

TECHNOLOGY TRANSFER PRESENTS

ROB THOMSETT

EXTREME PROJECT MANAGEMENT WORKSHOP

DECEMBER 10-12, 2008
RESIDENZA DI RIPETTA - VIA DI RIPETTA, 231
ROME (ITALY)



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ABOUT THIS SEMINAR

In a recent advertisement for Microsoft Project, a Project Manager is shown *alone* in a high-tech room looking at 20 computer screens on a wall with project plans, tracking reports and other project information produced by Microsoft Project. The caption reads “Excellent”. The project is going to plan.

In the client-driven, Internet-speed world of contemporary world of new Business, nothing could be further from reality than the Microsoft advertisement.

With the evolution of XP (Extreme Programming and Lite or Agile Methodologies), the need for appropriate Project Management techniques to support the radical development approaches involved in Extreme Projects has become critical.

Traditional Projects

Requirements are stable and/or fixed

Focus is on technical deliverables

Teams are stable and tend to remain throughout the project

Industrial strength quality

Extreme Projects

Requirements are un-stable and constantly evolving

Focus is on Business value-add and the complex Business process re-design involved in e-projects

Teams are virtual and membership shifts during life cycle

Good-enough quality

The Extreme Project Management approach is based on a set of new assumptions which include:

- People relationships are all that matter

The building and Management of the relationships between the project team and the various stakeholders is a key focus of the Project Manager

- Project change is inevitable

It is not how you restrict change that matters, but rather, how you manage the change

- Managing project expectations is the focus of Project Management

The defining, negotiation and Management of the expectations of the project stakeholders is mandatory

- Project Management is open and participative

The planning and Management of the project must involve all key stakeholders in an open and participative manner

- The project doesn't end when it ships

The Business benefits of the project do not emerge immediately. The on-going support of the project's product and the realization of benefits must be integrated with the Project Management process

Traditional Project Management focused “downwards” to the technical *content* of the project. In other words, the Project Manager focused on issues such as schedule, deliverables, costs and so on (the Microsoft advertisement). Extreme Project Management balances the internal focus on the content with an external focus on the *context* of the project.

Simply, what used to done with the project team is now shared fully with the project stakeholders. In addition, the broader context issues such as Business impact, change Management, Business drivers, benefits realisation, organizational politics, communication, relationship and expectation management are the main focus of the new Project Manager. The project team is treated as professionals who can deliver the technical content provided they understand the Business context of the project.

To support this approach, an integrated set of Project Management techniques and tools which are used to drive RAP (Rapid Planning) sessions. The RAP approach has been adopted by leading Australian and overseas organizations and has been proven to improve both the quality of and level of buy-in to the Project Management process by team members and stakeholders. More importantly, it has been proven to dramatically reduce the time taken for project planning.

The RAP process covers scope, objectives, benefits analysis and realization, quality definition, project risk management, development strategy, task estimation and project governance.

If our company were to develop an advertisement for Project Management, we would show the Project Manager (not alone) but in a room surrounded by people from the team and the stakeholder areas. They would not be looking at a wall of computer screens but at each other. They would be talking together about the project that they all share. Most importantly, they would be having fun.

In a recent US survey, Robert Charette reported that Project Managers were struggling to cope with the changing Business environment. Challenges facing Project Managers include:

- Lack of budget or time to establish stable processes in highly compressed schedules
- The need for innovative new solutions to Business initiatives
- Insufficient planning
- Redundant work caused by sudden changes in priorities
- Too many dependencies with other projects
- Competition for resources with other projects
- Slow decision making

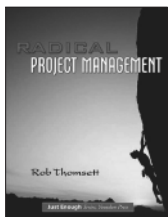
In this highly-provocative and challenging Masterclass, Extreme Project Management will be explored. The workshop will provide a forum for experienced Project Managers to come to grips with the new world of Project Management.

WHO SHOULD ATTEND

- Project Managers
- Systems Analysts
- Designers
- Programmers involved in intense high-risk projects

The seminar is also intended for the end-Users who are involved in the project, and who may worry that they will become participants in a disaster. And it is also recommended for members of the Senior Management Staff who commissioned the high-risk project in the first place, and/or who may be responsible for having created the high-risk conditions. These peripheral “players” in the project will ultimately be viewed as friends or enemies by the project team, once it begins; it is extremely useful for end-Users and Senior Managers to understand how they can help - and why it is often better to just stay out of the way - as the project team bulldozes its way to a successful completion.

DOCUMENTATION



Along with the seminar materials, delegates will receive a free copy of Rob Thomsett “**Radical Project Management**” (Prentice Hall).

The structure of the Masterclass is flexible to enable response to the expectations of the participants but will be based around the following tutorials:

1. The Evolution of Business Project Management

This tutorial explores the evolving nature of Project Management from the initial engineering and construction models through to the Agile and Extreme models. It shows that rapidly changing global and technology concerns have changed the nature of organizations and projects. These new projects require a totally different approach to Project Management.

2. Extreme and other Radical Project Management Models

This tutorial examines the basic underlying concepts of Extreme and Agile Project Management. These concepts include whole-of-life models, focus on benefits realization and integration of risk and quality into Project Management. We also examine the idea of constant change in projects. Finally, the session redefines the traditional concepts of project success and introduces a powerful tool for analyzing and defining project success.

3. The Extreme Project Management Processes

This session overviews the Extreme Project Management model, the Project Business Case and the role of executives in Project Governance in a Radical Project world. It explores the complex interaction between virtual or ad-hoc teams, stakeholders and the need for open, participative and inclusive Project Management.

4. Rapid Planning (RAP)

This tutorial introduces RAP's. The RAP process of Project Planning and Management is a highly-structured and open approach to Project Planning that includes stakeholders and executives completely in the initial planning and on-going management of projects. The RAP process has been adopted by many leading organizations and has been proven to produce higher quality planning in radically shorter time-frames.

5. Project Stakeholder buy-in and Management

This tutorial explores various tools and techniques for both analyzing and managing the complex stakeholder relationships required to deliver projects in the new Business environment. Issues such as project communication strategies are also examined. Strategies for handling difficult stakeholders are also introduced.

6. The New Role of Sponsors and Steering Committees

This session analyzes the new roles of sponsors and steering committee members in the Extreme world. To deliver projects faster and to ensure that benefits and risks are analyzed and managed, executives in project sponsorship roles have expanded responsibilities and must behave as "Executive Project Directors".

7. Added Value Analysis and Benefits Realisation

This session overviews the issues related to benefits analysis and benefits realization. It presents a simple yet powerful set of tools for analyzing benefits, planning for and realizing benefits. It also ex-

plores additional added-value drivers that are used in expanding beyond financial benefits models.

8. Quality Requirements - the Missing Link

Traditional quality models such as ISO and Six Sigma focus on process not projects. In this session, a quality model based on Quality Function Deployment is introduced that provides a more useful approach to defining project deliverable quality and quality assurance techniques.

9. Business and Project Risk Assessment

As for quality, the emerging ISO and other approaches to Risk Management reflect a Business, financial and process approach to risk. This session provides a comprehensive and total approach to risk in the Extreme Project world based on 6 different models of risk that are always in consideration within projects.

10. Metrics and Extreme Project Tracking

Traditional Project Management focused on simple metrics such as budget and time-frame conformance. This session explores a more complex and useful set of metrics that reflect the new Extreme world of projects. These metrics include benefits tracking, quality tracking, stakeholder tracking and other equally important project success metrics.

11. Virtual/Ad-Hoc Teams

Of all the issues facing Project Managers and sponsors in the Extreme world, the issue of Virtual or Ad-hoc teams is probably the

least understood and discussed. Traditional project teams were “integrated” in that the majority of technical skills were within the project team and under the Project Manager’s authority. In Extreme Projects, the structure of teams is vastly more complex. In many cases, the project team is a small core of people with many of the critical project tasks being undertaken by part-time, borrowed and external or out-sourced “ad-hoc” team members. The issues of Project Manager control, authority and responsibility are vague and un-resolved. In this tutorial, we examine the nature of the “ad-hoc” team and look at strategies for managing in a project world where the team has multiple reporting lines and confused loyalties.

The **Extreme Project Management** workshop is based around a complex, real-world project which is work-shopped with participants to ensure active participation and greater transfer of knowledge.

Rob Thomsett joined computing in 1968 and has been consulting and educating in the area of Project Management, teams and quality since 1974. In 1981, he was contracted by YOURDON Inc. in New York to present seminars in the U.S. and U.K. based on his book “**People and Project Management**” published by YOURDON Press. Mr. Thomsett is also a member of the Editorial Board of the prestigious Cutter Journal with Ed Yourdon, Tom DeMarco, Bill Curtis, Capers Jones, Kent Beck and other leading U.S. information system experts. His second book, “**Third Wave Project Management**” was published in 1991. In 1994, he developed the Accreditation Programme for Project Management for the Australian Computer Society. He was honored as the Australian Computer Society Lecturer of the Year in 1989/90. In 2001, he was recognized for his outstanding effort in education of Business professionals by his peers and was elected a Fellow of the Australian Computer Society. He is also on the Industry Advisory Board of the I.E.E.E. and the Strategic Advisory Panel for the University of Sydney’s Graduate Project Management Program with experts such as Sandy Hollway, Sydney Olympics and Peter Scott, CEO, MLC. His latest book “**Radical Project Management**” (Prentice-Hall) will be part of the seminar documentation. His client base includes some of the leading commercial (Colonial State, Commonwealth Bank, etc.) and R & D organizations (Los Alamos National Labs, Mitre Corp, CSIRO) in the US and Australia.

INFORMATION

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| <p>PARTICIPATION FEE</p> <p>€ 1500</p> <p>The fee includes all seminar documentation, luncheon and coffee breaks.</p> <p>VENUE</p> <p>Residenza di Ripetta Via di Ripetta, 231 Rome (Italy)</p> <p>SEMINAR TIMETABLE</p> <p>9.30 am - 1.00 pm 2.00 pm - 5.00 pm</p> | <p>HOW TO REGISTER</p> <p>You must send the registration form with the receipt of the payment to: TECHNOLOGY TRANSFER S.r.l. Piazza Cavour, 3 - 00193 Rome (Italy) Fax +39-06-6871102</p> <p>within November 25, 2008</p> <p>PAYMENT</p> <p>Wire transfer to: Technology Transfer S.r.l. Banca Intesa Sanpaolo S.p.A. Agenzia 6787 di Roma Iban Code: IT 34 Y 03069 05039 048890270110</p> | <p>GENERAL CONDITIONS</p> <p>GROUP DISCOUNT If a company registers 5 participants to the same seminar, it will pay only for 4. Those who benefit of this discount are not entitled to other discounts for the same seminar.</p> <p>EARLY REGISTRATION The participants who will register 60 days before the seminar are entitled to a 10% discount. The participants who will register 30 days before the seminar are entitled to a 5% discount.</p> <p>CANCELLATION POLICY A full refund is given for any cancellation received more than 15 days before the seminar starts. Cancellations less than 15 days prior the event are liable for 50% of the fee. Cancellations less than one week prior to the event date will be liable for the full fee.</p> <p>CANCELLATION LIABILITY In the case of cancellation of an event for any reason, Technology Transfer's liability is limited to the return of the registration fee only.</p> |
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Residenza di Ripetta
Via di Ripetta, 231
Rome (Italy)

Registration fee:
€ 1500

If registered participants are unable to attend, or in case of cancellation of the seminar, the general conditions mentioned before are applicable.

first name

surname

job title

organisation

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city

country

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Stamp and signature

Send your registration form with the receipt of the payment to:
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