

## MANAGING URGENT PROJECTS

**Course Code:** PK113

**Duration:** 9 half- days

**Credits:** 31.5 CEUs/ 31.5 PDUs

### Course Description

What would you do if:

- Your operations were completely stopped following a disaster?
- A competitor announced a revolutionary product which renders your offer obsolete?
- Your facilities were damaged by a natural disaster?
- You were housebound while having to maintain your business operations?

Projects are often not undertaken under ideal circumstances. Whether it is following a disaster, an unexpected event affecting your market, an equipment or a supply chain breakdown, the sudden loss of an asset or simply pressure from the competition, many projects cannot afford lengthy planning cycles nor the normally required time and resources.

This course presents practical and immediately applicable techniques to help you manage projects that must be completed under extremely tight deadlines or following disaster situations, when not all winning conditions are present.

### Target Audience

Individuals who will benefit from this course include Project Leaders, Managers and team members assigned to projects subject to very aggressive timelines, extremely tight resource constraints, and less than ideal conditions.

### Team of highly experienced instructors

This course is provided by a team of highly reputable instructors combining a wide experience from various domains and types of projects, in both the public and private sectors, ranging from small to large organizations.

### Course Objectives

- Recognize and define the parameters of a project in an emergency or disaster situation.
- Learn various collaborative techniques to structure and manage teams under pressure, whether in person or virtually.
- Use innovative, simple and effective problem-solving methods that will help you find the solution that eludes other people.
- Define stakeholder requirements and correctly formulate the project mandate.
- Select the appropriate delivery approach, whether waterfall or iterative, predictive, agile or hybrid, and adapt it to your context.
- Apply techniques to help optimize your project duration.
- Anticipate and manage risks, particularly those in the blind spot, for the project's best interest.

### Our approach

- Live online, or on site if and when possible.
- Interactive and dynamic training.
- Use of a progressive concrete case study along the entire course.
- Virtual exchanges in small groups and in plenary sessions.
- Captivating videos and simulation material.

## Course Plan

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### Module 1: Course introduction and context

- Course and logistics description.
- What defines a project in an emergency situation?
- Context and perspective.
- “Maintenance of the Aim” in an emergency.

### Module 2: Collaboration and teamwork

- Characteristics and challenges of project teams in an urgent context.
- Use appropriate skills to manage teams in emergency or disaster situations (including remote teams).
- Manage emotions and humans under pressure.
- Effective emergency or disaster communication to enforce message clarity and strength.
- Identify the various stakeholder groups, determine and manage their issues and expectations.

### Module 3: Structure your ideas and identify the “real” problem

- Organize ideas, organize actions to be taken.
- Grouping and prioritization techniques.
- Identify the problem that no one else has seen, determine the real problem.

### Module 4: Find creative solutions

- Are you a left or a right brain person?
- Categorize problems according to resolution approaches.
- Efficient brainstorming techniques.
- Find solutions with creative thinking.

### Module 5: Mandate definition

- Clearly define and prioritize the stakeholders’ needs.
- Pinpoint and identify essential project deliverables.
- Define the mandate.

### Module 6: Define and structure the work to be accomplished

- Work breakdown structure (WBS)
- Statement of work and WBS dictionary
- Verification and validation.
- Establishing the project budget.

### Module 7: Planning

- Choose and define the project management approach.
- Avoid estimation errors.
- Cognitive and unconscious biases.
- Optimization techniques.

### Module 8: Project Execution

- Use the pull system and low work in progress (WIP) to optimize the project progress.
- Use the most efficient monitoring and control approaches (i.e., Kanban, Timeboxing, etc.)
- Manage resource capacity to ensure their availability.

### Module 9: Risk and uncertainty integration

- Integrated risk management.
- Management of actual and past lessons learned.

### Conclusion

- Learning consolidation, and feedback on the case study.