People in Projects: Foundation for Project Success

Course Summary

Description

People are the ultimate source of project success and failure. This has been documented over and again in the CHAOS Study by the Standish Group. While capable of great accomplishments, people are also the usual cause of project failure through unrealistic expectations, poor communication, lack of executive support, inadequate customer involvement and much more. If we are to make our projects reproducibly successful, we must find solutions to these problems.

Objectives

At the end of this course, students will be able to:

- Learn the factors that can make or break a project or program
- Bring a Business Perspective into your projects
- Understand the true value in each project role
- Discover how to make meetings effective in your organization
- Learn how everyone can win the Estimation Game
- Gain a deeper appreciation of what it means to deal with Resistance to Change
- Discover how to make Opportunities appear in a sea of Risk
- Find out how to turn Lessons Recorded into Lessons Learned
- Learn what you can do to create a Culture of Success

Topics

- Introduction
- Project Initiation
- Project Planning
- Project Execution & Control
- Project Close
- Wrap-Up Discussion

Audience

This course is designed for Project Managers, Managers of Project Mangers, Functional Managers and Executives with project responsibility, Project Management Office staff.

Prerequisites

This course assumes familiarity with basic project management concepts as well as some experience in the planning and execution of projects.

Duration

Two – four days

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Course Outline

I. Introduction
- A. Sources of project success
- B. Human Factors at work
- C. Why people are the source of project success and failure
- D. Critical role of the Project Manager
- E. Leveraging the power of each project role
- F. How to survive in a dysfunctional organizational culture

II. Project Initiation
- A. Human Factors approach to defining a project
- B. Distinguishing Business Goals from Project Objectives
- C. Surviving the lunacy of project estimation
- D. Managing expectations
- E. The Project Charter – essential tool for gaining consensus

III. Project Planning
- A. Objectives, Best Practices and Roles
- B. A Human Factors view of
- C. Enhanced Stakeholder Analysis
- D. Good Meetings Practice
- E. The Leader / Manager in each of us
- F. The Energized Project Team
- G. Client Rapport
- H. Impact of organizational culture on

IV. Project Execution & Control
- A. Objectives, Best Practices and Roles
- B. A Human Factors view of project execution and control
- C. Effective Project Status
- D. Finding Opportunity in a Sea of Risk
- E. Leading people to embrace change
- F. Getting decisions when you need them
- G. Impact of culture on project execution and control

V. Project Close
- A. Why Lessons Learned Aren't and what we can do
- B. Getting credit for work well done
- C. The Art of Celebration
- D. Impact of culture on project close

VI. Wrap-Up Discussion

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