



Project Management and Professional Development

Workshop Title	Workshop Description	Standard Schedule (Days)	Learning Contact Hours / PDUs ¹
Project Management Fundamentals	Learn the fundamentals of project management -- the topics and approaches that you just can't live without. This course covers the basics of the five PMI process groups: Initiating, Planning, Executing, Controlling, and Closing. Also available in one and two day forms. IT and non IT case studies available.	1, 2, 3, or 4 day versions available	6 to 24
Defining Technology Project and Product Requirements	The theory and practice of identifying requirements, documenting them in common language, defining measurable objectives and completion criteria, creating use cases. Project, information technology, software, and product requirements will be addressed in concept and then applied through active exercises creating requirements and use cases.	2	12
Business Process Improvement Through Lean Value Stream Mapping	Business Processes and workflows drive cost effectiveness, efficiency and quality. It can happen by accident, undefined or uncontrolled or they can be defined, planned, and streamlined to obtain the desired results and avoid non-value added activities. Getting the right work done to the right level and only the needed work with limited resources is a key to succeeding in the changing, competitive, higher pressure, faster changing work environments. Lean Value Stream Mapping approaches can be included in addition to standard process analysis.	3	18
Project Scoping and Vendor Management	Work done by others outside of your organization can make or break a project's success. In scoping vendor work, we need to address things that are taken for granted as practice internally while giving the vendors enough flexibility to leverage the special expertise and resources which we seek from them. Both parties need to establish the requirements clearly as measurable goals and criteria for completion and performance measurement. By following such good practices and taking the time to create statements of work and contracts up front, buyers will build effective vendor relationships that can improve delivery time as well as manage risk and increase successful integration of the purchase into the overall project and organization.	2	12
Project Risk Management	Learn a proactive approach to identifying, evaluating, and managing threats and opportunities. This course moves beyond the high-level look at risk management and goes into the use of qualitative and quantitative analysis, prioritizing risks, risk responses, and risk monitoring. A walk-through of a risk management process is covered. Case studies and examples are IT and new product development based.	2	12
Dealing With Project Complexity and Change	Complex projects rely on the basic fundamentals of project management, but require different levels of scrutiny, a simple scaling up of some processes plus additional tools, techniques, and processes for other aspects. This workshop focuses on topics affected most by the shift from a simple project to a more complex one, including a systematic approach to assess and address project complexity, Earned Value Management, managing change to the project as well as to the organization as a result of the project, and improving communications and stakeholder interactions to facilitate project success.	2	14
Project Recovery	Provides a process for recovering projects that are at risk or failing to meet their objectives, whether scope, schedule, or budget. Includes how to recognize warning signs, create an intervention plan, and then execute and manage the intervention to bring a project back on track.	2	14

¹ Hours for all workshops are based on learning contact time, excluding breaks and meals. 1 contact hour = 1 Professional Development Unit (PDU) for PMP or CAPM certification renewal through the Project Management Institute (PMI). PDUs fall under PMI category 4.

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Preparing for Project Management Certification (PMP®/CAPM™):	Become a Project Management Professional (PMP®) or Certified Associate in Project Management (CAPM™): Validate your credentials by becoming certified while gaining key project management skills. Learn the Project Management Institute's (PMI) PMBOK® Guide framework and methodology for managing projects. Exceeds PMI's requirements. This course includes study aids and review homework between sessions to help students prepare to take the exam.	6 sessions over 6 weeks	39
Introduction to Planning Projects with Microsoft Project	Software tools can help save time in managing projects but their use is limited by the quality of the information. By understanding key underlying principles first, the project manager will be better able to make clear decisions on how to use tools effectively and whether the standard approaches in a tool fit the needs of the project. This workshop has been designed to address project planning concepts, apply them to an IT-related case study to develop sound plans, and then practice creating sound schedules in Microsoft Project using the case study data.	2	14
Project Scheduling - Microsoft® Project Fundamentals	Learn to use this common software tool to prepare the network diagrams and project schedules to incorporate into your comprehensive project plan. This workshop assumes that students are familiar with basic project management terminology and navigation in Microsoft Windows applications. This workshop may be offered also over time in a form where students learn, then apply the lessons on their own projects between sessions, then bring back the results for review, feedback and coaching with experienced project managers.	2 day-long sessions or 4 half-day sessions	14
Project Scheduling – Intermediate Microsoft® Project	Reach the next level of skills to handle larger or more complex project schedules and address interactions between related projects and shared team resources. This workshop may be offered also over time in a form where students learn, then apply the lessons on their own projects between sessions, then bring back the results for review, feedback and coaching with experienced project managers.	1	7
Quality Decisions - Timely Decisions: Management Fundamentals	There are many things in the business world we can not control but we can control and make an impact with our decisions. By using a process approach to decision making, incorporating risk analysis and addressing time-sensitive situations, you will improve and manage your business and personal situations.	1	6
Quality Decisions - Timely Decisions – Organizational Decision Making	There are many things in the business world we can not control but we can control and make an impact with our decisions. By using a process approach to decision making, incorporating risk analysis and addressing time-sensitive situations, you will improve and manage your business and personal situations. In addition, you will learn to manage individuals to foster balanced approach to decision making to create an organizational culture that drives an unbiased decision making process.	2	12
Stakeholder Interaction Skills	Whether you work with external customers or just your internal management teams, you have to work with and influence stakeholders as well as sell your ideas your products and projects across different functions and business groups. From this workshop you will understand fundamental principles of building a relationship and developing support and Interest by leveraging high trust activities in a stakeholder interaction process. Versions of the workshop are also available that emphasize external customers and selling skill as well.	½ day // 1 day // 2 day version	3 or 6 or 12
New Product Development Professional (NPDP) Certification Review	Validate your credentials and become certified as a New Product Development Professional (NPDP) through the Product Development and Management Association (PDMA). This workshop reviews the areas of knowledge required for certification and provides study suggestions and study aids. An option for structured, facilitated study groups can be combined with this workshop to increase readiness and learning. May be this delivered in an on-line web-meeting study group format.	1 day // 2 half days // 6 web-casts versions	8 or 12

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Introduction to Lean Product Development (LPD)	<p>Lean Product Development (LPD) delivers more value to the customer and to the enterprise. It achieves these results through a systematic approach to value creation and waste elimination. It is the foundation that allows companies such as Toyota to be as much as four times more productive than others.</p> <p>This web-based workshop covers the fundamental principles of how to apply Lean principles to product development. By the end of the 5 week series, the student will have from one to three completed projects using Lean tools to solve real-world problems, an assessment of your team's readiness for Lean Product Development, and a Personal Action Plan for taking the next steps on your lean journey.</p>	4 hours / week over 5 weeks (flexible on-line delivery)	20
<i>Coming soon:</i> The Obeya Room for Visual Project Coordination	<p>The Obeya provides powerful simple tools for improving team collaboration and communication. Toyota successfully uses Obeya rooms (Obeya means 'big room') with great success to manage projects, improve communications and foster collaboration across the different team members and functions involved in projects. Obeyas are similar to war rooms and project rooms sometimes used by North American companies for new product development though have a specific flow of information and guidelines for use. The Obeya serves to make communication and visibility of key project information more effective across all functions involved in the work.</p> <p>This workshop will review key principles of setting up and using an Obeya room in a business environment. You will be able to interact with a prototype Obeya demonstration for an example project as well as work together to evaluate how to use Obeyas in your organization. Application of the Obeya concepts in dedicated, mobile, and virtual workspaces will be discussed.</p>	½ day	4
<i>Coming soon:</i> Getting started with A-3 Reports to capture and share organizational knowledge	<p>This workshop provides an overview of simple, visual methods to capture, communicate and leverage organizational knowledge that are one of the keys to Toyota's success. A-3 reports (sometimes also called knowledge briefs) are simple, flexible tools that enhance problem-solving, consensus-building and knowledge capture by summarizing the key information concisely while making it visible and accessible to others. A-3 reports may be used throughout the enterprise and are especially valuable to improve information-driven activities such as product development and engineering.</p>	½ day	4



Project Management and Professional Development

It's challenging to stay current and move ahead in today's fast paced, changing business environment. You need to validate your skills to employers as well as attain and maintain professional certifications. As a result, we offer a variety of workshops and services to help business professionals sharpen and add skills as well as begin to put framework around management approaches to enhance your team's performance.

APPROACH

Interactive: Sessions are participative and hands on, following active, adult learning approaches. Students work on case studies, as well as apply the material to their own situations, gaining both knowledge and skills through both exposure and practice.

- Collaborative - embeds knowledge and skills through exercises and group activities.
- Incorporate discussions relating theory to real-life situations.
- Actively engage students, draw upon students experience, work & personal life

Adaptable – Off-shelf or Customized: Proven, standard workshops are available as is. Alternatively, the material may be quickly tailored in advance and adjusted to meet your organization's specific needs, added or removing topics and modules based on your priorities for higher impact and retention. Generic business and information Technology (IT) case studies are already available for most workshops. Case studies and examples may be customized quickly to your industry or organization. Industry and/or organization-specific standards and methodology may also be incorporated.

Flexible Scheduling: All workshops may be offered in-house on your schedule. Multi-client or public workshops may also be offered if desired. Most workshops may be delivered in a concentrated, focused fashion, over concurrent days, and may also be provided in short modules over time for incremental learning to encourage retention and application of the material in the work environment.

Skilled, Experienced Facilitators: Our workshop leaders combine strong education, a solid foundation in academic training, facilitation, curriculum design, mentoring and active, adult learning techniques with practical cross-functional business experience. They have certifications such as the PMP and NPDP, and experience across multiple industries. We have worked in and with most every functional area, including:

- Marketing
- Sales
- Corporate Planning
- Finance
- Human Resources
- Information Technology (IT)
- Manufacturing
- Operations
- Product Management
- Supply Management
- New Product Development
- Project/Program Management

We understand the types of challenges each of these departments face in delivering key business objectives that are critical to success of the overall business plan. While we have a solid foundation in academic training and mentoring, we also have been in the client's shoes hiring educators and trainers. We understand the importance of delivering tangible improvement to the business. Whether for a single program or a comprehensive training plan, we will strategically position training programs to support your objectives.

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TEAM IMPROVEMENT OPTIONS

Learning is a journey with different paths that may be taken. We provide focused training workshops along with mentoring, consulting, and coaching services to develop key knowledge and skills to raise business professionals and teams to new levels of performance and effectiveness. We help you create a climate for professional growth by focusing on the learning approaches you determine will be effective.

Begin the journey

Create awareness & professional growth

- Structured Workshops for Group Learning
 - Standard curriculum based on best practices, delivered with minimal lead time.
 - Tailored curriculum that conforms to your industry or organization-specific terminology, methods, and standards.
 - Custom Curriculum Development – based on your outline and content requirements.

Walk before you run

Draw upon experts to guide your team as you practice new approaches

- Facilitated work sessions & co-developed work products
 - Experienced professionals lead your teams on their projects as they build skills and gain confidence in tools and techniques.
 - Independent expert reviews and consultation on your team's deliverables.
 - Expand your team only when and where you need it.

Hit your stride

Solidify skills and best practices within your organization

- On demand support and consultation to reinforce and integrate structured learning into day to day business or help tackling increasingly complex initiatives
 - One-on-one coaching of key staff
 - Ad hoc access to experts
 - Personalized development programs
 - Group and individual mentoring

Go for the gold

Validate Skills and Document Staff Credentials

- Formal workshops and support for professional certification
 - Workshops specifically focused on Certification exam content
 - Pre-assessments
 - Structured and informal study groups