



Project Value Delivery provides you with
advanced project management trainings suited for your needs
– **and you won't find them anywhere else in the market!**

Exclusive and specialised training offers focused on Large Complex Projects

Through our experience in Large, Complex Projects, you get advanced trainings that go beyond what is generally available in the marketplace. The trainings have been designed and are delivered by trainers with first-hand experience in the management of these challenging and rewarding projects.

Our expertise allows for your organisation to efficiently tailor your teams' learning. Deep knowledge of all aspects of project management and controls, in addition to our extensive experience in delivering advanced project management training, allows us to adapt the learning and delivery methods. Both planning the training with you - and during the seminar itself - to suit your specific needs.

Typically, the participants from your organisation are experienced in Project Management* that appreciate expert answers and advice on the training topics. The trainings use the terminology of the Project Management Body of Knowledge (PMBOK®) of the Project Management Institute (PMI), and extend these basic concepts to the particular requirements of large, complex infrastructure projects.

These unique courses are not proposed to the public, as in our experience true learning and behavioural change can only take place in organisations that are ready to invest in their people for the long term. We want to work with these organisations and to empower them to be **reliably successful in executing large, complex projects**.

Face-to-face or remote delivery

To meet your delivery requirements, our trainings are offered in both face-to-face and remote/virtual classroom versions. We are still strong believers in the impact of the personal meeting and learning together, especially for behavioural change and action-oriented learning.

Regardless of your preferred delivery method, we let you organise the venue or platform that best suits your people; and we provide the rest of the experience.

Courses Customisation

Based on our standard suite of courses we can customize the training to the particulars of your organisation (type of projects, systems used, etc.). This enhances the effectiveness of the training. We also often provide adapted courses to fit the need of wider transformation programs for the organisation.

Contact us for course customisation.

** (at least the level of a Project Management Professional (PMP®) certification (PMP training or equivalent and 3-5 years project experience). Attendees will typically be Managers of Projects or Project Portfolio, Project Managers or direct reports of Project Managers.)*

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Your training challenges

Did you ever attend project training where you felt more knowledgeable on the subject than the facilitator?

Have you spent days in project management courses that left you with only information, being afraid that the new information will be forgotten before you even get to try it once?

Do you have a need in your project organisation for more efficient ways of working in project management, control, and execution, but are not sure how to get there?

No matter how good your new project people, processes and systems are, the key to utilise these to their full potential is to learn the good ways of working and transform organisational behaviours - fast. To do so, you have to process the right information and knowledge you receive in trainings and make it your own.

We call that transformative learning and it is based on the neuroscience of how we humans learn.

We understand your project challenges and training needs

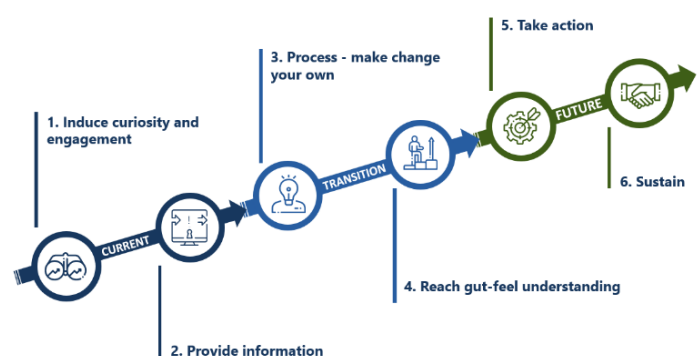
At Project Value Delivery we have the experience to understand your project challenges and the knowledge on how to meet them, providing state-of-the-art learning.

Through our training programmes you get access to the advanced knowledge on efficient project management, leadership, control and execution – always relevant to your organisation.

We have off-the-shelf solutions but can also tailor the training to fit your specific needs. We have a skilled team with extensive knowledge of both project management and learning design.

What makes our trainings transformative?

- Trainings developed by highly skilled and experienced project professionals.
- Access to trainers that have first-hand experience in the management of Large, Complex Projects.
- Designed programmes developed by learning specialists for truly transformative learning – learning-by-processing-and-doing programmes – based on our 6-steps transformative learning model.



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Formats that fit your organisation's needs

Your organisation may have specific training requirements; Individually paced or classroom facilitated; Standard or tailored; Condensed or spaced in time.

Our formats ranging from fully classroom and facilitator delivered to fully digital and individual driven and from fully customised to off-the-shelf courses.

We can also provide all our courses in virtual classrooms (face-to-face still providing the best results).

We have the capability to develop and implement e-learning modules and insert them in your L&D tool. Typically, a 3-day face-to-face course can be replaced by 5 x 3h interactive sessions over one week with some homework between interactive sessions (or another setup that meets your needs).



Face-to-face



Virtual/digital

Main target groups

We address both owner and contractor organisations.

- Experienced project managers, project leaders, and direct reports of project managers
- Project control managers, project control personnel and leads (cost, planning, risk, contracts)
- Executive management / project steering committee groups or members
- Department heads and senior management

Existing off-the-shelf training areas

Our existing off the shelf courses – flexible and adaptable - on key advanced project management and control areas are:

- Advanced Project Management
- Project Soft Power™
- Contract Management for Project Managers
- Advanced Cost Control & Financial Introduction
- Advanced Project Scheduling for Project Managers
- Advanced Risk Management
- Advanced Project Control

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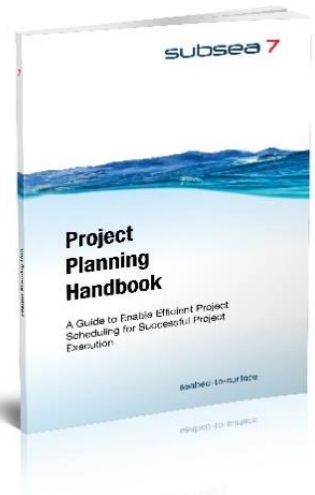
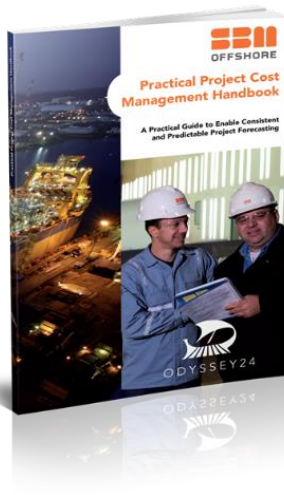


Handbooks - part of our training offers

To further support your organisation, we have developed a unique offer: the course material - and more - in the form of pocket-sized handbooks. They are readily available print on demand, or customised and branded to your organisation's requests.

These customised handbooks are very appreciated amongst the hundreds of participants taking part of our trainings. They have proved particularly effective to support a transformation programme for a specific discipline or for Project Management in general, for example when there is a step-change in capability to enable the successful delivery of large, complex projects.

We have produced handbooks covering all aspects of Project Control and Project Management for various organisations (owners and contractors)



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Advanced Project Management Course: *Key Competitive Edge for Executing Large, Complex*

A unique project simulation providing a key competitive edge for executing large, complex projects

Off the shelf or customized to fit your specific needs

Adapted to Owner or Contractors

Delivered by project professionals or your own facilitators

Standard durations:

Face-to-face: 3 days

Virtual delivery: 5x 3h

or customised

In this flagship training course, Project Managers and senior Project Management Team members can test drive the actual start of a complex project.

The training includes specific tools to overcome complexity and natural variation and the participants will be given the occasion to use facilitation skills while simulating the start of a project, discovering the improvements that will result, in terms of reliability enhancement and support to decision-making.

The mock project - specific to the industry and the organisation – is used as a basis for the training.

Key learning points for this course are:

- accelerated experience of the flow of a complex project
- understanding of the difference between complex projects and more simple, linear projects
- deep understanding of the drivers of project success
- proper setup of project organisation and project governance
- introduction and application of the Convergence Monitoring techniques
- the project in the organisation - different organisational structures - advantages and drawbacks
- importance of full-time assignment of resources in integrated teams - complex project delivery
- importance of the right monitoring tools for the project manager
- lessons learnt from actual complex projects failure

Participants receive a comprehensive written document on the management of complex projects as well as a choice of the latest books sponsored by Project Value Delivery on Project Management and Project Control.

Project Managers, direct reports to Project Managers; and Department Heads and Senior Management that want to gain a deep understanding on the workings of complex projects.



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The Project Soft Power™ Course: *Effective Project Leadership in Action*

Project Soft Power™ is the key differentiator of the Project Leaders who are reliably successful in leading Large, Complex Projects

Off the shelf or customised to fit your specific needs

Facilitated by a seasoned project professional as well as certified coach

Standard durations:

Face-to-face: 2 days

Virtual delivery: 4x 3h

or customised

What makes the success of a project is not just technology, processes and systems. Projects are human adventures. As such, our research uncovered that Project Soft Power™ is the key differentiator of the Project Leaders who are reliably successful in leading Large, Complex Projects.

This particular session will focus on small groups and will involve a lot of practice and interaction. It is focused on soft skills – personal and interpersonal. The trainer is a seasoned project professional as well as certified coach.

This training will provide a unique experience and insight to project professionals.

Key learning points for this course are:

- why you should be a Project Leader and not a Project Manager
- the five dimensions of Project Soft Power™
- practice techniques of Project Soft Power™ (incl. skills such as active listening; body language; effective team building; prioritization; influencing; effective feedback; networking; etc)
- Project Soft Power™ self-assessment and personalized action plan

Participants receive a signed copy of the “Project Soft Power™” book, and exclusive working material to further develop their leadership capabilities. In addition, their Project leadership strengths and weaknesses will be measured by our proprietary Project Leadership Online Survey and fed back to the participants.

To ensure the best experience this training course is limited to 12 participants max



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Contract Management Course for Project Managers: *The Course most Contractors' Project Managers Need!*

*Simulate contracts management of Large, Complex Projects
- decide a course of action when unexpected events arise during a contract execution*

Facilitated by project professional or your own facilitators

Standard durations:

Face-to-face: 2 days

Virtual delivery: 4x 3h

or customised

Contract management is often an area unfamiliar to upcoming Project Managers, who, most of the time, originate from a technical background. Still, it is primordial for the economic success of the project, and the protection of the company, that project managers have a sound understanding of the contracting principles and how to deal with the most common contractual issues. Project Managers should primarily focus on managing the Main Contract (for Contractor) and the relationship with the Customer, as well as managing the Sub-Contracts and the Subcontractors.



This course has been specifically developed for Contractors and Owners that take on Large, Complex Projects. It has been developed by Project Managers for Project Managers. It is not a theoretical course by lawyers: it is a very practical course with pragmatic learning points that are readily usable in the workplace.

The course is structured around a large part of practice where the participants have to decide a course of action when unexpected events arise during a contract execution.

Key learning points for this course are:

- how operating under a contract changes the way a project is run
- what a contract is for and what it should contain
- different types of contracts, advantages and drawbacks; the contract lifecycle
- the contract as the rules of game
- the contract as a risk management tool
- contract and customer management: the game
- exploiting the contract at your advantage – the importance of writing and how to do it
- litigation and arbitration introduction

Participants receive a contract management fundamentals course materials as well the latest Project Value Delivery books on Project Management and Control.

This course is available to be customized for your organization. 16 participants max

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Standard durations:

Includes hands-on simulations and exercises that provide fundamental cost control understanding, with deep dives in large complex projects

Face-to-face: 2 days

A suite of off the shelf solutions with different distribution methods allow you to tailor your training programme for high cost and time efficiency

Virtual delivery: 4x 3h

or customised solutions

Facilitated by project professional/s or your own facilitator/s

"Fundamentals" delivered as shorter eLearning modules

When executing large, complex projects it is primordial to stay in control on the financial side. Conventional accounting is not sufficient. A rigorous project controls and cost control process needs to be put in place.



As Project Managers often stem from the technical and operational functions of the company they need to have an introduction to the financial side to understand what is expected from them, and also what they are expected to do and what they shouldn't be expected to do as Project Managers.

This unique course explains the difference and interfaces between cost control and finance management and gives a ready-to-use explanation of the structures to use when implementing the control systems in a large, complex project.

Participants will be involved in a hands-on design of the comprehensive information flow process at a simulated project start-up phase. They will also be given simulated exercises that will illustrate the deep difference between cost control and financial accounting.

Key learning points of our cost control training suite:

- objective & responsibilities of cost control (compared to finance management)
- breakdown structures – objectives, practicalities and traps
- information flow and systems setup
- cash flow management versus P&L
- long projects – the Percentage of Completion method
- rules for recognition of revenue and cost
- reporting sensitivities
- practical reporting: what's relevant for the Project Manager and for the organization
- introduction to the basics of organization's financial

Participants receive a unique written document on the cost control fundamentals (including templates and examples of WBS, periodic reports etc) as well the relevant latest handbooks sponsored by Project Value Delivery. The handbook can be branded for your organization, customized to support this course and be spread in the organization.

This course is available to be customized for your organization. 20 participants max

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Advanced Project Scheduling for Project Managers: *Keeping Control of your Complex Projects*

Pragmatic learning points, readily usable in the workplace, designed for project managers and lead planners to tackle schedule set-up; quality assessment; dynamic schedule analysis; schedule hierarchy and the levels of detail; and much more

Practical exercises mirroring actual projects

Facilitated by project professional/s or your own facilitator/s

Standard durations:

Face-to-face: 2 days

Virtual delivery: 4x 3h
or customised solutions

Proper scheduling is essential in keeping control of projects. It is particularly critical for Large, Complex Projects. Project Managers need to have a good enough understanding of the issues at stake to be able to:

- understand the project schedule input to take the right decisions
- challenge the schedules produced by their teams



and be able to lead the production, update and change process of the Project schedules.

This advanced planning course is not a planning tool's training. It is specifically designed for managers – how to tackle the following advanced concepts:

- quickly assess/ challenge the quality of the schedule
- setup and challenge the quality of the planning update process
- set the proper schedule hierarchy and the levels of detail that are required
- assess quickly whether a schedule is realistic or not
- keep a grip on the important things in project execution
- anticipate problems before they happen: dynamic schedule analysis
- basics of schedule risk analysis - what it can bring in terms of inputs to the planning process

This course is adapted to Owners or to Contractors. A unique feature is that it has been developed by Project Controls personnel for Project Controls personnel and Project Managers. It is not a theoretical course: it is a very practical course with pragmatic learning points that are readily usable in the workplace, and practical exercises mirroring actual projects. Tweaking the course to the Client's specific industry and process/systems to make it the liveliest possible for the participants through examples that simulate their daily work environment. We will also demonstrate our schedule assessment techniques on actual schedules of the participants.

Participants receive a written document on planning management fundamentals as well the relevant latest handbooks sponsored by Project Value Delivery.

As a popular option, our public Project Schedule Management Handbook can be branded for your organization, customized to support this course and be spread in the organization.

This course is available to be customized for your organization. 20 participants max

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Advanced Risk Management Course:

Risk Management Reloaded:

Implementing Really Effective Project Risk Management

Standard durations:

Face-to-face: 2 days

Virtual delivery: 4x 3h

or customised solutions

Pragmatic learning points directly usable on projects or portfolios, designed for project managers to lead a comprehensive risk management process

Includes both qualitative risk management (risk registers) and quantitative risk management (cost Monte Carlo, schedule risk analysis) and if needed advanced risk management methods

Facilitated by project professional/s or your own facilitator/s

What is project management but managing risks? Risk management cannot be delegated to the one person called 'risk manager'. It is the Project Manager who is the key leader of all risk management activities. Because risk management goes far beyond what is generally included under this word.



Project Value Delivery's experience is that the conventional tools used in project risk management (Monte Carlo, etc.) need to be used with care. It is because they do not represent the reality of project risk.

Project Value Delivery has developed a unique insight into project risk and teaches a framework that will make risk management work effectively to protect your projects and your organization.

Key learning points for this course are:

- objectives of project risk management
- what are the real risks that need to be managed in projects
- qualitative risk analysis methods
- brainstorming method fundamentals
- effective Prioritization techniques - the key to action
- technical risk analysis – preventing catastrophic risk; concepts of redundancy, reliability engineering, diversification, etc
- allowance and contingencies – the difference
- quantitative risk analysis – why conventional methods are wrong
- the real risks in complex project and how to identify and deal with them
- The Owner version of the course includes issues related to project definition maturity.

Participants receive a document describing in detail Project Value Delivery's unique approach to complex projects risk management as well the relevant latest handbook sponsored by Project Value Delivery.

As a popular option, our public Project Risk Management Handbook can be branded for your organization, customized to support this course and be spread in the organization.

This course is available to be customized for your organization. 20 participants max

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Our people

– experts in project management, learning and change

Our Master Trainer

We are team of professionals experienced in delivering Large, Complex projects.

Our Senior Managing Partner, **Jeremie Averous** is an experienced consultant and trainer, certified coach, published author. He is passionate about helping people grow and about bringing teams of diverse people together to overcome seemingly impossible feats.



Jeremie brings more than 20 years of senior management experience in the energy industry, as a regulator and in projects. He holds the Project Management Professional (PMP) certification of the Project Management Institute. As a former nuclear safety regulator, he has been involved in cutting-edge risk management methodologies. He is also an experienced facilitator, trainer, and a Certified Professional Coach (recognized by the International Coaching Federation).

Jeremie will develop and customize your courses and run the first sessions to ensure that they respond to the needs of your organization.

We will mobilize additional trainers as and when required to support broader training programs. Project Value Delivery constantly attracts talented people with relevant experience in project management. Depending on the timing of our intervention, other qualified trainers might be involved. Still, all trainings will be delivered under the direct supervision of our Master Trainers.

Our training development team

All Project Value Delivery's people have hands on project experience. These highly skilled people have developed the majority of our trainings. In addition, we have inhouse learning design competency, providing you the possibility to customise all our trainings – and other content – to fit your organisation's specific needs.

These customisations range from using your organisation's graphic profile, images or terminology; to incorporating your tools, tailor distribution method, or connecting the learning package to your Learning Management System (LMS).

Contact

Contact us to know more: **Contact @ ProjectValueDelivery.com**, and visit [our website](#) and register to receive regular updates on our White Papers and product offerings.

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