

Project Management Bootcamp.

Delivered by Dr Billy Grierson, Perth Innovation Ltd.

Background:

Based on the Project Management Body of Knowledge (PMBOK) which is published by the Project Management Institute (PMI), the main sections of the workshop are Initiation, Planning, Execution, Monitoring and Controlling, and Closure.

Within these sections, the participants will be introduced to tools and techniques which ensure that they can apply key aspects project management. They will also become familiar with some basic concepts which help understand the overall context of project management. A selection of tools and techniques, and concepts are given below.

For more information contact billy@perthinnovation.com.

Workshop

Outcome: Participants will learn the main elements of project management and gain experience of key tools. After the workshop, participants will be able to plan and execute projects to a professional standard. Using an interactive approach, the participants will be given an opportunity to work with the tools and techniques to develop their project management capabilities.

Duration: 2 days. There is flexibility in how these two days can be delivered. It can be 2 consecutive days, 2 separate days with a gap of 1 to 2 weeks. It is also possible to run the workshop as 4 half days with gaps of 1 to 2 weeks between half-days, but this is less effective than the other alternatives.

Timing: 9am to 5pm each day, with 20 minutes coffee/tea breaks in morning and afternoon, and 1 hour lunch break at around 12:30.

Documentation: Participants will be given handouts as the workshop progresses and a full text “manual” will be given in pdf format at the end of the workshop.

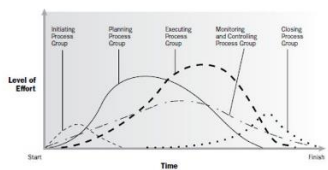
Follow-up: It is proposed that a short (1 to 2 hour) debrief session is held about 3 to 6 months after the final day of the workshop, to allow the participants to give feedback on how effective the training has been.

Workshop overview:

Day 1	Day 2
<ul style="list-style-type: none"> ✚ What is a Project? Programme? Portfolio? ✚ What is a Project Manager and what does he do? ✚ Who else is involved in a project? ✚ Project Life Cycle ✚ Initiation ✚ Planning 	<ul style="list-style-type: none"> ✚ Execution ✚ Monitoring and Controlling <ul style="list-style-type: none"> ○ Change Management ○ Risk Management ✚ Project Closure <ul style="list-style-type: none"> ○ Documentation ○ Lessons Learned ✚ Project Environment

Tools and Techniques	Concepts
<ul style="list-style-type: none"> ✚ Risk Analysis ✚ Stakeholder Analysis ✚ Critical Path Analysis ✚ Work Breakdown Structure ✚ Techniques for Estimating ✚ Active Listening ✚ RACI 	<ul style="list-style-type: none"> ✚ Triple Constraint ✚ Rolling wave planning ✚ Progressive elaboration ✚ Predictive vs. Agile ✚ Stage-Gate vs. Pivot ✚ Project Life Cycle ✚ Organisational Process Assets

Details

<i>Concept</i>	
Project Life Cycle	<p>A collection of phases that a project goes through between conception and completion. In principle the phases are sequential, but in reality, there is some overlap.</p> 
Triple Constraint	A key aspect of project management is the interaction between the three key constraints on projects – the scope, the cost and the schedule.
Rolling Wave Planning and Progressive Elaboration.	These are techniques which allows us to plan for and react to uncertainty within the project. Rolling Wave Planning deals with short term uncertainty and Progressive Elaboration is more focused on the longer term.
Predictive and Agile Planning/Execution	Some projects are very structured with clear deliverables and time scales. Others are not so clear and require a lot of interaction with customers in order to agree the requirements. Predictive and Agile are two concepts that allow us to deal with these two extremes.
Stage-Gate and Pivot	Many projects are broken into phases or stages, with a go/no-go decision between phases. This helps to manage risk within the project portfolio. However, for many projects, the issue is uncertainty management rather than risk management. Pivot gives an alternative approach that is better at managing uncertainty.
Organisational Process Assets	This refers to the information available within the organisation covering how projects are run and historic information about previous projects. It is an invaluable resource for project managers in developing the initial project plan.

<i>Tools and Techniques</i>	
Risk Analysis	This is a formal technique for identifying, recording and managing risk in a project. The output from the technique is a risk register and, more importantly, a risk management plan – what are we going to do if the risk event arises? It is a technique used widely in Health and Safety.
Stakeholder Analysis	This is a series of tools that allow the project manager to get a clear view of everyone affected by the project, or who can affect the project. Management of these stakeholders is a key part of the project manager's job.
RACI	RACI is a tool used to design a communication plan for stakeholders.
Work Breakdown Structure (WBS)	This is a technique that breaks down the project into the task that need to be completed in order to deliver the project deliverables. A detailed WBS is an essential starting point for project planning.
Techniques for estimating	Once we have the WBS, we can estimate costs and duration at task level. This is not always straight-forward and we will look at a number of tools that can help.
Critical Path Analysis	The output from the WBS is used to determine the order in which tasks need to be carried out and the duration estimates allow us the determine how long this will take. The critical path is the route through this which defines the minimum time a project will take to deliver. Anything that causes one of the tasks on the critical path to be delayed will cause the project to be late.

The Facilitator/Trainer

Dr. Billy Grierson



Billy spent more than 30 years in the chemical industry. Working globally for Ciba and BASF, and with external contacts such as P&G, Beiersdorf, Lawter, Akzo-Nobel, Sun Chemical and other ink makers, Sopheon and Leeds University, he has developed an understanding of how companies fail to solve problems and what tools and techniques can be used to improve their success rate. These tools have been applied successfully across a wide range of industries (Chemical, Engineering, Water Treatment, Construction, Electronics, Oil and Gas).

As well as working in the innovation area, Billy also has experience and training in project management. He is a Project Management Professional (PMP) accredited by the PMI. This blend of formal project management skills, and innovation experience has allowed Billy to support companies in, not only finding solutions to problems, but also in running projects to successfully implement those solutions.

Billy now has a consultancy called Perth Innovation. As the name suggests, it is based in Perth and is focused on all aspects of Innovation from identifying improvement opportunities to successful completion of projects to capitalise on those opportunities. He can also provide training in the tools and techniques he uses.