Effectively and Efficiently Managing Multiple Projects
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Offered by: Askler, Fitch and Associates  Course Length: One day

Course Purpose

The success of a project often depends on the skill of the project manager and project team members to manage a variety of priorities, timelines, and critical issues, usually ones that are important to others as well as themselves. Project managers have responsibility to get the right things done, in the right time, using the right process and achieving the right results. One issue that often arises is tasks seem to conflict with each other and all seem to need attention right now. It sometime seems like the priorities of a project manager are not the same as the priorities of the people who are working with the project manager. Managing varied and numerous priorities on projects can be minimized with clear, concise goals and objectives, proper communication and good time management. In addition, this course includes strategies that go beyond these basic concepts. It introduces to a project manager how to take multiple projects, put them on a timeline, determine resource requirements, handle emergencies and put the project manager in charge of their work.

Specific Learning Objectives

- Understand the issues that affect a person’s productivity
- Learn how to clarify goals and clearly define objectives of a project for all stakeholders
- Understand causes of and solutions to time management issues
- Understand how a personality type affects stress
- Understand how stress makes more work on projects
- Learn how to allow stress to help on a project
- Learn techniques on when and how to delegate tasks
- Learn how to lead an effective and efficient meeting
- Understand the importance of proper communication in project management
- Learn what the difference is between task-oriented, independent and interdependent multiple project portfolios
- Learn concepts of project portfolios to plan and implement multiple projects
- Understand that
- Understand that project integration is a positive, productive method of managing projects with multiple priorities or multiple projects
Course Materials and Structure

The materials for the class consist of copies of the Power Point presentation slides, with an opportunity for students to take notes. Supplementary material is given at various points in the class for the students’ practice and future reference and use.

This course is designed to be interactive between the instructor and students. Concepts are presented in a lecture/discussion format, with fun, active learning activities that reinforce the material presented. Students are asked to work individually, in teams and in the large group, dependent on the type of activity being accomplished. The class size should ideally be a maximum of twenty (20) and a minimum of twelve (12) students to ensure active discussion and maximize learning from participation in activities. With special arrangements and modification of some activities, a slightly larger group can be accommodated.

Course Outline

Introduction

♦ Presenter—background, experience and training
♦ Students—who, what why and how long
♦ Specific learning objectives for the class
♦ Learning Activity—Alpha-Bets

Causes of Problems in Managing Multiple Projects

♦ Poor communications
♦ Poor meetings
♦ Unclear scope statements
♦ Sponsor/customer change requests
♦ Too many interruptions
♦ Unclear staff roles and responsibilities
♦ Lack of buy-in or unclear project goals

Clarification/Identification of Good Goals and Objectives

♦ Introduction to goals and objectives
♦ The benefit of developing a clear and concise scope
♦ The advantages of using a WBS to define and bring scope clarity to objectives
♦ Establishing appropriate project timelines and milestones
♦ Learning Activity—Scope definition and WBS development
The Importance of Communication to Alleviate Problems

♦ Introduction to communication concepts and use in projects
♦ What are the processes involved in team communication
♦ The value of communication to the project manager, team and stakeholders
♦ Learning Activity—Communication Self Assessment
♦ Facilitating one-on-one communication with stakeholders
♦ Facilitating communication for distance teams
♦ Facilitating team meetings
  ➢ Leading a participative team meeting
  ➢ Planning and focusing the meeting
  ➢ Encouraging participation
  ➢ Recording people’s ideas
  ➢ Managing the group process
  ➢ Reaching consensus and closure
♦ Learning Activity—Communication Skills

Time Management

♦ Introduction to time management concepts
♦ External and internal factors that affect one’s available time
♦ Affects on productivity in teams and in the performance of a project
♦ What type of corrective action should be taken
♦ Linear time vs. chronological time
♦ Proper and successful delegation
♦ Time management cornerstones
  ➢ Determine how time is used
  ➢ Planning
  ➢ Organization
  ➢ Control and coordination
  ➢ Direction and communication
♦ Learning Activity—No Time to Waste

Stress Management

♦ Introduction to stress management concepts
♦ What is stress, what causes stress and what are the sources of stress
♦ Individual stress management
♦ How personality affects a persons stress level
♦ Learning Activity—Type A Personal Assessment
♦ Organizational stress management with multiple projects
♦ Guidelines for managing stress
♦ Project politics—what to do
♦ Identify the types of project management power and influence
  ➢ Sources of power for a project manager
♦ Power and politics in project management
  ➢ Upper management
  ➢ Project level
♦ Learning Activity—Power Assessment
Using Project Portfolios to Manage Multiple Projects

♦ Task-oriented, independent and interdependent project portfolios
♦ Learning Activity—Determining the type of multiple project portfolio
♦ Introduction to task-oriented projects
  ➢ Four-step technique for successful management
  ➢ Learning Activity—Complete sample worksheets
♦ Introduction to Independent Projects
  ➢ Planning a single project using triple constraints, WBS and network planning techniques
  ➢ Scheduling multiple independent projects
  ➢ Managing multiple projects in an independent portfolio
  ➢ Learning Activity—Authority and Delegation Issues
♦ Introduction to Interdependent Projects
  ➢ Planning interdependent projects using goals, WBS and task analysis and scheduling
  ➢ Managing multiple projects in an interdependent portfolio

The Project Manager as Project Integrator
♦ Actions in the integration process
♦ PM and members of the organization
♦ PM and the customer
♦ How can a project manager become a change master

Summary and Wrap-up
♦ Synthesize and reinforcement of concepts
♦ Learning Activity—Pass the Buck

Course Instructor

The instructor for the Effectively and Efficiently Managing Multiple Projects course has experience in an upper management position as well as varied experience in project management. The instructor is certified by the Project Management Institute (PMI) as a Project Management Professional (PMP), and has a doctorate from Ohio State University in educational administration, labor relations and human resources.