

Project Management: Planning

Overview: Potentially the most overlooked and underutilized skill in all of project management is the ability to develop, document and communicate a project process which is complete, practical and scalable.

Outcomes: Participants in *Project Management: Planning* learn a series of integrated techniques for delivering a defensible Project Process – the series of intellectually manageable and politically sustainable activities that are necessary and sufficient to reach the desired project outcomes.

Visual Project Process Planning techniques enable the creation of project plans which are:

1. Built on a Common-Sense Process
2. Widely Understood and Supported
3. Actually Used by the Manager and Team as Benchmarks of Progress
4. More Effective for Estimating and Oversight
5. Updated as New Information is Learned
6. Transparent so Commitment Comes from Understanding Rather than a Plea to “Trust Me”
7. Forward Estimating, Not Backward Allocating
8. Effective at Inspiring Confidence across All Levels of the Organization
9. Honest, Realistic and Defensible

Outline:

Modeling the Project Process	Identifying Work Products, Roles, and Constraints	Sizing and Scheduling the Plan
<ul style="list-style-type: none"> • Beginning With Outcomes • Organizing Tasks • Avoiding Common WBS Traps • Assembling the Process from the Bottom Up • Exploring from the Top Down • Scaling Based on Risk 	<ul style="list-style-type: none"> • Outputs vs. Outcomes • Why All Tasks Must Produce Work Products • Dependencies in the Real World • Ability vs. Availability • Securing Resources 	<ul style="list-style-type: none"> • Why Are Projects Always Late? • Scheduling for Success • Problems with Contingencies • Communication and Securing Support • Dealing With Impossible Deadlines • Overcoming Common Obstacles

Duration: Three Days