

Delivering in Difficult Circumstances: Advanced Project Management Techniques

Duration

2 days

Instructor

Johanna Rothman

Class Limit

20 students

Prerequisite

None

Price

On-site:

Please contact SPC
for pricing (contact
information on page 2)

Public Training:

\$995 (2 days)

*Discount available for
early registration

Materials Provided

- Student manual containing the course slides
- Student handouts with class exercises and class studies

Now that you have some experience in managing projects, what are your biggest concerns when you take on and manage in projects? We'll address your concerns for your organization, ranging from forming and leading teams to keeping sponsors engaged, from decision-making processes to how to build slack into the schedule. This workshop is adapted for you, the attendee, and how things work where you are.

You'll learn how to manage all your projects better, you'll have a chance of success on the difficult projects, and you'll learn how to teach your management how to help you manage your projects better.

This seminar will discuss how to:

- Identify common project problems
- Apply your context to solving those problems
- Improve project management, especially of large or complex projects
- Prevent project manager burnout
- Develop communication skills about projects

Intended Audience

This workshop is useful to project managers who have managed projects before, managers who oversee project managers, leads who play project management roles on projects and people who regularly manage multiple projects concurrently.



TRAINING

Delivering in Difficult Circumstances

Instructor

Johanna Rothman consults on managing high technology product development. She helps managers, teams, and organizations become more effective by focusing on project management, risk management and people management. Johanna uses pragmatic techniques to help her clients apply effective practices that create successful teams and projects.

A frequent speaker and author on managing high technology product development, Johanna has written numerous articles and is now a columnist for Software Development, StickyMinds.com, and Computerworld.com. Johanna publishes Reflections, an acclaimed quarterly newsletter about managing product development. Johanna is a member of the clinical faculty of The Gordon Institute at Tufts University, a practical management degree program for engineers, and served as the Program Chair for the Software Management Conference for two years. Johanna's book, *Hiring Technical People* was published in 2003.

For more information on this or other SPC Springboard courses, please visit www.spcspringboard.com or e-mail SPC at info@spc.ca

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Outline

During this seminar participants will learn:

Techniques to say “no” when asked to create an impossible project, such as when you’re asked to fit more work into the project without changing the release date

- What to say when first asked
- What can you do in the project
- How to create a project you can succeed in

Managing stakeholders with conflicting requirements.

- Recognizing the conflicting requirements
- Looking for the business reasons to perform the project
- Changing the requirements and changing people’s minds

Knowing when the project is done, and communicating with the stakeholders about the done-ness of the project.

- Release criteria
- Predictive metrics you can use to monitor the project and predict success

Knowing who’s making decisions for your project

- When someone has a line-item veto
- Authority and responsibility: who’s got it and who’s using it

Keeping your sponsor engaged

- Recognizing your sponsor
- Learning about your sponsor and how they like to be informed
- Communicating in a way that makes your sponsor want to know what’s going on in your project

When to build slack into the schedule and when you should not build slack into the schedule.

- Pros and cons of multiple project schedules
- Techniques to help you and your company understand the dates you’re talking about
- How to estimate for slack, for not-slack



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