

October 19th & 20th, 2009, Toronto

7th STRATEGIC PROJECT MANAGEMENT

Integrating project management with business strategy

"I found the course very beneficial and applicable to the work I am doing -- will definitely use the tools in my planning, assessment and implementation."

"Very interesting and thought-provoking discussion."

"Engaging and informative...real project related issues."

workshop included: Rethinking the Cost, Schedule, Scope Paradigm

participating organizations

Gibson Kennedy & Company SBS Communications Inc.
Government Services (Ontario) Sears Canada Inc.
Ontario Realty Corporation Stantec Inc.
Royal Bank of Canada Xerox Research Centre of Canada

who should attend

- Vice-presidents
- Directors
- Project Managers
- Senior Managers
- Consultants in Project and Portfolio Management, Operations, Strategic Planning, New Product Development, R&D, IT, Sales & Marketing, New Business Development

course highlights

- Focusing on the business case for strategic project management and the basis for an organization's desire to bridge the gap between its strategic objectives and the discipline of project management
- Linking project management to business strategy
- Hear what collaborative software can and cannot do
- How to mobilize support for changes toward strategic project management within the organization
- Bridging the gap between project management strategy and implementation, between the ideas and the action
- Hear a rational approach to effective project risk management
- Assembling the right project team
- Hear about the future directions of project management



Course Leader
Alan W. Kennedy,
Gibson Kennedy & Company



Lindsey Hartshorn,
Royal Bank of Canada



Ashish Kotiyal,
Ontario Realty Corporation



Hadi Mahabadi,
Xerox Research Centre of Canada



Abe Patricio,
Sears Canada Inc.



Brian Sirbovan,
Stantec Inc.

as well as:

Dorothy Millman,
SBS Communications Inc.

Alberto Abes,
Government Services (Ontario)

FACULTY

COURSE LEADER

ALAN W. KENNEDY

Alan Kennedy is a founding member of Gibson Kennedy & Company. His consulting practice focuses exclusively on helping senior management with project planning and strategy communication. He has been teaching courses on Strategic Management for the Schulich School of Business since 1992. During his corporate career, he served as Senior Vice President & General Counsel for both Oxford Development Group and Campeau Corporation.

CO-LECTURERS

ALBERTO ABES

Alberto Abes is a Senior Project Manager with the Ministry of Government Services of the Government of Ontario. Alberto managed several security-related projects within Corporate Security and Operational Security departments. Some of these projects were government-wide and some were ministry-specific. Previous to his current position, he was a Senior Project Manager with SITA responsible for all SITA projects within Terminal One of the GTAA. Alberto has been in the IT field for over 25 years, including 20 years in project management.

LINDSEY HARTSHORN

Lindsey Hartshorn has been a Project Manager and Production Manager in the learning field for the past 12 years. Although she currently works for RBC, she has worked on a variety of projects for large organizations including several financial institutions, the Canadian government and IBM. She specializes in managing blended e-learning projects with complex teams. These teams have ranged from geographically dispersed international teams to small local teams.

ASHISH KOTHIYAL

Ash Kothiyal, Project Manager with Ontario Realty Corporation, is responsible for a number of prestigious projects in real estate development. He has 12 years of experience in project management, portfolio strategy and asset management in the private and public sectors. His current portfolio includes development of more than 2500 acres of land in GTA. He has also worked on a number of high profile projects in Canada and in Dubai.

HADI MAHABADI

Hadi Mahabadi, Vice President of Xerox Corporation and director of the Xerox Research Centre of Canada (XRCC), joined Xerox in 1981. He is responsible for developing technology strategy and managing of Xerox R&D efforts, and he has been instrumental in managing the development and successful commercialization of several breakthrough technologies.

ABE PATRICIO

Abe Patricio is Manager, Strategic Initiatives for Sears Canada. He is involved in the development of new business opportunities and improving operational performance from design and development to program implementation. His professional background and experience has been focused in the areas of project management, process reengineering and business development. He has been consistently successful in improving business performance and achieving business growth with years of experience in the retail industry and management consulting.

BRIAN SIRBOVAN

Brian Sirbovan is Vice President in Stantec's Toronto Office and is Corporate Practice Area Leader of Stantec Inc.'s Program and Project Management group. He routinely provides his project management expertise in a consulting role, providing solutions for clients undertaking major capital projects in the ICI sector, providing advice on project organizational structure, project definition and implementation planning, project delivery strategies and project management oversight.

DOROTHY MILLMAN

Dorothy Millman is President of SBS Communications Inc.

COURSE PROGRAM

CONVERGENCE OF STRATEGIC AND PROJECT MANAGEMENT

Project management is moving into a new realm. Never before has this discipline encompassed the area of strategic and business objectives. This presentation will focus on the business case for strategic project management and the basis for an organization's desire to bridge the gap between its strategic objectives and the discipline of project management.

- Practical processes and tools used to align projects and strategic objectives
- Aligning projects to key business objectives
- Identifying and applying key metrics for prioritizing projects
- The need to balance projects in order to minimize risk

USING PROJECT PORTFOLIO MANAGEMENT TO LINK PROJECTS TO STRATEGY

Project management is a proven business model used by many organizations to achieve their business objectives and is designed to be used strategically by business management. Although all projects and programs deliver tactical and operational deliverables, the real power of project management is the ability to link projects into programs that are tied to the business strategy of the organization. This discussion details key factors in linking project management to business strategy.

- Understanding the need for program-specific processes
- Management of multiple stakeholders and their expected benefits
- Dealing with complex, unplanned change in a structured manner
- Making the switch from a project to a program paradigm
- Why, when and how to use strategic program management

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MANAGING RESISTANCE TO CHANGE

The implementation of change involves more than the rollout of a well-designed project management strategy. Implementation involves people, and people tend to resist change. This discussion details the variety of sources of resistance, strategies for overcoming them and how to mobilize support for changes toward strategic project management within the organization.

- Bringing executives and senior management online
- Addressing executive resistance
- Getting managers involved early in the process
- Bringing employees face-to-face with the external pressures to change

USING EXPECTATIONS ANALYSIS

Most companies have no problem planning and developing strategy. The problem comes when it is time to turn all those excellent project management ideas into action. This discussion details how to successfully bridge the gap between project management strategy and implementation, between the ideas and the action.

- Linking strategy to project, departmental and individual activity
- Cascading out detailed work plans
- Establishing governance rules and properly aligning operational, finance and IT functions and systems
- Identifying the resources needed

A GUIDE TO RISK MANAGEMENT PRACTICES

The primary focus of project management should be that of risk management. How other processes, such as scope, schedule and spending management, support risk management is therefore critical for successful project management and for maximizing the value of your project-based efforts. This discussion details a rational approach to effective project risk management.

- Project planning
- Risk identification
- Building in risk mitigation and avoidance
- Project scheduling

SUPERIOR SCOPE MANAGEMENT

Project managers walk a fine line when it comes to scope creep. They run the risk of being branded "anti-business" if they are too resistant to scope creep and of being lousy project managers if they allow the project schedule and cost to be impacted by too much scope creep. Indeed, if scope changes are poorly managed, it will lead a project down the path for disaster. This discussion details how to effectively manage the issue rather than trying to prevent it.

- Introducing a formal change management process that makes sponsors asking for more modifications accountable for the demand
- Performing an impact analysis and attaching a cost and time to work on the new creeped-in requirements
- Getting the sponsor to revalidate the new requirements
- Having the right people to do the right job

BUILDING AND MOTIVATING THE PROJECT TEAM

Once a project's scope is defined, the management decisions relating to project resource assignments are usually the single most important factor in ensuring a project's ultimate successful outcome. This discussion details how to assemble the right project team.

- Determining the skill sets needed
- Ensuring the right people, with the right skills
- Defining roles and responsibilities
- Motivating the team

FUTURE OF PROJECT MANAGEMENT

Growing numbers of senior managers and corporate executives regard projects as investments that serve as the primary vehicles for delivering organizational objectives. Indeed, never before has project management encompassed the area of strategic and business objectives to such an extent, a process that will only increase in the future. This discussion details the future directions of project management.

- Project management as a way to manage uncertainty and complexity
- Overcoming limitations of personality type
- Process: more board and senior management debate on strategy and key project initiatives
- Technology: more ability for real-time learning and communications

GREEN PROJECT MANAGEMENT

While businesses are becoming aware of the need to decrease the environmental footprint of their organization, they might not fully realize the advancements in and viability of green project management can have a positive impact on their bottom line. Developing a solid business case will ensure that stakeholders see green project management as a feasible and financially beneficial opportunity. This session will look at how to promote the environmental, social and economic benefits of green project management.

- How environmental and energy-efficient aspects of a project can increase its value
- The environmental, social and economic benefits of green project management
- Building the business case for green project management
- Marketing and promoting green project management

WORKSHOP

WORKSHOP: RETHINKING THE COST, SCHEDULE, SCOPE PARADIGM

It is a widely held belief that project management is founded on balancing cost, schedule and scope requirements. However, the reality is that in practice, no balance is possible, which becomes especially apparent as projects grow in size. Toronto's CN Tower is a classic example of a scope-driven project, where both cost and schedule were very much secondary to project scope. Military projects, on the other hand, are invariably schedule-driven, where the priority is to be ready on time. The reality in today's financial climate is that projects should be cost-driven for both the private and public sector because schedule and scope driven projects are such an inefficient use of funds. This two hour workshop will explore this premise in a highly interactive and thought-provoking manner. The impact of choice of cost, schedule, or scope will be discussed from a number of perspectives, from setting the Project Charter to risk management to choice of personnel to manage the project.

- The impact of choice of cost, schedule or scope
- Cost driven projects
- Monitoring and controlling cost and schedule performance
- Interpreting and analyzing cost performance
- Key elements of the project plan
- Scope planning, estimating costs and scheduling
- Schedule driven projects

MULTIMEDIA PRESENTATIONS

Register for Strategic Project Management and we will give you free of charge a CD-ROM comprising the following virtual presentations from recent Federated Press courses and conferences. Presented in their entirety with complete audio and accompanying PowerPoint slides totaling 734 minutes of expert learning, these presentations are an added bonus to this year's course. Bear in mind that these presenters are not necessarily those that you will see and hear at this year's course.

Case Study: Ontario Lottery and Gaming Corp

Norma Gardner,
Ontario Lottery and Gaming Corporation
Time: 58 Slides: 29

Populating and Energizing the Project Team

Hadi Mahabadi,
Xerox Research Centre of Canada
Time: 49 Slides: 16

Making Collaborative Decision Making a Reality

Warren MacLean,
Suncor Energy Inc.
Time: 45 Slides: 21

Building and Motivating the Project Team

Dr. Paul Smith,
Xerox Research Centre of Canada
Time: 49 Slides: 18

Why Project Managers Must Become Change Managers

Katherine McLean,
Workplace Safety & Insurance Board
Time: 47

Determining the Feasibility of a Project

Andrew G. Kidd,
CBRE Consulting/CB Richard Ellis Ltd.
Time: 78 Slides: 98

OPS Project Portfolio Management

George Karlos
Dilnawaz Khan,
Project Management Centre of Excellence
Time: 42 Slides: 23

Case Study: Driving Change in Government

Kevin Griffin,
Ontario Economics and Business Cluster
Time: 77 Slides: 39

Project management skills

Jennifer Britton,
Potentials Realized
Time: 48

People Centric Approaches to Strategic Innovation and Project Management

Carl Sergeant,
Connexim/Bell Canada
Time: 49 Slides: 19

Using Projects to Drive Strategic Change

Shawn Kauth,
Sun Life Financial
Time: 60 Slides: 33

Life cycle costing for other public-sector infrastructure projects

John Murray,
City of Hamilton
Time: 45

A Guide to Risk Management Practices

Phyllis Straub,
Cangene Corporation
Time: 43 Slides: 44

How Software Is Changing Project Management

Jim Ilkay,
Econstruction.com
Time: 44

Audio/Video segments clickable slide by slide
Papers and overheads also included
Print any of the material for your own use



Registration: To reserve your place, call Federated Press toll-free at 1-800-363-0722. In Toronto, call (416) 665-6868 or fax to (416) 665-7733. Then mail your payment along with the registration form. Places are limited. Your reservation will be confirmed before the course.

Location: Courtyard by Marriott Downtown Toronto, 475 Yonge Street, Toronto, ON, M4Y 1X7

Cost: The attendance fee for the course is \$1825 per person and covers attendance for one person and the lecturers' presentation material. The fee further includes lunch on the first day, morning coffee on both days and refreshments during all breaks. You may purchase a Proceedings CD-ROM containing edited actual proceedings and materials from the course.

Time: This course is a two day event. Registration begins at 8:00 a.m. The morning sessions start promptly at 9:00. The second day ends at 4:00 p.m.

Cancellation: Please note that non-attendance at the course does not entitle the registrant to a refund. In the event that a registrant becomes unable to attend following the deadline for cancellation, a substitute attendee may be delegated. Please notify Federated Press of any changes as soon as possible. Federated Press assumes no liability for changes in program content or speakers. A full refund of the attendance fee will be provided upon cancellation in writing received prior to October 6, 2009. No refunds will be issued after this date. Please note that a 15% service charge will be held in case of a cancellation.

Discounts: Federated Press has **special team discounts**. Groups of 3 or more from the same organization receive a **10%** discount. Groups of 7 or more from the same organization receive a **15%** discount.

Payment must be received prior to October 12, 2009

Phone: 1-800-363-0722 Toronto: (416) 665-6868 Fax: (416) 665-7733

TO REGISTER FOR STRATEGIC PROJECT MANAGEMENT

Name _____
 Title _____ Department _____
 Approving Manager Name _____
 Approving Manager Title _____
 Organization _____
 Address _____
 City _____ Province _____ Postal Code _____
 Telephone _____ Fax _____ e-mail _____
 Please bill my credit card: AMEX VISA Mastercard
 # _____ Expiration date: ____ / ____
 Signature : _____
 Payment enclosed: Please invoice. PO Number: _____

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REGISTRATION COSTS

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 COURSE: \$1825
 COURSE + PROCEEDINGS CD-ROM:
 \$1825 + \$125 = \$1950
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 NOTE: Please add 5% GST to all prices.
 Proceedings CD-ROM will be available 60 days after the course takes place
 Enclose your cheque payable to Federated Press in the amount of:

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