



Balancing Programs and Portfolios®

BASED ON THE PROJECT MANAGEMENT INSTITUTE STANDARDS FOR PROGRAM AND PORTFOLIO MANAGEMENT

Based on *A Manager's Guide to Project Management*, this course is designed to assist program and portfolio managers optimize their functions and build capabilities to align with organizational strategy.

OVERVIEW

Portfolio management is one of the fastest-growing aspects of the project management discipline. More organizations realize that projects must align with and support the organization by achieving the objectives defined in the strategic plan. Additionally, well-defined programs that leverages projects and contribute to portfolios are becoming increasingly complex and require additional skills to help them be successful in meeting organizational strategic objectives.

During this course participants will discover new and innovative tools designed to aid both program and portfolio managers in defining projects that map up to and support the organization's overarching goals. The course structures these tools using concepts familiar to the project practitioner, including breakdowns structures, requirements, and resource leveling.

All course content is fully aligned with the Project Management Institute's ANSI standards: *The Standard for Program Management* and *The Standard for Portfolio Management*.

WHO SHOULD ATTEND?

This course is designed for mid-level and senior-level managers looking to take control of their project workload. These include senior-level project managers, program managers, portfolio designers, strategic planners, and functional and regional managers who manage a suite of projects. Additionally, program management officers, vice presidents, and other executive leaders will discover new ideas to improve their organization's efforts.

OUTCOMES

Upon completion of the course, participants will be able to:

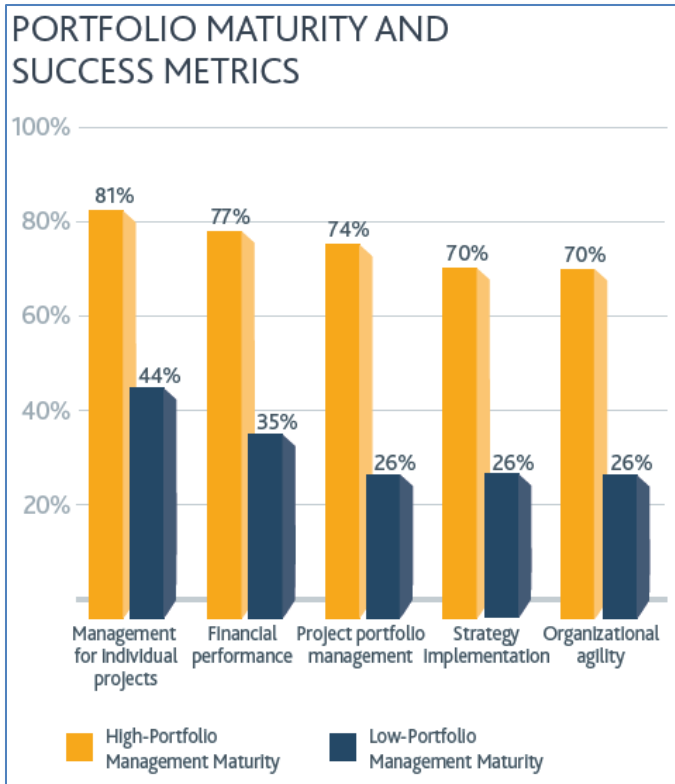
- Achieve all your strategic goals with the smallest number of projects
- Capture opportunities without impacting other organizational objectives
- Balance resources across all strategic projects
- Manage risks based on the strategic plan
- Adjust the portfolio as your environment changes
- Minimize resources needed to achieve your strategy
- Architect your organization's culture

SUMMARY

- Three-day tailored classroom program
- Certified executive-level *Project Management Professional*® facilitators
- Topics selected appropriate for project leaders in an oversight and sponsorship capacity

BALANCING PROGRAMS AND PORTFOLIOS® TOPICS COVERED

- Strategic planning and alignment
- Tracking strategic goals into project requirements
- Value tracks
- Process cycles and knowledge areas
- Key performance indicators and program benefits realization
- Goals Breakdown Structure (GBS)
- Organizational GBS (OBGS)
- Balancing risks across the portfolio
- Designing culture into the portfolio
- Balancing resources across the portfolio
- Effective governance and oversight of programs and projects



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Program Length

Three-day program led by an executive-level PMI-certified *Project Management Professional*® facilitator

Learning Methods

Engaging adult learning techniques are employed to challenge participants to understand the complexities of their role in program and portfolio management through interactive discussions using real-world examples.

Reinforcement Tools

Participants enjoy open discussions, demonstrations, and interactive exercises to practice their new skills in a safe and friendly environment.

The Project Strategy Consulting Group is a Registered Consultancy of the Project Management Institute and offers a wide range of consulting and educational opportunities to its clients, including ongoing complimentary thought leadership and on-demand guidance. Our project management offerings include competency assessments which may be leveraged as part of the teaching process or to assist with the delivery of appropriate training for your organization's staff. Contact us to learn more.

"I truly enjoyed learning about both the foundational and the advanced topics in this course. I have the tools and the confidence to go back and make meaningful change that will really help our business be successful."

"The Best Course for Designing Project Portfolios and Programs that Support the Organization"

COURSE SYLLABUS

The Balanced Portfolio

The first module introduces the framework for the seminar and allows attendees to establish their objectives for the course. Topics include:

- The purpose of the portfolio
- Strategic planning and the project portfolio
- The Chasm
- The Bridge

The Goals Breakdown Structure

The Goals Breakdown Structure (GBS) offers a structured framework for defining project requirements, product and component specification that map up and support the project's overall goals. This module presents the concepts of the GBS; establishing the framework for organizational management.

- Concepts of the GBS
- The GBS in practice
- Program- and portfolio-level GBSs
- Meaningful metrics and measures

The Organizational Goals Breakdown Structure

With the GBS structure in place, we now apply this structure to the organization. We look at the long-term objectives of the organization to help define the strategic plan, which becomes the basis for the portfolio.

- Expanding the GBS to the organization
- The OGBS chart
- Developing the strategic plan
- Decomposition of the scorecard

The Balanced Portfolio

We now have all the parts in place. This module presents the concept that the balanced portfolio collects all the goals of the strategic plan into a collection of projects. We ensure clear linkage to the strategic plan through value tracks – a hierarchical decomposition of the goals in the strategic plan to project requirements.

- Value tracks
- Balancing the portfolio
- Governance and oversight considerations
- Prioritization, alignment, and scenarios

The Portfolio Designer

The portfolio designer is a person (or group) that designs the portfolio based on the collection of goals defined in the value tracks. They must define projects, assign the value tracks to projects while balancing risks and resources across the organization.

- Organizing value tracks
- Balancing resources
- Balancing risks
- Optimizing the portfolio

Programs vs. Projects

Developing a meaningful program that achieves operational and investment objectives can be challenging and lead to unplanned and unnecessary overhead. In this session we will cover the basics – and touch on some advanced topics – that help the learner be successful with a wide variety of program management functions.

- Process cycles and knowledge areas
- Governance and oversight
- Benefits realization
- Key performance indicators
- Incremental value generation

Summary

This final module allows attendees to capture key points they need to take back to their specific office environments. We discuss changes in the environment, cultural issues, and implementation.