks
- ✓ Building Project and Organizational Resilience
- ✓ What Tools?

SESSION 5: Importance Of Change Management To Project Success

During 2019, one study showed that 93% of organizations were currently undergoing some type of corporate change. These may be small adjustments, or may represent a complete overhaul of the company's structure. There is little doubt that Covid19 has caused even the remaining 7% to consider changes in the light of such substantial external pressure.

The traditional view is that project managers should seek to minimize (or at least rigorously control) changes within their projects, however it should be recognized that in many cases the project manager is also being asked to control the organizational changes caused by the project itself. The project manager may therefore need not only a new set of tools to manage in such an environment, but also a new mindset if changes are to be properly implemented.

Indeed, even the principle that project changes should be minimized is coming under scrutiny, as the environment into which the project is to be implemented may be under constant change. The right changes must be made for the project to be successful. This may engender the use of new ways of working, such as hybrid approaches.

Key Take-Aways from this Session:

- ✓ Why is This Important?
- ✓ Change as the New Normal
- ✓ The New Approach to Change
- ✓ The Project Manager as Change Leader
- ✓ People & Change
- ✓ What Tools?

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SESSION 6: Agility & Hybrid Project Management Approaches

Not so long ago, and in the linear world of 'predictive' projects, many organizations relied on traditional 'S-curve' / Waterfall type approaches to all their projects. In recent surveys however, more than 50% of organizations report using newer 'agile' methodologies or hybrid approaches at least in some of their projects. Indeed even amongst 'non-information' organizations, project teams have embraced more 'adaptive' methods. Or at least certain components from them.

Significant advantages accrue from the use of adaptive approaches, or at least some of their best practices, in certain types of project. However new challenges have arisen in that there is no 'one-size-fits-all', but on the other hand there are risks in allowing flexibility in the absence of proper control. The course will examine current trends, looking at what does and does not work well, and importantly allowing participants to create strategies to optimize their project management approaches.

Key Take-Aways from this Session:

- ✓ Why is This Important?
- ✓ Bridging the Gap from Predictive to Agile
- ✓ Selecting the Right Lifecycle
- ✓ Best Practices
- ✓ Flexibility vs Control
- ✓ What Tools?

SESSION 7: Advanced PM Tools & Analytics

For simple linear projects, traditional measurements of Scope, Quality, Cost, Schedule, Earned Value and so on should tell us managers all they need to know. However in a world of hybrid approaches, ambiguity and complexity of requirements and delivery, and where projects may be large and dispersed, it is much harder to assess status and trend. What data is being used? How representative is it? Who is measuring it and how? Does it reflect current status and trend?

This course will assess the challenges in ensuring that metrics reflect the reality of the situation, and look at some of the more advanced analytics now being successfully used.

Key Take-Aways from this Session:

- ✓ Why is This Important?
- ✓ Level 1: Descriptive Project Data Analytics
- ✓ Ensuring Effective Use of Level 1 Tools
- ✓ Level 2: Predictive Project Data Analytics
- ✓ Choosing Level 2 Tools
- ✓ Level 3: Prescriptive Project Data Analytics
- ✓ Tools for Horizontal and Vertical Integration

SESSION 8: Closing & Re-Cap

- ✓ Guidelines for Where to Next?

Seminar starts each day at 9:00am and finishes at 5:00pm

The course is in line with **PMBOK® Guide 6th** edition and provides (up to) **16 PDU**

All participants will receive the **Certificate of Attendance**

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Seminar Leader



DR. RICHARD "RICK" A. GRAHAM, PHD, PMP, PMI-ACP has been involved in projects for over 25 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, as well as Program & Portfolio Management, Hybrid Approach and Advanced PM Techniques & the latest best-practices in the field

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, Ericsson, Gazprom and Intesa Sanpaolo Group among others. Rick is also a certified lawyer and certified public accountant in the UK.

Rick is a well-known to PMI communities in his home country of UK, Belgium, Finland, Germany, the Netherlands, Norway, Sweden, Switzerland, the US, Middle East, Central & Eastern Europe, as well as the far-flung places of the African continent; and recently Australia.

Managing Projects on a Reduced Budget

A complete set of tools & techniques for delivering successful projects under harsh financial & economic conditions

Endorsed by:

June 14 - 15 2011
Bucharest, Romania

Seminar Leader: **Richard A. Graham, PMP**
RISC (Risk), LLB (Hons.), C.Dip.M, MAIPM

Venue: JW Marriott Grand Hotel Bucharest

Seminar Focus:

- Discover how to focus on project success
- Get a grip on project financial analysis
- Streamline the project asset management
- Realize the importance of estimating
- Reallocate resources and adjust budgets
- Design and manage the optimum schedule
- Control the cost and monitor critical management
- Manage how plan, monitor and manage the project risk
- Reallocate resources and budgets
- Learn the processes and techniques for effective recovery of troubled projects

Special guest speaker: **Simona Bughici** is the President of the PMI Romania Chapter, having over 15 years experience in project and change management and over 10 years expertise in providing project management and team conflict management training. She has several international certifications in project management: Certified Senior Project Manager (CSPM) and Project Management Professional (PMP) and has also gained the process practitioner credential.

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

KTC International
Success Through Competitive Intelligence

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 financial tight business environment

PMI® (Project Management Institute) PMI® (Project Management Institute) PMI® (Project Management Institute)

September 19-20 2011
Hotel Antunovic, Zagreb, Croatia

Seminar Focus:

- Learn how to identify, quantify, prioritize and plan for risk with a systematic approach
- PMI® and how to design and implement good risk-based management and best risk & team management
- Learn better decision-making to quantify assessment and understand how, when & how to respond
- Develop more effective Risk Management plans and proactively monitor them as the project unfolds
- Highlight how key issues such as impact, assessment of contingency funds
- Analyze Contractual Risk and influencing on the procurement process
- Understand financial risks and obtain the tools & techniques for effective management of financial risks

KTC International
Success Through Competitive Intelligence

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:

- Learn how to identify, quantify, prioritize and plan for risk with a systematic approach
- PMI® and how to design and implement good risk-based management and best risk & team management
- Learn better decision-making to quantify assessment and understand how, when & how to respond
- Develop more effective Risk Management plans and proactively monitor them as the project unfolds
- Highlight how key issues such as impact, assessment of contingency funds
- Analyze Contractual Risk and influencing on the procurement process
- Understand financial risks and obtain the tools & techniques for effective management of financial risks

KTC International
Success Through Competitive Intelligence

Managing Project Resources

May 05-07 2013 Hotel Club Dacia Cluj Napoca, Romania
June 16-21 2013 Alliance Palace Hotel - Bucharest, Romania

Seminar Focus:

- Explore cutting-edge techniques and practical ways to develop & adjust resource allocation
- Recognize key issues and challenges in resource allocation
- Understand project performance and accurately reporting project status
- Identify & transfer the resources from other projects to the current project
- Developing an effective resource allocation plan
- Building an effective and efficient project team

24 PDUs

KTC International
Success Through Competitive Intelligence

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

How to effectively manage multiple projects, programs and portfolios in a challenging economic environment

September 22-26 2014 Hotel Holiday Inn Bucharest, Bucharest

16 PDUs

KTC International
Success Through Competitive Intelligence

Strategic Resource Management

Maintaining effectiveness of resources in a challenging economic environment

October 20-21 2013

Workshop Focus:

- Understand the design and implementation of strategic resource management
- Develop the strategic resource management framework for the project
- Assess how resource pool is being managed and how to optimize it
- Design methods to track and optimize resources across the project and across programs
- Develop tools and techniques for resource planning and reporting
- Formulate the resource & risk management framework for the project
- Learn how to build a resource pool and how to use it in a project
- Maximize the risk of project portfolio and optimize the resource allocation

16 PDUs

KTC International
Success Through Competitive Intelligence

THE PROJECT CFO

How to effectively manage multiple projects, programs and portfolios in a challenging economic environment

FEBRUARY 23-24 2017

Workshop Focus:

- Understand the design and implementation of strategic resource management
- Develop the strategic resource management framework for the project
- Assess how resource pool is being managed and how to optimize it
- Design methods to track and optimize resources across the project and across programs
- Develop tools and techniques for resource planning and reporting
- Formulate the resource & risk management framework for the project
- Learn how to build a resource pool and how to use it in a project
- Maximize the risk of project portfolio and optimize the resource allocation

16 PDUs

KTC International
Success Through Competitive Intelligence

Effective Project Team Communication in the New Virtual World for Project Managers, Engineers and other Technical Professionals

This 3-day practical and interactive live online workshop helps participants maximize the effectiveness of their projects and programs by learning how to successfully communicate with Team Members, Senior Executives and Customers in the virtual world.

May 11-12, 2020

Workshop Focus:

- Understand the principles and practice of effective communication in a Virtual/Online setting
- Assess how you communicate and what the skill gaps are, then practice improvements
- Design and deliver powerful & concise messages and practice with peers
- Learn how to effectively communicate in a range of typical situations, such as team meetings, reporting, presenting, negotiating and resolving issues
- Leverage the effectiveness of your interaction with other virtual parties, whether they be customers, senior managers, team members or other stakeholders

14 PDU

KTC International
Success Through Competitive Intelligence

RICK HAS BEEN DELIVERING THE LATEST & GREATEST IN PROJECT MANAGEMENT EVERY YEAR SINCE 2009 WITH KTC INTERNATIONAL

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To reserve your participation please complete the registration form and send it to operations@kctintl.com

PARTICIPANTS' INFORMATION				EVENT DETAILS	
Name				6 Key Project Management Trends & Best Practices in 2022 Business Environment	
Job Title				April 25-26, 2022 (2 days)	
e-mail				Hotel & Congress Center Antunovic ★★★★★	
Name				Zagreb, Croatia	
Job Title				REGISTRATION FEES	Please mark the appropriate box!
e-mail				Standard single delegate fee	€ 1,295 / person
Name				PMP/PMI-Member fee with €100 discount	€ 1,195 / person
Job Title				INDIVIDUAL EARLY-BIRD DISCOUNT AVAILABLE UNTIL OCTOBER 15, 2021	
e-mail				Register now and receive €200 discount	€ 1,095 / person
Name				GROUP EARLY-BIRD DISCOUNTS AVAILABLE UNTIL OCTOBER 15, 2021	
Job Title				3+1 Free seat: Register 4 delegates now and save € 1,295 (25% discount)	€ 3,885 for 4 people (€ 971 average)
e-mail				All above listed fees are gross . Discounts & Promotional Offers cannot 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.				Name	
Street				Job Title	
City				Signature	
Country		Post Code		Date	
Phone No.					
TERMS & CONDITIONS					
Hotel Accommodation & Airport Transfer					
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.					
SALES CONTRACT					
This registration form constitutes a legally binding sales contract between the Organizer and the Client. All terms are mutually accepted and agreed in good faith.					
1. Fees: Registration fees are inclusive of all program materials, luncheons and refreshments, but exclude accommodation and travel expenses.					
2. Payment terms: Following the receipt of the registration form, the Client shall receive an electronic invoice within 2 business days. After an electronic invoice has been e-mailed to the Client, all payments are due within 5 (five) business days . All payments must be received before the commencement of the event. Fully paid registration fee is the precondition for attendance. The Organizer reserve the right to refuse admission if payment is not received on time. All payments must be made in Euros (€).					
3. Cancellation/Substitution: All cancellations must be received in writing prior to the commencement of the event. Provided the registration fee has been paid, there are two options: <u>Cancellation with substitution:</u> Transfer participation to a colleague at any time, free of charge. <u>Cancellation without substitution:</u> Receive a Credit Voucher for any future event* *Cancellation without substitution made 10 (ten) or less days before the commencement of the event is a subject to 20% admin fee. In case of a delegate No-Show without notice, Credit Voucher will not be issued. No refund, partial refund or alternative offer shall be made.					
4. Indemnity: While every effort is made to adhere to the advertised package, The Organizer reserves the right to change events dates, sites, location, omit event features or merge the event with another event as deemed necessary, with no penalty. In such situation, no refund, partial refund or alternative offer shall be made. In case the Organizer permanently cancels the event, for any reason whatsoever (including Force Majeure occurrence) and provided that the event is not postponed to a later date, nor is merged with another event, the Client shall receive a credit note for the amount that Client has paid to such permanently cancelled event, valid for up to 2 (two) years to be used at another event, organized by the Organizer. No refund, partial refund or alternative offer shall be made.					
5. Copyright: All intellectual property rights in all materials produced and distributed by the Organizer are expressly reserved and any unauthorized duplication, publication or distribution is prohibited without written permission of the Organizer.					