

# project training and workshops

by Nick Graham  
and

 *Inspirandum*



project governance  
portfolio and programme management  
**project management**  
project workshops

Introduction to Project Management  
**Practical Project Management**  
Project Management and Teams





Nick Graham  
BEd(Hons) MAPM

Nick is a member of the Association for Project Management.

He also holds teaching qualifications including at degree level having specialised in curriculum studies and the psychology of education.

*"It's not enough to do your best; you must know what to do and then do your best."*

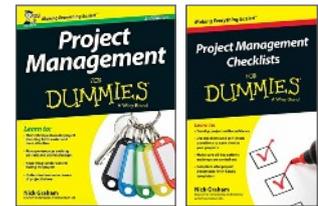
W. Edwards Deming

# Practical Project Management

*Exams and project qualifications have an important place but, at the end of the day, what matters most to organisations is reliable, competent project delivery. This powerful course is all about that practical side, covering solid, proven approaches and techniques to get the job done. It gives Project Managers and project staff confidence that they have the knowledge and skills to do the job; more than half the course is hands-on practical work. When they get back to their projects, course members are equipped to plan and deliver successfully to achieve that vital organisational requirement.*

**NICK GRAHAM - DIRECTOR OF INSPIRANDUM LTD**

*Nick is the author of several 'For Dummies' titles, renowned for their straightforward style and practicality.*



- ▶ Vital skills and powerful techniques to deliver projects
- ▶ Aligned with the ISO 21500 project standard
- ▶ More than 50 percent 'hands-on' practical work
- ▶ Integrated with our Project Governance Briefing
- ▶ In the workshop, we can work with your live projects

This event is focused on the practical, whether your staff are qualified in methods or approaches or not. It covers the key skill areas in project management including both 'hard skills' like planning and 'soft skills' such as team management. The course is fast moving, comprehensive and very hands-on with more than 50% of the course devoted to exercises and case study to reinforce and lock in the new skills with immediate use.

The course covers all the key points in projects from the initial kick off, through planning and then control, through to closure and evaluation.

Importantly, the course is aligned with our *Effective Project Governance* briefing for senior staff and our course for Project Board members. It teaches project staff how to prepare the information and indicators needed for effective senior management oversight of projects.

5 days (can be in two modules)

delivered 'in-company'

4 - 12 people

tuition by Nick Graham

highlights

an outline

in brief



**What people say about Nick's training:**

"The first time I've come away from a course thinking 'I can really do something with this.'"

"Presentation by instructor was superb. A brilliantly effective mix."

"Really geared towards practical application."

**"Your training has proven to be an extraordinary catalyst, enthusing and empowering the team just when it was needed and we will certainly be back for more."**

value for money

aligned with  
**ISO 21500:2012**

This event is designed for two groups and will benefit both. The first is staff who are new to project planning and project management and want to learn a good approach from the beginning.

The second group is staff who are more experienced and who want to 'fill in the gaps' and get up to date with the latest techniques. They may only ever have received methods training rather than practical techniques or had no formal project management training at all.

Inspirandum's clear delivery style makes this event effective where those attending have English as a second language. We work worldwide.

The course is delivered specifically for your organisation in your meeting room facilities or in your preferred conference venue. That focuses discussion on your project types. We can even use your live or forthcoming projects as 'case study'. The projects can be substantial ones, and indeed complexity is a real advantage since those attending will see the techniques work and work well in tough, real life settings. Using your projects then means that the course also acts as a workshop and staff leave with outline plans for their projects already complete, adding even more value.

The event takes four full days, but can be delivered in two modules of two days. Then there is an optional extra fifth day for more project work or to take in an area such as the PRIME® method or your organisational standard.

**5**

For the greatest learning impact, the course is delivered in a single block of five days, including the workshop at the end. This maintains the continuity and momentum.

**2**

**3**

However, if it's just not possible for you to release staff for a continuous period, there is an option to deliver it in two modules of two days, then three days, delivered in consecutive weeks.

We helped one new client that had wasted £83,000 and several weeks on a project because of a basic error. Nobody attending *even the first morning* of the Inspirandum Practical Project Management course would have made that error. And don't think it was a small organisation with limited experience of projects - it was an international, multi-billion dollar company.

This course is not based on any particular project approach or method, but it is aligned with the international standard for project management, ISO 21500:2012.

If you use a particular method or approach that's not a problem. We can deliver the course using that structure and terminology. However, the bulk of the course will remain the same since it is focused on practical techniques and approaches that span all of the major methods. For example, you need to have a sound Business Case on your projects whether you are using a formal method, the Microsoft approach, the Project Management Institute (PMI) body of knowledge, or none of those.



Effective learning and fun combined. Delegates working on a practical teamwork exercise which is in two parts.

Team performance improves, and that's often dramatically, in the second part as a result of the experience with the first part. Those lessons are analysed for taking back into the workplace.



### Getting it just right

Most organisations want the course 'as is' so that their project staff get a good grasp of the full range of topics.

We will talk to you before the course though and if you have any particular needs, or if there is anything that you don't need, we can adjust the event accordingly.

### Project Governance

The course is carefully and deliberately aligned with our *Effective Project Governance* briefing for senior managers, and also the course for Project Board members.

The course includes instruction on preparing the data needed for the vital governance checks.

*You can't check what isn't there!*

### Why project management?

- Why projects go wrong!
- How problems are avoidable
- The place of project governance
- Understanding project structures

### Project Kick Off

- Not everything is a project
- Positive and negative scope
- Project roles and responsibilities
- Getting things moving quickly

### Business Case

- Different project justifications
- Types of benefit
- Discounted Cash Flow (DCF/NPV)
- Internal Rate of Return (IRR)
- Return on Investment (ROI)

### The Planning Stage

- Why no plan means no control
- The Project Charter
- The Project Management Plan
- Stakeholder management
- Communications planning

### Planning

- The power of product planning
- Work Breakdown Structures
- Work Flow Diagrams
- Activity and resource planning
- Networks and Critical Path (CPM)
- Gantt Charts
- Resource planning and levelling

### Budgets and financial control

- Products and the 3 budgets
- The 'S' Curve
- Earned Value Method (EVM)

### Project Control

- Effective control and reporting
- 'Percent complete' problems
- The '4 Dogs' model for change
- Version control in the project

### Project Stages

- Deciding on the number of stages
- Stage Gates - for powerful control
- Checks during a stage

### Cyclical 'Agile' Approaches

- The principles and the power
- When to use it, and when not
- Seeing through the hype

### Risk Management

- Upside and downside risk
- Why you may want to take risks
- Risk identification
- A powerful risk cycle for control
- The Probability-Impact (P-I) Grid

### Quality Management

- Not 'garbage' within budget
- The 2 aspects of project quality
- Maintaining the focus on quality
- Avoiding quality 'game playing'

### Management Approaches

- Good and bad managers
- Different styles, and their place
- Balancing 3 factors - John Adair
- Your personal characteristics

### Team Performance

- What makes a group a team?
- Levels of performance
- Motivation vs hygiene - Herzberg
- Understanding de-motivation
- Why only some teams work well
- Analysing team dynamics - quickly
- Practical lessons in performance

### Procurement and contracts

- The procurement process
- 'Make or buy' decisions
- Why penalty clauses don't protect
- Contracts and 8 areas to watch

### Closure and evaluation

- The closure stage
- Closure reporting
- Evaluation after the project

### Advanced topics

- Critical Chain
- The impact of multi-tasking
- Contingency - how much?
- Contingency - where to put it
- Estimating - hard to get right



**What people say about Nick's training:**

"The materials, and more importantly the course instructor, BRILLIANT."

"Excellent."

"The feedback I have received has been extremely positive and even today there is a buzz around the course team about our experience."



Delivered 'in-company' for maximum relevance to your staff and your projects.



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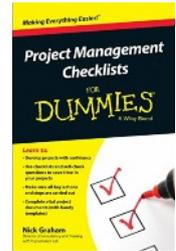
Each delegate will receive:

- a course binder with a full colour copy of all visuals
- copies of all exercises and solutions
- an A3 colour diagram showing the integration of planning techniques
- Other reference material which we add in that we think may be useful and interesting.
- stationery



Course members receive a ring binder for all their materials. That includes copies of the slides in colour, notes on key points and space to make further notes

Oh yes, and we will provide a copy of Nick's book *Project Management Checklists for Dummies* for your organisation as a handy future reference.



**The course has been built around three different learning styles**

- 1 Slides are very graphical, with lots of diagrams and images for those with a '*visual*' learning style. There are very few bullet points lists here!
- 2 Then there are explanations, real project examples and analogies for those with an '*auditory*' style.
- 3 Finally there's a very high proportion of practical work for those that learn by doing - '*kinaesthetic*' style - or who reinforce their learning that way.

Inspirandum is a small company based around the work of Nick Graham. We are dedicated to highly professional training and consultancy on approaches and techniques known to work and work well.

Alongside extremely practical project management training for project staff, we also provide training to managers at senior level (including Project Board members) on how to carry out their vital responsibilities for project governance.

Most companies talk of delivering excellence. In Inspirandum, repeated feedback from customers show that we constantly deliver it and a large proportion of our work is repeat business and word-of-mouth recommendations.

Customers include a wide range of public, private and not-for-profit organisations from Government bodies and multinational companies right down to small companies and individual units in public sector.

If you have any questions about this event, please do contact us and we will be more than happy to give you any more detail you need.

To book one or more events for your organisation, again please contact us. We will be pleased to discuss pricing for the number of people you have in mind and suitable dates.