



IPMA[®] Advanced Courses 2015

For project executives, senior project managers and consultants – and for preparation for IPMA[®] Certification Level B and A

Make your choice between seven parallel modules:

Course A	Proactive preparation and start-up of a project
Course C	Managing opportunity and risk in new ways
Course D	Develop your charismatic project leadership
Course E	Effective leadership in virtual project teams
Course F	Advancing project management in organisations
Course G	Programme management for effective change
Course H	Managing corporate project portfolios

New Course B: Handling relationships between interested parties – *Under development for 2016*

5-7 March 2015 in Copenhagen, Denmark

IPMA[®]
international
project
management
association



Picture from previous Advanced Course

Welcome to the IPMA® Advanced Courses 2015

The IPMA® Advanced Courses offer you a unique opportunity to expand your project, programme and portfolio management competencies, whether you seek more experience or want to improve your applied methods or behavioural skills. Our training courses are highly relevant for senior project managers, programme managers, portfolio managers, project management office (PMO) managers, project management consultants, and project management trainers alike.

The Advanced Courses are also appropriate for the training needs of candidates for IPMA® Certification of project managers at Level B and Level A.

Reputation for superior quality

As recognised leaders in project management training, our courses offer intensive in-depth training provided by eminent project managers and educators with internationally proven experience.

Our reputation for superior quality is based on a number of elements: small class sizes, highly interactive training with active participation, use of case studies and projects from the participants' own organisations, and opportunities to network with internationally experienced individuals – all in a relaxed learning environment, which includes having fun!

To promote an in depth exchange of experience, participants are asked to verify a minimum of three years of project management experience. The average experience level on previous courses has been five to ten years.

Our carefully selected course modules are revised annually in subject and scope in order to focus on the changing needs of national and international project, programme and portfolio managers.

The selection of parallel course modules covers a broad spectrum of key project, programme and portfolio management issues. This means that the best benefit can be gained over the years by attending more of the courses offered. Consequently, the course fee is reduced for those who have previously attended an IPMA® Advanced Course.

The Courses are organised by the IPMA Course Committee. Over 1000 international participants have attended our courses over the past twenty years. Each participant receives a Certificate of Completion.

At www.ipmacourse.com you can find a selection of the companies represented at previous IPMA Advanced Courses, as well as a summary of course evaluations.

We invite you to attend the next IPMA Advanced Courses in March 2015 in Copenhagen, Denmark. We promise you an extraordinary learning experience!



Jesús Martínez-Almela
IPMA Vice President of
Education and Training



Morten Fangel
Director of the IPMA
Advanced Courses



Helene Harild
Coordinator of the
IPMA Advanced Courses

Joint training schedule and social arrangements

Joint training schedule

Course preparation	
	Pre-reading and/or analysis of own projects or organisation
Day before	
21:00–22:00	Welcome reception - Optional
First day	
08:30	Joint opening session
09:30	A C D E F G H
13:00	Joint Lunch
14:00	A C D E F G H
19:30–22:00	Get-together dinner
Second day	
08:30	A C D E F G H
12:00	Lunch and excursion
14:00	A C D E F G H
19:30	Joint dinner
Third day	
08:30	Visit to other courses
09:00	A C D E F G H
12:00	Light lunch
12:30	A C D E F G H
14:30	Joint closing session Experience sharing from all courses
15:00	Closing
Course follow-up	
	Practising the concepts and methods – Interacting with fellow participants

Our aim is to ensure that everyone benefits from participating in a focused training course – as well as has the opportunity to network with others from among the up to one-hundred participating project and programme professionals.

Participants arriving the day before the course start are invited to attend an informal welcome reception at the course venue.

The joint opening of the courses takes place on the first day, and on the third day the courses end with a joint closing session.

During the three days, the courses are conducted in parallel, each having a plenary room and rooms for group sessions.

To promote interaction between the participants, and to expand your network of international contacts, additional joint activities are scheduled during the three days of training:

- Joint lunch on the first and third days
- Get-together dinner on the evening of the first day
- Optional excursions during the lunch break on the second day
- Joint dinner on the second day

The courses in Copenhagen will take place at:

Pharmakon Conference Centre
Milnersvej 42, 3400 Hilleroed, Denmark
Phone: + 45 / 4820 6000
www.pharmakon.dk

This venue has proven to be both a stimulating and a pleasant environment for the course sessions in the past.

A

Proactive preparation and start-up of a project

Through a structured approach to planning the project initiation and the use of explicit facilitation of the process

FACULTY :

Course vision

If we initiate our projects wrongly, then success can be elusive, if not impossible. It is common sense that “well begun is half completed” – but often we tend to rush into the project implementation.

However, in an increasingly complex environment, you need to qualify the project initiation by applying a structures as well as an interactive approach at two stages:

- For the *project preparation* focused on completing project analyses and overall planning, on anchoring the project towards the determining parties, and on getting the final decision to launch the project.
- For the *project start-up* during which the overall project planning is extended by applying additional analysis and planning methods, and where there is focus on the creation of a high-performing team and generating trust among the participants.

This course will teach you how to make common sense concerning project initiation the common practice in your projects. One means is proactively to plan and organise the relevant project management activities to take place during the preparation and start-up. Another means is to perform the management activities by applying methods which qualify the communication and promote involvement.

Training method

The course format alternates between intensive plenary sessions and group sessions. Each group will select a real-life project presented by one of the participants in the group. This forms the ongoing case study for the group sessions. For pre-reading and post-reading, the participants will be provided with a copy of Morten Fangel's new book “Proactive Project Management – How to make common sense common practice”. ISBN: 978-87-88818-3.

Training objectives

As a participant you will learn to:

1. *Promote the project preparation and start-up concept*
Based on knowing the reasons for investing effort in the initiation stages.
2. *Organise the project preparation on start up process*
By consciously selecting the instruments for initiation which fit the management complexity and challenges of your project
3. *Manage preparation and start-up workshops*
By applying methods, tools and behaviour designed for involving the parties and participants in the analyses and planning of the project.
4. *Intensify communication by skilled facilitation*
Based on insight into the role of a project facilitator, becoming more conscious of your own leadership behaviour, and using tools for team-building.
5. *Structure the project management documents*
To promote visibility during the project initiation stages, and to make these accessible virtually for all project parties and participants.
6. *Implement improved preparation and start-up practice*
Via guidelines and tools for project initiation in your own organisation.



Morten Fangel
Managing Director and
Chief Consultant,
Fangel Consulting,
Denmark

Guest speaker:



Henk Bellinga
Managing Director,
Advitec Consulting,
The Netherlands



For CV's of the instructors, the course schedule and selected articles for pre-reading, see www.ipmacourse.com

C

Managing opportunity and risk in new ways

Why uncertainty and complexity are crucial

Course vision

Project risk management has been evolving rapidly. It is now being reframed in important ways, with widespread repercussions for everyone involved. For example:

- A threat focus has become an 'opportunity' focus, with a view to taking more risk to improve expected profit and value opportunities.
- Multiple pass process emphasis has led to the development of simple 'minimum clarity' first pass approaches to size uncertainty prior to deciding whether or not further clarity is needed.
- Adding complexity to the analysis is now facilitated by a clear understanding of 'high clarity' approaches.
- Building proactive uncertainty management into capital investment appraisal, bidding and contract design is increasingly seen as fundamental.

Capitalising on the experience of course participants and sharing experience will be an important aspect of group sessions. Group sessions will also allow participants to confront difficult practical issues.

Plenary sessions will draw on a highly regarded 2011 book which the course instructor co-authored – "How to Manage Project Opportunity and Risk – Why uncertainty management can be a much better approach than risk management", with copies of this book provided for course participants.

Training methods

Capitalising on the experience of course participants and sharing experience will be an important aspect of group sessions. Group sessions will also allow participants to confront difficult practical issues. Plenary sessions will draw on the re-titled and extensively re-written third edition of a highly regarded book which the course instructor co-authored – "How to Manage Project Opportunity and Risk – Why uncertainty management can be a much better approach than risk management". Copies of this book will be provided for course participants.

Training objectives

As a participant you will learn to:

1. *Understand how to avoid being simplistic,* introducing complexity whenever this is worthwhile, avoiding framing assumptions which are restrictive. Obtaining unbiased estimates is one useful example context.
2. *Persuade colleagues to abandon widely used counter-productive concepts and tools.* One example is the risk management (probability-impact) matrix.
3. *Sell uncertainty management in terms of the benefits* which can be provided by the new perspectives.
4. *Embed the new processes and concepts in an organisation,* avoiding the problems.

FACULTY:

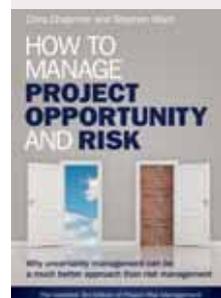


Chris Chapman
Emeritus Professor of Management Science in the School of Management of University of Southampton and Senior Associate of The Nichols Group, United Kingdom

Guest speaker:



Jesper Garde Schreiner
Senior Consultant, Fangel Consulting, Denmark



For CV's of the instructors, the course schedule and selected articles for pre-reading, see www.ipmacourse.com

D

Develop your charismatic project leadership

Forget about the project dream team
– get the best out of your current project participants

Course vision

Improving our project or program management is not just about more helpful tools, techniques or concepts – it is also about developing our strongest instrument to lead projects successfully – ourselves.

As a project manager you need to maintain stakeholders' confidence and sustain your team's commitment, motivation and energy even in difficult times without burning out.

We are all much more powerful than we think. It is exciting and worthwhile to raise our awareness and abilities to access and draw on this inner power in our project manager and leadership roles.

To be able to do this you need vision, awareness of your strengths, confidence in your team members, a good mixture of assertiveness and an open and appreciative attitude – in one word: it helps to have charisma.

This course will help you to develop your charismatic leadership style and provide new tools to handle difficult team situations.

Training method

Our approach is rooted in 'World Work'. World Work combines psychology and fresh interpretations of findings in modern physics to provide a surprising and very powerful new approach.

We use new kinds of exercises, which will help to work on the issues and anchor the insights deeply in the different areas of your brain (not only in the neo cortex) so that the resulting behaviour comes naturally without conscious effort.

The course includes plenary sessions as well as group sessions, following a process-oriented structure. You will work with your own context and challenges to leading project teams and solving conflicts.

Training objectives

As a participant you will learn to:

1. *Develop your unique capacities to lead* and elaborate your personal charismatic leadership style.
2. *Develop and deepen an inner attitude* which allows you to face your project challenges from a position of strength.
3. *Lead with greater authenticity* and increase self-confidence and confidence in team members.
4. *Inspire and support those around you* to be powerful leaders and team members.
5. *Learn a new approach to handle difficult team members* and make conflicts more productive.

FACULTY:



Merle Runge
Facilitating cooperation
Germany



Gertrud Kessler
Organizational Consulting
Switzerland

For CV's of the instructors, the course schedule and selected articles for pre-reading, see www.ipmacourse.com

E

Effective leadership in virtual project teams

Proven practices for managing virtual projects and teams

Course vision

More and more companies are using a distributed approach in project execution. Virtual teaming enables the use of global resources to deliver projects in the most efficient and effective way.

For project managers this virtual approach creates new challenges - leading from a distance, staying on top in a 24/7 project environment, creating a trusting environment, dealing with time zones, distance and cultural differences. This added complexity is a call for action to develop adequate leadership skills and update crucial competences.

Working with virtual project teams puts a magnifying glass on normal day to day problems. Small issues can become major conflicts. So many project managers are looking to learn new skills and habits to maintain effective leadership.

It's not just the big companies that use virtual approaches. Modern internet technology provides small companies with the same opportunity to collaborate in global teams.

Training methods

This course will be interactive. Real projects and examples from both large and small projects provide the material for open discussion and practical assignments.

Technology will be reviewed to understand the possibilities and assess the effect on leading and monitoring project work. An online training manual will help participants to capture learnings and provide access to tools and methodologies.

In addition the group will explore the future development of global or multi location project management to identify personal development goals and create a personal vision on future project execution.

Training objectives

As a participant you will learn to:

1. *Build the virtual team* by creating trust and inspiration and install effective collaboration
2. *Recognize and act upon early warning signals* of conflicts, risks and delay.
3. *Apply practical cultural knowledge* to overcome barriers and avoid the early pitfalls.
4. *Direct the actual work effort* and control the outcome of work performed elsewhere.
5. *Develop a learning attitude* in virtual teams operating under stress.
6. *Guide decision making* from a distance with limited control and information

FACULTY:



Henk Bellinga
Managing Director
Advitec Consulting
The Netherlands

Guest speaker:



Pia Barner Neve
Senior Project Manager,
Novo Nordisk,
Denmark

For CV's of the instructors, the course schedule and selected articles for pre-reading, see www.ipmacourse.com

Advancing project management in organisations

Transformation of organisations through PM professionalism

FACULTY:

Course vision

With increasing complexity and the constant pressure of delivery within organisations, they need to ensure that they have individuals that are leading and managing their project based organisations as efficiently and effectively as possible. To do so they need to have people that are professional – what does your organisation have, gifted amateurs or professionals?

Improving Project Management performance needs to be approached holistically to create sustainable transformation within organisations. The course aims to provide delegates with a personalised action plan to achieve purposeful change by understanding the organisations transformational need and take into account their own position, role and influence within their organisation.

What mechanisms are available to identify the professionals in organisations and how to influence senior management to create transformation? What are the tools professionals should be using to advance their understanding and improve internal (and external) organisational structures? And how should organisations benchmark their level of professionalism?

Training method

Participants will build a personalised transformation diagram over the period of the course. This diagram is a consolidation of their learning and ideas on how to enable them to take on the responsibility and role of project management champion.

The workshop is delivered through a combination of presentations, game play, exercises and discussions enabling participants to share knowledge and experience in a safe environment. The workshop is suitable for delegates who are responsible for leading others and/or involved in management/consulting on the topic of professionalism within organisations. It is also suitable for individuals seeking to develop their career, understand how professionalism might impact on their own future careers and explore how they might champion/coach and mentor future professionals within their organisations.

Training objectives

As a participant you will learn to:

1. *Understand what is expected of a professional project manager today and within your working environment.*
2. *Consider your role in professionalization* what skills have to be considered and how these can be developed.
3. *Contextualise and explore organisational issues* consider responses to improve the management of projects.
4. *Consider the organisational impact of professionalism* and identify a suitable transformation strategy.
5. *Champion the advancement of project management* and professionalism agenda for project organisations.



Joseph F S Alba
Executive Director,
Academy for Project Management
International,
United Kingdom



Ariane Moussault
Director PMO at ASML
and Consultant at Moussault
Project Management,
The Netherlands

Guest Speakers:



Gerard Geurtjens
Director Project Management
Department, Amsterdam
Airport Schiphol, The Netherlands
and

Morten Fangel
Managing Director and
Chief Consultant,
Fangel Consulting, Denmark

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course schedule and selected
articles for pre-reading, see
www.ipmacourse.com*

G

Programme management for effective change

A goal-driven alignment of organisational changes and project results

FACULTY:

Course vision

Programme Management is a structured way to implement corporate strategy through business change. To be successful, a programme needs to pursue a vision consistent with the strategic goals of the organisation, to establish a clear blueprint for the projects, and to drive the realisation of business benefits. The programme manager is the organising spider in the web, and adopts a role very different from that of a conventional project manager.

Compared with Project Management, Programme Management requires leadership skills in getting required stakeholders in various parts of the organisation to manage the necessary changes. As a programme manager, you rely on vision, empathy, and the art of 'selling' the desired state and all activities needed to get there, whilst not forgetting the rigor needed to manage complex interactions.

Training method

To maximise the benefits from this course we work in an interactive manner and tailor the contents to the specific interests of the attendees.

We use several teaching methods, including plenary presentations, articles, video's, games and case studies to let participants master the concepts, plus group sessions for discussions.

Participants will be provided with a copy of "For successful Programme Management: Think MSP™" by OCG, Office of Government Commerce. ISBN 978-0-11-331063-0.

Training objectives

As a participant you will learn to:

1. *Promote the concept of programme management*
When, why, and how to use the approach;
why it differs from project management and projects portfolio management.
2. *Benefit from reference methods for programme management*
Know the methodology: "Managing Successful Programmes" (MSP) and understand how it compares with other programme and project management methods.
3. *Manage the initiation of programmes.*
Setting up a programme and defining outcomes and success factors
as well as interactions with the business units within the mother organisation.
4. *Leadership and Control the execution of the programme.*
Establish the monitoring instruments, such as project portfolio management,
benefit management and change management.
Applying and adjusting leadership, direction, speed, and expectations.
5. *Facilitate communication and negotiation*
Taking multicultural aspects into account and complex differences of stakeholders interests.
6. *Realise benefits*
When are the benefits required from the programme realised by the organisation?
7. *Implement programme management in your organisation,*
including developing programme management using the capability check-up.



Gerrit Koch
Programme Director,
Van Aetsveld B.V.
The Netherlands



Mimoun Ing El Quarti Mba
Programme Manager,
Governmental Interims at
Ministry of Internal affairs
and Kingdom Relations,
The Netherlands



*For CV's of the instructors, the
course schedule and selected
articles for pre-reading, see
www.ipmacourse.com*

H

Managing corporate project portfolios

By developing and implementing a project portfolio management system

FACULTY:

Course Vision

In large organisations hundreds of projects are sometimes carried out simultaneously. Often there is a need to take stock of all current projects and map out how much of the capacity is occupied by the project activities and how well your project portfolio is supporting the strategic objectives. This can require a new management system and governance model.

This course will give you methods and tools to develop and run Project Portfolio Management (PPM), to help you to invest in the right projects to support the strategy of your organisation. It will support you in implementing or running PPM processes in the role of an executive (member of portfolio management board), Portfolio Manager, director of PMO or programme/project director.

Training methods

We will alternate between plenary sessions with trainer input and selected real-life cases presented by trainers, guest speakers and participants. Group sessions will develop real solutions and procedures for Portfolio Management.

Training objectives

As a participant you will learn to:

1. *Understand Project Portfolio Management (PPM).*
Estimate the value of projects and the need for PPM efforts.
Determine the prerequisites for a functioning PPM system.
Know the development steps and key elements.
2. *Develop a Project Management model that supports an effective PPM.*
The importance of decision points (gate model) and the decision points needed from the PPM point of view.
The minimum management effort and quality level needed for single project management
3. *Develop the PPM model and methodologies.*
Prerequisites for prioritizing projects.
Estimating the resources needed to implement the selected projects.
Reporting system needed and recommended.
4. *Describe and measure the business benefits.*
Present information in a way that is needed from the PPM point of view.
Use different methodologies to compare projects. Utilizing the “balanced scorecard” principle.
5. *Build PPM Processes as a part of corporate management system.*
The roles and responsibilities in PPM.
The role and way of working of a PPM Board and a Project Management office.
How to support the PPM process by IT systems.
6. *Develop a Project Governance model*
Including the decision making authorities and structure of portfolios.



Matti Haukka
Partner and Senior Consultant,
Project Institute Finland Ltd
Finland



Gerard Geurtjens
Director Project Management
Department
Amsterdam Airport Schiphol,
The Netherlands

For CV's of the instructors, the course schedule and selected articles for pre-reading, see www.ip-macourse.com

Information and details

Registration and accommodation

Please register for the courses directly on the website www.ipmacourse.com.

To ensure the correct fee level, please specify your affiliation as member of a national IPMA Member Association.

If you register as a student you should specify your university.

To gain a fee reduction due to previous participation in IPMA Advanced Courses, please specify the year and course title.

On receipt of registration, your participation will be confirmed by sending you the invoice.

One month before the course you will receive details about the course venue and preparatory materials.

Applicants are expected to have three years of project management experience as a minimum.

Only courses with eight or more participants will take place. In case of course cancellation, the registered participants will be contacted in order to select another course.

Registration fees

All prices are excl. VAT.

The fee covers all training, materials, meals, and all social events.

March 2015

Participants from North and West Europe and North America	€ 1950
Participants from East and South Europe	€ 1450
Participants from transition economies	€ 1100
Participating students from all countries	
– provided that the course is not fully booked 30 days before it takes place.	€ 800
Extra for non-members of IPMA Member Associations	€ 150
Discount for participants having previously attended an IPMA Advanced Course	€ 150
Accommodation per night in single room	€ 125
Accompanying person attending joint meals, social events and excursions	€ 200

Cancellation

Cancellations received no later than one month prior to the start of the courses will be refunded in full less € 300.

Cancellations received after this time will not be refunded. However, we will forward you the course manual and also offer you participation in one of next year's courses at half price. Alternatively, a colleague of yours may attend in your place – by payment of an additional administrative fee of € 200.

Administration

Registration and communication is administrated by:

IPMA Course Secretariat

Saettedammen 4, DK 3400 Hilleroed, Denmark

Phone + 45 / 4826 7075

secretariat@ipmacourse.com.

The courses are organised in co-operation with these organisations:

IPMA Association partners:



IPMA Course Committee
Sættedammen 4, 3400 Hilleroed, Denmark
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IPMA»
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