



## Agenda

Click [here](#) for additional training and schedules.

### Leading Strategic Initiatives (Program Management)

**Instructor(s):** Greg Githens, PMP

**Length:** 2 days

**Prework:** Yes

**CEUs:** 1.5/see below for PDU breakdown

**Level:** Advanced

**Training Topic:** Strategic Planning and Implementation

**Subtopics:** Program Management, Power Skills

#### Training Description:

As organizations recover, pivot, and “bounce forward” from the pandemic, they will increasingly charter strategic initiatives. Strategic initiatives are distinct from initiatives intended to improve business operations. Strategic initiatives are bold endeavors with large organizational scale and scope; thus, they are programs that apply tools from the program management toolbox.

When in crisis and emerging from crisis, individuals typically discover that a new kind of thinking is needed. Individuals need to acquire an executive and strategic mindset, reject out-of-date conventions and practices, and apply the principles of innovation and experimentation.

This training's primary objective is to provide proven leadership practices, skills, and insights specific to strategic initiative programs. Learners will exit the training with tools, perspective, and confidence to make instant, positive contributions to their organization.

The training content is grounded in real-world examples of strategic initiatives delivered through video clips, personal experiences, and case discussions.

**Prework:** 1.0 hour

#### Learning Objectives:

*Upon completion of this training, learners will be able to:*

- Recognize the distinctive leadership competencies of program managers (compared to project managers).
- Identify the four LIDS leadership roles for a program manager.
- Recognize how the BAGEL model defines the five performance domains of program management (Benefits, Alignment, Governance, Engagement, Life cycle).
- Recognize the characteristics of good strategy.
- Use storytelling concepts to communicate effectively with stakeholders.
- Use metrics to improve alignment with strategy.
- Identify the essential elements of organizational pivots.
- Gain better support change and transformation initiatives.
- Develop governance concepts that foster buy-in and benefits, and avoid bureaucracy.

## AGENDA

1. Introductions
  - An example of a future-leaning career narrative
  - Training logistics and learning objectives
2. Program Management
  - Programs versus project distinctions
  - Main job of the program manager
  - Five performance domains
  - Governance and decision-making
  - Communicating the program brand
3. Personal Leadership
  - Psychological safety
  - Personal leadership
  - Prioritizing issues
4. Strategic Initiatives as a Change the Business Endeavor
  - Operations versus strategy
  - Real-world example
  - Culture
  - Writing strategy
  - Definition of strategic initiatives
  - Prospective hindsight technique
5. Delivering a Rolling Wave of Benefits
  - Metrics
  - Sustaining commitment
- Economic and emotive benefits
- Features cause benefits to happen
- Growth versus defense
- Benefits are experienced
- Benefits map and traceability
- Program roadmap
- Incremental delivery of benefits
- Rolling wave
- Design for flexibility
6. Pivots
  - Creating leverage
  - Elevator speech
  - Micro-stories
  - Experimentalist leadership
7. Good (and Not Bad) Strategy
  - Three characteristics
  - Having a sharp mind
  - The strategy development funnel
  - Good questions
8. Launching a Strategic Initiative
  - Four driving questions
  - Case study
  - Getting into the learning zone
  - Wrap-up

**Professional development units (PDUs)** are 1-hour blocks of time spent learning, teaching others, or volunteering. By attending this training, you will be able to achieve the following PDUs as learning hours to apply for PMI certification or to maintain your certification status with PMI. [View](#) how your PDUs align with the PMI Talent Triangle®.

	Technical	Leadership	Strategic	Total
<b>CAPM® / PMP® / PgMP®</b>	4	4	7	15.00
<b>PMI-ACP® / Agile*</b>	1	4	7	12.00
<b>PMI-SP®</b>	0	4	7	11.00
<b>PMI-RMP®</b>	0	4	7	11.00
<b>PfMP®</b>	1	4	7	12.00
<b>PMI-PBA®</b>	0	4	7	11.00

\*Please note that the asterisked row above applies to the PMI® Agile Certification Journey and includes DASM™, DASSM™, DAC™, and DAVSC™ certifications.