IPMA® Advanced Courses 2017

MASTER CLASSES

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	UPDATED
Course B	Managing an Intercultural Project Effectively	NEW
Course C	Managing Opportunity and Risk that Really Matters	UPDATED
Course D	Develop your Charismatic Project Leadership	UPDATED
Course E	Virtualise your Project Management Effort	NEW
Course G	Managing Programmes in an Agile World	UPDATED
Course H	Managing Corporate Project Portfolios	UPDATED

30 November – 02 December 2017 Copenhagen, Denmark

Webinars with briefing on the courses: 21 Aug. – 25 Sept. – 23 Oct. all sessions at 16.00-17.30 CET

IPMA
international
project
management
association

Picture from previous IPMA® Advanced Course

Welcome to the IPMA® Advanced Courses 2017

The IPMA® Advanced Courses offer you a unique opportunity to expand your project, programme or portfolio management competencies, whether you seek more experience or want to improve your applied methods or behavioural skills. Our Master Class courses are highly relevant for project executives, 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 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 Master Class 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 nearly thirty 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 Copenhagen, Denmark. We promise you an extraordinary learning experience!

Can be organised locally or in-house
Do you want a selected Advanced Course Module to be organised in your country or in-house in your organisation, please contact committee@ipmacourse.com

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

Time	Activity
08:30	Joint opening session
09:30	A B C D E G H
13:00	Joint Lunch
14:00	A B C D E G H
19:30-22:00	Get-together dinner

Second day

Time	Activity
08:30	A B C D E G H
12:00	Lunch and excursion
14:00	A B C D E G H
19:30	Joint dinner

Third day

Time	Activity
08:30	Visit to other courses
09:00	A B C D E G H
12:00	Light lunch
12:30	A B C D E 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 fifty 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 takes place north of Copenhagen 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.

Join our monthly webinares where the organiser and the faculties by turns provide insight in the training topics, so you can make a better choice of training topic. Webinars are scheduled for:

- 21 August at 16.00-17.30 CET
- 25 September at 16.00-17.30 CET
- 23 October at 16.00-17.30 CET

For the timings of the upcoming webinars and to register, visit www.ipmacourse.com.

You can also register by sending a mail to secretariat@ipmacourse.com.

A Proactive Preparation and Start-up of a Project

Through a structured approach to organising the initiation and planning the PM effort, and by applying explicit facilitation of the process

FACULTY:

Morten Fangel
Managing Director and
Chief Consultant,
Fangel Consulting,
Denmark
Past President of IPMA

Guest speaker:

Henk Bellinga
Managing Director,
Advitec Consulting,
The Netherlands

Jesper Schreiner
Managing Director,
The Danish Project
Management Association
(IPMA Denmark)

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 well-performing team and generating trust among the participants.

This course will teach you how to make common sense concerning project initiation - to be 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 behavior 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 behavior, 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.

B Managing an Intercultural Project Effectively

Improving the project success by focusing on cultural backgrounds that drive the managerial methods and behaviors

4.

Course vision

In the recent years the discipline of Intercultural Project Management has proven to be one of the core competences necessary for the success of today's projects. In factit meets the growing need for knowledge and experience when working with culturally diverse teams as it has become practice in all business sectors.

This training is a competence asset that increases managers' effectiveness independently of their international experience or seniority level, and leads to improved performance and achievement in all project management related activities, with a clear and direct impact on Profit & Loss results.

It is quite obvious that managerial methods and behaviors are strongly influenced by each manager's national and cultural background. But there is not sufficient awareness yet about the possible negative impact of neglecting the waiting opportunities for substantial improvement of project management processes and project success by applying inter-cultural methods of management.

The course will coach and guide participants to recognize, detect, understand and manage Corporate and National Cultural differences to maximize their contributions to business related activities, not only within projects but in general management at large.
The practical approach of the course is complemented by presentations and discussion of a number of real-life cases experienced by the trainers.

A former session of the course got, among others, the following comment by a participant: The course was extremely useful and insightful and I'd recommend it to everyone, particularly those who are interested in the human aspect of project management.

Training methods

The course will illustrate interrelated moments of both rational and emotional learning experiences that span the areas of: lectures and presentations of both theoretical and field research, real-life case analyses and game-play learning to experience individual reactions to intercultural business situations. The trainers' direct management experience assures that all situations will be covered to a highly applicable and practical level.

Training objectives

This course is designed to:

1. *Analyse how to leverage cultural differences* into support of project and business profitability.

2. *Experience the applicability of intercultural knowledge* for use in a variety of different contexts.

3. *Recognize and manage cultural impact* and size its rebound on Profit & Loss.

4. *Develop the capacity of interpreting business cases* through the added value lenses of cultural diversity.

5. *Use culture values to determine links between managerial practices* and National, Professional and Corporate Cultures.

Raffaella Bossi Fornarini
Managing Director
Passport
Italy

Roberto Mori
Director Special Projects,
Tenova Corporation
Italy
Past President of IPMA

C Managing Opportunity and Risk that Really Matters

Maximising reward for appropriate risk levels
by avoiding the risk of lost opportunities as well as responding to threats

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 Schreiner
Managing Director,
The Danish Project
Management Association
(IPMA Denmark)

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 finding new opportunities as well taking more risk to improve expected profit with appropriate risk-reward trade-offs.

- Explicit design of tools for multiple pass process use 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 an analysis in a systematic manner is now facilitated by a clear understanding of 'high clarity' approaches and a range of intermediate levels.

- Building proactive uncertainty management into capital investment appraisal, bidding and contract design is increasingly seen as fundamental parts of overall project management.

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 using the conceptual and operational tools discussed in plenary sessions.

Plenary sessions will draw on the re-titled and extensively re-written 2011 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. Key concepts developed in a new book in progress will also be discussed.

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.

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.
   A higher expected profit with less cost and uncertainty is an example.

4. *Embed the new processes and concepts in an organisation,*
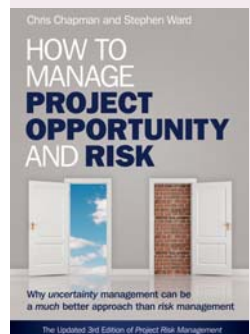   avoiding the problems.

Chris Chapman and Stephen Ward

HOW TO MANAGE PROJECT OPPORTUNITY AND RISK

Why uncertainty management can be a much better approach than risk management

The Updated 3rd Edition of Project Risk Management

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
- support new ways of working with an agile leadership style

F A C U L T Y :

Merle Runge
Facilitating cooperation
Germany

Gertrud Kessler
Organizational Consulting
Switzerland

Course vision

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

This is even more important when you lead an agile team which should work quite self organized with a high commitment for the common purpose. Agile teams decide and clarify conflicts on their own.

As a leader you need to be able to get along with VUCA situations of the environment and with the diversity of your team, and you need to be able to facilitate the processes of your team instead of directing the team.

To be able to do this you need vision, self-awareness, and confidence in your team members, 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 lead also agile teams.

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 you 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/deepen an inner attitude*
   which allows you to facilitate diverse discussions of your team.

3. *Lead with greater authenticity*
   and increase self-confidence and confidence in team member.

4. *Inspire and support those around you*
   to be powerful leaders and team members.

5. *Learn a new approach to facilitate difficult team processes*
   and make conflicts more productive.

E

Virtualise your
Project Management Effort

Bring the fun factor into project management
by the usage of (enterprise) social media

Course vision

The concept of interaction is changing rapidly in the workplace. Conducting projects in virtual teams is becoming common practice. Digital integration and virtualisation will have a major impact on projects, programmes and portfolios.

This asks for a redesign, or re-thinking of project management competences, re-thinking of social interaction competences, re-thinking of intellectual competences, emotional competences and the development of competences in general. The current pace of innovation asks for another approach to commitment and willingness towards change; what about bringing (back) the fun factor?

Ludification is a contraction of two Latin words, 'ludere' which means 'to play' and 'facere' which means 'to make', so ludification is translated best as 'to make into play'. An issue to address here is: What to do with social media? One can state that social media is a part of life, at first in a private setting, and what can we learn from our own behavior, if we apply this behavior on our projects? Tools like LinkedIn and WhatsApp have found their way to 'business as newsual'.

How is it that we as users have found our way in forenamed (and other) tools, without any corporate training? How is it that we've all acknowledged the value of these tools and we've all found the will to use them, without any corporate communication? Simple; because they're fun to do. So what are our options, talking about the concept of sharing ideas, learning what's in the others' head? How can we orchestrate knowledge management?

Key words social collaboration, digital integration, the digital workspace, ludification, knowledge management, enterprise social media, intranet, virtualisation, project management.

Training methods

In this course you are invited to explore, experience, practice and discuss ludification and digitalisation of the workplace in relation to ESM (Enterprise Social Media), to (virtually) interact with experts from iconic (inter)nationals like ABN AMRO, Belastingdienst, ATOS, Philips, De Nederlandsche Bank and Rijkswaterstaat and study their use cases.

We'll be exploring various ESM tooling ourselves during the course, which will lead to all participants continuing to use this network as a knowledge platform for sharing ideas and inviting others to join the collective brain.

Training objectives

As a participant you will:

1. ... *obtain a trend view on digital integration and virtual digitalised project management*

2. ... *get inspired to ludify your own projects*

3. ... *experience the pro's and contras of Enterprise Social Networks*

4. ... *share ideas on applicability to your projects*

5. ... *get a view on the business case of enterprise social media and the digital workplace*

Kjell van der Giessen
Lecturer @ HU University
of Applied Sciences and Partner
@ Haeven
The Nederlands

Bert Vliex
Managing Director @ Vliex4U
And Vice President @ RIDDS
The Nederlands

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

G Managing Programmes in an Agile World

A goal-driven alignment of organisational changes and project results

F A C U L T Y :

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

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

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 of the future organisation and to drive the realisation of business benefits. This all against the background of fast changes and the demand for agile ways of working.

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 stakeholders in various parts of the organisation to manage the necessary implementations and 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 assuring that the development teams can achieve optimal performance.

Training methods

To maximise the benefits from this course we work in an interactive manner and tailor the contents to the specific interests and expertise 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 can be combined with agile development and scrum instruments.

3. *Manage the initiation of programmes taking the agile manifesto into consideration*
   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*
   Building strong teamwork taking multicultural aspects
   and complex differences of stakeholders interests into account.

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.

H Managing Corporate Project Portfolios

By developing and implementing a LEAN project portfolio management and governance model

F A C U L T Y :

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

Gerard Geurtjens
Project Director new Pier &
Terminal, Capital Programme
Amsterdam Airport Schiphol.
The Netherlands

Course Vision

In large organizations 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 project and portfolio governance model.

This course will give you methods and tools to develop and run Project Portfolio Management (PPM) applying principles of LEAN, to help you to invest in the right projects to support the strategy of your organization. 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 the maturity model of PPM and set your own objectives*
   Estimate the value of projects and the need for PPM efforts.
   Determine the prerequisites for a functioning PPM system.
   Know the PPM Maturity model and recognize your own development needs.
   And have tools to promote PM Culture change in your own organization.

2. *Develop a Project Management model that supports an effective and LEAN 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 LEAN PPM model and supporting methodologies*
   Prerequisites for prioritizing projects and methods of prioritizing.
   Estimating the resources needed to implement the selected projects.
   Reporting system needed and recommended.

4. *Describe and measure the business benefits and the value of project portfolio*
   Present status information in a way that is needed from the PPM point of view.
   Use different methodologies to compare projects.
   Manage your portfolio performance.

5. *Build PPM Processes as a part of corporate governance model*
   The role and way of working of a PPM Board, PMO and Portfolio Managers.
   How to support the PPM process by IT systems.
   Develop a Project and Portfolio Governance model including the decision making authorities and structure of portfolios.

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.

	2017:
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	€ 150
Accompanying person attending joint meals, social events and excursions	€ 250

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
Gydevang 39–41, DK 3450 Alleroed, Denmark
Phone + 45 / 4826 7075
secretariat@ipmacourse.com.

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

IPMA Association partners:

Danish Project Management Association

Project Management Association Finland

Project Management Association of Iceland

Norwegian Association of Project Management

Svenskt Projektforum
The Swedish Project Management Association

Sponsoring partner:

IPMA »
international
project
management
association