

DELIVERING EXCEPTIONAL PROJECT RESULTS

... Successful Hands-On Management of Modern-Day Projects

Facilitated by:

Jamal Moustafaev MBA, PMP, Internationally acclaimed expert and speaker in the areas of project/portfolio management, process improvement and requirements engineering

Author of the book

["Delivering Exceptional Project Results: A Practical Guide to Project Selection, Scoping, Estimation and Management"](#)

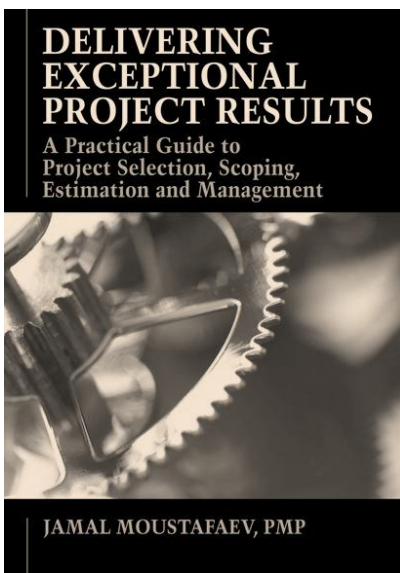
About the book:

Book Title:

"Delivering Exceptional Project Results: A Practical Guide to Project Selection, Scoping, Estimation and Management"

Book Description:

This unique how-to implementation guide unifies project management, portfolio management, and requirements engineering into one proven, comprehensive best practice framework to help organizations deliver exceptional project results on a consistent basis. Delivering Exceptional Project Results transcends differences in the various "types" of project management, such as traditional or agile, and focuses on economic principles, methodologies, skills, tools, and techniques that can be applied successfully at companies in any industry



Book Reviews:

"Delivering Exceptional Project Results offers a glimpse into the future role of the project manager. If your company believes that project failure is an option, then perhaps you should not read this book."
Harold Kerzner, Ph.D. Best-selling Author, Professor Emeritus, Baldwin-Wallace College

"I really enjoyed reading this book. The chapters, full of valuable insights well beyond the typical project management presentations, are introduced with diverse and engaging historic case examples. Executives faced with project portfolio management, or who are venturing into the area for the first time, will find the latter part of the book particularly valuable as new solutions are offered for those seemingly intractable problems of project portfolio management."

R. Max Wideman, PMI Fellow, Co-author of the first PMBOK, AEW Services and Management Consulting

"Delivering Exceptional Project Results" is a definite must read for any executive, functional director or project manager. The author clearly demonstrates how to deliver successful products and services by employing proper project selection, scoping and management techniques. This book provides you with practical, hands-on tools and techniques that can be deployed on your own projects right away."
Matt Walters, Director of Technology, Tyze Personal Networks

Course Outline - Day 1

Course Overview and Introductions

This course is about skills, tools, techniques and economic principles that transcend various company structures, environments and project management philosophies. It is about essential “hands-on” tools and techniques needed by contemporary project managers. The focus of this workshop is on the practitioner’s rather than the academic view of project management including tricks, tips, soft skills and “guerilla warfare” tactics and the economics of project management in particular and strategic business decision-making in general.

- About Jamal Moustafaev
- About Thinktank Consulting
- Tell us about yourselves
- What is the target audience for this workshop?
- What to expect from the course?
- **Group Exercise** – “Build the tallest structure”

Introduction – History, Philosophy, Economics ...

In this section we will examine our combined success rates on the projects we run and lay the groundwork for why proper planning and management is essential for the project success.

- What are the key events in the history of project management?
 - Henry Gantt, Polaris missile and Egyptian pyramids
- How successful are we with projects?
- Why is project management somewhat neglected in some industries when compared to other fields?
 - **Historical Case Study** – “HR policies in British Army in the XIX century”

The Art Of Estimation

We will try to understand why we are constantly late and over the budget on almost all of our endeavors. In addition some key misconceptions about project estimation will be defined and analyzed.

- **Historical Case Study** – “You Are Not An American, Are You?”
- **Individual Exercise** – “Are we good at estimating in general?”
- **Group Exercise** – “Estimate the number of coins/bills”
- “Cone of Uncertainty” – What is it?
- How do we set ourselves up for failure even before the start of the project?
- **Individual Exercise** – “Is padding of the estimates acceptable?”
- How do we improve our estimation efforts?

Why You Should Attend?

Recent studies indicate that only 32% of our projects can be considered successful, while 44% are challenged (i.e. grossly over the budget and/or late) and 24% are outright failures (i.e. cancelled by the customers before they are even completed). Further research shows that the lion’s share of this lack of success can be attributed to poor requirements elicitation, insufficient planning and inadequate project control.

This course will demonstrate to the participants how to perform these tasks properly and efficiently by teaching them skills, tools, techniques and economic principles that transcend various company structures, environments and project management philosophies.

Are We Supposed To Negotiate On Projects?

Just as the titles claims, are we expected or even allowed to negotiate with our customers and senior managers about the scope, time and budgets of our projects? What are the best techniques for obtaining the additional degrees of freedom?

- **Historical Case Study** – Operation “Husky”
- What Is A Negotiation?
- How To Negotiate?
 - Using Investigative Negotiations
 - **Individual Exercise** – “Negotiating at a Bank”
 - Inventing Options For Mutual Gain
 - **Individual Exercise** – “Shopping Mall Construction”
 - Is Lying An Option?
 - What If They Are Irrational?
 - Presenting Multiple Offers
- **Group Exercise** – “e-Merchant 5.0”

Initiating A Project

This module will be dedicated to the very first (and probably the most important) formal step in the life of the project – the creation of the project charter.

- What are the “degrees of project freedom”?
- What are the key ingredients in a Project Charter?
 - What is SMART Methodology?
 - **Group Exercise** – “Writing quality objective statements”
 - What is a Rough Order of Magnitude (ROM) Budget and Schedule?
- How to measure project feasibility?
- **Individual exercises** – “Measuring Project Feasibility”

How To Define Project Scope?

Are you planning on building a bicycle, a family sedan or a Formula One car? Defining the proper scope is absolutely essential for the project success; it impacts the schedule, the budget, the resources required and the potential risks that may arise in the project lifecycle.

- Why bother with requirements?
 - What is the cost of the mistake?
- What is the general requirements elicitation approach?
- What should you be looking out for when eliciting the requirements?

Benefits of the Course

Every course participant is expected to understand how to improve the quality of the products delivered on their projects, decrease project durations and budgets and improve both internal and external stakeholder satisfaction levels by learning the following techniques:

- Learn about art and science of project estimation
- Find out about effective negotiation techniques with customers and management
- Discover how to initiate projects properly
- Understand how to elicit high-level and detailed scope from the stakeholders
- Find out about great stakeholder and scope management methods
- Understand how document walkthroughs, inspections and peer reviews can save you money and time on your projects

Course Outline - Day 2

Who Needs Creativity In Projects And How To Cultivate It?

Almost every single company nowadays has words like “creativity”, “innovation” or “market leader” in their mission statement. How can a project manager inspire team’s imagination while maintaining project discipline and order?

- **Historical Case Study** – “British Redcoats & American Rebels”
- Who Needs Creativity?
- What Is Creativity?
- Tactical Creativity Tools
 - Define The Problem!
 - Individual Exercise – “African Rhinos and Creativity”
 - Maximize Diversity
 - Apply “Breadth-First” Principle
 - When Should Creativity Happen?
- **Individual Exercise** – “Improving Building Security”
- **Group Exercise** – “Creative Selling Strategies”

Customer Walkthroughs, Technical Inspections and Peer Reviews

How can we improve quality and minimize the number of defects on our endeavors? When is the optimal time to invest in the documentation reviews? What is the cost of mistake throughout the project lifecycle? These and many other issues shall be examined in this session.

- **Historical Case Study** – “Lost at Sea”
- Why bother with reviews?
- Types of reviews:
 - Customer walkthroughs
 - Technical team inspections
 - Peer reviews
 - Things to watch out for

The Science Of Estimation

Having assessed the art of project estimation, let us examine the most efficient and effective techniques of determining the detailed and granular budgets and timelines. Also, how does a project manager present his/her final estimates to the customers and/or management?

- Why do we need schedules?
- What are the key ingredients in the Work Breakdown Structure (WBS)?
- **Group Exercise** – “Build a WBS”
- What are the key rules for creating Network Diagrams?
- **Group Exercise** – “Create a Network Diagram”
- What is Wide Band Delphi and how it can help you with difficult estimates?
- What are the most common estimation oversights?

Who Should Attend?

Project managers, functional managers and other external and internal stakeholders responsible for the overall project success such as:

- Experienced project managers
- Recent PMPs with limited project management experience
- Individuals who have been recently promoted to the project management positions
- Professionals who frequently have to assume project management responsibilities
- Managers and directors who want to better understand the challenges faced by project managers and want to learn some universal skills
- Sales and marketing professionals who have to provide interact with and provide “quick” quotes to customer

Why Should You Manage Scope and Customer Expectations

This section is dedicated one of the most challenging and intimidating aspects of project management: how does one keep the project budgets and schedules in check while keeping the customers and the management happy? What can the project manager do to prevent the project scope from ballooning into something scary and unmanageable?

- Historical Case Study – The story of “Le Grand Hotel”
- Why should we manage expectations?
- Why do changes happen?
- How much do things change on the project?
- How to manage requirements?
- How to assess the impact of the change?
- **Group Exercise** – “Assessing the Change Request”

How To Control Projects? Risk, Communications, Tracking

We will talk about a variety of topics here including risk management, communicating with external and internal stakeholders as well as measuring project progress and reporting project performance to both customers and management.

- Importance of communications
- How to run efficient project meetings?
- Why use Meeting Minutes?
- Measuring project performance
- **Historical Case Study** – German High Command and Soviet intelligence before WWII
- How to deal with typical project risks?

Why Bother With Lessons Learned?

This module will be dedicated to the one of the most neglected areas of project management – the project close-out and the value of conducting a “Lessons Learned” exercise before the official closure of the project. Both organizational and personal benefits of this exercise will be examined and discussed in the classroom.

- Why are Lessons Learned frequently neglected?
- Why do Lessons Learned?
 - Organizational benefits
 - Personal benefits
- How to gather feedback for Lessons Learned document?
- What information is included in Lessons Learned document?

About the Trainer



Jamal Moustafaev, MBA, PMP – president and founder of Thinktank Consulting, is an internationally acclaimed expert and speaker in the areas of project/portfolio management, scope definition, process improvement and corporate training. He has done work for private-sector companies and government organizations in Canada and the US.

Mr. Moustafaev is an author of the book titled [*“Delivering Exceptional Project Results: A Practical Guide to Project Selection, Scoping, Estimation and Management”*](#) (released by J. Ross Publishing in September 2010). He is also a contributor to various project management publications and a frequent speaker at *Project World*, *Business Analyst World* and *Society of PM Professionals* conferences.

In addition to teaching a highly acclaimed *“Project Management Essentials”* course at British Columbia Institute of Technology (Vancouver, Canada), Jamal also offers the following corporate seminars through his company:

- *“Practical Portfolio Management - Selecting & Managing The Right Projects”*
- *“Successful Hands-On Management of Modern-Day Projects”*
- *“From Waterfall to Agile - Practical Requirements Engineering”*

Mr. Moustafaev holds a PMP certification, an MBA in Finance (Derivative Securities) and a BBA (Finance and Management Science) from Simon Fraser University (Vancouver, Canada).

Some of the Clients Jamal Has Worked With

Software/Technology

Elastic Path Software
Software Productivity Center
Accenture
Kodak
Genologics Software
OneLight Technologies
Faronics Software

Energy/Utilities

BC Hydro

Telecommunications

Telus
Rogers
Verizon

Financial/Insurance

ICBC
Central1 Credit Union
HSBC Bank
Wolters Kluwer Financial Group
Standard Life Insurance

Healthcare

Fraser Health Authority
Kaiser Permanente

Education

British Columbia Institute of
Technology
Simon Fraser University
Thompson Rivers University

Retail

Best Buy

Canadian Federal and Provincial government agencies

Port Authority - Metro Vancouver
British Columbia Lottery
British Columbia Liquor Distribution
Indian and Northern Affairs Canada

Course Attendee Feedback

“Very good and deep course, well planned, clear and witty”

“Great examples and explanations”

“Interesting (very) and great lessons for real project management”

“Very good, interesting and entertaining”

“Gave some great new perspectives on project management”

“Fun and informative. Well presented”

“Very knowledgeable speaker”

“I have attended several of Jamal’s presentations and seminars dedicated to project and portfolio management and I have to confess these were one of the most entertaining and yet informative lectures I have ever seen”

“Jamal is a very knowledgeable speaker who possesses deep understanding of the theory and is capable of “translating” that theory into hands-on practical application of project management. These seminars gave me some great new perspectives on how to manage my projects – small or large – successfully and efficiently”