



# Program Management - Development Center

Providing intensive focus on the leadership skills needed to succeed in managing complex, large-scale projects.

Educational Partners with



SSI along with Cambria Consulting have developed a realistic, two-day simulation of a large-scale, multi-million dollar program development initiative that tests the technical, business and leadership skills of both new and experienced managers.

The training begins by introducing participants to competencies (i.e., skills and attributes) that are critical for high performance in the role of a Program or Project Manager. The participants will then learn how to apply these competencies to real-life job situations by participating in a simulation of a program which moves through the phases of a typical program life cycle.



Each participant is given the role of a program manager and immediately faces the challenges involved with getting a troubled program back on track. Along the way, each will complete written assignments and engage in interactive role playing exercises and group decision-making sessions.

**Phase 0 - Conceptualization:** At this point in the program, participants are playing the role of an Assistant Program Manager. Their focus is to build the most effective team of project managers to run each of the sub-teams. They are asked to evaluate two candidates for several key positions and provide recommendations on who is the best fit for each.

**Phase 1 - Design:** Participants begin this phase with the discovery that the program has not passed its latest review and the Program Manager from Phase 0 has suddenly left the organization. They are promoted and now must rebuild the morale of the team and get the team prepared for the next review. Issues involving communication breakdowns, resource allocation shifts, and team members looking to abandon the program must be addressed through the creation of a program dashboard analysis. In a corresponding interactive exercise, some participants are chosen to role play the Program Manager and lead a team meeting - while others play the roles of key team members.

**Phase 3 - Development:** The pressure is increasing, and the stakes are getting higher and higher. The participant now has to work out solutions to issues involving significant budget cuts, cross-functional negotiations, unreasonable customer demands and deadlines in jeopardy. Each participant must also conduct a performance review with a problematic employee in a role-played exercise.

## The Difference

The challenge for any job simulation is how to make it seem just like being on the job but in "hyperdrive". How do you get people to deal with complex and compelling issues and make it a valuable learning experience, rather than a gauntlet?



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We've created a way to do this through interactive technology and a unique approach that brings the workplace to life:

- Participants view hallway conversations, participate in meetings and discussions, and receive emails and voicemails in real time - just as they would in real life on the job.
- Simulation activities are delivered via CD-ROM, allowing a seamless blend with interactive role-plays, written assignments, and group decision-making sessions.
- Participants can easily access all e-mails, reports, organizational charts, videos and voicemails through a continually updated, sortable list of materials.
- It incorporates fully functional Microsoft Office tools and Macromedia Flash technology, minimizing user training and system maintenance.

### **Results and Benefits:**

The value of the PMDC is multi-faceted with an undeniable impact on the success of your organization. Whether it is current program or project managers or those with the potential to move into these roles, the PMDC will help them determine actionable steps for improving effectiveness and preparing for future challenges. At the organizational level, the PMDC is easily leveraged as an instrument that fuels a number of essential organizational initiatives, including talent evaluation, selection, and succession planning efforts. All in all, this unique and innovative learning experience drives results for both individuals and the organization.

### **Pre-work:**

Participants review a CD-ROM tutorial introducing them to their role as program manager and to the large-scale program being developed in a \$1 billion subsidiary of a large, diversified, manufacturing company.

### **Day One:**

Each participant, acting as decision maker and primary liaison among the project managers, the customer, and division management, must balance the requirements of the program with the needs of each group and respond to issues via written analysis and recommendations and via live interactions with customers, project managers, and division management.

### **Day Two:**

Each participant is presented with the added complication of a required reorganization and/or facilities relocation and must make recommendations and decisions that balance the needs of the program and the division. Participants compete by presenting their recommendations to division executives, and discussing and agreeing on the optimal alternative for each initiative. On completion of these activities, the simulation ends and feedback to the participants begins.

**Duration:** 2 days

### **Audience:**

Program managers, project managers, and product development managers  
(new or experienced)



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