Elemental Project Management

Participant Information Kit

Chances are, you're already a project manager

In the current world of uncertainty, disruption and change, if there's one thing you can be sure of it's that, sooner or later, you will have projects. Chances are, you've got several on the boil right now. And although it may seem obvious, the ability to deliver these projects using a sensible, structured approach is a highly valued skill.

A world of projects

Over recent decades we have witnessed the transformation of industry and government toward project-based ways of working.

It is now standard practice for organisations to use project management frameworks as a means of implementing their corporate strategy, delivering products, collaborating with others, managing change and generally getting work done.

This transformation to a project-based economy (AKA a 'gig-economy') has resulted in a dramatic increase in **demand for skilled project managers** – from 'hard' industries, such as construction, transport, engineering, and Defence; to 'soft' industries such as IT, financial services, law, organisational change, NFP, community service, health, education and environment.

Indeed, by 2022, it is estimated that 15.7 million new project manager roles will be created globally.[1]

The end of the 'accidental project manager'

In the past, most projects were managed by 'accidental project managers'. By this we mean people who trained in *something else* (engineering, nursing, construction, research, etc) who got senior enough to be given a project to manage, and at that moment *became a 'project manager', without ever being trained in project management*.

As you may know first-hand, the accidental project manager route is tough. Ad-hoc project management (that is, knife-and-forking your way through a project) is stressful, exhausting, and risky. Success is rare – usually due to luck and individual heroic effort – and typically leaves more than a few scars.

Thankfully, we are now seeing a turning of the tide. The era of the accidental project manager is at an end.

High demand for project professionals

Employers, recruiters and clients now value and seek out qualified project managers who can deal with the complexities that mark modern projects and deliver them in a structured, collaborative and agile manner.

They understand that "skilled, trained, and experienced project managers increase the likelihood of project success[2]" and recognise competent project managers as "critical enablers for delivering strategic outcomes for organisations."[3]

More bang for buck

In 2018, a study led by KPMG and AIPM[4] reported that…

organisations that invest in project management capability successfully delivered 92% of their projects and wasted an average of 1.4% of project budget

…compared with…

organisations that don't invest in developing project management capability successfully delivered a mere 32% of their projects and wasted on average 29% of the project budget due to poor project management.

In other words, capable project managers successfully deliver 60% more projects (the bang), for 21-times less money (the buck).

It's no wonder that developing talent in project management is the No.1 priority of PMO Directors across industry.[5]

Are you ready?

Stop knife-and-forking your way through projects! Join us for six days of professional, practical and impactful training, delivered in two 3-day training blocks.

In the name of good work, done well…

Kestrel Stone

Founder and CEO
Elemental Projects

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[1] PMI (2013). Talent Gap: Project Management through 2020
[2] PMI, Pulse of the Profession, 2018
[3] KPMG and AIPM, The State of Play in Project Management, 2018
[4] KPMG and the Australian Institute of Project Management (AIPM), The State of Play in Project Management, 2018
[5] PMI, Pulse of the Profession, 2018

About this course

In a nutshell…

During the two 3-day training blocks you will alternate between:

- learning new project management concepts, processes, tools and techniques; and
- applying these on a case study project while working in small groups from diverse industries (or with colleagues from your own organisation).

In the months after each training block, you'll apply your new knowledge and skills on a real, work-based project as you progress through the four training modules, aligned with the project life cycle.

Using this combination of case study workshops and real-life project application, you'll formalise your existing knowledge of project management, pick up new skills, and hone your project management and leadership capability to maximise the efficiency and effectiveness of your projects.

The course culminates in an interactive project management simulation designed to put your project management skills to the test in a fun and thought-provoking experience.

WHAT PARTICIPANTS SAY

"I absolutely loved this course. Not just the tools being presented, but being able to apply them to real-life projects during the course gives me confidence in applying the concepts at work. An eye opener and a really positive experience for me." – MA

"This has been the most useful course that I have ever done, degree included." – DC

"This course enabled me to have a great year in project management. I delivered two challenging but rewarding projects, won the CEO award for these projects, and have been helping our PMO to improve our project management systems. The above has been due to your training." – MP

3 DAYS FACE-2-FACE   **3 DAYS** FACE-2-FACE

| TRAINING BLOCK 1 | **Module 1:** Initiating & Planning Projects | 10 WEEK GAP | Apply learnings in the workplace by iniating and planning a real work-based project | TRAINING BLOCK 2 | **Module 2:** Building & Leading Teams **Module 3:** Monitoring & Controlling Processes **Module 4:** Closing & Evaluating | 3-6 MONTHS | Apply learnings in the workplace Attend Lessons Learned Celebration |

Training Block 1 (3 days)

Module 1: Initiating & Planning Projects

The first day of the course explores the role of projects in today's fast-moving and complex world, and how project management practice can contribute to making organisations efficient, effective, agile and sustainable. Participants will learn about:

- The four types of projects and how to classify any project (or work package) as one of these four types
- Popular PM methodologies such as PRINCE2, Lean and Agile and these align with the four types of project
- The PMBOK® Guide's 10 knowledge areas, four-phase project life cycle, and five process groups
- Key concepts such as the Iron Triangle, the cost of change, scaling for complexity, and planning
- The "Why Axis" – a thinking tool for 'zooming' from a tactical/technical view of the project work to a strategic understanding of the project and the benefits, outcomes and corporate goals that it supports.

Day 1 finishes with a 'deep dive' into the Initiation phase and concepts, terms, tools and techniques used to launch a new project. Participants are formed into small working groups in which they workshop the Business Case and Project Charter for a case study project.

Day 2 continues the interactive small-group activities around the case study project, with a 'deep dive' into the planning phase, focussing on scoping and scheduling. This day is highly interactive, with lots of movement and discussion as participants develop a Work Breakdown Structure and Network Diagram from first principles (using post-it notes), then develop a Gantt chart using their choice of digital scheduling tool.

Day 3 focusses on developing the rest of the Project Management Plan (PMP), with groups tick-tacking between short bursts of theory/explanation and practical activities to develop the project governance structure, Organisation Breakdown Structure (OBS), Roles & Responsibilities Table, Procurement Plan, Project Cost Estimate, Quality Plan, Communication Plan and Risk Register.

Training Block 2 (3 days)

Module 2: Building and Leading Teams (day 1)

It has long been acknowledged that *people are the key to project success*; but managing and leading people on projects can be as challenging as it is rewarding.

The challenges involved in leading projects teams are numerous and complex. Project leadership involves uniting a group of people who may never have never worked together before, may be widely geographically dispersed, may work for different organisations, may have different or even competing priorities and agendas, and are likely to be diverse in terms of professional background, skillsets, gender, age, culture, ethnicity and personality.

In Module 2 we will explore the 'psychology of project management' to develop participants':
- emotional intelligence
- understanding of people (how we think, communicate, make decisions, respond to conflict, etc); and
- ability to foster cohesive, collaborative, high-performing teams, despite the challenges.

Like a 'soft skills degustation', a wide range of topics will be lightly covered over the course of the day, with engaging presentations peppered with short group and individual exercises that enable participants to apply concepts and techniques, reflect, discuss, challenge and be challenged. Content is grouped around the following themes:
- Self: shaping the first impression, controlling stress/nerves, body language, projecting power and warmth
- Others: building rapport, the principle of liking, remembering names, interpersonal communication
- Teams: leadership, motivation, conflict resolution, team building, fostering high-performance team cultures
- Beyond the team: negotiation, persuasion and influence, decision making

Module 3: Monitoring & Controlling Projects (day 2)

This highly technical module focuses on the Implementation Phase. It examines the processes, tools and techniques used to execute the work in accordance with the Project Management Plan and, while doing so, to monitor the project and apply controls where necessary to manage changing scope and keep the project on track.

Participants will learn and practice how to:
- Measure performance using Earned Value Management
- Develop Status Reports, manage information flow, run effective meetings and utilise Agile ways of working
- Monitor and control quality using a variety of Quality Control tools; and
- Manage emerging risks and issues throughout the Implementation Phase.

Module 4: Closing & Evaluating Projects (day 3)

Most projects never formally close. They are either abandoned when cut; or peter out as the work draws to a close and people transfer off the project and onto the next one. Yet, Closure is an important phase of the project and, when done poorly (or not at all!) can lead to a raft of headaches down the line. It involves important administrative closure activities (like discharging contracts, notifying stakeholders and returning assets) and conducting a Post Implementation Review to evaluate the project and capture lessons learned for future projects. These topics are covered in the morning session.

The majority of this day is spent undertaking an interactive, educational and highly entertaining project management simulation set in the world of 1960s New York. The simulation is an opportunity to bring together the knowledge and skills acquired throughout the course and to draw parallels and insights relevant to project management in the real world.

What participants receive

Participants will receive a:

- Hard copy Participant's Manual (100% recyclable).
- USB pre-loaded with a range of resources, including a suite of practical and user-friendly project management templates, an extensive collection of articles and readings, and PDF copies of PowerPoint presentations.
- 12-month subscription to Ecademy – our online project management video library
- Certificate of Completion from Elemental Projects

When, where and how much?

The dates, prices and locations of all public courses are available on the Training Calendar page on our website, with links to our online registration form. To register a table of four with a bulk discount, or for a chat about this course, please drop us an email at training@elementalprojects.com.au.