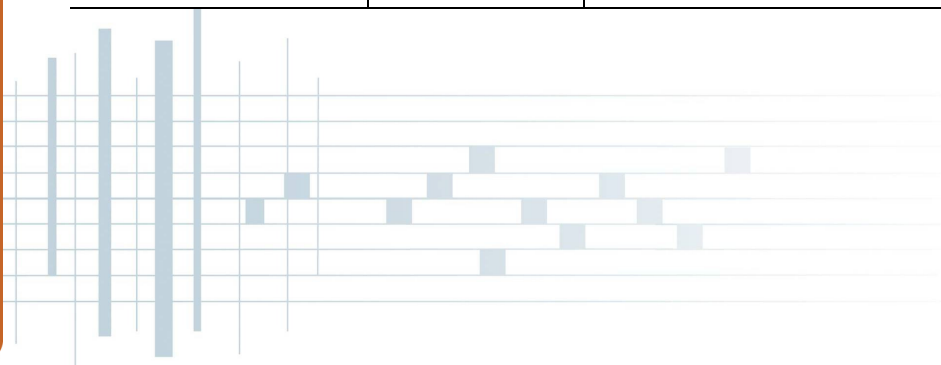




Africa & Middle East Network Workshops

<p>The PMO - Key Driver of Improved Capability</p>	<p>09 Jun '10 <i>Johannesburg, South Africa</i></p>	<p>Join us to investigate the role of the project management office (PMO) within the context of overall project management capability development. Together we'll explore the challenges, successes and failures in implementing, framing and managing Enterprise Project/Program/Portfolio Offices and networks of multiple PMOs. We will hear stories from organizations that consider their PMOs as strategic assets, how they came into being, what they do, how they became valued and how they regenerate and remain current.</p>
<p>WEBINAR</p>	<p>22 Jun '10 <i>8am</i> <i>Johannesburg, South Africa</i></p>	<p>Work preferences in project management - Special Guest Steve Garfein</p>
<p>Competence & Resource Management</p>	<p>17 Aug '10 <i>Johannesburg, South Africa</i></p>	<p>This workshop will bring local members the best of the Global Workshop held in the USA. The focus of the Global Workshop was on gaining an understanding of what resources you have, and determining what and how many resources you need to deliver your portfolio and develop your resources. We'll explore what the global member community had to say, and view the first results from our new Project Academies Benchmarking model, which investigates spend per organization on training and development, the scope of learning programs and the big questions, such as "What is the value of certification for project managers?" Hear from local organizations who will share details of their journeys towards capability improvement, both at the individual and organizational level.</p>
<p>A Framework for Project Management</p>	<p>09/10 Sept '10 <i>Johannesburg, South Africa</i></p>	<p>Every project, both large and small, is undertaken by organizations whose strategy is served by promoting, implementing or supporting the project. Whereas many enterprises succeed in predicting their business performance and satisfying their stakeholders, the same is not true for projects, a large proportion of which fail to accomplish their declared goals. Projects are very different from Business as Usual, which is why unique concepts, tools and techniques of project management have been developed.</p> <p>This workshop will investigate how organizations seek to integrate project-based work into Business as Usual and suggest how the competent use of frameworks, processes and practices can facilitate good project management practice.</p> <p>It will highlight that the governance of projects and programs as a strategic competence requires organizational attention at multiple levels, and will provide suggestions as to how the creation of such competence might best be approached.</p>



<p>Project Leadership & Role of the Sponsor</p>	<p>26 Oct '10 <i>Johannesburg, South Africa</i></p>	<p>Against the twin issues of increased complexity in projects and programs, and the increasing scarcity of highly skilled project resources, which leadership competencies are required to guide them?</p> <ul style="list-style-type: none"> • Does 'leadership' look different for differing project types? • How does the role of sponsor relate to that of the project leader, and can a weakness in one be offset by strength in the other? • How does the organization ensure that it has an adequate supply of appropriately skilled sponsors and project leaders, and that these are optimally allocated across the portfolio? <p>This workshop will explore the importance of strong sponsor and leader behaviour, the competencies that the organization must cultivate, and the inter-relationship between these two critical roles.</p>
<p>10TH ANNUAL GLOBAL WORKSHOP</p> <p>Total Project Performance - Creating Successful Frameworks for Performance Management</p>	<p>9/10 Nov '10 <i>The Hilton London Heathrow, UK</i></p>	<p>This invitation-only workshop will bring together senior executives to examine the concept of 'Total Project Performance', analysing what this means for our organizations and sharing our understanding and our experience to pinpoint measures to enhance organizational project performance. Topics for discussion will include:</p> <ul style="list-style-type: none"> • How does performance management for an organization's project-based activity contrast with and link to performance management for business operations? • What role do PMOs at different organizational levels play in performance management? • How important is strong management of the available PM competence pool to ultimate project performance?
<p>Counting the Cost of Errors in the Estimate</p>	<p>30 Nov '10 <i>Johannesburg, South Africa</i></p>	<p><i>"There is a demonstrated, systemic tendency for project appraisers to be overly optimistic...appraisers tend to overstate benefits, and underestimate timings and cost."</i> HM Treasury</p> <p><i>"it is found with overwhelming statistical significance that the cost estimates used to decide whether such projects should be built are highly and systematically misleading"</i> Flyvbjerg</p> <p><i>"comparing current cost and schedule methods with earlier cost and schedule approaches, it became apparent that NASA's organizational performance paradigm has morphed"</i> NASA, A History of Denial, 2009</p> <p>Establishing accurate and reliable estimates of time and cost continue to be challenges for organizations, not only because of the challenges humans present by demonstrating optimism bias but, as even NASA has found, estimating assumptions need to be continually reviewed and renewed to ensure that the basis for estimates continues to match the organizational context. This workshop will explore the challenges and current practice for estimating cost, schedule and benefits across industry.</p>

Human Systems' workshops are available for members of Human Systems' network or 'by invitation'.
For more information and to register please contact Bronwyn Small bronwyn.small@humansystems.net or telephone +27-11-706-6813.

This page was updated on www.humansystems.net on Tuesday, 13 July 2010.
Occasional changes will occur. Please check this site regularly for the most current workshop information.

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