

SeminarsWorld® Course Agenda

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Managing Multiple Projects

Instructor(s): Carl Pritchard, PMI-RMP, PMP

Pre-work: None

Length: 2 days

CEUs: 1.4 / See below for PDU breakdown

Level: Core

Primary Topic: Project Management/Business Analysis

Subtopics: Decision Making Techniques, Complexity

Course Description:

Managing a project is a challenge unto itself. But what happens when you're called upon to manage 3, 4 or even a dozen projects? The dynamics change, and your management approach should as well.

Managing Multiple Projects provides you with the insight on how to manage your own portfolio of projects, whether they're all components of the same program or represent a disparate set of prospects from different quarters within your organization. This seminar affords you a hands-on opportunity to work through the mechanical and strategic issues associated with dealing with a host of projects that all seem to clamor for your time and attention.

Many of us tend to respond most quickly (and effectively) to the "squeaky wheels" within the organization; as a result, more important projects may suffer. Learn specific ways to wield more authority in terms of setting priorities. Participants will explore ways to leverage those priorities to have more intelligent conversations with management and to build a better understanding of why we work on what we work on.

From a mechanical perspective, the session also provides the opportunity to develop more consistent structures for project planning, including the three most common foibles managers make when they construct work breakdown structures. In the process of fixing the WBS, you'll also learn how to leverage opportunities across projects and to conduct more effective cross-project analyses.

Learning Objectives:

Your seminar experience will cover:

- The distinctions between multiple projects in programs and multiple projects serving different owners
- The process for identifying stakeholder objectives as well as project objectives
- The means to leverage objectives from one project into the next to create a true environment where it's possible to work "smarter, not harder"
- The mechanics of building smarter WBS that can be leveraged from one project to the next and allow for cross-project analyses
- The keys to setting priorities and communicating them within the organization
- Ongoing 24-hour e-mail support after the seminar to ensure you have the coaching necessary to make the learning real within your projects

AGENDA: DAY 1

- Basic Truths on Managing Multiple Projects
 - Advantages
 - Disadvantages
 - Multiple projects versus programs
- Quick wins in Managing Multiple Projects
 - Creating the common lexicon
 - Leveraging common vendors
 - Creating common reporting (despite uncommon reports)
- Setting Priorities
 - Metric Priorities
 - Absolute metrics
 - Relative metrics

- Creating a metric model
- Informal priorities
- Delegating without Authority
 - Finding delegates
 - Leveraging delegates
 - Delegation through rulemaking
- Staging Multiple Projects
 - Clarifying project(s) objectives
 - Clarifying stakeholders' objectives
 - Creating opportunities to leverage common objectives
 - Flagging competing objectives

DAY 2

- The Tools in Multiple Projects
- Building the WBS to withstand multiple projects
 - What success looks like
 - Why summary elements matter
 - Using the WBS dictionary
 - Common approach leads to multiple project management

- Multi-tasking, Goldratt, Schwaber and the MMP Paradox
- Complementary Management
- Complementary Communications
- Complementary Tools
- Risk Management across multiple projects
 - Using the risk response matrix
 - Building organizational process assets

Professional Development Units (PDUS) are one-hour blocks of time spent learning, teaching others, or volunteering. By attending this SeminarsWorld course, 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
CAPM / PMP / PgMP	8	2	4	14.00
PMI-ACP	0	2	4	6.00
PMI-SP	3	2	4	9.00
PMI-RMP	3	2	4	9.00
PfMP	0	2	4	6.00
PMI-PBA	2	2	4	8.00