Delivering Complex Big Change
Programme Management

Traditional (Old World) Challenges	New World Challenges
managing scale	• managing diversity
delivering something	• ensuring integration of the project with the organisation's strategy and down stream processes and activities

The Hour Glass Manager™

Outcomes
- Participants will leave with a worked out and checked programme of projects
- Clarity on the scope of accountability of a Programme Manager
- Clarity of what a programme is
- Less stress, more confidence
- Reducing risk in key International Programmes
- Pre-work to audit the current at-risk projects
- New tools and techniques for delivering programmes
- Familiarity with some key practical tools and techniques
- An ability to deliver Programmes

Coverage
To transform participants into Programme managers they will need to learn:
- What is the difference in thinking between a Project Manager and a Programme Manager?
- How to stop myself project managing my projects?

Pentacle Framework

Pre-session Audit

Programme Healthcheck
http://www.pentaclethevbs.com/healthchecks.htm
Programme HealthCheck - to identify strengths weaknesses and areas for focus in each participant's programme. The results of this HeatlhCheck will influence the time spent on different topics during the Course

Pre-reading
Putting Strategy to Work - Dr. Eddie Obeng

Key areas for success in Programme Management:
- Understanding how to turn Organisational Strategic intention into deliverables
- Goal and Context Setting and Sponsorship

- Invisible Leadership (the art of the politics of influencing stakeholders and complex constituencies of stakeholders)
- Monitoring and Incorporating Outcomes and managing the integration of the programme into the organisation
- Managing a Flock of Projects and Leading Project managers

Preparation

Key Concepts, tools, techniques and frameworks include:

Strategic Event AnalysisTM	Risk profiling
Gap analysis	Creating a ProjectFlockTM/
FutureMappingTM	Portfolio
Constituency map	Selecting project Managers
Constituency Communications	(Pioneer Craftsman model)TM
plan	BluePrintTM
Change Type analysts	ChessBoardTM
ChunkingTM	

Learning Methods
- Discussion
- Use of real life project from work for exercises
- Simulation/ Blueprint

Learning Style
Participants will have fun while they learn

Continuous/e-learning
The e-learning support means that participants will need to have access to the internet from the workplace

Supporting documentation
- The course book will be *Putting Strategy to Work* by Dr Eddie Obeng
- Participants will receive a 'personal filofax' programme manager's handbook and will have access to electronic copies of all the materials used on the course

Timetable

Topic
Welcome
Hopes and Fears
Delivering programmes in our New Complex World Delivering
Big Change - The Programme Business Case

Understanding the power/political dimension Understanding how the programme fits into the organisational mission/strategy Ensuring organisational readiness to receive the change Change management/Integrating change into existing processes - Understanding the limits of organisations to absorb change
Benefits management Where do project owners fit in? Virtual Guest option -'The Impossible Programme' Ed Maguire Leading major change across cultures Virtual Guest option-'Delivering disperse change' Tony Teague
Healthcheck review Programme Working Project management vs. programme mgt quiz Coping tactics to prevent getting sucked into project management The role of the programme manager 1. Strategic intention to deliverables Chunking Issues & Risk visibility Project vs. Change vs. Programme vs. Process Programme office role Project OrganoWeb 2. Leading Project Leaders on a portfolio of projects Consolidated Programme Plan Coaching Project Managers Constituency management Influence Interdependence diagrams
Chess board 3. Managing integration of the programme into the organisation How to juggle several projects Process/ Service management How to work with Change Managers Participant Teach-in Learning review Action planning
Close

Post -Application

Pentacle Performance Enhancement Tool (PeT) called BluePrint™

Programme Management

Overview

Approach

Dr. Eddie Obeng at Pentacle has developed an integrated approach to managing and delivering change in a complex, fast, changing world. The approach provides clear and practical ways to deliver projects, programmes and human change management and ensures integration with the business processes.

His New World Programme Management Approach ensures that the 'softer' elements of leadership, engaging and taking people with you, effectively coaching the project managers and gaining the commitment of project and programme owners have as much emphasis as the traditional 'hard' task activities such as managing the portfolio and finances.

The approach also allows the Programme Manager to deal effectively with both clear 'closed' programmes and more open and less well defined programmes.

Who is Dr. Eddie Obeng?

Dr. Obeng is Learning Director of Pentacle the Virtual Business School which he founded in 1993. He has been described as:

> An agent provocateur
>
> **Financial Times**
>
> Eddie Obeng has not only produced the most original thinking around Change Management since the invention of the Gantt Chart but, having applied it to more than a hundred business projects I can confirm that it really works in practice!"
>
> **Tony Teague Group Programme Director Abbey National**
>
> Our resident guru
>
> **Project Manager Today**
>
> His books are split between a Raymond Chandler-like novel and a practical how-to section with Obeng's idiosyncratic tools and techniques.
>
> **Human Resources**
>
> 'Making it happen' is Obeng's constant refrain and his books are an antidote to the dryness of much managerial theorising
>
> **Financial Times**

Why Pentacle?

Pentacle's approach is down-to-earth novel and enjoyable. All the thinking, behaviours, tools and techniques we teach are practical, easy to apply and effective.

Programme managers will learn about the five factors for success: Interpreting the business/ organisation strategy and communicating to people at the strategic level the implications of programme delivery, invisible leadership and ensuring that the deliverables of projects are seamlessly incorporated in business operations and processes, developing and managing a 'flock' of projects and coaching the project managers to task and people related success.

Who else works with Pentacle?

Pentacle Clients include:

**How to make it work in your organisation**

At Pentacle we believe that there are three elements to ensuring that Programme Management really takes root in your organisation and delivers benefits
- Well developed people
- Good, easy-to-use processes
- Infrastructure for supporting collaborative working

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Well developed people - Training and development

Approach	Modular apply-as-you-learn training courses blending face to face classroom sessions with e-learning

Supporting materials/ Publications	*Putting Strategy to Work* Dr. Eddie Obeng Published by Financial Times Publishing
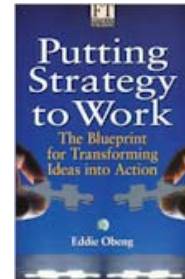
Typical Client example   Abbey National Bank

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The issue	The Retail Bank had made decisions to implement a significant amount of change. However at the rate of delivery the change portfolio would have taken 10 years to deliver
Previous attempted solutions	The bank had explored project portfolio management and also had reviews with consultants prior to deciding that they wished to work with Pentacle
Pentacle solution	The Pentacle solution was to create a world class project management resource (180 project managers) at the same time as developing a few key programme managers. The programme managers' modular course was used as the vehicle for co-ordinating the new focus.
	The project portfolio was reviewed in line with the Pentacle money making machine model - 75% of the project portfolio was cancelled or de-prioritised 6 Programme managers were trained via six modules and e learning During this Programme managers training programme: The Programme managers reassigned their resources to the projects, re-engaged the project owners, ensured that the business operations were ready to receive the outputs of the programme and kept the Board aligned to delivery
Results	The net result initially was the delivery of three times the level of projects than originally planned in a one year horizon. Subsequently the programme managers went on to lead the delivery of £140 million of cost savings

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Good easy-to-use processes - Programme Methodology of Framework

Approach   BluePrint^{TM} framework

Supporting materials   Dr. Eddie Obeng's framework
                                which connects both
                                task/financial and people and
                                programme and project activity
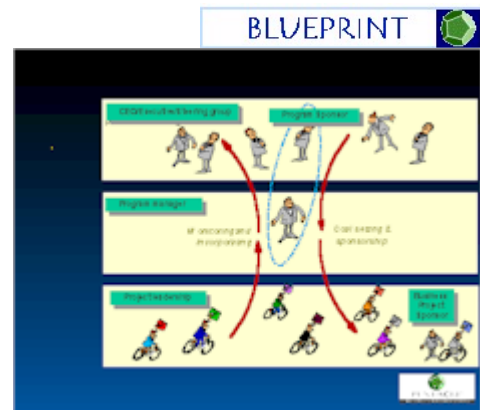
Typical Client example   Nortel Networks

The issue   Difficulties in co-ordinating development projects in order to deliver a co-ordinated
                                software upgrade release for telecoms network

Previous attempted solutions   Meetings and discussions between directors.

Pentacle solution   Develop an appropriate organisation within which a number of forums.
                                Develop programme managers in % programme management areas
                                Introduce the 'Blueprint' framework

Results   Instant release of £2.5 million of resources form identified overlap/ duplication/ and
                                identification of nugatory work
                                Delivery of 30% higher project load with the same team
                                Significant reduction in outages and issues at release

Infrastructure for supporting collaborative working - Software Tools

Approach   BluePrint^{TM}
Platform   Web access browsable database
Typical Client example   Lotus IBM

The issue   As a result of increased competition in the software market Lotus needed to deliver a
                                significantly large programme of change in order to better access new markets and take
                                advantage of knowledge management opportunities.

Previous attempted solutions   The top team had been using spreadsheets and meetings to try to co-ordinate the change
                                across Europe. This involved significant travel and meetings. Furthermore the reporting
                                was frequently out of date and it was difficult to get an overview of both the task/
                                financial and the people related issues

Pentacle solution   The Pentacle solution was to build a customised web access browsable version of Dr.
                                Obeng's BluePrint^{TM} framework
                                The database was hosted by Pentacle in order to speed up deployment
                                Training in the use of the tool was via a short video

Results   Reduction in the costs of managing and administrating the programmes of ~80%
                                Better co-ordination leading to 10%^ faster delivery and also early cancellation of non
                                value adding projects

Web Demo   http://domino-212.pentacle.co.uk/blue-jig.nsf

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