



STRATEGY
MANAGEMENT
GROUP



Strategic Project Manager Professional Certification

Program Overview

This program arms project managers with the tools and techniques to formulate and execute strategy to meet new challenges, prioritize programs and portfolios, improve service delivery, align projects and activities to mission, vision and strategy, and delivery value for customers and stakeholders. Strategic project management takes traditional project management principles and practices to another level that improves strategic alignment, informs resource allocation decisions, informs operational planning, and helps mitigate risk. Participants learn fundamentals of strategic planning, balanced scorecard, and predictive and agile management principles from the perspective of the modern-day project manager.

Who Should Attend

- Portfolio, Program and Project Managers
- Directors of Strategy Management
- Directors of Performance Management
- Risk Management and Compliance Officers
- Balanced Scorecard Practitioners
- Strategic Planners and Analysts
- People who currently are project contributors and want to learn strategic project management
- Anyone who is charged with strategy execution for business results

Course Outline

Day One

Introduction

- ▶ What is strategic project management?
- ▶ How is strategy institutionalized within the organization?
- ▶ Overview of how strategy is developed by executive management

Balanced Scorecard Fundamentals

- ▶ Strategy planning
- ▶ Strategy execution best practices
- ▶ SMO or PMO – What you need to know to be successful
- ▶ The role of the Strategic Project Manager in a changing workplace landscape

Step One: Initiate Strategic Projects

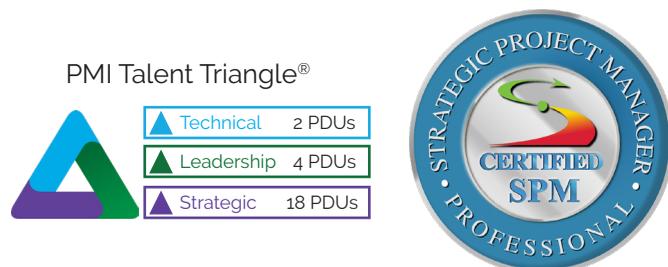
- ▶ How do we revise poorly designed strategic initiatives?
- ▶ Overcome strategic stall and maintain forward momentum
- ▶ Stakeholders influence when strategic projects begin
- ▶ Focus on critical initiatives with clear & meaningful milestones
- ▶ Clarity in communications with a correction plan in place
- ▶ Develop & prioritize new project initiatives to execute strategy

Group Exercise

Step Two: Plan Strategic Projects

- ▶ Understand which delivery model will be used – Predictive or Agile
- ▶ Establish project level routines that track milestones & strategic objectives
- ▶ Engage executive leaders when delivering strategic initiatives
- ▶ Strategy is change – How do we manage this?
- ▶ Using project management to transition from current state to future state
- ▶ Learn how to manage the 3 different levels of change once a new strategy is defined
- ▶ Integrate change into strategic execution
- ▶ Identify the benefits of a strategic project early
- ▶ The difference between strategy & activity
- ▶ Organizational transformation – Look inward before moving forward
- ▶ Strategy delivery is as important as strategy design
- ▶ Capacity & capability, you need both for strategic execution

Practical Project Exercise



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Day Two

Step Three: Establish The Approach

- ▶ Benefits identification
- ▶ Understand what the strategic initiative is intended to deliver – The “why” of the project
- ▶ Value should not be lost in deliverables or dates

Step Four: Benefits Realization

- ▶ Strategic benefits for internal & external customers
- ▶ Identify, execute & sustain benefits
- ▶ Using strategy to drive customer satisfaction
- ▶ Performance management of strategic initiatives
- ▶ Creating measurable, concrete & explicit benefits
- ▶ Identify tangible & intangible benefits
- ▶ What role does risk management play in strategy execution?
- ▶ Why we need to plan risk responses
- ▶ Understanding it is not just about the triple constraints – Understanding benefits realization counts

Group Exercise

Step Five: Perform Work

- ▶ Organizational agility
- ▶ SMO or PMO – Which is right?
- ▶ Strategy – People-driven or process-driven
- ▶ Organizational understanding from a strategic view
- ▶ Manage stakeholder expectations
- ▶ How to manage roadblocks
- ▶ Switching priorities without losing momentum
- ▶ Three models of strategic delivery – Agile, Hybrid, & Predictive
- ▶ How to take a holistic view of strategic delivery
- ▶ Adapting governance for different delivery models

Strategic Project Management Exercise

Day Three

Step Six: Control Performance

- ▶ How to develop meaningful performance measures & targets
- ▶ How to evaluate planning documents & processes
- ▶ Developing and refining project performance measures & targets aligned to strategy
- ▶ How to get performance information throughout the organization for better informed decision making
- ▶ Report on performance at a strategic level
- ▶ Stay focused in a changing world (IoT, AI, Cloud)
- ▶ Collect, verify, & validate performance data
- ▶ Linking strategy to resource decisions
- ▶ Linking performance to rewards

Step Seven: Deliver

- ▶ Benefits identified – Benefits
- ▶ What did we learn?

Strategic Project Management Exercise: Using a culmination of the work over the past two and half days, this is a facilitated workshop where you will participate in creating deliverables for your projects that can be used once you return to your workplace.

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