

# Managing Successful Projects for Financial Institutions

2 Days

## COURSE OVERVIEW

*Managing Successful Projects for Financial Institution* focuses on aspects of project management that are critical within financial institutions, as well as comparing “best practices” from other industries.

The course is structured around a four-phase **process** that provides a step-by-step framework for **learning about** and **doing** project management. *Managing Successful Projects* is designed to be highly participative. Participants work through the various phases and steps of the project management process using a financial institutions case study.

Besides focusing on key technical practices and issues relating to each of the four project management phases, Steve will also cover “human dynamics” which are critical success factors in project management, such as communication, gaining consensus, problem-solving, meeting and coordinating, dealing with change and team-building.

## WHAT WILL I GET OUT OF IT?

At the conclusion of the course, participants are able to:

- Distinguish between projects and ongoing corporate operations
- Define the purpose of a project and a project’s scope and boundaries
- Identify key stakeholders of a project including project sponsor, primary and secondary customers and project team members
- Develop a consensus early in the project among project stakeholders about key project specifications, including:
  - Project goals and objectives
  - Tangible and intangible benefits
  - Financial and non-financial resource requirements
  - Potential risks
  - Key deadlines
  - Cost/benefit tradeoffs
- Analyze communication needs and plan appropriate communication strategies throughout the life of the project based on the specific information needs of the various project stakeholders
- Develop a detailed project plan which incorporates:
  - Major project activities
  - Tasks and sub-tasks for each major activity
  - Timelines for activities, tasks and sub-tasks
  - Project budget including personnel and non-personnel resources
- Identify and limit risks to a project by using a variety of problem-solving strategies at the individual and team level
- Plan effective and efficient project team meetings

- Use a variety of strategies for monitoring progress of the project plan and making mid-course adjustments through analysis of:
  - Timeline updates
  - Task/person relationships
  - Resource expenditure rate
  - Task completion reports
- Evaluate project success and ensure a smooth transfer of responsibility for support and maintenance of project outcomes into ongoing corporate operations

## WHO'S IT FOR?

The program is designed to benefit senior managers, experienced and novice project managers, and team members. It is especially relevant for technical professionals who wish to creatively apply their technical expertise to successfully lead and manage real world projects.

## PROFESSIONAL DEVELOPMENT UNITS (PDU)

Participants who complete the *Managing Successful Projects* workshop can claim 14 PDUs toward their PMP certification or re-certification with the Project Management Institute. This attainment will be shown on each participant's Certificate of Completion of the Managing Successful Projects workshop.

**Past participants have come from industry leaders such as Smart Telecom, RCBC, Timex, Petronas, Citibank, JP Morgan, and Vodafone.**

## TECHNICAL CONTENT AND FORMAT

This program is presented in a workshop format. Participant materials include:

- The **Project Management Handbook**, which is distributed to each participant, contains detailed descriptions of the strategies used to carry out each step of the project management process. It also contains samples that demonstrate the application of many of the strategies, as well as job aids which participants can use in planning and implementing their own projects back on-the-job. The Handbook also serves as an excellent post-workshop reference guide.
- A Financial Institutions-based **Case Study** is used throughout the course. Each phase of the project management process is applied to the case in class discussions and team exercises. The course comes with a generic industry case, but it can be customized for your company, if desired.
- A **Video** is used to further illustrate the case study and bring it to life. This is not the "usual" training video. Instead it acts as a catalyst between the case study and the experience of the participants and to facilitate case relevance to on-the-job skills.
- **Handouts** relative to the program and industry issues are also provided to participants during the workshop. These handouts vary, depending on audience, industry and other issues that may be relevant at the time of the workshop.

**Post-Training evaluation tools** (level 3) to support on-the-job evaluation, coaching and development of participants using high-performing project competencies are also available to the organization to help ensure post-training project success

## **COURSE CONTENT**

### **Part I: Focusing the Project**

#### **Gather Information**

- Specifying project purpose
- Identifying project stakeholders and attending to their needs
- Identifying key stakeholder concerns
- Collecting information and developing consensus

#### **Define Goals and Objectives**

- Relationship of customer expectations to goals and objectives
- Criteria for effective project goals and objectives
- Procedure for translating expectations into goals and objectives
- Criteria for set of project goals and objectives

#### **Estimate Benefits and Resources**

- Estimating and quantifying tangible and intangible benefits
- On-budget and off-budget costs
- Development and operational costs
- Incremental costs
- Nonfinancial costs

#### **Document Project Specifications**

- Goal/objective statements
- Summary of resource requirements
- Risk identification
- Key deadlines
- Comparison of benefits and resource requirements

#### **Analyze and Plan Communications**

- Differing concerns of stakeholders
- Selecting information based on stakeholder concerns
- Selecting a communication approach

### **PART II: Designing the Project**

#### **Define Major Activities**

- Definitions of major activities, tasks and sub-tasks
- Process for defining major activities
- Evaluating major activities

#### **Define Tasks and Sub-Tasks**

- Criteria for specification of tasks and sub-tasks
- Numbering of tasks and sub-tasks
- Creating timelines for tasks and sub-tasks

### **Budget Resources**

- On-budget versus off-budget costs
- Specifying individuals versus staff positions
- Managing by time and dollars
- Assessing non-personnel costs

### **Document the Project Plan**

- Project timeline chart
- Person-by-task chart
- Updating project specifications
- Presenting the plan

### **Analyze and Plan Communications**

## **Part III: Implementing the Project**

### **Identify and Limit Risks**

- Importance of early problem identification
- Team ownership of problems
- Convergent and divergent thinking
- Brainstorming techniques
- Prioritization techniques

### **Conduct Effective Meetings**

- Characteristics of effective meetings
- Strategies for planning effective meetings
- Key elements of an agenda
- Meeting management
- Evaluating meeting effectiveness
- Informal meetings

### **Monitor Progress**

- Responding to change
- Information collection activities
- Monitoring progress by timeline
- Monitoring progress by task/person
- Monitoring resource expenditure rate
- Monitoring by task description

### **Analyze and Plan Communications**

## **Part IV: Transferring Control**

### **Evaluate Project Success**

- Focus on evaluation users
- Information collection
- Information analysis
- Information reporting

### **Complete Project Checklist**

- Documenting project activities and resource expenditures

- Developing manuals and training programs/materials required for post-project operations
- Providing feedback to team members
- Debriefing the project team

### **Analyze and Plan Communications**