
Programme Management

A three day programme

Programme management is the creation, management, monitoring and control of a group of vehicles for change, which focus on a common business strategy. These vehicles can be projects, organisational changes, business initiatives or cultural changes, but all focused on one objective, like putting a man on the moon. Programmes differ from projects in that they are much longer in duration, usually several years, and have less well-defined timescales and budgets. Programmes deliver a business vision through a managed change process, the results of which are tangible business benefits. In this training programme, we explain how you can become a successful Programme Manager using the latest management and cultural techniques. These techniques include how to assess the risk and benefits of the different types of programme i.e. consolidation, expansion and innovation. We also show you how to link your benefits analysis to the Balanced Scorecard method.

Key elements of programme management

Most programmes are very complex changes to the culture and working of an organisation, and run for many years, these facets generate some unique problems. The business world changes so fast today that while one person is in the middle of saying it is impossible, someone else interrupts them by doing it! The problems associated with programmes are ones of ever changing scope and a moving target of what the new reality will be. In this training programme, we make extensive use of case study material to demonstrate how good companies achieve complex change and the reasons why many others fail.

The programme enables participants to:

- Understand the theory of programme management
- Appreciate the differences between consolidation, expansion and innovative programmes and their individual special needs, features and attributes
- Be aware how organisations need to incorporate a well-managed risk method and process
- Appreciate how to apply the balanced scorecard benefits management system to your organisation
- Learn how to deal with the effects of business change and technology change with respect to programme development
- Develop you own programme management process and methods, which best fit into your company's culture and way of working

Learning outcomes:

People will learn how to design and implement major business programmes. In addition, they will be able to assess each programme's continuing value to the company and ensure the delivery of the full benefit. The results of the training will be that you can measure the risks associated with a programme and forestall any damage to the business.

Programme Agenda

What is Programme Management

Programme management
Projects Vs Programmes
Key differences between them
Is it a project or a programme
The three types of programme
Business change implications
The corporate Programme Office
Programme horizons
Programme benefits

Programme Organisation

Organising the programme
Initial approval – passed
Organising this programme
Who will be involved
The company resource model
The role of Programme Managers
Sponsors and Project Managers

Risk Management

The programme at risk
Typical problems and issues
The nature of programme risk
How the programme class affects risk
A risk hierarchy
The risk nature table
The hazard matrix

Typical delegates are:

People whose work is delivering business change through programme management either as the Programme Manager or as a key participant in the programme

Programme Design

From Vision and Strategy to Action
Initial considerations
Programme definition.
Programme testing gates.
Programmes that fail at a gate
What class of programme is it
Consolidation programmes
Expansion programmes
Innovation programmes
Programme planning.

Organisational Risk

The nature of risk
People's attitude to risk
Organisational risk criteria
The risk calculator
How to score your risk
The levers of risk control
Applying the levers of control

Balanced Scorecard

Using the balance scorecard
Financial perspectives
Customer perspectives
Process perspectives
Learning and growth perspectives
Managing the business strategy
Linking risk with the benefits