

Managing Complex Large Scale Projects

MEDIUM : English

Duration: 1 Day

Research shows that larger projects have greater risk of failure. There is a common belief that bigger projects have more risks, more issues, more steps to manage and more things to go wrong. Is it merely that simple or are there other things at play here.

This course discusses the characteristics of complex projects and why they hold so many challenges. It discusses a range of techniques and methodologies that are critical for large/complex project being a success.

This course includes many examples based on the presenter's extensive experience as a Program Manager. It also includes *workshops and case studies* to allow participants to reinforce the skills learned.

Beneficial To

- Project Managers of varying levels of experience.
- Project Stakeholders and Steering Committee members
- All staff involved in large/complex Projects.

Course Outline

1. Characteristics of Large Complex IT Projects

- Characteristics of complex projects
- Definition of project failure
- Why are these projects more prone to failure and what's necessary to avoid it
- Why different techniques are required for larger/complex projects
- Common mistakes of the "Business"
- Common mistakes of the Project Manager
- Use of the right Methodology in preventing failure

2. Stakeholder Management

- Managing multiple stakeholders and their expectations
- Complexities of business politics and business culture
- Use of Stakeholder Commitment Agreements and Responsibility Matrices
- How Risk Management and Critical Success Factors (CSFs) assist us to manage
- Managing multiple users
- Managing multiple teams
- Gaining sign-off

3. Program versus Project management

- Principles of Project Portfolio Management
- Defining and implementing the "Vision"
- Governance models and roles of stakeholders
- Managing simultaneous activities
- Project integration and dependencies
- Program controls and frameworks
- Program funding cycles
- Important tools and methods
- Prioritising your management efforts
- Trusting and "not-trusting" your team leaders
- Managing the multitude of project information
- Effective reporting

4. Managing large scale business impact

- Strategies for effective Business Change
- Strategies for greater User Adoption across the organisation
- Business impact assessments
- Processes for "Going Live"
- Development of "Readiness Criteria"
- Use of "Benefits Realisation" Strategies
- Managing Quality

5. Leadership Vs Management

- Importance of Leadership on large scale projects
- Characteristics of Great Leadership
- The pathway to becoming a great leader
- Influencing and persuading people
- Effective leadership styles
- Dealing with conflict within the business
- Effective Delegation
- Delivering "bad news"
- Team meetings

6. Other Tools and Techniques

- Partitioning the project
- Importance of Process, Policy and Structures for the project
- Communication Plans, Tools and Techniques
- Planning and Monitoring techniques and tools
- Recording and monitoring issues, actions, defects, risks, agreements and approvals
- Managing the risks within complex projects