



STRATEGIC



DIRECTION



TRAINING ON TARGET

Project Management The 'Cayenne' Simulation

Purpose

To help managers see the 'big picture' of project management and improve the likelihood of delivering business value from a project. The seminar complements traditional Project Management training of "objectives, resources, charts and critical paths..." These technical skills are necessary but do not guarantee success. This simulation focuses on people - the real reason why projects succeed or fail and explores the sources of problems among the steering group, the project team and the project users or beneficiaries.

The Simulation (1 Day)

In the simulation teams attempt to deliver the promised value from a project. As they go through each of the phases of the project they are faced with 'events' that need tackling. Some of these events will impact the Steering group, some the Team itself and some the Organisation that will use the final system. All of the events have the potential to impair the delivered value from the project. Some events will also add cost or cause delay. All the events featured in the simulation are well founded, are based on real life projects and are all recognisable to the participants.

As in real life there are insufficient resources to tackle all these events fully. Tough decisions have to be made and the team has to live with the consequences of the decisions for the rest of the project.

The winning team is the one which delivers the highest project value. *A team will only achieve this if the steering group is still focused and supportive, the project team is well resourced and motivated, and the organisation is ready for the final project design and has bought into its benefits.*

The events provide a background for discussion in which team decisions and their impact are fully explored. Teams are then encouraged to liken their own projects to the one in the simulation and develop a plan for post simulation action. The learning material contains very considerable and practical advice to Project Management team leaders and members.

Features of the Simulation include: -

- ▶ All the major phases of a project, including Pre-study, Design, Development and Implementation.
- ▶ Consequences, based on real life, dependent on the decisions made
- ▶ A scoring method that helps teams to balance their use of time and money
- ▶ Feedback that helps teams understand the impact of their decisions

Benefits

The participants specifically learn more about: -

- ▶ The importance of a supportive, focused and consistent steering group
- ▶ The value of a motivated and well resourced project team
- ▶ The value of users who are involved, and have 'bought in' to the project
- ▶ Typical events that occur at different stages in a project
- ▶ Possible actions that can pre-empt project problems
- ▶ Launching a new project

Participants

The simulation is appropriate for all managers who are involved in, or lead, business projects as part of their normal role.