

Managing Complex Programs

Managing Through Others



Course Overview

This course presents proven techniques for Managing Complex Programs. It includes practical tips to consider when starting your program and ways to improve its effectiveness as you proceed. It also describes the traps to be avoided.

Managing complex programs is a unique competency that requires specialized skills in integration, scope, time, cost, quality, human resources, communication, risk, and procurement management. In complex programs the problems faced by traditional project managers are magnified because the variables are too many to identify. If we cannot identify them, then how can we schedule and control them? How can we cost them? How can we best allocate our available resources among the many component elements of the program? The challenge for program managers is to develop and use an effective management infrastructure that will effectively address all of these areas in relation to each other.

Course Format

This three day course introduces concepts through lecture and class discussion. Participants then practice the “how-to” of the principles through case studies and illustrative examples. Short practical exercises along the way provide experience in the techniques and decisions required in a real world environment.

During your three days you will step through the basics and hear the instructor’s real-life experiences in implementing them in work environments like yours. In open discussions you will also be asked to share your own experience about what works and what doesn’t. Several exercises are included to give you practice in performing the most critical system engineering processes.

You Should Attend If:

- You are on a track to become a manager of a complex program
- You are already starting into management of a complex program
- You have “been there” and want to help your organization grow more good program managers
- You are willing to share your experiences
- You are managing managers of complex programs

Course Outline

- Course Overview
- Challenges Of Complex Programs
- What Makes Complex Programs Different
- Traps For Managers Of Complex Programs
- Creating An Effective Infrastructure
- Putting The Processes To Work
- Managing Through Others
- Putting Theory Into Practice

Project management is like juggling three balls - time, cost and quality.

Complex Program management is like a troupe of circus performers standing in a circle, each juggling-three balls and swapping balls from time to time.”

G. Reiss

You Will Learn How To:

- Explain what makes management of complex programs different
- Describe how to cope with the special challenges of complex program management
- List the best practices for managing relationships among participants in complex programs
- Analyze the communications and other problems in real world case studies
- Explain the key aspects of the infrastructure needed to be effective in managing complex projects
- Identify the management traps found in managing complex programs
- Describe some techniques specifically suited for managing the complexity of your program