

Course ID

**PEOPLE**

Course Duration

**3-4 days**

Course Title

**People in Projects: Foundation for Project Success**

**Related Courses**

- Controlling Project Risk: Managing Threats and Promoting Opportunities (RISK, 3 days)
- Leading People to Embrace Change (LCHANGE, 3 days)
- Project Management: A Comprehensive Course and Simulation (PROJMGT, 5 days)
- Project and Team Management Workshop (PROJMGT4, 4 days)
- Project Management Workshop (PROJMGT2, 2 days)
- Advanced Leadership Workshop: The Vision, the Strategy, and the Execution (LEAD3, 3 days)
- Leadership: Becoming an Effective Confident Leader (LEAD2, 2 days)
- Leadership: Be the Leader Others Want to Follow! (LEAD, 1)
- Step up to Supervision! (SUPERVISE, 2 days)
- Coaching for Superior Performance (COACH, 2 days)
- Team Play (TEAMPLAY, 2 days)

**Aimed At**

Project managers, managers of project managers, functional managers, and executives with responsibility for project success well as Project Management Office staff who want to learn what they can do to ensure that their project gets off to a great start and stays there all the way to the finish line.

**Group Size**

6 – 20

**Prerequisites**

You should have familiarity with basic project management concepts and some experience in the planning and execution of projects.

**Course in a Nutshell**

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

This workshop moves beyond the standard project management curriculum by speaking directly to the people issues that, though seldom discussed, are nonetheless central to project success. Every topic that we cover gives you insight and specific actions you can take to turn a potential weakness into a source of strength. This workshop will lead you through a series of exercises, each of which contributes to a Personal Action Plan. You will leave with proven tools and techniques as well as concrete, actionable plans that you can use to overcome obstacles, energize your team, and leverage the skills and aspirations of all of the

stakeholders involved in the project to put your project onto the fast track.

### **Customize It!**

- *Are people issues, whether originating with individuals or groups, behind your recurring project problems? We can customize this course to help your project team and stakeholders resolve your specific issues.*
- *Add a day to the course for a comprehensive 4-day course (PEOPLE+): Take in the full range of focus areas that are part of this incredibly important topic.*

### **Learn How To**

- List 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
- Make your organization's meetings more effective
- Make everyone win the estimation game
- Appreciate what it means to deal with resistance to change
- Make opportunities appear in a sea of risk
- Turn lessons recorded into lessons learned
- Create a culture of success

### **Course Outline**

#### *Introduction*

- Sources of project success
- Human factors at work
- Why people are the source of project success and failure
- Critical role of the project manager
- Leveraging the power of each project role
- How to survive in a dysfunctional organizational culture

#### *Project Initiation*

- Human factors approach to defining a project
- Distinguishing business goals from project objectives
- Surviving the lunacy of project estimation
- Managing expectations
- The Project charter: Essential tool for gaining consensus

#### *Project Planning*

- Objectives, best practices, and roles
- A human factors view of project planning
- Enhanced stakeholder analysis
- Good meetings practice
- The leader/manager in each of us
- The energized project team
- Client rapport

- Impact of organizational culture on project planning

#### *Project Execution and Control*

- Objectives, best practices, and roles
- A Human factors view of project execution and control
- Effective project status
- Finding opportunity in a sea of risk
- Leading people to embrace change
- Getting decisions when you need them
- Impact of culture on project execution and control

#### *Project Close*

- Why lessons learned aren't and what we can do
- Getting credit for work well done
- The art of celebration
- Impact of culture on project close

#### *Wrap-Up Discussion*

### **How You Will Learn**

- A seasoned instructor will present this course in an interactive lecture format with many hands-on exercises
- Along with lecture, we use exercises, video, group discussion, individual discovery and interesting group activities to enrich the instruction and drive home the essential points.
- If you already know something about this topic, we will build on that. We'll compare and contrast what's familiar with what's new, making the new ideas easier to learn as well as more relevant.
- If you have modest project management knowledge, we will use examples and analogies to make the subject matter easy to understand.
- You will receive a printed Participant Handbook which will help you remember and retain what you learned in class and apply it on your job.

*Revised*

*July 8<sup>th</sup>, 2008*