

## PgM 340 - Program Management Essentials - 3 Days

### 21 PDUs - 3 Days

#### **Workshop Description:**

This Program Management Workshop addresses the essential aspects of the five (5) Program Management Performance Domains: Program Strategy Alignment, Program Benefits Management, Program Stakeholder Engagement, Program Governance, and Program Life Cycle Management, and the Supporting Processes that are consistent with PMI's *The Standard for Program Management* (4<sup>th</sup> Edition © 2017).

The Workshop provides a comprehensive introduction to the concept of a “Program” as opposed to a “Portfolio” and a “Project”, distinguishing between Program Management, Portfolio Management, and Project Management. The role of the Program Manager and the skills and competencies needed to become a Program Manager are also covered.

#### **Intended Audience:**

This Workshop is intended for program managers, senior project managers, PMO managers, and senior management who wish to gain a working knowledge of the generally-accepted approach, activities, and processes for managing a Program. Program managers looking to improve their leadership skills and improve their understanding of how to manage their Programs should take this Workshop as should students on a track to take the Program Management Professional (PgMP®) Certification exam.

#### **Prerequisites:**

1. Introductory proficiency in the practices and processes contained in the 4<sup>th</sup> Edition of PMI's *The Standard for Program Management* and some “real world” Program Management experience.

#### **Workshop Content:**

1. Understand the concepts of Program Management in Organizations.
2. Understand the differences between a Program and a Project; and between Program Management and Project Management.
3. Understand the 5 Program Management Performance Domains:
  - Program Strategy Alignment
  - Program Benefits Management
  - Program Stakeholder Engagement
  - Program Governance
  - Program Life Cycle Management
4. Understand the 3 Phases of the Program Life Cycle (and their respective Activities) and Program Life Cycle Management:
  - Definition Phase
  - Delivery Phase
  - Closure Phase
5. Understand the challenges and opportunities encountered in a “typical” Program Case Study.

## Workshop Objectives:

Upon completion of this workshop, each student should be able to:

1. Identify the similarities and differences between Program Management and management of a Portfolio or a Project.
2. Define and describe the **Program Strategy Alignment** domain and the importance of the strategic focus of programs. This should include: Organizational Strategy and Program Alignment; The Program Roadmap; and, Environmental Assessments.
3. Define and describe the **Program Benefits Management** domain and the importance of identifying and clarifying the program's benefits and intended outcomes. This should include: Benefits Identification; Benefits Analysis and Planning; Benefits Delivery; Benefits Transition; and Benefits Sustainment.
4. Define and describe the **Program Stakeholder Engagement** domain and the importance of managing stakeholder expectations on a program. This should include: Program Stakeholder Identification; Stakeholder Engagement Planning; and Stakeholder Engagement.
5. Define and describe the **Program Governance** domain and the important role of a program governance board. This should include: Program Governance Boards; Program Governance Board Responsibilities; Relationship Between Program Governance and Program Management; Common Individual Roles Related to Program Governance; Programs as Governing Bodies; and Other Governance Activities that Support Program Management.
6. Define and describe the **Program Life Cycle Management** domain and the important role of the Program Life Cycle. This should include: the Program Definition Phase; the Program Benefits Delivery Phase; the Program Closure Phase; and Mapping of the Program Life Cycle to Supporting Activities.
7. Define and describe the **Program Management Supporting Activities** and their importance in enabling a synergistic approach for the purpose of delivering program benefits. These processes should include: Program Scope Management; Program Quality Management; Program Schedule Management; Program Financial Management; Program Resource Management; Program Communications Management; Program Risk Management; Program Procurement Management; and Program Integration Management.
8. Identify the challenges and opportunities typically encountered on a Program through a **Program Management Case Study** that will be integrated throughout this 3-day workshop.
9. Identify the "Next Steps" that will need to be taken by your organization and you in order to apply what you've learned in this Workshop.

## Workshop Outline & Itinerary

### DAY #1

- Unit #1: Workshop Overview & Introductions
  - Workshop Guidelines & Ground Rules
  - Workshop Materials & Hand-Outs
  - Student Introductions
- Unit #2: An Overview of Organizational Work & Management Concepts
  - Define the four (4) major Types of Work and Management performed in organizations: Strategic, Operations, Innovations, and Crises. (**Team Exercise**)

- Define a Program, a Portfolio, and a Project and how they compare and contrast. (**Team Exercise**)
- Define Program Management and how it differs from Portfolio Management and Project Management.
- Describe a Program Manager and how the role differs from a Portfolio Manager and a Project Manager.
- Define Other Key Program Management Concepts & Terms (i.e., Benefits, Value Proposition, Program Sponsor, PMO, etc.)
- Unit #3: Creation of Teams and a Practice Program Case Study (with 2-4 Components)
  - Break-up into “Program Teams” comprised of 4-6 participants (for the rest of the workshop)
  - Create a “Practice Program” with 2-4 related components for use as a Case Study (for the rest of the workshop) (**Team Exercise**)
- Unit #4: An Overview of the 5 Performance Domains and Interactions Between Them (Part I)
  - Program Strategy Alignment (**Team Exercise**)
  - Program Benefits Management (**Team Exercise**)

## **DAY #2**

- Unit #4: An Overview of the 5 Performance Domains and Interactions Between Them (Part II)
  - Program Stakeholder Engagement (**Team Exercise**)
  - Program Governance (**Team Exercise**)
  - Program Life Cycle Management (**Team Exercise**)
- Unit #5: An Overview of the 3 Program Life Cycle Phases
  - Definition Phase
  - Delivery Phase
  - Closure Phase
- Unit #6: A Close-Up Look at the Program Definition Phase: Taking a Deeper Dive (Part I)
  - Create Draft Formulation Outputs for Your Practice Program:
    - Create a Draft Business Case (**Team Exercise**)
    - Create a Draft Charter (**Team Exercise**)
    - Create a Draft Stakeholder Register & Stakeholder Power/Interest Grid (**Team Exercise**)
    - Create a Draft Program Roadmap (**Team Exercise**)

## **DAY #3**

- Unit #6: A Close-Up Look at the Program Definition Phase: Taking a Deeper Dive (Part II)
  - Create a Draft Planning Output for Your Practice Program:
    - Create a Draft Benefits Management Plan (**Team Exercise**)
- Unit #7: Team Presentations of Draft Outputs for the Case Study
  - Present, review, refine and finalize the six (6) Draft Outputs for the Program Definition Phase you created for your Practice Program in Unit #6. (**Team Presentations**)
- Unit #8: Closing Thoughts, Workshop Q&A, and Next Steps