

2020

Classroom and Online Training for Project Professionals

Build skill sets. **Change mindsets.**

Strategy Execution, the global authority in project leadership training, equips you with the complete package of technical and leadership skills — the mindset, adaptability, and expertise to lead and execute projects in any context.

NEW

Interactive Online Platform & Online Course Packs for more Flexibility and an improved learning experience!

Lean and Agile Training courses to help you navigate an increasingly complex and fast world.

London Training courses:

- Project Management
- Agile Project Management
- Advanced Project and Programme Management
- PMP Exam Preparation
- Business Skills
- Business Analysis

Find out more

(+39) 0283847.263 | solutions@strategyex.it | www.strategyex.it

2020 Public Classroom Course Schedule

Course Name		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Fee
Project Management														
Managing Projects				10-11-12						22-23-24				€1.799
Projects Leadership, Management and Communication						20-21-22					11-12-13			€1.799
Scheduling and Cost Control						12-13-14					13-14-15			€1.899
Risk Management							09-10-11					24-25-26		€1.799
Negotiation Skills for Project Managers					t.b.c.									€1.799
Advanced Project and Programme Management														
PMP Exam Power Preparation			25-26-27		02-03						20-21-22+18-19			€2.299
Programme Management - ROMA				t.b.c.										€1.799
Rapid Assessment and Recovery of Troubled Projects								INHOUSE						
Agile Fast Track														
Fast Track	Fundamentals of Lean and Agile			17						22				€799
	Iterative Delivery with Scrum and Kanban				1						27			€799
	Continuous Improvement with Lean and Kanban					20						24		€799
PMI-ACP Exam Preparation				24-25-26										€1.799
Business Skills														
Critical Thinking and Problem Solving								INHOUSE						
High Impact Communication								t.b.c.						€1.799
Coaching and Mentoring for Improved Performance								INHOUSE						
Business Analysis														
Fundamentals of Business Analysis					01-02					29-30				€1.499
Defining Business Needs and Solution Scope								INHOUSE						
Eliciting and Managing Requirements						05-06-07					20-21-22			€1.799
Facilitation Techniques for Business Analysis								INHOUSE						
Aligning Benefits and Refining Solutions								INHOUSE						
Enterprise Business Analysis													t.b.c.	€1.799

Book a free training consultation

Our expert training co-ordinators will use a 10 minute training consultation to understand your background, experience, challenges and goals in order to select the most suitable learning path for you.

01. Schedule a call by e-mail: solutions@strategyex.it or call **(+39) 0283847.263**

02. Design a programme around your career ambitions and work goals.

03. You will receive the most suitable learning path to certification or development in the key areas you wish to improve.



Build skill sets. Change mindsets.

As globalisation, technological innovation, new legislation and competition are creating an increasingly volatile, uncertain, complex and ambiguous environment in which projects need to be executed, the work we do is more complex than ever. This complexity demands new approaches.

Moreover, the PMI's *The Pulse of the Profession* report and the *Talent Triangle* with the new digital overlay acknowledge that technical skills are not enough on their own, but must be combined with leadership, strategic and business management skills in order to support longer term strategic objectives. Focussing on the improvement of one area alone is no longer enough. Instead it is important to take a step back and look at the bigger picture.

Strategy Execution, the global authority in project leadership training, equips you with the complete package of technical and leadership skills — the mindset, adaptability, and expertise to support these longer term strategic objectives. With curricula in adaptive strategic execution, project management, agile project management, business analysis and business skills, and more, Strategy Execution partners with your organisation to extend the mindset, tool set and skill set of project leaders, enabling them to thrive in an increasingly unpredictable work environment. We are accredited by the PMI® and have been their global education provider for the past 35 years.

We are proud to announce our new curriculum:

Our new curriculum *Lean and Agile* prepares participants for key thinking needed to succeed in a lean and agile enterprise.

We are also excited to announce our brand new online course packs: you can now choose from three different packs that will help you build the critical skills needed to execute projects in today's complex business environment. These online packs offer curated topic-based content and are the most time- and cost-efficient way to become a project leader with the mindset, adaptability, and expertise to lead and execute strategy in any context, all provided in a brand new online platform.



The ongoing evolution of our company also includes a major update to our website and logo, reflecting our commitment to provide comprehensive up-to-date solutions that educate and train leaders to run projects successfully, to overcome challenges and solve real business problems in multiple contexts — from the simple to complex and chaotic.

We hope you enjoy browsing this catalogue and our new courses!

Your Strategy Execution Team

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Online Courses

Distance Learning Entirely Online

Online courses give you the flexibility you need to train whenever and wherever is convenient for you, 24 hours a day. Strategy Execution's online courses are delivered to the same high standard as our classroom-based training, and are considerably cheaper. The online courses can be done from the office or from home and are ideal for dispersed project teams.

Available courses

- Managing Projects – 22.5 PDUs
- Scheduling and Cost Control – 28 PDUs
- Risk Management – 22.5 PDUs
- Developing Use Cases – 21 PDUs
- Project Leadership Management and Communications – 22.5 PDUs
- Contract Management Principles and Practices – 22.5 PDUs
- Testing Techniques for Tracing and Validating Requirements – 21 PDUs
- Business Data Modelling – 15 PDUs
- Business Process Modelling – 15 PDUs
- Making Sense of Complexity – 20 PDUs
- Fundamentals of Business Analysis – 15 PDUs
- Defining Business Needs and Solution Scope – 22.5 PDUs
- Eliciting and Managing Requirements – 22.5 PDUs
- Analysing Benefits and Refining Solutions – 15 PDUs
- Enterprise Business Analysis – 22.5 PDUs
- Fundamentals of Lean and Agile – 7.5 PDUs
- Iterative Delivery with Scrum and Kanban – 7.5 PDUs
- Continuous Delivery with Lean and Kanban – 7.5 PDUs
- Lean and Agile Project Management – 15 PDUs



FAQs

How do online courses work?

You have 42 calendar days* from your chosen start date to complete all course requirements. However, it typically takes about 30 hours to complete an online course. The access period includes weekends and holidays. All courses cost € 1.020,00 (+IVA), and € 2.760,00 (+IVA) when booking 3 courses as an online course pack.

What is “instructor-facilitated” web-based training?

Our Adobe®Flash™- based online courses allow participants to interact with the instructor by submitting assignments, posting responses in the online discussion area and asking questions by e-mail. In return, they receive effective and personalised instructor feedback within 24 hours.

How do online courses facilitate collaboration between participants?

In our online courses, participants form collaborative online learning communities through an online forum. This threaded discussion allows participants to discuss a topic without having to be online simultaneously. In some courses, participants work together in small teams to produce project deliverables.

*Exception: PMP Power Preparation access is for 365 days

Online Course Packs

PROJECT MANAGER KICK START ONLINE COURSE PACK

Our Project Management Kick Start Course Pack was designed to provide everything you need to begin managing projects correctly. This online course pack includes:

1. **Managing Projects**
2. **Eliciting and Managing Requirements**
3. **Project Leadership Management and Communications**



PATH TO PMP SUCCESS ONLINE COURSE PACK

This online course pack does not only provide the knowledge needed to pass the exam, offering an extensive study of the PMBOK®, practice exams and a structured study plan, but also provides a deeper insight into how these skills can be applied. This online course pack includes:

1. **Risk Management**
2. **Scheduling and Cost Control**
3. **PMP Exam Power Preparation**

Benefits



Flexibility

You can flexibly use our online course packs over a period of 6 months. If you need more time, you can extend access for an additional three months at a cost of € 799,00 (+IVA).



Great Learning Experience

The new platform was built to replicate the classroom learning experience with highly interactive videos, graphics and easy to digest content provided in small, bite-sized chunks and user-friendly navigation.



Cost Saving

Each course pack costs € 2.000,00 (+IVA) instead of € 3.000,00 (+IVA) - almost the equivalent of 3 online courses for the price of two! After the initial 6 months, online access can be extended for an additional 3 months at a cost of € 799,00 (+IVA).

If you are unsure which course pack is best for you, our team of highly experienced course advisors will be happy to assist you on **(+39) 0283847.263** or email **solutions@strategyex.it**

Lean and Agile Training Courses

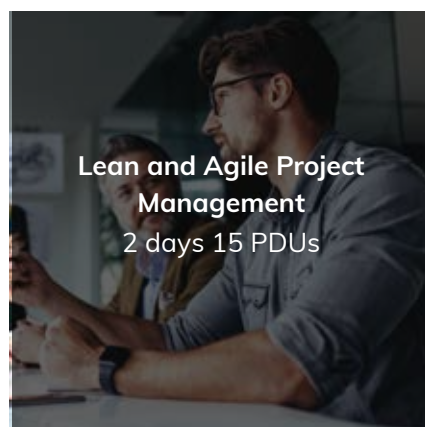
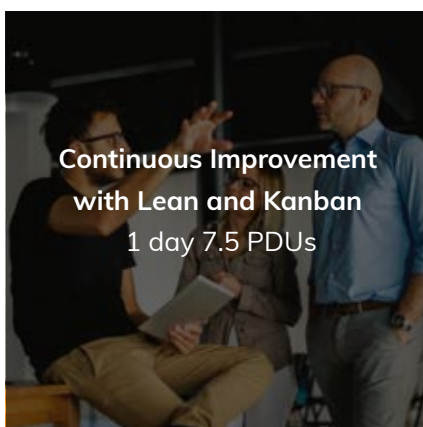
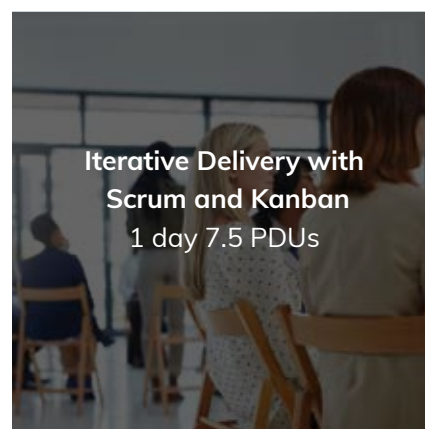
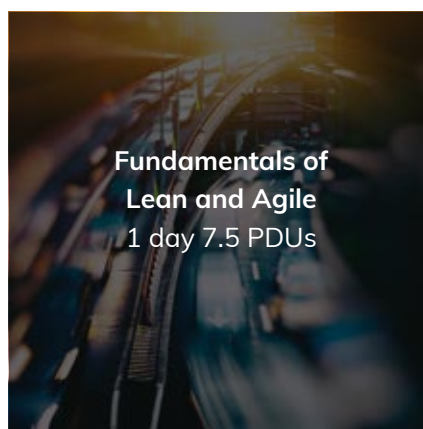
In today's fast-paced business world, budgets are constrained and project requirements change very quickly, whilst turnaround expectations have increased. Organisations and their people may need a methodology that is more fluid and adaptive to these evolving demands. Adopting Agile can lead to tangible business improvements quickly.

The benefits of lean and agile training for project managers and project leaders

- ✓ Build long-term and lasting competencies and competency within your internal teams
- ✓ Deliver your products and projects to market faster and with less error
- ✓ Improve collaboration and communication across your organisation
- ✓ Generate more predictable outcomes – delivering products and projects on schedule and on budget

Our new Lean and Agile curriculum helps you in your quest to incorporate this powerful approach into your work. Since modern agile methods are more about values and principles than they are about processes and tools, our courses focus on a blended approach that builds practical skills while also emphasising an adaptive and innovative mindset.

The following four courses within the Lean and Agile curriculum are currently available as public classroom courses:





Agile Practitioner Fast Track Programme

Our 3-day Fast Track Agile training course is a discounted course bundle consisting of three of our 1-day agile courses running over three consecutive days. It is the perfect introduction course for anyone interested in exploring the agile mindset, establishing foundational knowledge of Lean, Agile, Scrum and Kanban, as well as how to implement these agile methods in their organisation.

The Agile Practitioner Fast Track course bundle includes:

1. Fundamentals of Lean and Agile
2. Iterative Delivery with Scrum and Kanban
3. Continuous Improvement with Lean and Kanban

Our full Lean and Agile curriculum, available either onsite, online or as classroom courses:

- Fundamentals of Lean and Agile
- Iterative Delivery with Scrum and Kanban
- Continuous Improvement with Lean and Kanban
- Lean and Agile Project Management
- Lean and Agile for Executives
- PMO Programme and Portfolio Workshop
- Fundamentals of DevOps
- DevOps Deep Dive Workshop
- Delivering Agile Projects with Scrum
- Developing Agile Requirements
- Estimating and Planning Agile Projects
- Agile Practices for Product Owners
- Project Portfolio Management Using Agile
- Agile Projects: Keys to Getting Started

Managing Projects

Obtain a solid understanding of project management methods with this comprehensive introductory course. Gain practical experience in applying proven project management techniques and discover a wealth of valuable, flexible tools that can be used immediately to ensure the success of any project in any type of organisation.

Covering the entire project life-cycle, this course is built around best practices currently used in today's fast-paced business environment.

You will learn project management skills through case studies, hands-on exercises and a broad array of practical experiences that can immediately be applied to the job. This approach yields a comprehensive project management experience, from the early stages of defining project requirements and developing work breakdown structures to project change control and closeout.

Reminder: Participants taking this course should not take Managing IT Projects.

Learn how to

- Use essential project management tools and techniques and apply fundamental project management principles
- Describe the roles and responsibilities of project managers across the project life cycle
- Define and develop the foundations of a project plan, including the project requirements document (PRD), work breakdown structure (WBS), budget, schedule and other resources
- Manage and control the project against the baseline
- Close out a project effectively

Course topics

Introduction to Project Management

- Definition of a Project
- Definition of Project Management
- Project Constraints
- Global Standards Governing Project Management
- Project Life Cycle
- Project Manager Roles and Responsibilities
- Skills Needed By Project Managers

Project Initiation

- Project Initiation
- Stakeholder Identification and Assessment
- Project Selection
- Selection Tools
- Project Charter
- Needs Assessment
- Formulating Good Objectives
- Requirements
- Requirements Documentation

Project Planning

- Core Project Team
- Scope Planning and Management
- Work Breakdown Structures
- WBS Dictionary
- Good Estimating Practices
- Three-Point Estimating
- Schedule Planning
- Network Diagramming
- Float
- Critical Path
- Gantt Charts
- Project Calendar
- Milestone Charts
- Estimating Cost
- Resource Planning
- Resource Planning Tools and Techniques
- Risk Planning
- Procurement Planning
- Communication Planning
- Quality Planning
- The Project Management Plan
- Project Baselines

Project Implementation

- Assessing Project Performance
- Earned Value Management (EVM)
- EVM Terminology
- Interpreting Earned Value Management (EVM) Calculations
- Corrective Actions
- Ways to Speed Up Schedules
- Sunk” Costs
- Managing Change
- Managing Risk
- Managing Quality
- Developing the Project Team
- Project Team Structures
- Virtual Teams
- Organisational Structures
- Managing the Project Team
- Managing Stakeholder Expectations
- Validating Scope

Project Closeout

- Closeout Guidelines and Issues
- Procurement and Project or Phase Closeout
- Lessons Learned
- People-Oriented Closeout Activities

Curriculum

Project Management

Course duration

3 days (classroom)

Course fee

€ 1.799,00 (+ IVA)

PMI PDUs

22.5 PDUs

Technical (18.5)

Leadership (4)

Strategic (0)



Project Leadership, Management and Communications

Project Leadership, Management and Communications is an interactive course designed to provide a solid foundation in key leadership competencies that will create the opportunity for a truly transformational leadership experience.

Project Leadership, Management and Communications will provide you with the tools necessary to enhance and build on your leadership skills.

You will assess your own leadership competencies as well as focus on areas for improvement and develop leadership plans to prioritise needs in developing your leadership abilities upon completing the course and returning to the workplace.

This course addresses critical issues that arise in creating a vision, aligning people to that vision, and energising people to achieve the vision. You will learn about the relationship of leadership to management, how to deal with motivational differences in individuals, interpersonal communication, managing conflict, managing change, and ethical issues in leadership.

Learn how to

- Lead project teams through effective communication
- Identify motivational value systems to improve productivity and cooperation
- Recognise the role of business and personal ethics in leadership
- Utilise a powerful four-stage collaborative negotiation process
- Define predictable change stages and identify appropriate leadership strategies for each stage
- Create a personal Leadership Development Plan

Course topics

Leadership and Management

- What Is Leadership?
- Leadership Theory and Research
- Role of Leadership in Today's Business Environment
- Leadership and Project Success
- Leadership Competencies
- Leadership Styles

Leading Effective Teams

- Definition of a Team
- Characteristics of Effective Teams
- Challenges of Leading Project Teams
- Types of Teams
- Strategies for Optimising Team Size
- Colocation
- Virtual and Global Teams
- Stages of Team Development
- Team Behaviour

Building Relationships

- Building Relationships
- Relationship Awareness® Theory
- Interpersonal Development in Relationship Awareness® Theory
- The Seven MVST™s
- Relationship Awareness® Theory and Organisational Culture
- Relationship Awareness® Theory and Management
- Relationship Awareness® Theory and Rewards
- Strengths Versus Weaknesses
- Effective Communication
- The Communication Model
- Communication Strategies
- Project Communication Plans



Managing Conflicts

- Project Teams and Conflict
- Sources of Conflict on Project Teams
- Conflict Management
- Relationship Awareness® Theory and Conflict
- Approaches to Managing Conflict
- Competitive Negotiation
- Using Power to Persuade and Influence
- Collaborative Negotiation

Ethics and Leadership

- Defining Ethics
- Benefits of Ethical Behaviour
- Consequences of Unethical Behaviour
- Ethical Guidelines
- Personal Versus Business Ethics
- Ethics and Leadership
- Ethics and Project Management

Leading Change

- What Is Change?
- Implementing Change
- Stages of Adjusting to Change
- Managing Change
- Leading Projects Influenced by Organisational Change
- Change Strategy Planning
- Fundamental Principles of Managing Change

Putting It All Together

- Expectations of a Project Leader
- Leadership: A Growth Process
- Leadership Development Plan

Curriculum

Project Management

Course duration

3 days (classroom)

Course fee

€ 1.799,00 (+ IVA)

PMI PDUs

22.5 PDUs

Technical (0)

Leadership (22.5)

Strategic (0)

Scheduling and Cost Control

This course focuses on managing the constraints faced in any project, including: limits on time, human resources, materials, budget and specifications. Discover proven ways to work within identified constraints, without letting predefined limits curtail creativity or innovation.

You will gain hands-on experience, practicing your skills in building project requirements and the work breakdown structure. You will learn a sound, logical framework for scheduling and controlling project activities and you will master techniques for estimating, forecasting, budgeting, monitoring, controlling, analysing and reporting costs and interpreting the meaning of earned-value data. Individual and small-group exercises feature scenarios that will help hone these skills, and a comprehensive toolkit will provide practical field guidance.

Learn how to

- Use the work breakdown structure to develop a network diagram
- Calculate the schedule and cost estimates using PERT and CPM
- Plan for schedule, scope and cost variations
- Predict future project performance based on historical data
- Predict, assign and tabulate resource requirements
- Monitor changes and close out projects on time



Course topics

Project Definition

- Definition of Scheduling and Cost Control (S&CC)
- Project Constraints
- Project Life Cycle
- Requirements Review
- S&CC Documentation
- The Work Breakdown Structure (WBS)

Resource Allocation and Estimating

- Resource Planning
- Roles and Responsibilities Matrix
- Resources as Estimating Sources
- Estimating Durations
- Duration Considerations
- Productivity and Availability in Resource-driven Estimates
- Types of Estimates
- Estimating Recommendations
- Estimating Tools and Techniques (Analogous Estimates, Parametric Estimating, Vendor Bids, Bottom-up Method: Detailed Estimates)
- Cost Categories and Types of Costs
- PERT
- SD in PERT Estimates
- How to Review an Estimate
- Estimating Caveats

Scheduling

- Defining Activities
- WBS and Network Scheduling
- Validating the Time Frame
- Considering Risk in Schedule Estimates
- Network Diagramming
- Precedence Diagramming Method (PDM)
- The Basic Finish to Start Relationship
- Building a Precedence Diagram
- Forward Pass and Backward Pass
- Float / Slack
- Critical Path
- Lag and Lead Times

- Additional PDM relationships (Start to start, Finish to finish, Start to finish)
- Hammock Activity
- Gantt and Milestone Charts
- Techniques for Decreasing Project Duration
- Cost / Time Slope
- Resource Leveling
- Resource Loading

The Baseline

- Basics of Baselines
- Types of Baselines
- Baseline Costs plus Reserve
- Cumulative Cost Curve
- Review the Baseline
- The Project Management Plan

Evaluation and Forecasting

- Evaluation
- Control Considerations
- Performance Control Charts
- Defining Earned Value Management (EVM)
- Key EVM Terminology
- Key EVM Formulas
- Interpreting EVM Formulas
- Estimating Percent Complete
- Analysing Variance
- Reporting Status

Change Management

Within the Project

- Understanding the Project Change Management Process
- Sources of Change
- Document Change Requests
- Determining the Impact of Change
- Coping with Approved Changes
- Updating the Plan
- Communicating Project Changes

The Exit Strategy: Closing the Project

- Project Closeout
- Exit Strategy Process
- Fulfill Contract Obligations
- Conduct Final WBS Review
- Organise Files
- Assess Lessons Learned
- Conduct Transition Meetings
- Celebrate Success
- Close Project or Phase

Curriculum

Project Management

Course duration

3 days (classroom)

Course fee

€ 1.799,00 (+ IVA)

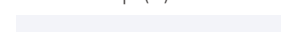
PMI PDUs

22.5 PDUs

Technical (22.5)



Leadership (0)



Strategic (0)



Risk Management

This course addresses how to identify, quantify, control, and respond to risk management in the context of the project lifecycle. The course teaches qualitative and quantitative techniques and tools for assessing the impact of risk. Interactive exercises and case studies allow you to apply risk management theories, concepts, and principles to real-world situations.

Risk Management examines threat and opportunity from both a top-down and bottom-up perspective, using our proven eight step risk management process. Using effective tools, including our highly regarded risk assessment model, you will learn how to evaluate and respond to risk at the project and task levels. By applying these tools you will be able to identify, quantify, control and respond to risk in the context of the project lifecycle through a risk management plan. This plan will enable you to monitor and control risks throughout the execution of the project by identifying new risks, reassessing existing risks and monitoring risk triggers. You will end the course with new practices to apply in your environment and new insights on the implications and advantages of applying risk management well.

Reminder: Participants taking this course should not take IT Risk Management.

Learn how to

- Implement a practical, eight-step process to manage project risk
- Identify threats and opportunities and determine their relative value to your project
- Control multiple risks using concise strategies
- Overcome psychological barriers to risk in stakeholders and team members
- Make risk and opportunity integral components of your next project plan

Course topics

Foundations of Risk

- Project Risk
- Dual Nature of Risk
- Elements of Risk
- Levels of Risk
- Characteristics of Risk Events
- Risk Management
- Definition, Benefits, and Responsibilities of Risk Management
- The Project Planning Process and Risk Management
- The Project Life Cycle and Risk Management
- Types of Risks
- Uncertainty
- Factors Affecting Risk Perceptions
- Critical Success Factors for Dealing with Risk

Identifying Risks

- Risk Management and Project Management
- Risk Management Model
- Step 1: Risk Management Planning
- Importance of Documentation and Communication
- Step 2: Identify Risks
- Guidelines and Preparation for Identification
- Tools and Techniques (Expert Interviews, Delphi Technique, Brainstorming, Nominal Group Technique, Affinity Diagram, Analogy, Checklists, Questionnaires, and Templates, Crawford Slip Method, SWOT Analysis, Prototyping)
- Risk Event Lists and Common Problems
- Identifying Additional Risks

Analysis Fundamentals

- Presenting Risk
- Probability and Impact
- Qualitative Risk Rating
- Quantitative Risk Analysis
- Probability Assessment: Combining Approaches
- Probability Analysis and Rules
- Comparison of Approaches

Analysing and Prioritising Risk

- Step 3: Analyse Risks
- Risk Analysis Guidelines
- Impact Analysis (Project Cost, Schedule, and Scope)
- Tools and Techniques (Expert Judgment, Financial Measurements, Expected Value, Decision Tree, Statistical Sums (PERT), and Computer Simulation (Monte Carlo))
- Documenting the Analysis
- Step 4: Prioritise Risks
- Guidelines
- Tools and Techniques (Qualitative Risk Ranking, Expected Value, Filtering, and Comparative Risk Ranking)



Plan Responses to Risk

- Step 5: Risk Response Planning
- Risk Response Planning Process
- Risk Response Strategies for Threats
- Risk Response Strategies for Opportunities
- Schedule Risk Response Planning
- Risk Analysis and Response Development
- Response Analysis Matrix
- Risk Response Escalation
- Definition of Reserves
- Factors in Determining Reserves
- Update Risk Management Plan

Executing, Evaluating, and Documenting Risks

- Overview of Risk Monitoring

Curriculum

Project Management

Course duration

3 days (classroom)

Course fee

€ 1.799,00 (+ IVA)

PMI PDUs

22.5 PDUs

Technical (22.5)

Leadership (0)

Strategic (0)

Negotiation Skills for Project Managers

Negotiation is an invaluable skill for any project manager. Not only do you negotiate agreements with vendors and contractors, but you must effectively negotiate with stakeholders, customers and team members throughout the life of a project.

This three-day, highly interactive experience covers the dynamics, processes and techniques of internal and external negotiation situations.

Short on lecture and long on practice, this course provides participants with the opportunity to experience one-on-one negotiations. You will learn how to analyse negotiation styles, diffuse conflict and turn it into an advantage to negotiate more effectively. Participants will receive coaching and feedback from the instructor and the other participants.

By the end of the course, you will have explored the dynamics of both the competitive and collaborative models of negotiation as well as some of the implications of team negotiations. To ensure you maintain and build these skills, the course includes a personal action plan that will ensure the integration of new knowledge and skills in both your personal and professional life.

Learn how to

- Recognise the naturally occurring structure of a negotiation in order to develop an efficient and effective methodology for preparing and conducting a negotiation
- Explore negotiation in the context of project management
- Leverage your negotiating competencies to improve your strengths
- Gain insight into how to better manage yourself, your emotions and your relationship with the other party
- Better prepare for complex and difficult negotiation situations

Course topics

Negotiation Fundamentals

- Project Management Negotiation Defined
- Negotiation and Project Management
- Strategies for Negotiating with Different Types of Stakeholders
- Negotiation and the Project Life Cycle
- Negotiating the Project Constraints
- Negotiating Scope

Key Project Negotiation Concepts

- Negotiation: Big Picture
- Stages of Negotiation
- Issues and Backup Plans
- Dynamic and Static Issues
- Competitive vs. Collaborative Negotiation
- Dynamic: Positions vs. Interests
- Competitive: Soft, Hard, Analytical Approaches and Techniques
- Identifying Ranges and the ZOPA
- Preparing to Negotiate Collaboratively

Collaborative Negotiation:

The Basic Elements

- Negotiating Styles
- Collaborative Negotiation Skills
- Why Collaborate in a Project Environment
- Steps to Collaboration
- The Collaborative Negotiator
- Manage the Relationship (Positive Climate, Build Trust, Separate the People from the Problem)
- Interests vs. Positions
- Clarifying Interests
- Developing Options
- Review, Summarise, and Refine Agreement
- Closing the Negotiation and Evaluating Outcomes



What If They Won't Collaborate?

- Difficult Negotiators (Four Types and Strategies for Dealing with Them)
- Emotional
- Argumentative
- Dug-in
- Stuck
- Using Power
- Preparing to Negotiate Collaboratively

Influencing Styles

- Personality Styles and Negotiation Styles
- Myers Brigg Type Indicator (MBTI®)
- Administration
- Guidelines
- Benefits of MBTI® for Negotiation
- The Four MBTI® Scales
- Understanding the influencing style in a Negotiation
- Two Approaches to the Environment
- Two Ways People Gather Data
- Two Ways People Make Decisions
- Energy Attitude (Extrovert vs. Introvert)

- MBTI® and Negotiation Stage Selection
- Examples of How Type Impacts Other Types
- Dynamic Interaction of the Mental Functions (Including the Dynamic Lens)
- Stress and the MBTI® (The Grip Experience)

Negotiation Challenges and Complexities

- Complexity vs. Difficulty (Including Project Management Examples)
- The Role of Power in Negotiation
- Strategies for Negotiating Up
- Virtual Negotiations (Challenges and Strategies)
- Cross-Cultural Negotiation Variables
- Context
- Tips for Negotiating Across Cultures
- Multiple-Party vs. Two-Party Negotiations
- Team Negotiation Complexities
- Open Dialogue

Curriculum

Project Management

Course duration

3 days (classroom)

Course fee

€ 1.799,00 (+ IVA)

PMI PDUs

22.5 PDUs

Technical (0)

Leadership (22.5)

Strategic (0)

PMP® Exam Power Preparation



Beyond academic credentials, certification by the Project Management Institute (PMI®) as a project management professional (PMP®) demonstrates that the recipient has mastered essential project management skills and knowledge.

To earn PMI's PMP credential, applicants must demonstrate the required long-term commitment to project management professionalism and pass a rigorous 200-question exam covering the five management process groups and the ten knowledge areas in PMI's A Guide to the Project Management Body of Knowledge (PMBOK® Guide).

This well-proven and successful course will improve your chances of passing the PMP certification exam. You will find out exactly what you need to know and how to prepare yourself to successfully tackle any question on the exam.

You'll complete two comprehensive online practice exams that simulate the PMP® Exam outside of normal class hours. This course is preparation for the PMBOK Guide® - Sixth Edition exam.

Learn how to

- Recognise the types of questions on the PMP exam
- Demonstrate an understanding of PMI's project management best practices
- Defeat exam anxiety by completing challenging practice exams
- Confidently list the mathematical formulas that will appear on the exam
- Create more "best" answers, rather than just the "right" answers

- Learn techniques for choosing answers when you do not know the answer to the exam question
- Design the study approach best suited to your preparation
- Discuss major themes and issues for each of the 10 knowledge areas

Course topics

Introduction

- Purpose of the PMBOK® Guide
- Fundamental Concepts and Definitions
- Components of the Guide

The Environment in Which Projects Operate

- Enterprise Environmental Factors
- Organisational Process Assets
- Organisational Systems

The Role of the Project Manager (PM)

- Definition of a Project Manager (PM)
- Sphere of Influence
- PM Competencies
- Leadership and Management

Project Integration Management

- Integration Management Processes
- Develop Project Charter
- Develop Project Management Plan
- Direct and Manage Project Work
- Manage Project Knowledge
- Monitor and Control Project Work
- Perform Integrated Change Control
- Close Project or Phase

Project Scope Management

- Plan Scope Management
- Collect Requirements
- Define Scope
- Create WBS
- Validate Scope
- Control Scope

Project Schedule Management

- Plan Schedule Management
- Define Activities
- Sequence Activities
- Estimate Activity Duration
- Develop Schedule
- Control Schedule

Project Cost Management

- Plan Cost Management
- Estimate Costs
- Determine Budget
- Control Costs

Project Quality Management

- Plan Quality Management
- Manage Quality
- Control Quality

Project Resource Management

- Plan Resource Management
- Estimate Activity Resources
- Acquire Resources
- Develop Team
- Manage Team
- Control Resources

Project Communication Management

- Plan Communications Management
- Manage Communications
- Monitor Communications

Project Risk Management

- Plan Risk Management
- Identify Risks
- Perform Qualitative Risk Analysis
- Perform Quantitative Risk Analysis
- Plan Risk Responses
- Implement Risk Responses
- Monitor Risks

Project Procurement Management

- Plan Procurement Management
- Conduct Procurements
- Control Procurements

Project Stakeholder Management

- Identify Stakeholders
- Plan Stakeholder Engagement
- Manage Stakeholder Engagement
- Monitor Stakeholder Engagement

Curriculum

Advanced Project and Programme Management

Course duration

3 + 2 days

Course fee

€ 2.299,00 (+ IVA)

PMI PDUs

35 PDUs

Technical (35)

Leadership (0)

Strategic (0)

Programme Management

Programme management doesn't simply entail managing interrelated projects - rather, it's about managing programmes to maximise benefits realisation while ensuring that programmes (and their components) align with organisational strategy and overall strategic objectives.

The course contains an integrated case study and walks participants through the lifecycle of a typical programme, identifying critical success factors at each step in the process. In addition to the latest insights from PMI's Standard for Programme Management and Managing Success Programmes (MSP), you'll learn to initiate a programme, develop a solid business case, manage stakeholders at all levels, develop a detailed roadmap (including programme and governance plans) and define key deliverables and outputs needed for realising programme benefits. You'll also manage change and programme challenges and close out the programme effectively.

Learn how to

- Increase your effectiveness and efficiency as a programme manager in achieving the strategic value of a programme
- Adopt a systematic approach to managing programmes
- Apply proven tools and techniques to programme management
- Recognise benefits management as the primary responsibility of the programme manager

- Use a standard vocabulary for programme management
- Distinguish between projects, programmes and portfolios; and project management, programme management and portfolio management
- Describe the programme lifecycle and recognise the value of following this approach
- Identify the critical success factors of programme management

Course topics

Programme Management

Key Concepts

- Project vs. programme
- Types of programmes
- Programme complexity
- Programme management
- Definition
- Characteristics
- Value
- Interactions between programme managers and projects

- Programme manager's focus
- Portfolio and portfolio management
- Organisational strategic model
- Organisational factors that contribute to programme success
- Programme and strategic objectives
- Globally recognised programme management standards
- Typical programme lifecycle
- Critical success factors
- Programme management and your organisation

Programme Proposal

- Identifying programme context
- Organisation's mission, vision, values, organisational strategy, and goals
- Organisational strategic objectives drive programme objectives
- Importance of programme vision
- Organisational strategy and business needs
- How do you see your organisation's business needs and strategic objectives driving your programmes' objectives?



- Programme management business case
- Purpose
- Programme manager's role
- Components
- Programme proposal
- Programme initiation in your organisation
- Critical success factors for Programme Proposal

Programme Initiation and Approval

- Purpose of Programme Initiation and Approval
- Programme approval
- Programme sponsor (roles, responsibilities, characteristics)
- Assessing your organisation's programme sponsorship
- Programme manager key competencies
- "Great" programme managers
- How can you strengthen your own programme management competencies?
- Programme charter
- Purpose
- Components
- High-level road map
- Approval
- Your experience
- Stakeholder management
- Programme manager's role
- Examples of key stakeholders
- Identifying and analysing
- Assess stakeholders' positions
- Prepare for programme planning
- Critical success factors for Programme Initiation and Approval

Programme Planning

- The programme management plan
- Programme planning overview
- Programme scope and objectives
- Benefits realisation plan
- Benefits map
- Requirements gathering (and business rules)
- Programme WBS
- Programme architecture
- Types of architecture relationships and interfaces
- Architecture baseline benefits
- Dividing programmes into projects (best practices and other considerations)

- Programme vs. project business case
- Project feasibility studies
- Programme management plan
- Financial management plan
- The programme master schedule
- Governance
- Setting up programme management infrastructure-PMOs (including your experience)
- Revisit the programme business case
- Programme metrics
- Programme control and measurement (including best practices)
- Programme governance-measuring benefits
- Determine other requirements realisation
- Critical success factors for Programme Planning

Delivery of Capabilities and Benefits

- The programme manager's role during Delivery of Capabilities and Benefits
- Implement the governance structure to monitor and control the programme
- Initiate and manage programme projects to Achieve Programme Objectives
- The dynamic nature of programmes
- Coordinating and managing the programme's project and non-project work
- Monitor and analyse progress against the programme management plan
- Manage resources to ensure programme priorities are maintained
- Best practices when working with virtual/global teams
- Manage risk and contingencies
- Measure benefits realisation
- Managing programme changes
- Transitioning from AS-IS to TO-BE state
- Identify issues and ensure preventative or corrective actions are taken
- Other common programme issues
- Managing programme issues

- Your own lessons learned on dealing with programme issues
- Communicate with stakeholders and governance board
- Critical success factors for Delivery of Capability and Benefits

Programme Closure

- Validate Status of Benefits Realisation with Stakeholders
- Best Practices for Validating Benefits Realisation
- Disband and Redeploy the Team
- Provide for Ongoing Customer Support and Maintenance
- Document Lessons Learned for Future Organisational Retrieval and Use
- Provide Feedback and Recommendations for Future Opportunities
- Archive and Maintain All Documentation for Future Use or Audits
- Manage Any Additional Required Transitions to O/M
- Critical Success Factors—Programme Closure

Curriculum

Advanced Project and Programme Management

Course duration

3 days (classroom)

Course fee

€ 1.799,00 (+ IVA)

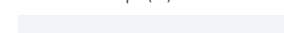
PMI PDUs

22.5 PDUs

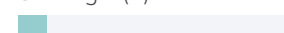
Technical (17.5)



Leadership (0)



Strategic (5)



Fundamentals of Lean and Agile

Fundamentals of Lean and Agile provides a foundational exploration of what it means to be Lean and Agile. In this course, attendees not only learn the value and basics of Lean and Agile execution - they will also learn many of the necessary “other” elements of any successful Lean and Agile environment.

This course includes overviews on Lean and Agile philosophy, myths and how they work together, overviews on both iterative and continuous delivery methods, overviews on Scrum and Kanban, and overviews on how Lean and Agile work is generated, valued, sized and represented; all of which contribute to clear understanding of the Lean and Agile universe in preparation for more advanced concepts and techniques.

Learn how to

- Define the terms Lean and Agile as they apply to the modern business environment
- Describe the philosophy, values, principles and myths of both Lean and Agile
- Recognise concepts that Lean and Agile leverage for success
- Explain the Scrum framework and its associated roles and ceremonies at a high level
- Explain the Kanban principles and method to delivery at a high level

Course topics

The Lean and Agile Philosophies

- Why are Lean and Agile Popular?
- Modern Lean Philosophy
- Modern Agile Philosophy
- Lean and Agile Side by Side
- Lean and Agile Work Within Systems Thinking
- History of Lean and Agile
- What is Lean?
- Lean Principles and Approach
- Lean Wastes
- Benefits of the Lean Approach
- Lean Myths and Misconceptions
- What is Agile?
- What is an Agile Mindset?
- The Agile Manifesto – Values and Principles
- Agile Myths and Misconceptions



The Role of Value in Lean and Agile Environments

- Lean and Agile Focus on Value
- Identifying Value Through Lean Startup
- Combining Lean, Agile, and Lean Startup
- Agile Value Creation
- Product Vision
- Product Roadmap
- Product Release Plan
- Product Backlog
- Minimum Viable Product (MVP)
- Iterative Breakdown to find MVP
- How to Uncover Value Quickly
- Modern Approach to Business and Value

Scrum: Simple Iterative Work Management

- Iterative Flow Work Management
- Scrum Framework – Iterative Flow
- Scrum Roles
- Product Owner Role
- Scrum Master Role
- The Scrum Team
- Product Backlog
- Requirements and their Levels
- User Stories
- Sizing Stories – Relative Sizing

- Good User Story Attributes
- Scrum Ceremonies
- Sprint Planning
- The Daily Scrum (Stand-Up)
- Backlog Refinement (Grooming)
- Measuring Team Velocity
- Burn-down and Burn-up Charts
- Sprint Review (Demo)
- Sprint Retrospective

Kanban: Simple Continuous-Flow Management

- Continuous-Flow Work Management
- Kanban Principles
- Kanban Practices
- Plan, Do, Check, Act (PDCA)
- Kaizen
- Kaizen, PDCA, Kanban, and Improvement
- Kanban Roles and Ceremonies (or lack thereof)
- Kanban Example
- Kanban Principles:
 - Visualisation
 - Make Policies Explicit
 - Limit Work in Progress (WIP Limits)
 - Manage Flow
 - Improve Collaboratively and Incrementally

Course Closeout

- Review of key learning points
- Individual Action Plan
- Exam
- Exam Review

Curriculum

Agile Project Management

Course duration

1 day

Course fee

€ 799,00 (+ IVA) or
€ 2.150,00 (+ IVA) as part of
the Agile Fast Track

PMI PDUs

7.5 PDUs

Technical (7.5)

Leadership (0)

Strategic (0)

Agile Fast Track

The Agile Fast Track is designed to save participants time and cost, whilst at the same time offering solid foundational knowledge of the Agile methodology.

Combination course fee (all 3 courses):

€ 2.150,00 (+ IVA) - **over 15% discount** compared to taking each course individually

Day 1:

Fundamentals of Lean and Agile

Day 2:

Iterative Delivery with Scrum and Kanban

Day 3:

Continuous Improvement with Lean and Kanban

Iterative Delivery with Scrum and Kanban

Iterative Delivery with Scrum and Kanban is an activity-driven course for teams and leaders of teams that demonstrates how to perform iterative delivery of work using Scrum and Kanban. Iterative delivery is one of two principal methods of delivering work in a Lean and Agile manner and blends well with project-based work efforts.

The course provides specific learning and application-based experience wielding Scrum and Kanban to complete deliverables during the class. The course assumes that participants already know the foundational elements of Lean and Agile.

Course topics

Review of Agile, Iterative Delivery, Scrum, and Kanban

- Modern Agile Philosophy
- What is an Agile Mindset?
- Iterative Flow Work Management
- Iterative Delivery
- Scrum and Kanban
- Scrum Framework – Iterative Flow
- Kanban Visualisation
- Agile Value Creation
- Plan, Do, Check, Act (PDCA)
- What is the Minimum Viable Product?

Collaboration Techniques

- Divergent and Convergent Thinking
- Idea Generation - Brain Writing and Affinity Grouping
- Dot Voting - Idea Interest, Priority, and Value

User Stories, Detailing, and Priority

- Story Detailing
- Story Detailing (Grooming)
- Good User Story Attributes
- User Story Cards
- Relative Sizing

Sprint Zero, Kanban, and Backlog Setup

- Sprint Zero – the Kickoff Sprint
- Typical Sprint Zero Activities
- Kanban Example
- Setting Up the Kanban Board and Backlog

Iterative Metrics and Communication

- Metrics – What do we track?
- Metrics – How do we communicate what we track?
- Relative Capacity – Team Velocity
- Burn-down Chart
- Burn-up Chart

Sprint Roles and Ceremonies

- Skills for the Scrum team
- The Scrum Roles
- Scrum Ceremonies
- Ceremony – Sprint Planning
- Ceremony –The Daily Scrum (Stand-Up)
- Backlog Grooming (Refinement)
- Ceremony – Spring Review (Demo)
- Ceremony – Sprint Retrospective

Course Closeout

- Review of key learning points
- Final Assessment (based on performance in final exercise)
- Individual Action Plan

Curriculum

Agile Project Management

Course duration

1 day

Course fee

€ 799,00 (+ IVA) or
€ 2.150,00 (+ IVA) as part of
the Agile Fast Track

PMI PDUs

7.5 PDUs
Technical (7.5)

Leadership (0)

Strategic (0)

Continuous Improvement with Lean and Kanban

This is the second of two principle methods for delivering work according to Lean and Agile practices. Along with Iterative Delivery, Continuous Delivery blends with other project-based work efforts and assumes foundational knowledge of Lean and Agile prior to this course.

It provides teams and leaders of teams with the ability to demonstrate how to perform continuous delivery of work using Lean and Kanban. Specific learning and application-based experiences ensure delegates are able to complete deliverables during the class.

Course topics

Identifying Value and Mapping Value Stream

- Definition of continuous improvement
- Elements of the Lean Approach
- Definition of Value
- Identifying Value
- How to Uncover Value Quickly
- Value Stream
- Value Stream Mapping
- Value Stream Mapping vs Process Mapping
- TIMWOOD
- DOWNTIME
- Gemba Walks
- Value Stream Mapping using PDCA

Creating Flow and Establishing Pull

- Creating Flow
- Visualising Flow with Kanban
- Creating a Kanban Board
- Making Policies Explicit
- WIP Limits and Wait States
- Triggers
- Kanban and Flow Metrics
- Work in Process vs Progress
- Queues
- Cycle Time vs Lead Time
- Takt Time
- Throughput
- Little's Law
- Cumulative Flow Diagrams
- Push Strategy

- Establishing Pull
- Creating Pull Within a Board
- Creating Pull Through the System
- Andon Cord

Implementing Continuous Improvement

- Identify Waste in Value Stream
- Label Waste in Value Stream
- Find Solutions to Remove Waste
- Prioritise Removal of Waste
- Simple Kaizen Board
- Advanced Kaizen Board
- Iterate using Kaizen Board
- Constantly Work Waste Out of your System

Curriculum

Agile Project Management

Course duration

1 day

Course fee

€ 799,00 (+ IVA) or

€ 2.150,00 (+ IVA) as part of the Agile Fast Track

PMI PDUs

7.5 PDUs

Technical (7.5)

Leadership (0)

Strategic (0)

Lean and Agile Project Management



Lean and Agile Project Management is an activity-driven, “nuts-and-bolts” course that teaches participants how to promote value-based, high-quality, accelerated delivery of projects in a sustainable manner.

The course details the role and responsibilities of a Product Owner and how other roles in the project and portfolio space collaborate and work together in a lean and agile environment. It addresses expectations of the Product Owner and other roles related to portfolio management, requirements gathering, project planning, valuating, estimating and other activities. The course assumes foundational elements of Lean and Agile and at least one of the two principles lean and agile delivery methods are known.

Course topics

Traditional Project Management

- Goals of Project Management
- What Is Project Management?
- What Are the Phases of Waterfall?
- Project Management Steps
- Estimates and Traditional Project Management
- Complexity and Traditional Project Management
- Pros and Cons of Traditional Project Management

Lean and Agile Project Management

- Transition to Lean and Agile Project Management
- The Agile Manifesto: Values
- What Is Lean and Agile Project Management?
- Who Uses Lean and Agile Project Management?
- Benefits of Lean and Agile Project Management
- Challenges of Lean and Agile Project Management
- Balancing Architecture
- The Life Cycle of Lean and Agile Projects
- Factors to Enable Lean and Agile Adoption

Lean and Agile Project Roles

- What Is Mastery?
- What Is Shu Ha Ri?
- Project Organisation
- Characteristics of the Core Team
- Core Team Members
- Project Manager vs. Scrum Master
- Business Owner vs. Product Owner
- Traditional Manager vs. Agile Manager
- Service Providers?

Lean and Agile Project Planning

- Goal of Planning
- The Team Struggle – Communication
- The Project Struggle – Communication
- Managing Work and Communications with Multiple Teams
- Collaborate to See the Whole
- Pareto Principal in Planning
- Getting Started: Seven Steps to Create a Project Plan
- Identify Technical Debt

- Identify Dependencies
- Identify Risks
- Forms of Project Plans
- Top Tools
- Definition of Estimate
- Absolute Estimation
- Relative Estimation
- Five Types of Estimates
 - Value Estimates
 - Initiatives Estimates
 - Epic Estimates
 - User Story Estimates
 - Tasks Estimates
- Estimating – Understanding Context
- Dispelling the Myth: Planning
- Dispelling the Myth: Releases

Considerations for Lean and Agile Project Execution

- The Life Cycle of Lean and Agile Projects: Work and Deliver
- Project Execution
- Project Metrics and Artifacts
- Applying Lean to Project Management
- Project Communication
- Project Meeting Cadence
- Tips for Effective Meetings
- Dispelling the Myth: Scaling
- Managing Work and Communications with Multiple Teams

Curriculum

Agile Project Management

Course duration

2 days (classroom)

Course fee

€ 1.599,00 (+ IVA)

PMI PDUs

15 PDUs

Technical (7.5)

Leadership (0)

Strategic (0)

High Impact Communication

Without communication skills, your technical capabilities simply aren't worth as much as they could be. Even the best ideas, strategies and work plans must be effectively communicated to have value. In our information-overloaded business world, being heard and getting what you need is more challenging than ever.

This course teaches techniques for creating high-impact, meaningful communication with co-workers, clients and stakeholders. Through practical exercises, group discussions and case studies, you will learn how to determine your own communication style, identify the communication styles of your audience and adapt your delivery accordingly. This course will provide hands-on practice in crafting persuasive messages, facilitating dialogue and making powerful communications. It will address common communication fallacies and ways to identify where a miscommunication has occurred. The course will also address issues related to communication in a virtual and global environment.

You'll walk away from the course firmly grounded in key communication techniques and possessing the additional tools necessary to apply these techniques to your work environment. You'll also be able to implement standard communication planning processes to ensure that every communication is high-impact and well-structured.

Learn how to

- Deliver persuasive communications that achieve the outcomes you want
- Adapt your communication style to the receiver's style for greater impact
- Work and dialogue more effectively in small groups
- Select the most appropriate medium and structure for high-impact communication
- Implement techniques and strategies to create high-impact communication
- Plan your communications and meetings for maximum results

Course topics

Structuring Your Message

- Benefits of Structure
- Structure Model for Organising Content
- Opening
- Body
- Closing
- Topic
- Recommendation
- Evidence
- Outcome
- Action
- Supporting Evidence
- Clear Writing and Speaking
- Storytelling and High-Impact Techniques
- Visual Aids
- Strong Closings
- Appealing to Different Learning Styles (Visual, Auditory, Kinesthetic Predicates)

Delivering Your Message

- High-Impact Communication Checklist
- First Impressions

- Stage Fright
- Body Language and Voice
- Handling Audiences Reactions
- Q&A-Sessions
- Constructive Feedback

High-Impact Meetings

- Senders and Receivers In Small Groups
- Business Meetings
- Elements of High-Impact Meetings
- Experience
- Process
- Productivity
- Communication Styles in Meetings
- Building Trust
- Empathy
- Active Listening
- Question Types (Open vs. Closed and Leading vs. Probing Questions)
- Dialogue (Four Building Blocks and Video)
- Principles of Effective Meetings
- Meeting Facilitation
- Measuring Results

Curriculum

Business Skills

Course duration

3 days (classroom)

Course fee

€ 1.799,00 (+ IVA)

PMI PDUs

22.5 PDUs

Technical (0)

Leadership (22.5)

Strategic (0)

Critical Thinking and Problem Solving

Imagine if you could solve a problem once and it would go away. Or, implement a solution that really works or seize upon opportunities before they pass you by. This course presents a structured approach for tackling problems, opportunities and decisions that will ultimately help you get better results—whether you are innovating, managing crises or planning for the future.

The course addresses the five types of critical thinking needed in business environments: strategic thinking, tactical thinking, analytical thinking, innovative thinking and implicative thinking. It also teaches a proven five-step process for responding to business problems and opportunities.

Through exercises, you will practice using these different thinking approaches to achieve maximum results. You will also have the opportunity to apply these concepts to a specific problem or opportunity from your own business environment, share newly learned approaches with classmates, and give and receive feedback on those approaches.

Learn how to

- Employ different thinking approaches at different times to yield better results
- Generate innovative responses to business problems or opportunities

- Analyse your own thinking style preferences
- Think in the present to prepare for the future
- Determine the root causes of business problems
- Apply different types of thinking for improved analysis and problem solving
- Predict possible responses accurately to select an optimal response
- Design and execute appropriate action plans

Course topics

Strategy Execution's Critical Thinking Model

- Analytical thinking
- Strategic thinking
- Tactical thinking
- Innovative thinking
- Implicative thinking

Problem/Opportunity Identification and Analysis

- Strategy Execution's Problem/Opportunity
- Response Process
- Identification and analysis
- Environmental scan
- Response exploration
- Response selection
- Response implementation
- Active vs. passive problem/opportunity identification
- "AS-IS" vs. "TO-BE"
- Tools and techniques for problem/opportunity identification
- Process flowcharting
- Root cause analysis

Environmental Scan

- What is an environmental scan?
- Internal scan
- External scan

- Stakeholder scan
- Business architecture
- Your business processes/business rules

Response Exploration

- Tools and techniques for exploring new and unique responses
- Other innovative thinking approaches

Response Selection

- Filtering
- Clustering
- Voting
- Capability and value analysis
- Response prioritisation matrix
- Decision trees
- Implications analysis

Response Implementation

- Communicating the optimal response
- Gaining acceptance by stakeholders
- Managing expectations
- Saying "no" to high profile stakeholders
- Building an action plan
- Ensuring ownership and commitment

Curriculum

Business Skills

Course duration

3 days (classroom)

Course fee

€ 1.799,00 (+ IVA)

PMI PDUs

22.5 PDUs
Technical (0)

Leadership (22.5)

Strategic (0)

Coaching and Mentoring for Improved Performance

Do you find yourself with too little time—and with too few capable resources—to do the work that needs to be done? Are resource or performance issues creating roadblocks to your or others' success?

This course teaches you how to apply a powerful behavioural model to improve the quality, efficiency and effectiveness of your coaching and mentoring with lasting results. Through practical exercises, group discussion and case studies, you will acquire the skills and tools you need to determine what work can be allocated, and to whom, based on current performance levels.

As a participant, you will gain techniques for assigning work with the appropriate level of detail and guiding others' progress on the work assigned with suitable style and frequency. You will also learn how to evaluate results of the finished work and to provide focused feedback that helps improve or sustain performance in the future.

Learn how to

- Define the purpose of coaching and mentoring and its value to the organisation
- Apply the elements of the Coaching and Mentoring Model and improve coaching and mentoring skills
- Assess current performance and plan for better performance using coaching tools and techniques
- Select the appropriate approach to convey expectations
- Effectively monitor progress and provide the type and level of feedback required
- Handle difficult situations involving poor performance
- Evaluate results to improve performance continuously

- Explain the role of coaching and mentoring in the context of the Mindset Model

Course topics

Define the Effective Coach

- Define coaching and mentoring
- What is coaching? What is mentoring?
- Coaching as a career choice
- Characteristics and critical skills of the effective coach
- Roles in coaching and mentoring
- Coaching relationships
- Coaching from a distance
- The impact of coaching
- Your purpose in coaching
- Supporting the four perspectives (strategic, operational, interpersonal, and personal) that comprise the Mindset Model

The Coaching and Mentoring Model

- The Coaching and Mentoring Model
- The performance equation
- Performance levels
- Coaching styles
- Application to a mentoring relationship

Determining Current Performance

- Establishing expectations
- Determining current performance levels
- Using effective questioning techniques to assess current performance levels
- The Coaching Planner
- Application within the mentoring relationship
- Current performance in the mindset model



Defining and Assigning Work

- Defining and assigning work
- Selecting your coaching style
- Direct
- Advise
- Entrust
- Developing active listening skills
- Questions that prompt reflection
- Coachee consideration
- Determining the learning styles of the people you coach
- Structuring your information with TREOA (topic, recommendation, evidence, outcome, and action)
- Defining and assigning work in a distance coaching or mentoring situation

Guiding Progress

- Guiding progress
- The coaching rule
- WIIFM (What's In It For Me?), rewards, and performance
- Techniques in delivering focused feedback
- Guiding progress in a mentoring relationship

Evaluating Results

- Evaluating results
- Measuring the effectiveness of the coaching
- Dealing with performance problems
- Preparing for an evaluation
- Evaluating results in a distance coaching and mentoring situation
- Complementary use of the mindset model and the coaching and mentoring model

Curriculum

Business Skills

Course duration

3 days (classroom)

Course fee

€ 1.799,00 (+ IVA)

PMI PDUs

22.5 PDUs

Technical (0)

Leadership (22.5)

Strategic (0)

Fundamentals of Business Analysis

Many people are unaware of the discipline of business analysis; many become business analysts or begin doing business analysis almost by accident, and have never thought of it as a disciplined set of knowledge, skills and techniques. Managers and SMEs who work with those accidental business analysts often have no idea that there is a discipline, or that it can provide so much value to work regardless of title.

This course is a broad overview to allow an understanding of the value that business analysis delivers in terms of executing strategy – both doing the right work and doing the right work right.

It looks at the whole organisation and how business analysis is applied in articulating and prioritising business needs, identifying and assessing solution options, making recommendations, defining solution scope, requirements management within a project, supporting a solution once it is in place, making sure the business objectives are met and continuously improving the solution to increase its business value.

Learn how to

- Describe the discipline of business analysis
- Explain major functions in the scope of business analysis:
 - Defining business needs
 - Requirements management
 - Benefits management
 - Enterprise analysis
- Describe how business analysis can contribute to your organisation and your individual work and responsibilities



Course topics

The Basics of Business Analysis

- What is business analysis
- Who does business analysis
- Scope of business analysis: enterprise business analysis, solution recommendation and proposal, requirements management, benefits management
- Contexts for business analysis
- Asking the right questions: who, what, where, when why, and how
- It's more than just requirements: business analysis information
- Modelling
- Requirements classification
- Requirements traceability

Defining the Business Need

- A process of discovery
- What is a Business Need
- Current State Analysis
- Business goals and objectives
- Stakeholder Analysis
- Define the Future State
- Capability analysis
- Future State Analysis
- Feasibility assessment
- Business Risk
- Assess alternatives
- Business case
- Solution Recommendation

Requirements Management

- Business Analysis Planning
- Challenges and Risks Related to Requirements Work
- Roles and Responsibilities
- Deliverables and Artifacts
- Communication Planning
- Elicitation Techniques and Challenges
- Solution Scope and Models
- Other Requirements Models
- Business Processes
- Acceptance Criteria
- Traceability
- Requirements Management Tools
- Supporting testing and implementation
- Lessons Learned

Benefits Management

- Goals of the Practice of Benefits Management
- Benefits and Value
- Patterns of Business Value
- Benefits Mapping
- Benefits Management Life Cycle
- Identify and Quantify
- Value and Appraise
- Benefits Planning
- Benefits measurement and Reporting
- Benefits Realisation
- Solution Evaluation
- Transition requirements
- Organisational readiness
- Managing the transition
- Recommending Corrective Action
- Organisational Change Management
- Continuous Process Improvement
- Plan-Do-Study-Act
- Process Analysis and Design

Enterprise Analysis

- Internal and External Analysis
- Business Ecosystem
- Enterprise Analysis Models
- Understanding the Ecosystem
- Customer value analysis and modelling
- Marketing research
- Internal environment analysis
- Strategy Mapping
- Organisation mapping
- Information mapping
- Business capabilities
- Value streams and mapping
- Portfolio of projects
- Business architecture

Curriculum

Business Analysis

Course duration

2 days (classroom)

Course fee

€ 1.599,00 (+ IVA)

PMI PDUs

15 PDUs

Technical (6)

Leadership (0)

Strategic (9)

Defining Business Needs and Solution Scope

Defining Business Needs and Solution Scope is an approach which uses business analysis skills to reveal the full picture before a decision is made.

Launching an initiative that will affect any sort of organisational change requires being very clear about the desired business outcomes, determining a solution scope, identifying and assessing all the viable options, scrutinising each of the options, and making sure you understand all that is involved in the change initiative, including required costs, resources and risks, is understood.

The business case establishes the framework for a successful change by revealing all of the potential pitfalls and tells executives the whole story before the investment is made. A good business case is honest, unbiased, objective and well-socialised; key stakeholders contribute and review before it is formally presented.

The skills of business analysis can help many professionals identify the right types of solutions to solve their business challenges and build the business cases to justify those recommendations. This is an advanced course designed to provide the knowledge needed to begin working on identifying business needs and analysing the benefits of various solution options, to help limit the choices before work gets underway or even before the solution work is chartered. In particular, this course “precedes” the typical project-life cycle as it sets up the benefits, value and possibilities that the change may bring, which then become the focus of the initiation phase of a project to implement those changes and execute the strategy.

Learn how to

- Explain how the concepts of business needs and value drive change initiatives
- Describe the importance of business cases to solution recommendation
- Use current state analysis to identify business needs, goals and objectives
- Relate the discipline of benefits management to solution recommendation
- Utilise stakeholder and capability analysis to plan future states
- Conduct feasibility assessments on solution alternatives
- Develop and present business cases for or against potential solutions



Course topics

Driving Towards Business Value

- Business value and business need
- Value proposition
- Types of business needs
- Value stream, value chain
- Who, what, where, when, why and how

The Business Case

- Purpose of a business case
- Contents and structure of a business case
- Participant roles in the business case
- Characteristics of a good business case

Define the Current State

- Define the current situation
 - Facts
 - Issues and concerns
 - Ask the right questions
- Analyse the current state
 - Business canvas
 - SWOT analysis
 - Root cause analysis
- Define the business need in terms of Prioritised problems and opportunities
- The business case: Communicating the Current State and Business Need

Establish Business Goals and Objectives

- Begin with the end in mind
- Strategic vision and alignment
- Prioritised business goals
- Participants in business goal development
- Types of goals
- SMART business objectives
- The balanced scorecard
- Goal hierarchy
- Goal Prioritisation
- Approval of the business objectives

Benefits Management

- What is benefits management
- What is a benefit
- Roles in benefits management
- Identify potential benefits and dis-benefits
- Quantify the benefits
- Portfolio level benefits
- Identify stakeholders in benefits management
- Benefits mapping
- Benefits realisation plan
- Planned and emergent benefits

Define the Solution Scope

- Future state vision
- Identify and describe stakeholder needs
 - Required capabilities
 - Conditions and constraints about the solution
- Link capabilities to goals
- Refine the solution scope in terms of who, what, where, when, why and how

Identify and Assess Alternatives

- Identify alternative solutions
- Determine the viable and non-viable alternatives
- Analyse the feasibility of the viable alternatives
 - Organisational feasibility
 - Technical feasibility
- Economic feasibility
- Real options analysis
 - Identify alternative solution approaches
 - Describe the change strategy
 - Refine the future state

Financial Analysis

- Cost-benefit and Financial Analysis
- Patterns of planned business value
- Estimate benefits
- Estimate costs
 - Costs to acquire the solution
 - Costs to live with the solution
- Financial analysis and indicators
 - ROI
 - Payback Period
 - Net Present Value
 - PV
 - BCR
 - IRR

Risk Analysis

- Risks to business value
- Identify risks
 - Business risks
 - Technology risks
 - Project risks
- Risk theory
- Risk management
- Risk tolerance
- Risk impact scale
- Risk log
- Allowance for risk contingency

Putting the Business Case in Context

- Approvals
- Benefits Management
- Making a No Decision
- After approval
- Revisiting the business case during development

Curriculum

Business Analysis

Course duration

3 days (classroom)

Course fee

€ 1.799,00 (+ IVA)

PMI PDUs

22.5 PDUs

Technical (5)

Leadership (0)

Strategic (17.5)

Eliciting and Managing Requirements



Anyone responsible for delivering specific outcomes that meet business needs or solve problems can benefit from this course.

This course explores how the discipline of business analysis contributes to the work of a project, ensuring that the requirements of the solution being developed are fully elicited from, communicated to, and understood by all stakeholders involved. Additionally, the course discusses how business analysis in the context of a project ensures that the solution developed fulfills the intended scope, as well as covers considerations for managing requirements (and changes to those requirements) throughout their effective lifecycle.

A participant does not have to be a formally titled business analyst to benefit from Eliciting and Managing Requirements. Many formal project and programme managers find themselves being asked to apply business analysis to project work to ensure that what is developed actually solves the problem it was intended to.

Learn how to

- Explain the critical role of business analysis with respect to requirements management
- Validate solution scope
- Use appropriate modelling techniques in requirements management work
- Plan requirements elicitation and analysis to maximise efficiency and estimate the required effort
- Determine the most appropriate techniques for eliciting requirements at different points in the analysis cycle
- Analyse various kinds of requirements into complete, coherent and organised requirements documentation
- Build consensus in order to validate and finalise the requirements
- Manage the requirements throughout the project lifecycle

Course topics

Validating Understanding of the Solution Scope

- What is Requirements Management?
- Maintain Alignment Between Strategy and Projects
- Solution Drivers
- AS-IS Modelling
- Business Rules
- Defining the Future State
- Capability analysis
- Solution Scope
- Common Scoping Documents
- Validating the Solution Scope

Collaborative Elicitation and Analysis

- Developing Detailed Requirements
- The Requirements Management Process
- Why Elicitation?
- Requirements Elicitation and Validation
- Requirements Elicitation and the Project Life Cycle
- Stakeholder Identification and Prioritisation
- Identifying Users and User Profiling
- Elicitation Techniques
 - Collaborative
 - Research
 - Experimental
- Progressive Elicitation
- Diagnostic Approach
- Soft Skills of Elicitation
- Developing Requirements
- Analysing Requirements
- Validating Requirements

Modelling the Solution

- Where is Modelling Used in RM?
- Modelling as Part of Elicitation
- What is a Model?
- Why Use Models?
- Mapping Business Processes
- Standards in Modelling
- AS-IS vs TO-BE Modelling
- Context Models
- BPMN
- UML
- Use Case and Activity Diagrams
- Creating Use Case Diagrams and Scenarios
- Organisation Models
- Business Interaction Models

- Location Models
- Goal Models
- Impact Models
- Functional Decomposition Diagrams
- Relationship Maps
- Event Models
- Decision Tables
- State Models
- System Models
- Data Flow Diagrams
- Logical Data Models
- Prototypes
- Wireframes and Storyboards

Documenting and Communicating - Good Requirements

- The Requirements Repository
- Guidelines for Technical Writing
- Prioritisation
 - Verbs, MOSCOW etc.
- Characteristics of Effective Requirements
- Analysing Requirements
- Documenting Correct Requirements
- User Stories
- Traceability
- Communicating requirements

Validating Requirements

- Why Validate?
- Sources of Errors
- Requirements Impact on Project Risk
- Choosing a Validation Approach
- Common Validation Questions
- Validation of Textual Requirements
- Validation of Graphical Requirements
- Validating for Testing
- Validating for Approval
- Validation Techniques
- Managing Consensus

Controlling Requirements

- Requirements Change is Inevitable
- Reasons for Change
- Requirements Change Management Defined
- Benefits of Requirements Change Management (RCM)
- (RCM) Process
- Managing Requirements Changes
- Change Request Documentation
- Impact Analysis
- Traceability Matrix
- Cost-Benefit Analysis
- Risk Analysis

- The Importance of Stable Requirements
- Change Control Board
- Requirements Change Implementation

Business Analysis Planning

- The Importance of Planning
- Factors in Planning
 - Aligning to the Project Approach
 - Stakeholders and Users
 - Requirements Depository Plan
 - Organisational Assets
 - Risk Management
- Develop the Requirements Work Plan (RWP)
 - What Does It Do?
 - How Is It Used?
 - Components of the RWP
 - Work breakdown structure
 - Activities
 - Creating a schedule
 - Estimating

Curriculum
Business Analysis

Course duration
3 days (classroom)

Course fee
€ 1.799,00 (+ IVA)

PMI PDUs
22.5 PDUs
Technical (21.5)
Leadership (0)
Strategic (1)

Facilitation Techniques for Business Analysis

Those practicing business analysis spend a significant amount of time facilitating sessions to gather requirements and other information. Yet, many facilitators lack formal training on how to effectively do so.

A successful facilitation session results in requirements and information that can be analysed and worked with once the session is complete. Facilitation Techniques for Business Analysis focuses on teaching the facilitation skills necessary to elicit and analyse requirements on a project.

In this highly interactive course, you will learn how to effectively help stakeholders define their needs and form these into quantifiable requirements through facilitation. As a facilitator, you will learn how to prepare for and conduct both face-to-face and remote group sessions.

Learn how to

- Define facilitation in the context of business analysis
- Identify opportunities for facilitation in business analysis
- Explain the role and responsibilities of a facilitator
- Plan a facilitation session
- Choose appropriate facilitation techniques for a given session
- Conduct a facilitation session using best practices
- Manage conflict during a session

Course topics

Facilitation and Business Analysis

- What Is Facilitation?
- The Facilitation Process
- What Is a Facilitator?
- Facilitation in Business Analysis
- Facilitation in Business Analysis Is Iterative
- Roles in Facilitated Sessions

- The Importance of the Role of the Sponsor and SME's
- BA Facilitation Opportunities
- Good Facilitation is a Combination of Techniques and Practices
- Module Summary

Facilitation Session

Planning and Techniques

- Considerations for Session Planning
- Session Planning: Objective and Participants
- Session Planning: Potential Risk
- Risk Management Plan
- Session Plan: Environment
- Considerations for Remote Sessions
- Take Advantage of Virtual Tools
- Remote Session Tips
- Session Planning: Agenda and Techniques
- Facilitation Techniques Overview
- Brainstorming
- Idea Gen / Grouping/Categorisation
- Brainwriting
- Focus Group
- Various Requirements Workshops (i.e. Process Improvements, JAD's, Agile Iterations, others)
- Gap Analysis
- Root Cause Analysis (i.e. Fishbone Diagram, 5 Whys);
- Force Field Analysis
- Multivoting
- Criteria-Based Grid
- *Impact/Effort Grid
- Verification of Facilitation Session Plan
- Session Planning Demo



Facilitation Practices

- Facilitation Practices Overview
- Executing a Facilitation Session: Prior, During, Ending
- Active Listening
- Generating Participation
- Neutrality
- Questioning
- Paraphrasing
- Maintaining Focus
- Using Visual Aids
- Feedback
- Summarising
- Synthesising Ideas
- Intervention
- Executing a Facilitation Session

Facilitation Conflict Techniques

- Argument vs. Debate
- Types of Conflict During Facilitation
- How to Prevent Group Dysfunction (The Basics of Team Dynamics: 'Forming, Storming and Norming')
- Managing Conflict Between Participants
- Managing Conflict with a Participant
- How to Handle 'Negativeholics'
- How to Handle Resistance to Change
- How to Manage Diverse Groups and Other Cultural Considerations
- Intervention During Conflict
- Resolving Issues
- Steps for Working Toward Consensus

Curriculum Business Analysis
Course duration Available In-house
Course fee € 1.799,00 (+ IVA)
PMI PDUs 15 PDUs Technical (3) Leadership (12) Strategic (0)

Analysing Benefits and Refining Solutions

This course applies an approach to using business analysis skills that addresses the work needed to ensure that a solution, once in place, actually delivers the business value that was expected of it, and to optimise that business value over its useful life.

A solution could have a useful life of many years, and is likely to evolve over its lifetime, just as the organisation that uses it, and the business context within which it operates will also evolve. One of the challenges of supporting an existing solution is that often, the logic of why a solution is the way it is, and what the original requirements were, gradually gets lost.

This course explores the period after solution development and implementation. This may be a time where there is no identified project manager in place, but when an organisation should be evaluating the solution to ensure it is providing the value it was intended to provide. Business analysis remains critical at this point.

Learn how to

- Describe how project- and programme-level solutions provide benefits that contribute to enterprise strategic goals.
- Measure, track, evaluate, and manage the solutions that are intended to deliver the required benefits.
- Define the role of change management, continuous improvement, and technology in how successfully solutions are implemented.

Course topics

Benefits Analysis and Management

- What are benefits?
- Types of Benefits
- Attributes of a good benefit
- Benefits Ownership
- Emphasising Benefits Management
- Overview of the benefits life cycle
- Ongoing Analysis and Evaluation
- Challenges in evaluating solutions post-implementation
- Key success factors in benefits analysis
- Benefits management scorecard

Benefits Realisation, Tracking, and Reporting

- Benefits Realisation Mapping
- Benefits Tracking
- Benefits Reporting and Adjustment
- Capabilities Roadmap
- Benefits Governance
- Transitioning from Current to Future State
- Analysing and Evaluating CSFs and KPIs

Solution Evaluation

- Solution Evaluation Tasks
- Benefits Measurement and Reporting
- Evaluation techniques
- Assessing Solution Limitations
- Assessing Environmental Limitations

Organisational Change Management

- How are Benefits Realisation and Change Management Linked?
- Value Realisation
- The people side of change
- Resistance to change
- Organisational inertia
- Leveraging the organisational culture
- Individual leadership
- The Role of Communication

- Assessing organisational readiness
- Reinforcing and enforcing change
- Overall change readiness assessment

Continuous Improvement

- Designing for flexibility, scalability, and adoption
- Value stream analysis
- Reducing waste and variability
- Opportunities and emergent benefits
- Governance of Continuous Improvement
- Governance scope

Changes to Technology Systems

- The role of technology
- The IT perspective
- IT Considerations
- IT Governance
- The role of IT in change initiatives
- IT support for solutions and benefits

Curriculum
Business Analysis
Course duration
2 days (classroom)
Course fee
€ 1.599,00 (+ IVA)
PMI PDUs
15 PDUs
Technical (0)
Leadership (0)
Strategic (15)



Enterprise Business Analysis



Enterprise Business Analysis applies an approach to business analysis that addresses complexity and change on an enterprise-wide basis.

Enterprise-wide business analysis is a skill set that helps individuals address broad organisational issues which may be encountered when:

- Merging with or acquiring another organisation (or departments/functions)
- Expanding or contracting operations
- Consolidating the operations of multiple business units
- Dealing with multiple change initiatives at a time
- Acquiring or retiring enterprise IT systems
- Dealing with large business re-engineering initiatives

Managers, business subject matter experts and developers might be interested in taking this course for awareness and understanding on the myriad of components of enterprise-

wide initiatives. Senior BA's and project/programme managers who are working on (or about to embark on) an enterprise wide or organisational change initiative would definitely benefit from this course.

Learn how to

- Apply business analysis at the enterprise level
- Understand how to model the components of the enterprise and how they work together
- Identify what your customers consider to be good value and use it to assist in formulating strategy
- Explain how an organisation can enhance the effectiveness of its people and its assets through enterprise analysis
- Apply enterprise analysis to implement improvement initiatives

Course topics

What is Enterprise Business Analysis?

- Goals of enterprise analysis
- Positioning EBA
- Strategy – what it is and what it is not
- Strategic alignment of investments
- Dealing with change
- Benefits management
- Organisational change management
- Portfolio management

Enterprise Business Architecture

- The business ecosystem
- What is the Enterprise Architecture?
- Enterprise Business Architecture Concepts
- Modelling the Enterprise
- Where does business architecture fit within an enterprise architecture
 - Business architecture
 - Application architecture
 - Data architecture
 - Technology Architecture
 - Governance
- The business value of business architecture
- Roles in EBA
- Analysis tools
 - Pest
 - Porter's 5 Forces
- Evaluating strategic gaps

Value Mapping

- What is business value?
- What is a value proposition?
- Customer Value Analysis
 - What do your clients want?
 - How well do you deliver what your customers want?
 - The Customer Value Model: the relationship between price and quality
- Value stream mapping: How you deliver value to customers
- Lean and Six Sigma

From Business Model to Blueprint

- Business architecture and business models
- Build the story
- Applying the Business Blueprint to model the key features of the business

Business Process Management

- What is a process?
- Processes and workflow
- Characterising processes
- Adapting the value chain to the business blueprint
- Process classification frameworks
- Process mapping and inventory
- Business rules

Capability Mapping

- Competencies and capabilities
- Competency analysis process
- Core and Non-Core Capabilities
- Capability analysis
- How to build a business capability map
- How to use a business capability map

Organisation Mapping

- Understanding organisational structures
- Organisational models and strategic priorities
- How to use an organisational map
- Business interaction tables

Develop the Enterprise Architecture

- Data and information management
- Knowledge management
- Linking data, processes, and workflows
- Service-oriented architecture
- Risks, Rules and Interfaces of the IT Architecture

Enterprise Solutions

- The improvement approach
- The current state
- The TO-BE state
- Gap analysis
- Solution planning process
- Understanding change
- Linking action to strategy
- The business case

Organisational Learning

- Retrospectives and lessons learned meetings
- Comprehensive coverage
- Learn from the past
- Learn from the present
- Learn for the future
- Documenting the Lessons

Curriculum Business Analysis
Course duration 3 days (classroom)
Course fee € 1.799,00 (+ IVA)
PMI PDUs 22.5 PDUs Technical (7.5) Leadership (0) Strategic (15)

Accreditation and Partnerships

Strategy Execution has formed partnerships with some of the most prominent and respected organisations in the project management, business analysis and education fields. Our partnerships add benefits to our clients and course delegates around the world by combining our proven business techniques with cutting edge research and learning methods.



Duke Corporate Education

We've partnered with Duke Corporate Education to deliver the highest caliber certificate programs.

Earn the professional recognition you deserve and propel your career forward.

Duke CE has been ranked in the top 3 by the "Financial Times" in Custom Executive Education for 19 consecutive years



Project Management Institute (PMI®)

PMI is the leading association for project management. It is dedicated to enforcing project management excellence by bringing together a community of project managers through using a common language.

Strategy Execution has a long-standing relationship with the PMI and we are the official training partner of the PMI UK Chapter. Our courses are aligned with the PMI's Project Management Book of Knowledge (PMBOK) guide and are suitable for those working towards a professional certification, e.g. the PMP.

Our courses also carry PDU points and are perfect for those who wish to maintain their certification. All PMI European Chapter members receive 15% off all our training courses. We offer 3 spaces for each course at a 25% discount for PMI UK Chapter members. PMI Registered Education Provider #1038.



International Institute of Business Analysis (IIBA®)

As the world's largest association for promoting business analysis, the IIBA seeks to help professionals develop their careers by defining industry standards and creating a framework of essential knowledge and skills required for their career advancement.

Strategy Execution is an endorsed Education Provider to the IIBA and our courses are aligned with the Business Analysis Body of Knowledge (BABOK) guide. This means that for every course you take with us you are automatically one step closer to becoming an IIBA Certified Practitioner.

IIBA members get a 15% discount on all our business analysis courses.

Customised Training Solutions for your Organisation

At Strategy Execution, we look at an organisation's training needs holistically and value the importance of optimising all discipline areas in order to achieve results. Whether it is project management, business analysis, agile or strategy execution, focusing on the improvement of one area alone is no longer enough.

We offer training solutions to improve each of the discipline areas needed to transform an organisation from good to great.

By working directly with your organisation using a consultative and adaptive approach, we develop learning solutions that address your specific business requirements to bring out the best performance in your projects and people.

If you have 10 or more attendees from your company, we can bring training to the location of your choice, anywhere in the world. Depending on the specific organisational business requirements, we can deliver targeted training in 13 different languages and one or more of the following formats:



Customised Training

We can customise the training to reflect your specific industry, corporate culture, business goals and objectives.



Off-the-shelf Training

We can bring our traditional classroom courses to a location of your choice – this is the most efficient training in terms of implementation and cost.



Blended Training

We can deliver a range of training methods by combining classroom-based courses with online learning solutions at all stages of the learning programme.



Assessment & Measurement

Evaluating and benchmarking current capabilities and performance levels allows you to identify and assess knowledge and skill gaps that impede the execution of project-based work. Through the Strategy Execution assessment process, you are able to:

- Establish knowledge and skill baselines
- Identify individual and organisational strengths and weaknesses
- Identify areas of improvement with respect to performance

Why Choose Strategy Execution



Accredited Training

Our courses are accredited by the PMI® and the IIBA®, bringing international standards to our training. In addition, our programmes are backed by our academic partner, the George Washington University, meaning you can be confident in the quality and academic integrity of our courses.



Personal Training Consultation

When making a training investment, it's vital that the investment is made in the correct areas to maximise ROI. Our experienced team are available to consult with you on your background, experience, challenges and goals to select the most suitable course or programme for your career development and organisational needs.



Customised Training Path

Each training path can be personalised to our course delegates' individual training needs, meaning that the selection of modules and timescales can be created uniquely for you.



Post-Course Assessments and Targeted Reinforcement

Everyone who attends one of our courses gets access to our unique online training reinforcement portal. This training portal allows you to take assessments based on the course content, and access targeted e-learning materials to re-learn any topics which have been forgotten.



Global Reach

Join the thousands of people who take a Strategy Execution class every week to improve their skills in project management, business analysis and related areas. We offer the largest range of project and programme management, business analysis and agile training courses in the world to help project professionals in all industries to save time, reduce costs and run projects more efficiently.

Our training courses attract project professionals from many world-leading companies, such as:

