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# PROJECT MANAGEMENT SHORT COURSES

Learn

Develop

Refresh

Adapt

React



# 20|20<sup>TM</sup> business insight

20|20 Business Insight have a series of short courses designed to up-skill or refresh knowledge in specific Project Management subjects. Each short course earns seven Association for Project Management (APM) CPD points or seven Project Management Institute (PMI) PDU points. Whether you are looking to update your knowledge and skills or to increase your competence in a wider context, this programme gives great professional benefit.

“The most capable and effective individuals continually look to build their knowledge and their skills. They recognise that “staying still” is not an option, as the changing demands of today’s work environment mean that new tasks and challenges are constantly emerging.” *APM BoK 6*

In fact, *Gottfredson and Mosher (2012)* identified 5 moments of learning need:

1. Learning for the first time.
2. Learning more.
3. Remembering and applying learning.
4. Learning when things change.
5. Learning when things go wrong.

These short courses provide a perfect way of enabling you or your teams to access bite-sized chunks of information that is applicable in each of the 5 moments of learning need.

20|20 Project Management Short courses include:

**Change Management**

**Earned Value Management**

**Essential Skills for Managers and Supervisors**

**Managing Conflict in the Workplace**

**Negotiating in a Project Environment**

**Performance Management**

**Presentation Skills for Project Personnel**

**Programme and Portfolio Management**

**Project Controls**

**Project Estimating Techniques**

**Project Leadership**

**Project Risk Management**

**Project Sponsorship**

**Quality Management**

**Team Development**

**Time Management for Project Personnel**

**Train the Trainer**

**Using APM/PMI Competence Frameworks**

**Using Project Management Maturity Models**

**Which pathway - APM, PMI or PRINCE2?**



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## **CHANGE MANAGEMENT**

The 1 day Intensive course is designed for senior managers who have the responsibility of leading strategic change whilst the 2 day workshop is designed for middle managers/team leaders who have to put change management strategies into place.

We live in a world of change; it has become a way of life. Redundancies, take-overs, mergers, deregulation, lean management and new technology are daily occurrences; so why is change management so difficult and why do most change management programmes fail?

There is great pressure for managers and leaders to maintain performance under chaotic conditions, so what needs to be done to build a motivated and productive workforce under these conditions? This workshop will provide an opportunity to explore change situations and practice, in a safe environment, utilising a selection of change management tools, which have been specifically developed to support the implementation of strategic change management.

### **This course will help delegates:**

- Identify types of change that occurs in organisations.
- Define the importance of innovation and change on the organisation.
- Identify the main components that are involved in planning and structuring change.
- Analyse the importance of communication in change management.
- Appreciate the range of issues and complexities involved in change management.
- Recognise the barriers to change and the impact of change on the people affected by the change.
- Create strategies for overcoming the resistance to change.

**7 APM CPDs awarded for completion of this course.**



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## **EARNED VALUE MANAGEMENT**

Earned Value Management (EVM) in its various forms is a commonly used method of performance measurement.

It integrates project scope, cost and schedule measures to help the project management team assess and measure project performance and progress. It is a project management technique that requires the formation of an integrated baseline against which performance can be measured for the duration of the project.

### **This course will help delegates:**

- Understand the typical failings in monitoring progress.
- Understand the concept of EVM.
- Understand where the data comes from.
- Understand Variances (SV & CV).
- Understand performance Indices (SPI & CPI).
- Understand forecasting ETC & EAC.

**7 APM CPDs awarded for completion of this course.**



# **ESSENTIAL SKILLS FOR MANAGERS AND SUPERVISORS**

This workshop has been specifically designed for those are new to supervisory or first line management roles or those with management experience who are looking to refresh and update their skills.

Being a manger is an exciting, but often daunting, prospect offering challenge and opportunity. In order to be fully effective you will need to consolidate existing skills and acquire a new range of management techniques and strategies. It is these key skills which will allow you to harmonise and exploit positive personality traits, within the team and workplace, in order to improve morale, generate productivity and so develop high performance standards that the team will want to maintain.

Delegates will develop an insight into what it takes to be an effective manager and will be given the opportunity to understand key leadership styles, how to negotiate and influence, and management planning skills, effective delegation and how to handle conflict. They will look at a range of behaviours to gain an understanding of how their own attitudes and behaviours affect their team.

## **This course will help delegates:**

- Critically evaluate your own management/leadership style.
- Manage the behaviour of your team to build a positive working environment.
- Maximise the use of verbal and non verbal communication techniques to effectively influence and motivate your team.
- Understand and exploit the positive personalities within your team for maximum performance.
- Understand and implement effective delegation techniques.
- Build a system of effective planning and time management.

**7 APM CPDs awarded for completion of this course.**



# MANAGING CONFLICT IN THE WORKPLACE

This workshop is designed for all members of cross-functional teams, natural work groups, problem solving groups, or committees who wish to improve the effectiveness of the meeting time and use facilitation skills.

Difficult people and situations can be managed. When not managed effectively, the work environment becomes increasingly vulnerable to negative attitudes, culminating in damaging and costly outcomes. This course combines theory and practice allowing delegates to understand what approach to take in handling conflict. It explores how to deal with others effectively, adopt a more assertive attitude and produce more effective relationships. Delegates will take part in a series of role-plays in a safe environment allowing them to take these skills back to the workplace with the confidence to approach conflict with a positive and confident attitude.

## **This course will help delegates:**

- Understand why and how conflict arises and to identify silent conflict.
- Recognise the non-verbal and verbal attributes of assertiveness and the benefits of its application in the workplace.
- Develop a management style, which is productive, positive and direct rather than aggressive or submissive.
- Be assertive and confident in situations, which involve teams, conflict and confrontation.
- Recognise the rights and values of others and communicate your views and ideas in a direct manner
- Give and receive feedback in a constructive and positive.

**7 APM CPDs awarded for completion of this course.**



# NEGOTIATING IN A PROJECT ENVIRONMENT

Negotiation can be described as “The art of achieving to the greatest extent possible, what it is that you wish from a transaction, while leaving all parties to the negotiation sufficiently content that the relationship subsequently works well” .

Negotiation is a skill which is applied in many circumstances such as employee / line manager, employer / staff association, client / contractor and many other similar situations.

Negotiation requires knowledge, planning and practice and the ability to understand the other party's stand point. This session is designed to discuss and develop these skills and provide delegates with a range of tools and techniques with which to deal with negotiations in a variety of settings. It will provide you with a detailed understanding of the 4 Steps of Negotiation.

You will explore strategies for dealing with “stand-offs” and “sticking points” which will enable them to fully understand how their personal style and attributes can be applied effectively and successfully to the negotiation process.

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## **PERFORMANCE MANAGEMENT**

This course is essential for those with a line management role or those tasked with implementing a performance management system.

Performance management is about “people”, that is, it’s about helping people to do a good job. Managing performance isn’t a skill that necessarily comes naturally to managers; indeed it is a skill which needs to be learned and developed. As with all aspects of management, planning is everything, and performance management is no exception. Managing performance is the process of setting standards and the integration of employee development and results-based assessment. As a manager you need to know how to develop your staff in alignment with organisational goals and when, how and what action to take when performance doesn’t reach the required standards. This workshop provides a comprehensive insight into how performance management encompasses a range of independent, yet interlinked, activities and management techniques with which to handle performance management issues, helping staff reach their full potential.

### **This course will help delegates:**

- Improve performance.
- Understand why tackling and managing performance is important.
- Set achievable targets with employees.
- Identify performance issues and the consequences of failing to effectively deal with these.
- Achieve results through utilising different management styles with different types of people.
- Enable managers to tackle poor performance with confidence.
- Gain an appreciation of the legal framework surrounding performance management.

**7 APM CPDs awarded for completion of this course.**





# **PRESENTATION SKILLS FOR PROJECT PERSONNEL**

In managing any project, presentations are used as a formal method for bringing people together to plan, monitor and review its progress. A Presentation is a fast and potentially effective method of achieving this.

As with any form of communication the importance is not placed on the transmission of information but the reception. The purpose is to convey accurately our own thoughts and feelings so that they are received and understood to mean the same thing.

The whole preparation, presentation and content of a speech must therefore be geared not to the speaker but to the audience. The presentation of a perfect project plan is a failure if the audience don't understand or aren't persuaded of its merits. The objective of a presentation is to make your message understood and remembered.

This session will look at the process of and barriers to effective communication. It will take the delegate through the distinct but inter-related stages of clarification, planning, preparation, structure, delivery and audience management. In a safe environment these techniques will be put into practice and group discussions will promote constructive feedback and best practice.

**7 APM CPDs awarded for completion of this course.**



# **PROGRAMME AND PORTFOLIO MANAGEMENT**

It is important to understand the differences between both Programmes and the organisation Portfolio, in terms of selecting and prioritising projects to be undertaken and managing both processes to work and support each other. How can we ensure we understand which management techniques need to be applied, and when? How can we recognise if projects share common benefits for the organisation, and if so, which tools and techniques should be used to manage these projects?

Using best practice Programme Management and techniques from the Project Management Institute (PMI) and The Association for Project Management (APM), this, and more can be gained by understanding the use of Programme Management techniques to ensure that groups of projects who share a common objective can be managed effectively. The effective e management of programme interdependencies, programme-level risks and programme resourcing needs and techniques are explored, and the benefits reviewed.

The session addresses the use of Portfolio Management to view each project initiative in terms of risk and payoff initiative to the business and then prioritise them accordingly. It will provide delegates with an understanding of how and when to apply programme and portfolio management principles to the organisation's projects.

**7 APM CPDs awarded for completion of this course.**



# PROJECT CONTROLS

Are your projects delivering their time and cost objectives? Improve your project control performance using best-practice tools and techniques.

## **This course includes:**

- Project Control and Project Success.
- Performing key project control processes.
- Work definition.
- The 6 steps of planning.
- Estimating techniques.
- Contracts and project control.
- Procurement and project control.
- The integration of budgets and schedules.
- Resource Management.
- Project Crashing.
- Organisational roles and responsibilities.
- Document and Configuration management.
- Creating a positive culture for project control.

**7 APM CPDs awarded for completion of this course.**



# PROJECT ESTIMATING TECHNIQUES

Estimating accurately can be a difficult process but is one of the most critical components of a successful project. The classic challenge for all project managers is to complete their projects on time and within budget, yet projects in every industry often exceed their original projections.

Project schedule slippage and cost overruns are almost always linked to a poor original estimate of duration and cost. Therefore it is critical for project managers and personnel to acquire the skills to estimate realistic budgets and stay within planned project scope. The experienced project manager must do the upfront work to assess the financial viability of their projects and identify potential risks that may create obstacles during implementation. Proper estimation is one of the key skills that will make this possible.

## **This course will help delegates:**

- Analyse and understand the different estimating methods, allowing you to make sound decisions on which type or combination of types will be used for individual project tasks to entire portfolios.
- Estimate tasks using activity-based costing, and aggregate to project budgets.
- Aggregate individual costs to form a project budget.
- Quantify risk to justify contingency funding and produce a defensible baseline.

**7 APM CPDs awarded for completion of this course.**



## **PROJECT LEADERSHIP**

This session will examine leadership in a project environment and how it differs from leadership within a 'business as usual' environment. Topic coverage will include:

**This course will help delegates understand:**

- Leadership vs Management
- Motivational theories
- Leadership styles
- Team Development
- The importance of feedback
- The challenges of leadership in a project environment
- Leaders and communication

**7 APM CPDs awarded for completion of this course.**



# PROJECT RISK MANAGEMENT

Risk Management is a distinct area as well as being a key control function within any project or programme. This course will be useful for project and programme managers and project personnel who are involved in risk management at any level. All projects contain risks and the effective management of risk can have a significant impact on the success of projects. This course considers the benefits of managing project risk; the principles including the process and its application; and control aspects. During the course you will consider best practice management of risk from different perspectives within an organisation: strategic; programme; project; and operational.

This course will provide delegates with a complete and practical understanding of the Management of Risk Guidance for Practitioners and will prepare delegates for key elements of managing risk in the workplace. Management of risk allows us to deliver benefits to both the project and the organisation by considering organisational policy, process, strategies and associated documentation.

This course will provide an understanding of the purpose of a range of techniques commonly used in managing risk and how they are applied in the process. We will also consider the management of risk process and potential barriers to its implementation as well as recognising the success factors associated with establishing and embedding risk management into the culture of the organisation.

**7 APM CPDs awarded for completion of this course.**



## **PROJECT SPONSORSHIP**

This course is intended to provide an understanding of how organisations can maximise their project effectiveness with good project sponsorship and how they can ensure that the role of the Project Sponsor is clearly understood. Effective Project Sponsorship is essential for the feasibility, validation, relevant planning and successful implementation of any project or programme. The role of the Sponsor must be fully understood before it can be effectively practiced.

It is widely recognised that the lack of a responsible Project Sponsor is one of the most common reasons for project failure. Failure to provide a clear link between an organisation's projects and programmes and their strategic priorities can often be critical. In addition, the lack of responsible Project Sponsorship equates to failure to deliver clear senior management ownership and leadership, which are vital for supporting the Project Manager. This course will provide an overview of the role of a successful Project Sponsor, linking in the topic of Project Governance - an increasingly important aspect of Organisational or Corporate Governance, helping to ensure that projects are undertaken, managed and supported in an ethical and professional manner, whilst in line with corporate strategy and objectives.

For an organisation to be satisfied that it has done everything it can to encourage project success, it is important that the different levels of roles and responsibilities of a Project Sponsor within an organisation are clarified and undertaken. The recognition of the benefits that can be gained by having a coherent and supportive relationship between the organisational strategy and project portfolio is important and should be represented as part of corporate and project governance.

It is essential that a positive approach to Project Sponsorship, including the ownership of the Business Case is taken. An awareness of the key defined approval stages at appropriate phases of the Project Life Cycle, including developing criteria to assess termination requirements of projects and programmes, is also vital. This course will consider the role of the Project Sponsor in Project Governance and escalation and how to use Project Governance to enhance projects.

**7 APM CPDs awarded for completion of this course.**



# QUALITY MANAGEMENT

This course is ideally suited to individuals involved in quality circles, Health and Safety issues and at all managerial levels.

For organisations and their operations, quality is an important concept. Like strategy, it is one of those words which is used by everyone, but is very difficult to define. Quality however, is not just the responsibility of an organisation's management team; it is the responsibility of everyone within the workforce, regardless of designation. As such it is vitally important that all members of staff are aware of the Quality Management Systems operating within the organisation and their role in the process. This course will provide delegates with a detailed understanding of what quality means within their organisation; the ability to analyse quality systems and look at this in conjunction with Health & Safety. This will be achieved through examination of case studies, carrying out risk assessments and taking part in team exercises.

## **This course will help delegates:**

- Define quality as an organisational, team and customer-centered concept.
- Understand the importance of quality and your role within it.
- Analyse quality systems, understanding their purpose and value.
- Assess the health, safety and the environment as a quality issue.
- Understand Quality Standards and how they apply to the work for which you are responsible.
- Use a variety of quality tools and techniques to improve and control quality within your organisation.
- Examine the concepts of continuous improvement and change and how this can be applied to current operations using quality techniques.

**7 APM CPDs awarded for completion of this course.**





## **TEAM DEVELOPMENT**

The programme is aimed at first-line managers and is designed to provide a guide to best practice for those new to management.

Human resources, and in particular teams, are considered to be the building blocks of any organisation, but in order for Individuals to function as a “team” a clear understanding of goals, roles, procedures and processes is essential. Without this understanding teams will not be as effective as they could be and therefore not reach their full potential. This workshop provides delegates with a detailed understanding of how to identify their own role and that of others within the team. Identify the characteristics of a leader and use this knowledge to effectively deal with goal setting, managing conflict and appreciating the individual contribution to the team made by all members.

### **This course will help delegates:**

- Understand the dynamics of teams and how individual personality types impact on the team.
- Define roles and their contribution to the team.
- Understand the relationship that exists within teams and how to harness these to produce a cohesive unit.
- Develop, set and comprehend organisational, team and individual goals.
- Define leadership and understand its importance in the function of a team.
- Confidently apply self-reflective techniques.
- Effectively manage conflict.
- Understand effective communication and the importance of 360 degree feedback.

**7 APM CPDs awarded for completion of this course.**



## **TIME MANAGEMENT**

This workshop is designed for any individual who wishes to achieve more effective, productive and higher quality work within their working day.

*"The Future is something which everyone reaches at the rate of 60 minutes an hour, whatever he does, whoever he is" - C S Lewis*

Often, with increased workloads, role changes, expanding production or changes in team dynamics, managing time becomes increasingly difficult. This workshop gives managers the time to stand back from the work environment and take a reflective view of their work patterns and techniques; to join an interactive forum of delegates learning proven techniques for overcoming the barriers which stop you from being organised at work and develop strategies for effective time management. Delegates will also have the opportunity to analyse their work activities and develop an appropriate time management plan.

### **This course will help delegates:**

- Identify how much of your working day is wasted and develop strategies to redress this.
- Deal effectively with interruptions.
- Develop expertise in prioritising, goal setting and attainment.
- Understand how, when and what to delegate to whom.
- Develop assertiveness and the confidence to say "no".

**7 APM CPDs awarded for completion of this course.**



## **TRAIN THE TRAINER**

This workshop is designed for course designers, facilitators, trainers, managers and Human Resources Personnel, who want to communicate, design, present and facilitate more effectively.

Standing up in front of a group of delegates as the “expert” can be a daunting prospect, particularly if you are new to a training or facilitation role. With this in mind, this workshop has been developed to provide the delegates with a range of tools, techniques and skills with which to make the training room an inspiring and fun place to be. An essential component of training is meeting delegate’s expectations and this workshop will ensure that you handle these expectations through being prepared, having the skills to set and achieve objectives, the confidence to handle difficult delegates and situations and the knowledge and professionalism to take the training forward in a safe and engaging environment.

### **This course will help delegates:**

- Understand and manage the needs and expectations of your delegates.
- Manage your training environment.
- Maximise the use of personal stories and anecdotes to epitomise your training.
- Develop a fun, engaging and inspiring training programme.
- Effectively deal with stress.
- Utilise a range of time management techniques to ensure that training runs to schedule.
- Be able to effectively facilitate rather than teach.

**7 APM CPDs awarded for completion of this course.**



# USING APM/PMI COMPETENCE FRAMEWORKS

Competency can be defined as an expected outcome or performance standard expected of an individual's efforts and the manner in which such activities are carried out. But how can both individuals and organisations measure project management competency? What standards can serve as a benchmark? Which tools are available to assist in this endeavour and how are they applied?

There are significant benefits to be gained from measuring employee competence in the field of project management to define the current levels of knowledge and experience, identify areas of strength and weakness and where necessary, to identify potential training needs.

This course examines two key frameworks available in the project management profession today:

## **Association for Project Management (APM) Competence Framework**

The APM Competence Framework tool provides a robust, holistic and clear set of standards and a comprehensive assessment method for measuring personnel against the APM's 47 individual competencies needed for effective project management. These are divided into three domains: technical (30); behavioural (9); and contextual (8). Assessment against the full set of competencies and consideration of project complexity enables identification of strength and of areas requiring further development. It also allows individuals to align their scoring with the range of qualifications, certifications and job profiles (Levels D to A).

## **PMI Project Manager Competency Development Framework (PMCD)**

The PMCD has been developed to provide both individuals and organisations with guidance on how to assess, plan, and manage the professional development of a project manager. Based upon the principles and processes of the PMI Project Management Body of Knowledge, it describes the generic competencies needed in most projects, most organisations and most industries. The PMCD provides the baseline to assess Performance Competencies (initiating, planning, executing, monitoring, controlling, and closing) and Personal Competencies (communicating, leading, managing, cognitive ability, effectiveness, and professionalism) intended to represent the project manager who would generally be accepted as competent.

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# USING **PROJECT** MANAGEMENT **MATURITY** MODELS

As organisations strive to identify and leverage competitive and performance advantage from improved efficiency and delivery, the importance of management models on which to assess this performance and identify opportunities for improvement has increased.

Using Project Management Maturity Models such as OPM3 (UK) or P3M3 (US-PMI), both of which are globally recognised best-practice standards for assessing and developing capabilities in Portfolio Management, Programme Management, and Project Management provides the confidence required for organisations who undertake projects as part of their daily business. These models have become key standards amongst maturity models, providing a framework with which organisations can assess their current performance and put in place improvement plans.

They take into account the maturing knowledge of programme management, and the evolving recognition and definition of portfolio management, across a number of industry sectors.

This course will explore maturity models and how the use of these can evolve with your organisation to ensure the best results in terms of efficiency and delivery.

**7 APM CPDs awarded for completion of this course.**

## WHICH PATHWAY - APM, PMI OR PRINCE2?

There are three main recognised bodies for project management who provide a range of project management best-practice methodology, principles, qualifications, certifications and professional membership. Reassuringly, there is considerable overlap concerning what each of the three bodies considers as best-practice project management.

The differences between the three bodies tends to be more related to the level, focus, breadth and depth of project management principles, processes, techniques and methods rather than there being any fundamentally conflicting views about best-practice project management.

### The three main recognised project management bodies are:

1. Association for Project Management (APM) – Their aim is to develop and promote project management across all sectors of industry. At the heart of APM ethos is the APM Body of Knowledge (APM BoK), comprising fifty-two knowledge areas required to manage any successful project. APM BoK provides a framework and key principles for managing projects.
2. Project Management Institute (PMI) – At the heart of the PMI philosophy is 'A Guide to the Project Management Body of Knowledge (PMBOK Guide)'. The PMBOK Guide comprises core project management processes and techniques, and also includes professional responsibility.
3. Association for Project Management Group (APMG) – owners of the PRINCE2 method for managing projects. PRINCE2 is an acronym for PProjects In Controlled Environments. PRINCE2 is a structured process-based method for effective project management.

The session will examine each and provide information to allow delegates to evaluate key requirements for their own organisation and projects and also consider the relevance to your own organisation or industry sector. It will also provide information in relation to qualifications or professional status that can be gained via each body, both in terms of individuals and organisations.

It will shed light on many considerations including if any of APM, PRINCE2 or PMI are already being deployed in own organisation. Also to consider the project management approach or method most common for own clients and to lesser degree own suppliers.

**7 APM CPDs awarded for completion of this course.**



## **INVEST IN YOU** **INVEST IN YOUR TEAM**

These short courses are an excellent way to invest in you or your team. Short, punchy courses that increase knowledge in specific areas.

One-day courses can be inserted more easily into a busy schedule, and they do not need as large a commitment as longer courses do.

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