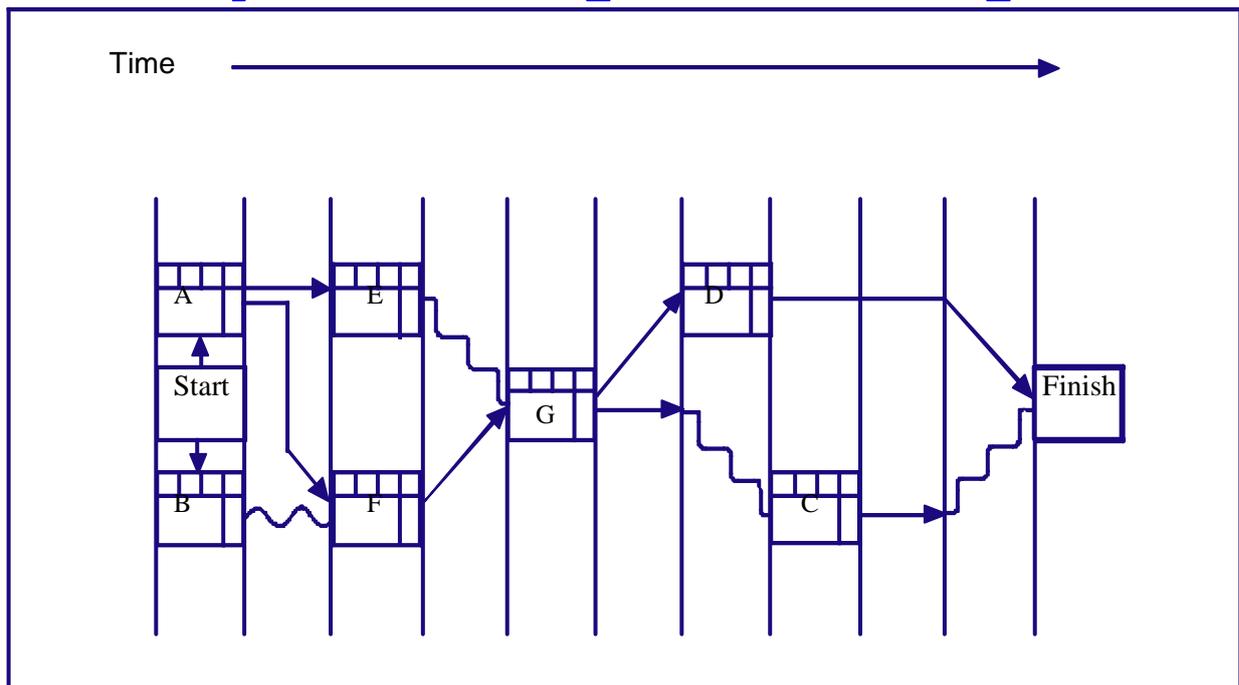




Project Planning Breakthroughs™



Deliver successful projects on time and within budget every time. Project Planning Breakthroughs is a highly practical execution planning process that is immediately understood by everyone and was recently described by the Project Management Institute (PMI) as

'the most effective method of project planning'.

Priority Management (Glasgow) Ltd

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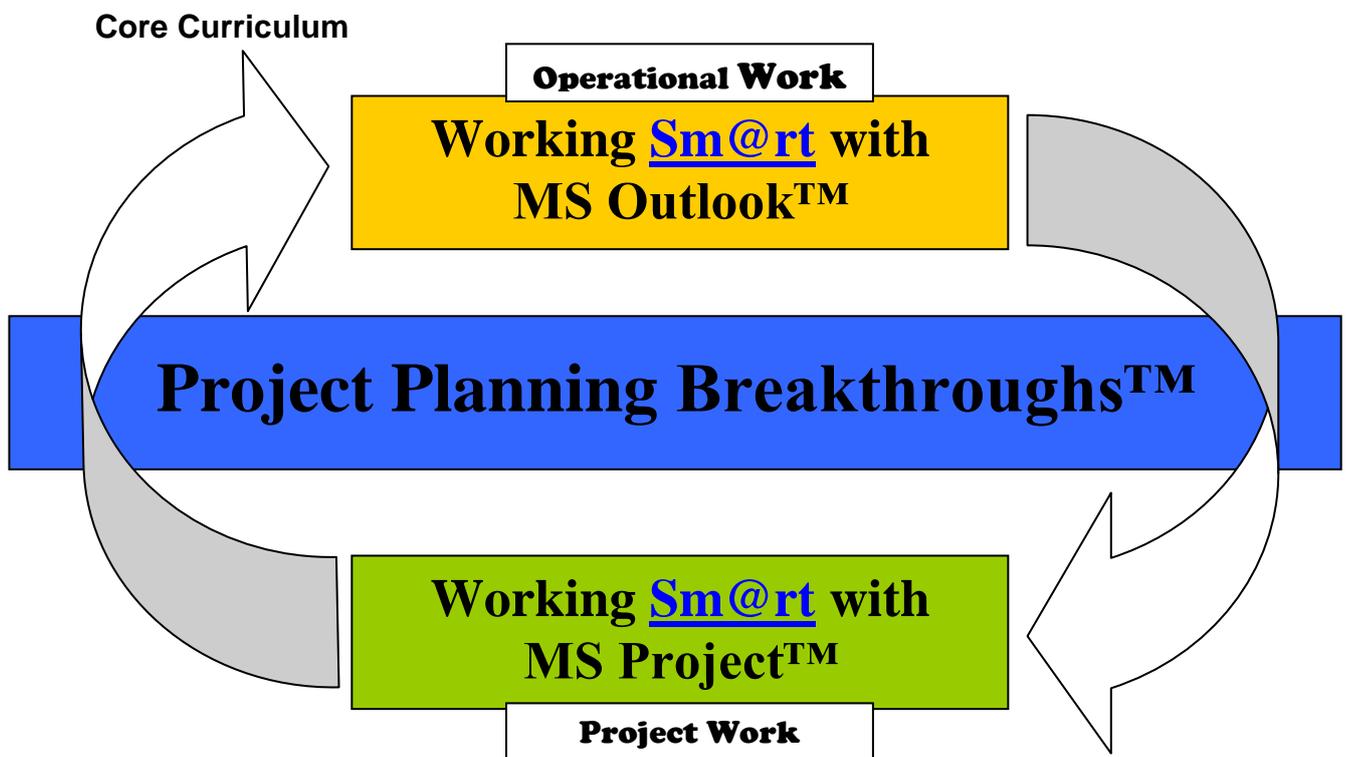
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COMPANY & PROGRAMME BACKGROUND

Priority Management (Glasgow) is a part of an international network of more than 75 offices on 5 continents. We work worldwide with leading multi-national companies and major government departments, as well as many thousand small and medium sized businesses. Our programmes have proven effective for over 2 million clients over the last 15 years.

Priority Management specialises in Personal Effectiveness & Productivity and Project Planning. Our unique approach to learning through classroom interaction or live webshops partnered with personal coaching ensures long-term behavioural change for participants, and an immediate benefit back in the workplace.



This programme was launched in March 2003 and now has over 20,000 clients trained throughout the world. We believe Project Management Breakthroughs™ offers a unique project planning and management solution.

Project Planning Breakthroughs™ is designed as a practical solution for teams and businesses that find themselves managing a myriad of projects, but would not have traditionally looked on themselves as project-centric teams.

PROJECT MANAGEMENT ISSUES

Through extensive research we have identified a number of issues that prevent many organisations and teams effectively planning and managing projects. These issues seem to reach across many organisations and industries.

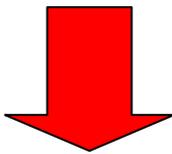
The key issues in contributing to this situation are:

- Increased pressure for results
- Global economy
- High customer expectations
- Multiple projects and high failure rate in delivery
- Inability to prioritise work
- Increase in project work vs. operational work
- High stress levels and feeling out of control
- Different parts of the business not supporting each other which leads to lost opportunity to satisfy clients
- Poor delegation skills, micro managing and not using delegation as a development process
- Misuse of project management software
- Lack of clarity around project objectives and scope
- Lack of ownership of project outcomes and dependencies
- Overly complex project management methods and tools
- Ineffective information and knowledge management which leads to limited retrieval of information
- Unrealistic expectations, timeframes and resourcing
- Inconsistency of tools, systems and planning processes giving limited visibility of work
- Inability to plan project work into daily activity
- Less face-to-face communications increasing mis-communication

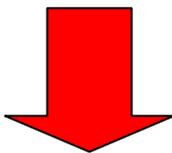
PROGRAMME OVERVIEW

Our Unique Training Process

Day 1



Day 2



Day 3

Day 1

This first day is spent laying down the foundations of effective Genesis, Design and Execution planning principles. By the end of the day the group have completed the first of 3 major case studies which imbed the skills of Execution planning through objective driven logic and the use of Time Scale Dependency Charts.

Day 2

Additional techniques for building execution plans are explored as well as focusing attention on project costing, resolving complex resource issues, handling scope change and managing client expectations. Aspects of Execution Management are introduced after the second major case study is completed. After lunch the group commence the final case study which runs until the end of day and covers a project with a £2.8 million budget.

Day 3

The final case study from day 2 occupies most of the group activity as they determine strategies for and resolve crisis within the project execution. Project software application and procedures are explored as well as the three-phase, project evaluation process.

PROGRAMME OVERVIEW

Project Management Breakthroughs™ is a 3-day intensive programme built upon 4 unique case studies. Each case study is designed to allow the participants hands-on experience with the project planning process. Participants will work in small teams, and by the end of the programme will have a thorough understanding of project planning and resourcing.

Key Learning Units

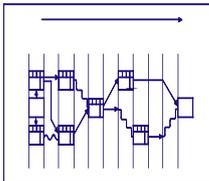
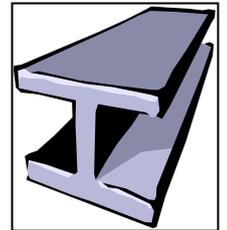


Unit 1 - Genesis

In the beginning...This unit looks at a consistent process to identify key players and understand their roles in the project; clarify exactly what the project is to achieve; define the scope of the project, and; get sign off from the project sponsor for the project parameters.

Unit 2 – Design

This unit focuses on the requirements for a detailed design by which the outcomes of the project are managed. The design is separated from the planning process to ensure that it receives an adequate focus and clear attention. Often the design component of a large assignment may be a project in itself.

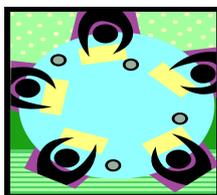


Unit 3 - Execution Plan

This key unit explores the use of Objective Driven Logic to graphically map out the project tasks, dependencies, timeframes and costs, using a unique set of project tools and systems. The execution plan can then be transferred into appropriate software to manage the activity.

Unit 4 - Project Execution

Managing the uncertainty of project delivery is the focus of this unit. Aspects such as handling scope, resourcing and financial changes during execution are covered as well as how to ensure team motivation and commitment are maintained until project completion.



Unit 5 - Project Review stages

This unit looks at one of the most overlooked areas of project management, the learning review. We look at 3 distinct reviews that will ensure that the assignment successes and learning's will be a building block for future projects.

PROJECT MANAGEMENT BREAKTHROUGHS™

ACTIVITY	DESCRIPTION
Framework	The participant will comprehend an easily identifiable 5-step framework for managing a project, which will greatly improve overall communications.
Objective Statement	The participant will be able to produce a complete Objective Statement... the foundation of a well-run project, using a specific set of questions. This will form the basis of a Project Charter.
Role of Sponsor and Project Manager	The participant will adopt the appropriate role of Project Manager and be able to relate to the Project Sponsor's role.
Different Types of Plans	Within the context of project management, the participant will be able to relate between the goals established by a strategic plan, the features that will satisfy those goals, and the project plan(s) that will produce those features.
What vs. How	The participant will be able to appreciate the risks of proceeding with the execution of a project plan without first fully determining the overall design of the deliverables.
Performance Criteria vs. Features	The participant will be able to differentiate between the performance criteria of the deliverables and the features that will satisfy those criteria. More importantly, they will understand why one cannot determine the features until the performance criteria have been established.
Use of Time-Scaled Dependency Chart (TSDC)	The participant will be able to produce a detailed Dependency Chart using Objective Driven Logic that can easily be understood by all key players in the project. The TSDC will be integrated with Work Breakdown Structure.
Critical Path	Through the use of the Dependency Chart, each participant will be able to quickly and accurately produce the Critical Path. They will comprehend not only the definition, but also the importance of this method in managing of the overall project.
Team Development	The participants will analyze the key components of a successful team and then develop an approach to securing commitment for scarce human resources for the project.

PROJECT MANAGEMENT BREAKTHROUGHS™

ACTIVITY	DESCRIPTION
Resource Leveling	The participant will be able to resolve complex resource conflicts using a unique adaptation of the Dependency Chart, Gantt Chart and Histograms.
Estimating and Costing	The participant will be able to produce estimates of task duration, resource requirements and cost through analogous and definitive estimating techniques. A complete budget and cash flow projection of the project plan will be produced.
Contingency Planning	Through the use of “Scenario Estimating” and “Crash Costing,” the participant will be able to more realistically deal with the uncertainty of contingencies... including their <u>cost</u> .
4 Interdependent Variables	(Scope, Cost, Schedule, Quality) Each participant will develop an awareness and comprehension of the “Law of Project Management” and its importance to maintaining control of the plan and deal with “scope creep.”
Execution	The participant will develop a process to adapt to both incremental, as well as transformational, change during the execution phase of the project.
Review	Based on common practices for continuous improvement and quality initiatives, each participant will determine the value and applicability to a 3-stage review process – Acceptance, Assessment and Evaluation.
Software	The participant will have a sound understanding of where and when to use Project Management software.
Facilitation	The participant will develop the skills required to prepare for and implement the facilitation of the project planning method with a project team.
Implementation	Each participant will develop a plan on how to implement project management methods in their own respective office or department.

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