



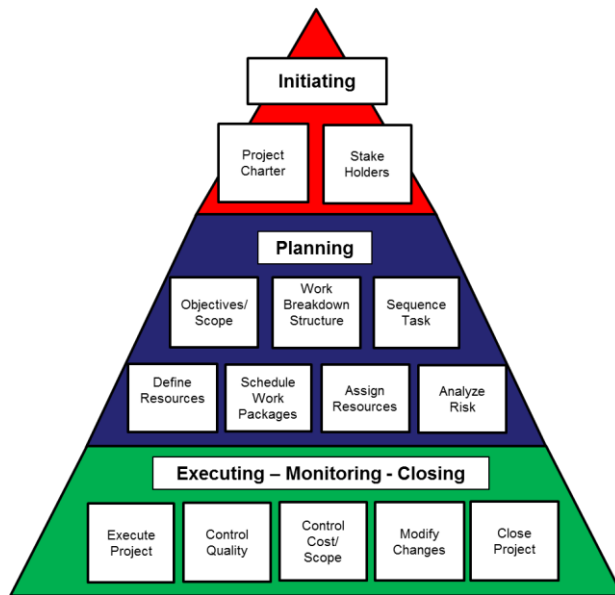
LEADERSHIP INITIATIVES

Superior Leaders Drive Superior Companies



Project Management Fundamentals – *Essential Skills for Project Managers*

Project Management Process



Today, projects are the way work gets done. Yet many projects fail to meet their objectives, despite being funded and managed by capable people. Project failure is often caused by a lack of fundamental project management skills among business professionals.

Leadership Initiatives, LLC, Project Management Foundations combines the technical and people skills that are needed for effective project management. Our practical, step-by-step approach results in the successful management of projects, regardless of size or complexity. We follow the Project Management Institutes Body of Knowledge (*PMBOK® Guide*) processes to ensure a complete learning experience. Drawing on our proven experience, Leadership Initiatives Project Management provides the capabilities needed to bring projects in on-time and on-budget.

Our comprehensive method for strengthening the project management expertise in organizations consists of four distinct phases:

- 1) Preparation:** Carefully structuring the program by developing clear, visible objectives and securing top management commitment.
- 2) Installation:** Using instructors that have experience in planning and implementing projects; customizing the workshop based on client objectives; planning and delivering training.
- 3) Application:** Appropriately modifying the organization's procedures, as well as measuring results and providing consulting support.
- 4) Maintenance:** Providing our clients with ongoing service to ensure objectives and long term results are achieved. Clients have contracted with us to do such work as training employees with learn and do training, and doing project reviews to make sure the client is "project ready".

NOTE - This is NOT a computer class, and no computer skills are required. There will be discussions around what some of the computer screens will look like, and how the skills can be used with computer programs. Our feedback has revealed many participants felt this class should come before a computer class, because then they have an understanding of what steps they are trying to produce when using the software.

www.leadership-initiatives.com

(*PMBOK® Guide* is a registered mark of the Project Management Institute, Inc.)

The Approach:

The Leadership Initiatives Project Management training approach builds skills in applying a systematic thinking process to managing projects. The process consists of three components—Initiating, planning, and Executing—and 14 steps which are learned, practiced, and applied during the workshop. Once a step is talked about, the participants then work in teams to complete a case that leads to actually building the project in the class. After each step, each participant then works on their own project brought from their jobs. This way, the participant actually produces a project (or section of the project depending on size) and has it semi-ready to implement upon returning to work.

Class learning:

The class starts with a talk about Portfolio Management and how a project comes about, as well as how a project is impacted by other projects for resources.

Project Initiation: Participants learn what is in a project charter and to understand who the stakeholders are and how they impact the project.

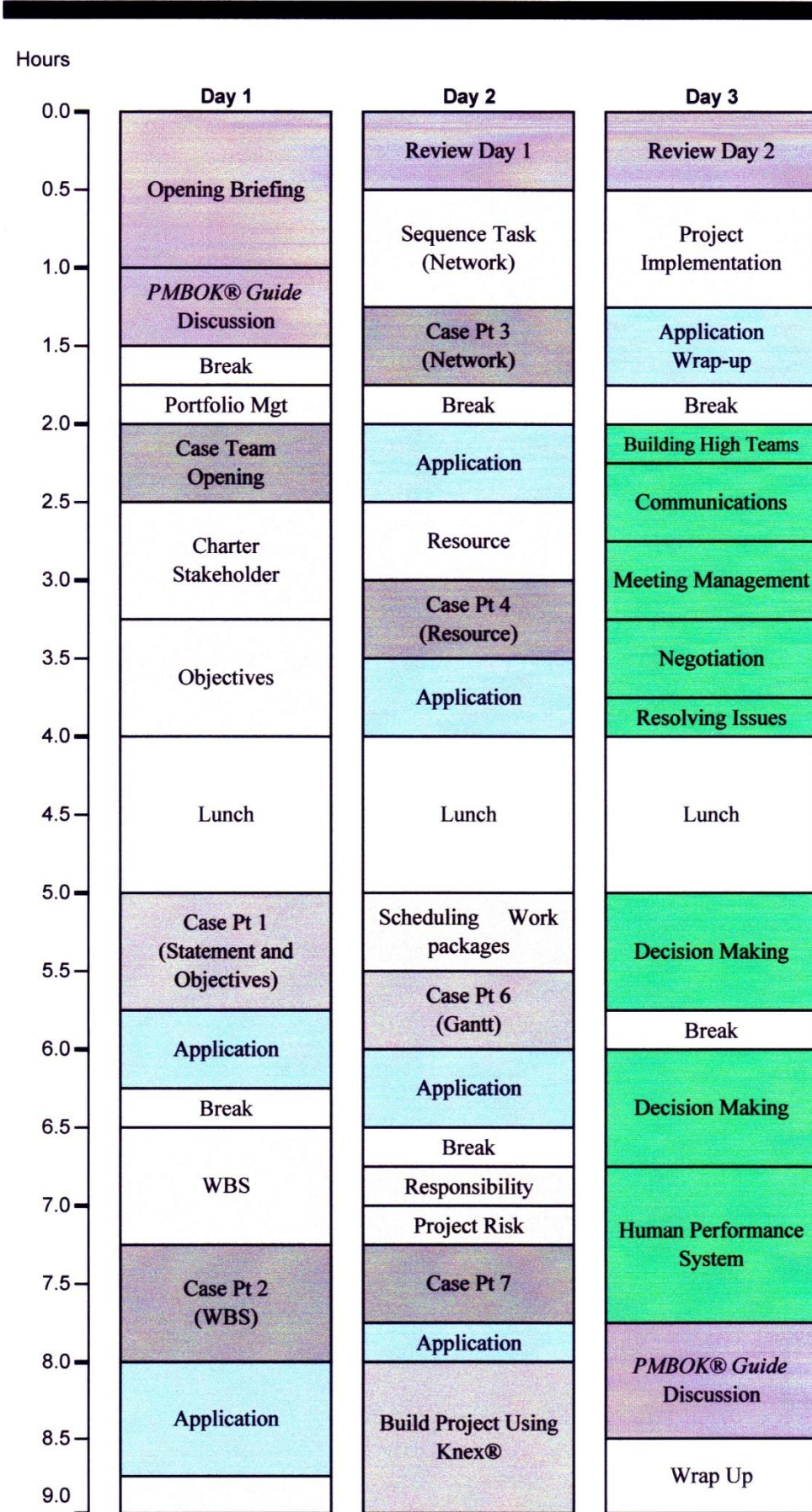
Project Planning: to clarify the project's purpose, objectives and scope, with measures and standards, before beginning detailed project planning. The project's scope is developed using a work breakdown structure that includes tasks and work packages. Then the work breakdown structure is sequenced using a network breakdown structure. Once the sequence is established, defining resources needed to produce each work package are developed. Resource requirements are identified to determine the project's costs. Then, a schedule is developed so work package timing can be monitored during project monitoring. Project Responsibility Assignments (RACI) are then generated and negotiated so a project schedule can be completed. A project risk analysis is performed to confirm potential problems will be identified, preventive actions put in place, and contingent actions are ready if needed.

Project Execution: Participants learn how to get projects executed smoothly by setting ground rules for surfacing issues, controlling changes, and working together. Controlling quality, scope and cost is watched during work package implantation phase. In project monitoring, participants learn how to track deviations from the plan and report on progress. In modification, separating, clarifying, and prioritizing concerns is discussed. Project closeout and evaluation reinforce the lessons learned during the project and verify whether the project delivered the results intended. The tools used here are start to implement checklists, change authorizations, status reports, and closeout checklists.

Project Human Management skills: The workshop develops the management skills required throughout the life of a project. One of the most critical is Project Communication— ongoing conversations between the project manager and others to give or gather information, gain and test understanding, and determine action. Project Communication helps to ensure that discussions are open, honest, and timely throughout the project, which fosters success. These conversations take place within the context of project initiating, planning, and execution. The conversations are driven by the questions contained in each step of the project management process. Another critical project success factor is an understanding of the performance system at work in any project.

The project management process is designed to address factors in the performance environment that can promote project performance. Each step of the project management process supports one or more components of the performance system. Effective project managers use the performance system to identify, analyze, and subsequently influence the project behaviors of individuals or groups. The performance system can also be used to create and promote teamwork, and to maximize the performance and commitment of others to the project. Other human skills topics covered are meeting management, building highly effective teams, negotiation skills, and making rational decisions.

Project Management Fundamentals - Essential Skills for Project Managers
 3 Day Fundamentals Class



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Instruction:

This class is facilitated by Steven Reissig, who has many years of experience in both project managing and class facilitation. In 17 years at Honda, Steve planned and executed numerous projects that had a huge impact at both Honda and its suppliers. Steve has taught Project Management at over 50 companies, and many have asked Steve to help integrate the process into their organizations. Steve is a member of The Project Management Institute, Inc., Society of Human Resource Management, and The American Society of Training and Development.

Some of the projects Steve has managed include:

- Facilitated the project leading Honda to win the Automotive Magazines Quick Die Change contest, setting a record for changing stamping dies in 3.28 minutes.
- Sub-managed a project that helped Honda to change from one model year to another in less than 90 minutes.
- Facilitated a team that eliminated air leaks on the stamping presses so well that one of six air compressors could remain shut down – saving half a million dollars per year!
- Developed a training program that allowed the stamping department to capture every process, including quality and operational procedures, to stop information loss.
- Started Honda University and self-directed work teams.
- Managed LEAN projects at Honda and suppliers.
- At a steel building manufacturer, led a project that dropped scrap from 11.7% to 9.9%, remakes from over 200 per month to less than 3, and brought on-time delivery from 27% to over 86% in just 3 months.
- At a mining company, helped project teams develop projects that were complete and came in on time and on cost.
- Facilitated a winter outage project at a gold mine in Alaska.
- Led a project that saved a food company over a million dollars per year in maintenance cost.
- Managed the building of over 50 houses AT ONE TIME for a high speed house manufacturer.
- Supervised various project teams in both manufacturing and office environments at Honda and other related companies.

Just some of the other companies Steve has either facilitated or instilled project management processes at: Honda of America, Hydro-One, CA., Bosch, Alpine Electronics, Johnson Controls, Nissan, TVA, Exxon Mobile, NASA, Hinkle, BASF, Progress Energy, Encanna, Brunswick, Tellabs, Rio Tinto, Kennicott Mining, Buttlar Mfg, Simplot, and many others.

