

Delivering Perfect Projects

Project Management



Traditional (Old World) Challenges

Project focus is on activity and delivery
Projects have a clear goals and method

Plan the Whole project

Teams report directly to the project manager and are co-located

Team members are subordinates of the project manager
Project plans are set in concrete

New World Challenges

- Managing the whole project from activity to benefit
- Managing projects without a clear goal or approach as well as those with clear goals or methods
- Chunking
- Leading a non co-located team
- Leading people above you in the hierarchy
- Leading through uncertainty and certainty

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Outcomes

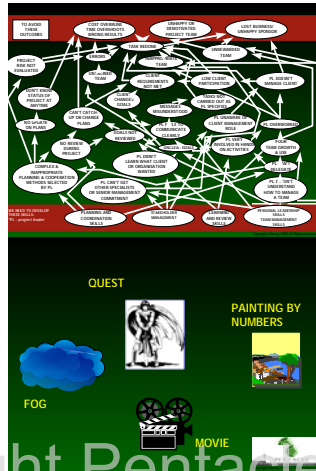
- Comprehensive understanding of Pentacle's new project management approach
- Lasting behaviour change
- Ability to apply all learning with confidence

Pentacle Framework

Perfect Project Formula

Typical pitfalls of projects and how to avoid them

Project Types - to reflect reality - There are four approaches to four types of project ranging from the know what know how 'Painting by numbers' project to the 'don't even really understand why' Fog project



Pre-session Audit

Project Healthcheck

<http://www.pentaclethevbs.com/healthchecks.htm>

An audit of the participant's existing project to highlight key learning areas and areas of project risk

Pre-reading

Pre-reading

Perfect Projects - Dr. Eddie Obeng

Coverage

Managing the delivery of Business benefits through Change

- Developing a business case/planning benefits management
- Understanding the money making machine model
- Using the Gap Method to scope the business benefits
- Chunking the project to de-risk it

PROJ.DOC

Understanding the type of project and developing the best method for managing it
Imbedding change in an organisation in a changing business environment
Change management and emotional engagement
Jigsaw framework for managing all change

Stakeholder management

- Identifying stakeholders
- Analysing and managing stakeholders
- Repositioning stakeholders - the Stakeholder grid
- Gaining commitment
- Managing and engaging the sponsor
- Project organisation OrganoWeb
- Agreeing hard and soft success criteria
- Delivering communication/morale management
- Delivering bad news
- Managing awkward stakeholders - stakeholder mapping
- Managing the anxiety gap
- Maintaining credibility with stakeholders

Planning and co-ordination

- Planning all types of projects: fog, quest, movie, paint by no's
- Sticky Steps, CPA
- Stakeholder communication plans
- Preview and risk anticipation -
- Identifying all risks - Hopes and fears method
- Regaining/recovering time on late projects
- Resource planning

Leadership & Team development

- Leading all types of project
- Personal leadership style audit
- Developing the courage to lead
- Leading people more powerful than you
- Building teams fast - Circle of inclusion
- Understanding the emotional state of the team
- Team contribution analysis
- Compensating for an imperfect team

Learning , review risk management

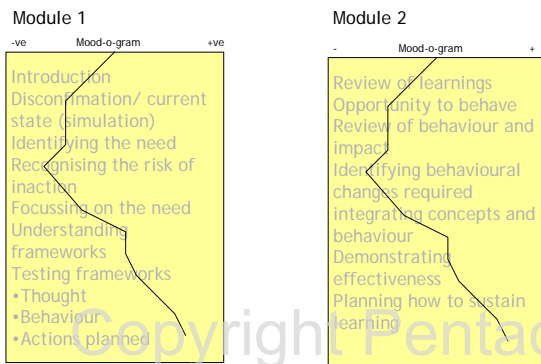
- Developing the big picture - Bubble diagrams
- Building team understanding - Gap analysis
- Capturing learning
- Risk management - Alien invasion model
- Quick review - Here to there diagrams

Review and preview
Personal and team learning styles

Learning Methods

- Scenario based Computer simulation
- Discussion
- Use of real life project from work for exercises

Course design and emotional state:- designed for permanent behaviour change



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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

- In addition to the course book Participants will receive a 'personal filofax' project leaders handbook and will have access to electronic copies of all the materials used on the course

Post -Application

Pentacle Performance Enhancement Tool (PeT)

Jigsaw TM on-line



Project 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 Project Management Approach ensures that the 'softer' elements of leadership, building high performing teams and engaging the commitment of project owners and other stakeholders have as much emphasis as the traditional 'hard' task focus of time cost and quality of deliverables.

The approach also allows the Project Manager to deal effectively with all types of projects, from projects with ill-defined goals or moving goal-posts to structured fast track projects.

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

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!"

Our resident guru

His books are split between a Raymond Chandler-like novel and a practical how-to section with Obeng's idiosyncratic tools and techniques.

'Making it happen' is Obeng's constant refrain and his books are an antidote to the dryness of much managerial theorising

Financial Times

Tony Teague Group Programme Director Abbey National

Project Manager Today

Human Resources

Financial Times

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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.

Project managers will learn about the five factors for project success: How to understand the purpose for the project and how to identify the type of change and use it to their advantage, how to manage stakeholders, how to plan and co-ordinate, how to lead and build teams how to learn and review and how to plan and co-ordinate

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 Project Management really takes root in your organisation and delivers benefits

- Well developed people
- Good, easy-to-use processes
- Infrastructure for supporting collaborative working

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

*All Change! the Project Leader's
Secret Handbook*
Dr. Eddie Obeng
Published by Financial Times Publishing
Perfect Projects
Dr. Eddie Obeng
Published by Pentacle Works Publishing



Typical Client example Tesco Plc

The issue The organisation needed to improve the effectiveness of delivery of a
significant portfolio of change

Previous attempted solutions AA significant investment had already been made in training up project
manager and support staff in Prince II methodology - however there had not
been the anticipated change in behaviour and effectiveness

Pentacle solution A modular programme built around both concepts and behaviour in order to
make project management a more effective natural common sense activity
rather than a bureaucratic passive activity - 120 Project managers developed

Results Significant cost savings in the delivery of the project portfolio and faster
delivery of the projects

Web http://domino-212.pentacle.co.uk/jigsaw.nsf/Jigsaw_Overview

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