

LEARNING OBJECTIVES

After completing *Mastering the Integrated Program*, you will be able to:

- Internalize fundamental issues that interfere with successful program execution
- Manage the critical agreement structure with diverse program stakeholders
- Contend for constrained organizational resources in complex global environments
- Systematically plan and execute critical program processes to understand, align, translate, and deliver expected outcomes for customers, sponsors, partners, and staff
- Establish an adaptive program subculture emphasizing accountability while valuing the diverse representation on the team



Achieveblue has partnered with IPSolutions Inc. for the delivery of their program in Canada. Contact Derrick Fishwick at 416-236-3005 extension 204. dfishwick@achieveblue.com

Mastering the Integrated Program

Learn powerful techniques for managing the interrelationships among projects

Managing the complex interrelationships among projects has become a mandatory skill in the twenty-first-century program management environment! Faster project life cycles depend on centralizing core resources, thus escalating the need to skillfully manage different kinds of interdependencies among and between projects.

Recognizing that it is not enough to approach programs simply as big projects, *Mastering the Integrated Program* presents a unique set of management skills for identifying and assessing the myriad of interfaces and relationships affecting your programs. Developed by IPSolutions and the Stanford Center for Professional Development at Stanford University, this three-day core course in the Stanford Advanced Project Management curriculum teaches proven processes, leveraging commonly used tools.

Using a case study taken from a fast-paced project environment, you'll observe, acquire, and practice the skills required to manage complex interfaces among projects to achieve a consistent, predictable outcome. All of the techniques and processes can be applied to any size program, regardless of industry or business functional areas involved in the programs. Techniques for managing the project interfaces that are crucial to program success are addressed in detail. The concepts presented are reinforced through demonstrations, structured exercises, and group laboratories.

Target Audience

Representatives of all functional disciplines benefit from learning the methodologies presented in *Mastering the Integrated Program*. The course is particularly recommended for actual or potential program managers and for all managers and professionals who have a stake in or directly contribute to program success.

Prerequisites. A basic understanding of project and program management, as well as the management of multiple



projects and programs, establishes a solid foundation for understanding the concepts taught in this course. However, anyone faced with the challenges of implementing strategic business decisions through projects and programs will benefit tremendously.

Benefits to the Organization

As a result of *Mastering the Integrated Program*, your organization will benefit from:

- Organization-wide consistency of terminology and methodology for managing programs of varying size and complexity
- Systematic management of interfaces
- Cost-effectiveness as a result of learning program management best practices
- Enhanced ability to develop fact-based data for program decision making

Course Topics

The Program Challenge

- Set the program management context
- Create an overall framework for the course
- Integration management
- Agreement management

Managing Complexity Through Agreements

- Global trends that drive complexity
- Managing the integration/agreement cycle
- Accountability and trust
- Anatomy of an agreement

Strategies for Managing I/A Challenges

- Culture differences
- Power and politics
- Language barriers
- Overcoming issues regarding culture, language, and power

Initiate, Maintain, and Change Agreements

- Processes to manage changing agreements
- Negotiation
- Consequence enforcement

Building Strategic Business Agreements

- Program management: the planning cycle and beyond
- The realities of the program's fuzzy front end
- Building buy-in using the business case life cycle
- Initiating and negotiating strategic agreements; surfacing outcome expectations
- Leveraging strategic assumptions for risk management and up-sell opportunities
- Risk assessment, prioritization, and communication

Outcome/Output Management

- Program manager's role as translator
- Catchball process for identifying goal and metric agreements
- Goal and metric tracking using visual dashboard tools

Leveraging Scope and Structure

- Structure and organize the program based on the nature of the work: pooled, sequential, or reciprocal
- How scope agreements differ based on nature of work
- The program organizational chart as a visual tool

Interface Management Mapping

- Leveraging the integrated schedule
- Input/output matching to identify key agreements
- Document and track project interface agreements
- Mapping interface agreements at every level
- Analyzing your network using interface maps

Program Resource Management

- The realities of your resource situation
- Translating resource agreements up and down
- Managing and maintaining scarce resources

Credentials that Participants May Earn

The SCPM Credential

Mastering the Integrated Program is a core course in the Stanford Advanced Project Management curriculum. Participants who successfully complete all three core courses plus any three elective courses in the curriculum are awarded the credential of Stanford Certified Project Manager (SCPM)—the gold standard for advanced expertise in the discipline of enterprise project management.

PDU

IPS is recognized by the Project Management Institute (PMI®) as a Charter Global Registered Education Provider (Provider No. 1040). Participants earn 24 Professional Development Units (PDUs) for successful completion of each Stanford Advanced Project Management course. PDUs are required by PMI for maintaining Project Management Professional (PMP®) certification.

CEUs

Course participants may earn two Continuing Education Units (CEUs), awarded by Stanford University, for successful completion of each course. CEUs are widely recognized as evidence of post-secondary educational attainment.