

Developing Project Managers and Professionals

....and help them succeed in the new, increasingly demanding, tough world of project delivery

What's different about project delivery today?

More and more work is now being driven in project mode – labelled as “projects” or “change initiatives” rather than as “business as usual”. And the world in which these projects need to be delivered is increasingly volatile, uncertain, complex and ambiguous (VUCA).

PM's today still need a high level of technical project delivery skills and techniques – hence the increasing emphasis on project management accreditations such as PMP or Prince 2 as a necessary foundation. *But is this enough?* Are these baseline skills a real competitive advantage or simply an entry requirement?

Our view (and that of most project managers and directors we speak to) is that PM's now need *much, much more* to survive and be successful - they also need:

- *Business and commercial know-how* to make sure that the bottom line is secure
- *Motivational leadership skills* to lead diverse and often remote teams who can deliver results faster and more efficiently than ever before
- *Top-notch personal skills* to persuade and influence their sponsors and stakeholders and get them 'on side'
- *Flexible strategies* for making real business change happen
- *Powerful communication skills* to demonstrate business value to a variety of senior audiences
- *Sales acumen and confidence* – PMs are increasingly a key component of the 'sales engine' – adding new and additional business to the sales pipeline

Doing more of the same will simply not be enough...

There is a growing view that we need to equip PM's with an additional set of skills and capabilities to face the new reality.

Simply adding more technical and process skills will not be sufficient and certainly will not set them apart from their competitors. The challenge to day is how can they best develop their capabilities exponentially and differentiate themselves from the 'old school' PM's in what is an increasingly demanding and competitive world

“ Practice does not make perfect. Wrong practice only reinforces wrong behaviour ”

Tony Crowe, Alpha Project Managers.

The difference that makes the difference - the PM Diamond Standard

To specifically address this growing need, Greenbank have an advanced approach to Change and Project Management development that focuses on precisely the key leadership, commercial and interpersonal skills that are most relevant to a senior project management role. In doing so, we have identified 9 key 'success drivers' - our 'Diamond Standard', which forms the basis of our modular programme

These 9 Success Drivers are based on our own extensive work over the last 5 years with project managers leading System Integration, Transition, or Business Change projects and also the research of bodies such as the APM and PMI:



What will Project Managers take away from the programme?

The Diamond Standard programme takes project managers "beyond Prince 2" and enables them to navigate projects successfully and lead change with both skill and confidence.

Every client is different though and so we have designed the programme in a modular way to allow us to tailor it precisely to your needs - the closer the content is to your reality the better the results and we work hard to make sure that PM's come away from our workshops with:

- A stack of practical tools and approaches to allow them to lead projects for effectively
- the interpersonal and communication skills to make sure they deliver project outcomes - and navigate the twists and turns of the project
- The confidence and skills to deal with scope changes, whilst maintaining *both* client relationships and profit margins
- Essential sales skills to spot new business opportunities and develop needs
- The gravitas to have senior 'C-Level' boardroom conversations
- The ability to adapt to different environments and know when to challenge correctly – knowing when and how to flex and when to stand firm so that projects are delivered in scope whilst keeping stakeholders engaged and satisfied.
- New approaches to lead and motivate diverse teams – even when they don't have line management authority
- Tools to identify key stakeholders – and develop influencing strategies that are effective for each person

How we can help you build project management capabilities?

Greenbank are a performance consultancy and the Diamond Standard Programme is more than a typical training workshop. Rather it is an integrated series of interventions and tools that deliver and measure increased project performance.

To deliver these outcomes, we typically include the following 'building blocks'

Project Leadership Prism

A Project Management 360° diagnostic

- A multi-rater survey tool designed to get powerful feedback on how individual PM's stack up against the 'Diamond Standard' which is aligned to the APM competency framework and PMP programme and can identify where they need to focus to maximise performance improvement.

Diamond Project Leadership

A Flexible Training Programme

- A modular programme, with highly interactive 'bite-size' modules that can be run individually or as a single workshop. All built around real life situations and challenges so learning is as close to real life as possible
- Our aim is to always 'keep it real'. Project Managers will walk away with practical action plans that they can be translated into immediate action and results..

Prompt!

Turning training & coaching into results

- Our focus is always on business results and real outcomes. So Greenbank has developed Prompt!, a cloud-based tool which keeps action plans *front of mind* for participants and their managers and allows you to track the ROI from the Diamond Standard programme

"This course should be the default training for all transition project managers and probably all those involved in bids as many elements of our sale should include the good practice and process developed in this programme."

Senior Transition Project Manager,
top 5 consulting firm

An excellent course excellently delivered. I look forward to applying what I have learned and an opportunity where I can attend further courses that develop further on the foundation this course has laid

SI Programme Manager

Diamond Project Leadership - Programme Detail

<i>Diamond Standard Module</i>	<i>Topics Covered</i>	<i>Business Outcomes</i>
Stakeholder Management	<p>Stakeholder mapping</p> <p>Understanding stakeholder needs – what are their currencies?</p> <p>Developing a stakeholder development plan</p> <p>Becoming a Trusted Advisor</p>	<p>Better business relationships which leads to:</p> <p>Sponsors and team members trust you to do a good job as you deliver on your promises so you can focus on your day job rather than having to do a lot of hand holding</p> <p>Stakeholders are aligned and work with the PM rather than pulling in different directions</p> <p>Fewer last minute – costly surprises!</p> <p>More business opportunities because they want to work with you again</p> <p>When trust is high it means the project moves with greater speed and lower costs</p>
Influencing Skills	<p>Characteristics of effective influencers</p> <p>The art of influence- 6 styles to use in different situations</p> <p>The science - 6 principles of effective persuasion</p> <p>Group influencing exercise</p>	<p>Smoother running projects – with less resistance and dragging of feet</p> <p>Faster decision making and fewer scope changes</p> <p>Sponsors really own the project plan – it is their baby too so they fight to make it work</p> <p>PM can influence the agenda – even when they outnumbered and outgunned!</p>
Leadership Strategies	<p>Where and when leadership is needed in a project</p> <p>The impact of leadership on performance- what the research shows us</p>	<p>Project teams understand why the project is important so they can prioritise and keep focussed on end business</p>

<i>Diamond Standard Module</i>	<i>Topics Covered</i>	<i>Business Outcomes</i>
	<p>Understanding your current leadership style – then choosing the best style for different people and situations</p> <p>Building a high performing project team</p>	<p>outcomes</p> <p>Team members are prepared to go the extra mile-step up and be accountable rather than relying on their PM</p>
Communication & Presentation Skills	<p>Adapting our communication style to different audiences using the Insights personality model</p> <p>Handling nerves – the things that can trip us up</p> <p>‘PPP – Purpose-Process- Pay Off’ - structuring meeting to focus on results</p> <p>Project launch – getting your message across</p>	<p>The project launch is just that – it get things off to a motivating, start and creates the energy and commitment to deliver results</p> <p>Meetings are shorter, more focussed and create more action than talk!</p> <p>Presentations become a great opportunity to excel and sell the key messages rather than the dread of PM’s</p> <p>PM’s have the flexibility to communicate well with a wide range of stakeholders – from Board level to shop floor</p>
Personal Impact & Gravitas	<p>First impressions – the first 12 seconds!</p> <p>Practical ways to develop status and charisma</p> <p>Voice – Body Language – Mental Attitude</p> <p>Ways to actively manage your reputation</p>	<p>Confidence in your PM is established right from Day 1</p> <p>Real gravitas which makes sponsors stop and really listen to what your PM has to say</p> <p>PM’s command a strong reputation for themselves and their organisation</p>
Managing Conflict	<p>Causes of project conflict – both sides of the argument</p> <p>Practical tips for staying calm and in control</p> <p>Conflict management styles</p> <p>Practicing a range of conflict managing styles to suit different situations</p>	<p>Conflict is spotted early so it can be addressed quickly and with minimum disruption</p> <p>PM’s can deal with conflict in a productive way – neither being pig-headed nor being a push-over</p>

<i>Diamond Standard Module</i>	<i>Topics Covered</i>	<i>Business Outcomes</i>
	Conflict management role plays	Practice/rehearse conflict situations that they are facing right now – so they have a plan of action for when they are back at the coal face
Business Development Skills	Spotting opportunities earlier A Business Development Meeting – structure and skills Sales questioning skills to understand needs Building a business case Objection handling	Additional work and new projects are spotted earlier giving competitive advantage in new business situations PM's are able to influence sponsor's decision making criteria Emphasis on business benefits and value add means that budgets are approved more easily New business closed more quickly
Negotiation Skills	What makes a great negotiator? Negotiating from a position of strength (BATNA/Reservation Price/Bargaining Arena) The 6 steps of a negotiation A series of negotiation role play	PM's negotiate from a position of strength to protect margins Confident negotiating to avoid F.O.C Changes
Managing Scope and Expectations	When are expectations set? And what leads to a mis-match in expectations Managing the scope change conversations Leading business change – tools and techniques for managing resistance	The gap between sponsor expectations and what is delivered is minimised Realistic expectations are set and maintained through to project delivery Scope creep minimised or translated into additional business/funding