

# ALIGNING PROJECTS with ORGANIZATIONAL STRATEGY

FROM BOARDROOM INITIATIVES TO REAL WORLD DAY-TO-DAY EXECUTION

This **3-day** highly practical workshop provides a detailed step-by-step approach to translating strategic objectives conceived in the corporate board-room into practical work execution plans, yielding ROI and customer satisfaction, while ensuring projects and programs fulfil planned business goals and deliver quality objectives within budget and on time.

24  
PDU



## Seminar Focus

- ✓ Navigating between corporate strategy and project driven work
- ✓ Navigating within complex business environments – the new reality
- ✓ Influencing without authority – the critical skill in the modern organization
- ✓ Managing stakeholders and critical relationships
- ✓ Managing cross-functional teams
- ✓ Delivering business value

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# ALIGNING PROJECTS with ORGANIZATIONAL STRATEGY

## Overview

The operating environment has become one in which not only has project working become increasingly important, but that the rate of this has been described as a 'project revolution'. The emergence of projects as an economic engine of our times has been both disruptive and powerful. And as *business-as-usual* has become optimized and automated, most significant activity will be that of project management.

Organizations have increasingly discovered that projects are not just about quality, time and cost, but crucially about engagement, benefits and strategic alignment.

The challenge facing many organizations in the new project world is that different personal and organizational skills, and leadership are necessary. The project manager must spearhead organizational engagement through purpose, passion and dedication, and must deliver benefits through a solid analysis and understanding of value, impacts and risks. At the same time, they must ensure that this is all delivered in alignment with the strategic objectives of the organization.

The particular challenge for the project manager is that whilst many organizations are coming to realize that they must adapt to the new project way of working in both governance and resourcing, the project manager may still find themselves battling for buy-in and resources in the traditional silo-based organization. This seminar gives managers the tools to address these challenges.

### Why attend this course if you are a **Project / Program Manager**?

In the modern world of business uncertainty and ever-changing environment, projects are no longer simply about quality, time and cost, but crucially about engagement, benefits and strategic alignment. This course gives project and program managers the mindset and tools to translate this organizational bigger picture into effective work delivery strategies, thus delivering projects in alignment with desired benefits, financial returns and strategic objectives.

### Why attend this course if you are a **PMO Leader** (managing Project / Program Managers)?

A critical role in the delivery of business objectives is the co-ordination of the delivery of individual (sub)projects so that overall program objectives may be achieved. Although it might be straightforward to co-ordinate quality, schedule and cost, the big challenge now is to co-ordinate stakeholder expectations, expected business benefits and alignment with organizational strategic objectives. This course gives you and your team the skills and mindset to translate organizational strategic goals and projected business benefits into effective project work execution strategies, ensuring alignment, a one-team approach, and achievement of corporate objectives.

### What are the **Business Benefits** for your organization?

In the volatile, complicated and uncertain world of the modern business environment it is essential that project teams are aligned as one-team in delivering the strategic objectives of the organization. This course gives participants the tools and mindset to translate organizational vision into effective work execution strategies, to ensure that benefits are delivered, target ROI is achieved, and alignment with corporate strategic objectives is maintained.

# ALIGNING PROJECTS with ORGANIZATIONAL STRATEGY

## Benefits of Attendance · Aligning Project Work with Organizational Strategy

This 3-day practical and interactive seminar is aimed at Project, Program and Business Managers and is designed to help them think and act strategically as they translate organizational strategy into the work carried out by their teams. Indeed, it enables them to create efficient strategies for delivering that work, and to create a reference framework to ensure continued alignment, and the most effective use of resources. Only by this means may the organization be truly regarded as 'one-team' in pulling together towards achievement of its strategic visions.

This seminar approaches the practical application of this vision from a number of perspectives, providing an interdependent set of tools, techniques, tips and templates for delivering strategic results.

At the end of this seminar participants will be able to:

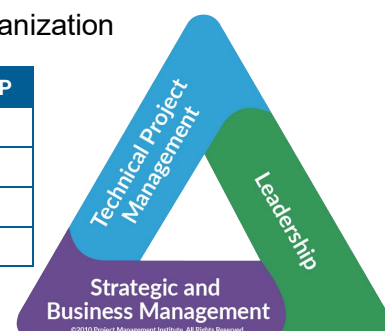
- ✓ Analyze Organizational Strategy
- ✓ Translate Organizational Strategy into Strategies to Deliver Work
- ✓ Explain the importance of understanding the business environment, and creating strategies in alignment with this
- ✓ Use Metrics to Create a Work Delivery Strategy and Ensure Continued Alignment
- ✓ Apply Best Practices to Influence Stakeholders Despite a Lack of Line Authority
- ✓ Explain how Networks Interact with Hierarchies and Demonstrate the Skills Necessary to Lead Effectively Depending on the Environment
- ✓ Explain Business Value and use Financial Tools to Ensure that Value is Delivered
- ✓ Explain the Importance of Excellent Communication Skills in Communicating with All Types of Stakeholder
- ✓ Explain How to Apply Soft and Hard Skills To Achieve Delivery of Organizational Strategic Vision through the Strategic Direction of Work Management

## Who Should Attend this Course?

- ✓ Project / Program Managers
- ✓ Product Owners
- ✓ Senior Project Managers
- ✓ Portfolio Managers
- ✓ PMO Leads
- ✓ Business Managers and Analysts

All others with responsibility for implementing project-based work within the organization

CREDENTIAL	PMP	PgMP	PfMP	PMI-ACP	PMI-PBA	PMI-RMP	PMI-SP
Technical Project Management	4	1	2	0	0	1	0
Strategic & Business Management	11	11	11	11	11	11	11
Leadership	9	9	9	9	9	9	9
PDU Total	24	21	22	20	20	21	20



# ALIGNING PROJECTS with ORGANIZATIONAL STRATEGY

## DAY 1 Agenda | Monday · February 24, 2020

### SESSION 1: Aligning Work with Strategy

- The New Business Environment
- Volatility, Uncertainty, Complexity, Ambiguity (VUCA)
- Complicated vs. Complex Environments
- Origins of Strategy
- A Framework for Understanding Organizational Strategy

### *Networking & Coffee Break from 10:00-10:30*

### SESSION 2: Aligning Project Work Execution with Strategic Execution

- What is Strategic Execution?
- Translating Strategy to Work
- Creating a Strategic Alignment Map
- Creating & Monitoring Metrics to ensure Continued Alignment

### *Lunch break 12:00-13:00*

### SESSION 3: Leadership Skills in Strategic Execution

- Leadership vs. Authority
- The Mindset & Skills of Successful Leaders
- Lessons from Real Cases
- Problem Solving in Complicated and Complex Environments
- Conflict Resolution and Negotiating for Alignment

### *Networking & Coffee Break from 14:30-15:00*

### SESSION 4: Influencing without Authority

- Formal vs. Informal Authority
- Authority & Influence in the VUCA Environment
- Reading the Context: PESTEL Analysis
- Power vs. Influence vs. Persuasion

Seminar starts each day at 8:30am and finishes at 4:30pm

The course is in line with **PMBOK® Guide 7<sup>th</sup>** edition and provides (up to) **24 PDU**

All participants receive the **Certificate of Attendance**



# ALIGNING PROJECTS with ORGANIZATIONAL STRATEGY

## DAY 2 Agenda | Tuesday · February 25, 2020

### SESSION 5: Hierarchies vs. Networks vs. Politics

- Hierarchies vs. Networks
- How Networks Work
- Identifying and Influencing Within Networks
- Understanding Politics as Applied to Organizations
- Personal Transaction Theory and Practice
- Practical Influencing & Persuasion Skills
- How to Manage Performance

### *Networking & Coffee Break from 10:00-10:30*

### SESSION 6: Business Value in the Context of Organizational Strategy

- What is Business Value?
- Delivering Business Value
- Mapping Project Results to Organization Finance to Shareholder Value
- Profitability vs. Cashflow Considerations
- Understanding Financial Statements

### *Lunch break 12:00-13:00*

### SESSION 7: Measuring Financial Performance in Projects and Organizations

- Analyzing Financial Statements Using Financial Ratios
- Creating Forecasts
- Setting Targets & Improving Financial Performance of Projects
- Maintaining Strategic Alignment
- Integrating Project & Financial Risk

### *Networking & Coffee Break from 14:30-15:00*

### SESSION 8: Case Study

- Creating KPIs from Strategic Objectives
- Financial KPIs & Balanced Scorecards
- Optimizing Project Options Based in Optimizing KPI Delivery
- Setting Targets to Maintain Strategic Alignment

# ALIGNING PROJECTS with ORGANIZATIONAL STRATEGY

## DAY 3 Agenda | Wednesday · February 26, 2020

### SESSION 9: Managing Stakeholders

- The Importance of Stakeholders
- Identifying & Analyzing Stakeholders
- Communication Theory
- Approaches to Communication
- Planning for Communication

***Networking & Coffee Break from 10:00-10:30***

### SESSION 10: Communicating with Stakeholders

- Communication Styles
- Engaging Interest
- Asking Questions and Active Listening
- Influencing and Persuading
- Managing Conflict
- Facilitating Great Communication

***Lunch break 12:00-13:00***

### SESSION 11: Managing Project Teams

- What is a Team?
- Creating & Communicating Project Vision Aligned with Organizational Strategy
- Stages in Team Formation
- Building High-Performance Team
- Managing & Maintaining High-Performance Teams

***Networking & Coffee Break from 14:30-15:00***

### SESSION 12: Integration and Alignment of Work with Strategy – Tying it Together

- Understanding Complicated and Complex Business Environments
- Translating and Directing Work Aligned with Strategy
- Influencing Without Authority
- Delivering Business Value in Alignment with Strategic Vision
- Effective Leadership in Delivering to Strategy
- CLOSING SESSION AND ACTION PLANS

# ALIGNING PROJECTS with ORGANIZATIONAL STRATEGY

## Seminar Leader



**DR. RICHARD "RICK" A. GRAHAM, PMP, PHD** has been involved in projects for over 25 years. He has been active with a wide range of industries, including pharmaceuticals, chemicals, engineering and manufacture, construction, information systems and telecommunications and has held senior roles in Astra Pharmaceuticals, Eli Lilly, IMC and British Alcan.

Rick has a special interest in the risk and recovery aspects of projects, as well as in project contracting. He teaches a module of the MBA and Operational Research courses of a major UK business. Rick is a certified Project Management Professional® by PMI® and is a member of PMI's Risk Management Special Interest Group.

Rick is a popular key-note speaker and course facilitator on the number of project management topics, including Risk, Governance, Financial Aspects and Recovery of Projects, as well as Program & Portfolio Management.

His recent assignments include delivering project consultancy and management training work for British Telecom, Deutsche Telecom, BP, Bechtel Corporation, Dubai Construction Authority, Vodafone, Siemens, Skanska, Tetrapak, Microsoft, Nokia, Ericsson, Gazprom and Intesa Sanpaolo Group among others. Rick is also a certified lawyer and certified public accountant in the UK.

Rick is a well-known to PMI communities in his home country of UK, Belgium, Finland, Germany, the Netherlands, Norway, Sweden, Switzerland, the US, Middle East, Central & Eastern Europe, as well as the far-flung places of the African continent; and recently Australia.

### Managing Projects on a Reduced Budget

A complete set of tools & techniques for delivering successful projects under harsh financial & economic conditions

Endorsed by: **PMI**

June 14 - 15 2011  
Bucharest, Romania

**Seminar Leader:** Richard A. Graham, PMP, R. Sc. (Econ.), U.K. (Econ.), C.Eng., M.A.S.M.

**Venue:** JW Marriott Grand Hotel Bucharest

**Seminar Focus:**

- Review how to focus on project delivery
- Get a grip on project financial analysis
- Identify the project cost management
- Realize the importance of estimating
- Create optimum cost estimates and budgets
- Design and manage the payment schedule
- Comprehend the customer and supplier contract management
- Manage how plans, resources and impact the project cost
- Implement realistic contingency budgets
- Learn the processes and techniques for effective recovery of troubled projects

**Special guest speaker:** Simona Bogheas, the President of the PMI Romania Chapter, having over 15 years experience in project cost change management and as a team leader in providing project management and team cost management training. She has several international certifications in project management, Certified Senior Project Manager (CSPM) and Project Management Professional (PMP) and has also gained the project financial certificate.

This is the only program focusing on real-life implementation of Reduced Budgets Management, rather than academic theory of it.

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### MANAGING PROJECT RISK IN 2011: THE NEW PROJECT ORDER

A complete set of tools & techniques for effective management of risks associated with projects, including financial concepts essential for project success in today's financially tight business environment

PMI Chapter Members receive a FREE TICKET for PMI Forum 2011!

September 19-20 2011  
Hotel Antunovic, Zagreb, Croatia

**Seminar Focus:**

- Learn how to identify, quantify, prioritize and plan for risk with a systematic approach
- PMI will show the difference between good risk management and bad risk management
- Learn better decision making to quantify alternatives and understand how, when & how to recover
- Develop more effective Risk Management plans and proactively monitor them as the project unfolds
- Insights into key issues such as response, assessment of contingency funds
- Analyze Contractual Risk and influencing on the procurement process
- Understand financial risks and obtain the tools & techniques for effective management of finance-related risks

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### Recovering Troubled Projects

Discover how to avoid that sinking feeling and deliver truly successful projects

October 22-23 Bucharest, Romania | October 24-25 Zagreb, Croatia

**Seminar Focus:**

- Learn how to identify, quantify, prioritize and plan for risk with a systematic approach
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### Managing Project Resources

May 05-07 2010 in the city of Zadar, Croatia  
June 19-21 2010 in the city of Bucharest, Romania

The 3-day advanced project collaboration, quality & risk tools & techniques for managing and controlling your projects and your resources

**Seminar Focus:**

- Effective control with track records and project steps to develop a robust schedule
- Developing a clear, concise, and effective communication plan
- Managing project performance with a clear, early, ongoing project status
- Utilizing project resources effectively for the project
- Recovery in a troubled project
- Ability to integrate with other project team

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### Project Portfolio Management – The New Paradigm

Managing a Successful PMO in 2014 Economy

September 20-21 2011 Hotel Holiday Inn Belgrade, Serbia

**Seminar Focus:**

- Learn how to identify, quantify, prioritize and plan for risk with a systematic approach
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### Strategic Resources Management

Maintaining Effectiveness of Projects & Programs by optimally utilizing resources

October 20-21 2011 in the city of Zagreb, Croatia

**Workshop Focus:**

- Understand the importance of strategic resource management in project management
- Develop a clear, concise, and effective communication plan
- Managing project performance with a clear, early, ongoing project status
- Utilizing project resources effectively for the project
- Recovery in a troubled project
- Ability to integrate with other project team

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### THE PROJECT CFO

Financial aspects of project management

February 23-24 2012 in the city of Zagreb, Croatia

**Masterclass Focus:**

- Developing a clear, concise, and effective communication plan
- Managing project performance with a clear, early, ongoing project status
- Utilizing project resources effectively for the project
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