

American Management Association's Best Practices for the Multi-Project Manager

Learning Objectives

- Align Projects with the Strategic Direction of the Organization to Enable Better Decision Making Within and Across Projects
- Create a Holistic View of Your Multi-Project Environment
- Use Project Management Tools to Understand the Relationships Between Concurrent Projects
- Create a Balance of Resource Supply and Demand Across Multiple Projects
- Use a Communication Matrix with Your Team
- Ensure That All Project Statuses Are Uniformly Maintained
- Explain How to Manage Stakeholders Across Projects with Conflicting Resources
- Use Influence Skills to Manage Stakeholders Who Are in Conflict with One Another

Projects and the Organization

- Describe the Role That Projects Play as Change Agents Within an Organization
- Determine Whether an Organization Should Pursue a Certain Project
- Discuss How Organizations Prioritize Projects
- Establish a Multi-Project Architecture

Planning and Resourcing in a Multi-Project Environment

- Explain the Importance of Creating Project Charters in a Multi-Project Environment
- Describe the Value of Creating a Scope Statement
- Design and Utilize a WBS to Determine the Total Scope in a Multi-Project Environment
- Describe a Method of Sequencing Activities When Managing Projects
- Utilize Best Practices for Estimating Activity Resources and Duration
- Create a Plan for Improving and Optimizing Resource Use Across Projects

Communicating in a Multi-Project Environment

- Discuss the Challenges of Communicating Across Multiple Teams
- Create a Multi-Project Communication Plan
- Apply the Earned Value Method Within and Across Projects
- Weight Milestones When Measuring Value Across Projects

Stakeholder and Change Management in a Multi-Project Environment

- Explain the Importance of Managing Stakeholder Expectations Across Projects
- Describe the Process of Stakeholder Identification
- Utilize a Stakeholder Register
- Conduct a Stakeholder Analysis
- Leverage Influence Strategies to Manage Conflict Between Stakeholders
- Apply Best Practices for Managing Change Across Projects