

Managing Projects Strategically

Strategy is the roadmap for achieving vision. Projects are the cement for the strategic path. Success in today's highly competitive environment requires that sound strategy be developed and then effectively implemented through projects. Projects enable an organisation to create change. They must be established with clear objectives that are aligned with strategy. Collectively, projects need to deliver on the strategy. The project governance teams must be made responsible and held accountable for delivery of the business benefits that will make the strategy a reality.

This course examines the framework necessary to effectively develop strategy and implement it through projects. Workshop and case studies provide opportunity for participants to explore and apply concepts to their own environment. The course:

- lays a solid foundation of strategic management, without being prescriptive
- defines the connection between strategy, portfolio management and project management
- clearly details the end-to-end process for implementing strategy through projects
- identifies well-recognised tools, techniques and practices, and rationale for using them
- fills the gap between strategy development and project implementation that many organisations lack
- covers key ingredients for successfully implementing strategy.

Who Would Benefit from Attending?

Most suited for anyone responsible for delivering organisational results against strategic and operational objectives. This course is highly applicable to CEOs, CFOs, project and programme managers, Directors on boards and anyone else who must develop and/or implement strategies for organisational success.

Course Outline

Strategic Management

- Strategic planning concepts
- Internal and external influences on strategy
- Drivers for strategic change
- Strategic framework for organisations
- Strategic process – planning, execution, monitoring, feedback
- Tools that assist strategic management

Portfolio Management

- Establishing and managing the portfolio

Aligning projects with strategy

- Project selection and initiation
- Monitor and measure for success
- Benefits realisation
- Strengthening strategy/project linkage

Organisational Capability

- Developing PM capability, maturity, competency
- PMO benefits and use
- Implementing Portfolio Management & PMOs
- Methodologies and standards
- Developing PMs
- Winning support for capability development initiatives

Duration

2 days

Implementing Strategy

- Realistic and measurable action plans for implementing the strategy
- Clear and timely feedback of progress across initiatives towards achieving strategic objectives
- Communication of the strategy to the organisation, including those who are delegated responsibility for putting the strategy into effect



- Mechanisms for learning from implementation successes and failures that enable escape from the “better luck next time” or scapegoat approaches to management
- Clear linkage between projects and the strategic objectives they support
- Capability to perform effective forward planning of resource requirements
- Adjustment of the portfolio in light of emerging issues, available skills and other organisational capacity constraints

Project management environment

- Project managers who understand how their projects fit with and support the strategy
- Project sponsors who support project managers appropriately, as and when required
- Senior managers who demonstrate commitment through action in line with the stated importance of the projects
- Delegation of authority commensurate with responsibility
- A clear and visible relationship between the results of projects within the portfolios and the results of the organisation

Toolset Sales and Implementation Support

Significant training is required to support the implementation of a system for strategic management, portfolio management and project management. The HIL training will support the implementation activities by:

- Developing understanding in the processes the tool supports
- Enabling better application of the tool because of a solid theoretical background
- Encouraging best practice
- Initiating the thinking process required to adopt a new tool

- Aligning expectations with product capabilities
- Taking emphasis away from tools and onto results

Course Benefits

By taking this workshop you will be able to:

- understand the link between strategic and project management
- apply the strategic management framework within your organisation
- explain and apply the processes for establishing, managing and monitoring portfolios and programmes of projects
- appreciate the requirements, approach and benefits of project offices and the roles they play at different levels in the organisation
- explain the importance of projects in delivering organisational strategy
- appreciate the requirements for and benefits of developing organisational capability in project management
- identify ways of developing project management capability within your organisation

Relevant Standards

The course is aligned with the following standards:

- *A Guide to the Project Management Body of Knowledge*. USA: Project Management Institute (Fifth Edition). (2013).
- *The Standard for Portfolio Management*. USA: Project Management Institute (Third Edition). (2013).
- *The Standard for Program Management*. USA: Project Management Institute (Third Edition). (2013).