

ExtraordinaryPM Essentials

Course Synopsis

ExtraordinaryPM Essentials is a specialist tailor-made programme for your organisation that focusses on the fundamentals of project management and delivers an overview of core tools and techniques.

Built on a wealth of experience and expertise, **ExtraordinaryPM Essentials** will guide your people through the core foundations of project management, introducing a variety of different tools and techniques appropriate to each stage of a project's lifecycle, and explores when, where and how to use them.

ExtraordinaryPM Essentials:

- Explores and teaches participants the fundamental principles of project management
- Introduces appropriate and practical technical tools and techniques with worked through examples and group discussion to embed learning
- Describes how to apply and use these tools collaboratively and consistently across the project environment enabling individuals and teams to quickly develop their skills
- Presents practical tools and techniques that can be directly applied to new projects and projects in progress to improve the management and delivery of projects
- Builds confidence to create a highly self-motivated team with the right knowledge to achieve the company's goal and increase performance
- Suitable for people new to project management and a practical refresher for more experienced project managers

Who should attend?

ExtraordinaryPM Essentials is ideal for all members across your entire organisation including:

- Employees new to project management
- Experienced PMs in need of a refresher
- Non project managers whose day-to-day job involves running and delivering projects
- Project sponsors and / or stakeholders recently tasked with these responsibilities
- Transformational Directors and C-Suite members looking to engage fully in their organisation's project management culture and community.

The business benefits of this programme?

Improved in-house project management abilities, technical upskill and enhanced leadership skills

- Applied, real life Project Management training that can be put into immediate action in the workplace
- Builds capacity and capability across the team, delivering enhanced efficiency and effectiveness for your business
- Encourages improved collaboration, a strong business culture and confidence building
- Instils a common project management process, approach & language across your organisation.

Accreditation

This course is currently seeking accreditation with the CPD Standards Office (www.cpdstandards.com). CPD accreditations are recognized across the project management sector and by a range of professional bodies including the Association for Project Management and can count towards qualifications such as APM's Chartered Project Professional status.

Course logistics

ExtraordinaryPM Essentials is a live facilitated programme of training, mentoring and feedback sessions, delivered to your team members via a facilitated virtual learning environment such as Zoom or Microsoft Teams.

By using video streaming technology, it allows for multiple sites to be involved in the same training, at the same time, and therefore enabling increased collaboration between different locations. The **Essentials** shared learning experience helps not only build an individual's confidence, but it also helps to create a common project management approach and collective language across your entire organisation. Broken down into 10 modules, each project management tool is introduced via interactive presentations, team discussion, group mentoring and then demonstrated using real-life examples and case studies.

We have found that by spacing these sessions (running 1 session per week), allows for greater opportunity for delegates to put their learning into immediate and actual practice within their normal every day working environment. This not only enhances their practical understanding, but it also fully embeds the training across your organisation.

In each of the 10 x 90-minute seminars, we share with you a structured approach that will give you and your employees all the tools and templates needed to successfully manage projects.

A typical session will be broken down with 30-minutes allocated to a 'Check in' with course participants and a recap of learning from the previous week. The remaining 60-minutes is then focussed on delivery of that week's content.

We provide you with all the necessary support materials, tools, and templates to ensure a full appreciation of each technique, and the when, where, and how to use it. Access to course materials is via our online **ExtraordinaryPM Hub** (available 24 hrs / 7 days a week) and all online sessions will be recorded and made available within 24 hours of the session.

Please note: We can also offer on-site in-person sessions if preferred, however we highly recommend the programme is run on a weekly basis allowing the learnings to be tried and tested by participants before the next session.

Course modules

ExtraordinaryPM Essentials is delivered as a 10-module programme and trains your staff on the key principles of project management, covering a variety of different tools and techniques appropriate to each stage of a project's lifecycle.

Module 1. Getting a project started

In our first module, we introduce ourselves to each other and then start to explore what projects are, introduce the concept of project outcomes and their relationship to a project's scope. We discuss the role of the project manager and explore the key project management activities. In addition, we also cover the project lifecycle, project phases within it and the stage gate process – introducing the concept of governance and what is required for effective decision making.

Learning Outcomes

- What is a Project?
- What is Project Management?
- What are Project Phases and the Project Lifecycle?
- What is a Project Stage Gate?
- The "Plan, Do, Review, ...Repeat" Tool
- Creating the Project Culture
- How to end the project?
- Identifying different project types

Module 2. Describing the project

In this module we explore the concept of the Big Why and use of the '5 Whys?' technique. We discuss a Project's Business Case - its link with the organisation's strategy, what it should include in terms of who, what, when, where, why, how, and how much. We delve into the differences between outputs, outcomes, and benefits providing practical steps on how to identify each. We also cover off a simple Project Start-up Checklist that supports participants to remain focused on what a project is trying to achieve.

Learning Outcomes

- How to define and describe a project?
- How to complete the project's Business Case?
- How to identify benefits?
- Project methodologies and approaches
- The 'Iron Triangle' - the relationship of time, resources/cost, scope, quality, and risk
- 17 important questions to ask at project start up.

Module 3. Scope and the Work Breakdown Structure

Module 3 focuses on the Work Breakdown Structure technique (WBS) – a critical project management technical skill that promotes understanding and communication of a project by logically breaking it down into smaller components of work. We discuss how to create a WBS; how to describe a project's work packages and how to gather, define and prioritise requirements.

Learning Outcomes

- What is a Work Breakdown Structure (WBS)?
- Why is a WBS useful?
- How do you develop a WBS?
- Tools use to develop a WBS
- How can we use a WBS to define the scope?
- How to use a WBS to create your schedule?
- How to use a WBS to plan and control costs?
- How to define work packages and define requirements?
- How to manage work that is 'out of scope'?

Module 4: The Project Management Plan

In module 4, we focus on the concept of the consolidated Project Management Plan (PMP). We outline a definition of the PMP, when it is created and why it is important to the success of a project, introducing participants to the fundamental questions that the project manager should answer in the PMP. We discuss each of the component parts of the PMP, introducing the different types of plans, explaining the purpose of each and practical outlines of what each plan should contain.

Learning Outcomes

- What is consolidated Project Management Planning?
- What does the Project Management Plan (PMP) include?
- Who owns the PMP?
- Where does the PMP sit in the Project Lifecycle?
- What to do with the PMP after it is completed?

Module 5: The Project Schedule - how to communicate and work with it

In this module we explore the concept of deliverables, milestones, and Stage Gates. We review the relationship between the Work Breakdown Structure (WBS) and the Schedule and the different planning tools that can be used to build the schedule. We also look at the variety of project schedules a project manager can use and how to develop them. In addition, we also cover how to communicate the schedule by introducing the different ways a schedule can be visualised including concepts such as a Plan-On-A-Page and highlighting milestone status using RAG statuses.

Learning Outcomes

- What are Deliverables, Milestones and Stage Gates?
- How to use a WBS to build your schedule?
- How to Estimate Activity duration and planning for contingency?
- How to build a Gantt Chart?
- How to identify dependencies between tasks?
- How to identify milestones?
- How to add Resources to the Schedule?
- How to create a schedule when the project has a fixed end date?
- How to identify the critical path?
- How to identify an incorrect critical path?
- How to visualise the schedule and milestone status?

Module 6. Risks, assumptions, and issues

In this module we explore the PMP RAID+ logs management process, introducing participants to the main project control and reporting logs (Risk, Assumptions, Issues, Dependencies and Actions). Taking each element in turn, we discuss how to identify, describe, log, manage and communicate these effectively.

To accompany this module, we provide an example RAID+ Log Excel workbook which includes all the methods covered with example entries to facilitate understanding of how the logs should be completed.

Learning Outcomes

- How to record and manage Risks?
- How to record and manage Assumptions?
- How to record and manage Issues?
- How to record and manage Dependencies?
- How to record and manage Decisions?
- How to record and manage Actions?
- Revisiting the PMP RAID+ Logs Management Process.

Module 7. Governance and change control

In this session, we cover the concept of organisational governance, project governance and the different aspects of governance. This includes Roles, decisions, and accountability and the RACI (Responsibility, Accountability, Consulted and Informed) template; assurance and special assurance; project gating and the decision-making role of the project management board; how to run effective meetings and how to manage the change control process.

Learning Outcomes

- What is Governance?
- How to define roles and identify accountability and improve decision making
- What is Assurance and Special Assurance?
- What is Project Gating?
- How to have Effective Meetings?
- How to implement Change Control and manage change requests?

Module 8. Leadership and team management

In module 8 we explore the concept of Leadership and the concept of a project container – a unique microcosm of ways of working, encouraging participants to think about how they want people within

the team to behave with one another. We discuss different leadership and team management styles, how participants naturally lead and encourage participants to think about how they can lead the behaviour they want from their team. This module also investigates authenticity and values, authentic leadership, and personality types via the Myers Briggs Type Indicator model (MBTI), and how all these influences can impact thoughts, feelings, and behaviours.

Learning Outcomes

- The PMs role in creating the project container
- Leadership styles
- Understanding Authentic Leadership
- Understanding Values
- Understanding personality types
- Team Management including the Tuckman model (Forming, Storming, Norming, Performing) and Lencioni's Five Dysfunctions of a Team model

Module 9. Stakeholder Management, Sponsors and Conflict Management

In our penultimate module, we cover the concept of stakeholders, stakeholder management and how project managers can best work with their sponsor. In addition, we discuss what conflict is, where conflict can come from, insights into the optimal solution when faced with a conflict situation and introduce a 6-step guide to how to navigate a conflict situation.

Learning Outcomes

- Who are our Stakeholders?
- How to map and manage your stakeholders?
- Working with your Sponsor
- How to manage conflict situations?

Module 10. How to be an Extraordinary Project Manager

Helping you to become an Extraordinary Project Manager, in this final module we explore the theories of Emotional Intelligence (EQ) and Intelligence Quotient (IQ) and the importance of developing your EQ (a learnable soft skill) for successful project delivery. We discuss the principles of project perspectives and the concept of Time Mastery, the benefits of building a learning organisation, and, very importantly, the importance of how project managers can take care of themselves. Finally in this session, we also provide a recap of all the materials covered in the modules emphasizing the learning points covered and celebrate the conclusion of the training course.

Learning Outcomes

- Understanding emotional intelligence and why this is essential for project managers to develop
- How to focus on the detail and keep the strategic perspective?
- How to master your time and not just manage it?
- How to build a learning organisation for your project?
- How to thrive as an Extraordinary Project Manager?
- Course Material recap

For more information or to enquire about running an **ExtraordinaryPM Essentials** programme in your organisation, please email us on info@extraordinarypm.com