# Elemental Projects

## Capability
## Uplift Program (CUP)

**Pick-n-mix topics based on learning needs and strategic priorities**

1. Select topics for your CUP
2. Select dates that work for you
3. Deliver sessions online

Contemporary Project Management

Introduction to Projects

Predictive Project Lifecycles

Agile Practices on Projects

Scoping projects for long-term outcomes

Planning Projects

Scheduling Projects

Budgeting and Cost Control

Earned Value Management

Quality Management

Risk and Complexity

Governance & Reporting

Effective Stakeholder Engagement

AI in Project Delivery

Change Management

High-Performing Teams

Soft Skills for Project Managers

Leading with Emotional Intelligence

Program Management

Role of the Steering Committee

Project Sponsor Masterclass

Essential PMO

*Select the topics to include in your CUP, or let us know if you need something else...*

# Contemporary Project Management

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## About this session

In today's fast-paced world, project management is a critical capability for navigating change. This session provides a structured introduction to four distinct project types—earth, water, fire, and air—aligned with industries such as construction, IT, and social change. Participants gain insights into predictive, adaptive, and hybrid delivery approaches and explore the PMBoK Guide (7th Edition), including its 12 principles and 8 performance domains. Designed to build essential project management knowledge, this training equips teams to deliver projects effectively in any environment.

Participants develop their understanding of and skills in:

- Why project management has become an essential skillset.
- Four types of project (earth, water, fire, air) and industries that typify them (construction, innovation, IT, social change).
- The spectrum of delivery approaches (predictive, adaptive, hybrid) and how to select the appropriate approach for each project type.
- The structure of the current PMBoK Guide (7th Edition) including its 12 principles and 8 performance domains.
- Key concepts in project management.

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# Introduction to Projects

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## About this session

Designed for those new to projects, or supporting in a peripheral role, this session covers the basics of project management and how to contribute effectively to project success. It provides a clear, practical introduction to how projects differ from business-as-usual, the typical project lifecycle, and key roles, including the project manager, team, and sponsor. Participants will also explore essential project documents and practice developing a simple project charter. Ideal for those new to projects, this training builds confidence and capability in a project environment.

Participants develop their understanding of and skills in:

- Characteristics of projects and how they differ from BAU work.
- Project lifecycle and key documents developed in each phase.
- How to develop a simple Project Charter (project-on-a-page).
- Key concepts in project management, including the iron triangle, the cost of change, scaling and tailoring the project management approach ("the Goldilocks principle"), and the value of planning.

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# Predictive Project Lifecycles

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## About this session

Predictive (AKA 'waterfall') project management methodologies represent a traditional and widely practiced approach to project delivery, with a lifecycle defined by sequential phases of Initiation, Planning, Implementation, & Closure. We'll also explore the "big picture" - the rationale for undertaking the project in the first place and its link to benefits realisation and long-term outcomes.

Participants develop their understanding of and skills in:

- How projects and programs support benefits realisation.
- The strategic alignment of projects using the "Why Axis"
- Evaluation tools used in a business case to compare options and make an investment decision based on a project's financial viability using a balanced scorecard, payback period, whole lifecycle cost analysis, decision matrix, NPV & IRR.
- Key outputs of each phase of the project lifecycle, including the Project Charter in Initiation; PMP in Planning, Status Reports & Project Reviews in Delivery; PIR in Closure.

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# Agile Practices on Projects

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## About this session

This session builds awareness of the "adaptive" end of the spectrum of delivery approaches used in projects today. Learns will explore common Agile principles, practices, and methodologies, including Scrum, to understand how the roles of Scrum Master and Product Owner are used to incrementally deliver value by defining and delivering work, sprint-by-sprint. This session develops participants' understanding of when Agile ways of working are useful (and when they are not) and how adaptive delivery approaches can be deployed within work packages as a collaboration methodology for teams.

Participants develop their understanding of and skills in:

- The difference between predictive & adaptive (Agile) PM.
- What types of projects/work packages are suited to Agile.
- How scope, time, and cost are managed on Agile projects.
- Agile practices such as sprints, story points, retrospectives, kanban boards, stand-ups, burn-down charts, and backlogs with epics, features, and user stories.
- Adjusting the backlog based on feedback from stakeholders.

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# Scoping projects to support long-term outcomes

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## About this session

A well-defined scope is the foundation for delivering long-term project benefits. This session focuses on aligning project scope with strategic outcomes, ensuring planned benefits are realised beyond project completion. Participants will explore the role of the project manager and sponsor in scope management, key tools such as the Project Charter and Work Breakdown Structure (WBS), and best practices for change control in predictive projects. Designed for those involved in project planning and governance, this training strengthens the link between project execution and lasting value.

Participants develop their understanding of and skills in:

- Importance of clearly defined project scope
- How to strategically align a project by defining the planned outcomes/benefits to be delivered post-project
- The role of the project manager and sponsor with respect to scope management and benefits realisation
- Tools for defining scope: the Project Charter and WBS
- Change control in predictive projects

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# Planning Projects

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## About this session

Effective project planning sets the stage for success. This session guides participants through the fundamentals of starting a project from scratch, beginning with a well-crafted Project Charter (AKA Brief, PID, etc). From there, participants will develop a Work Breakdown Structure (WBS) to organise and clarify the work required. Ideal for those responsible for project setup - including project managers and sponsors - this training provides practical tools to ensure a well-structured, informed, and achievable project plan.

Participants develop their understanding of and skills in:

- Developing a detailed Project Charter with SMARTA objectives, success criteria, background, lessons learned from past projects, benefits, strategic alignment, governance structure, deliverables, exclusions, resources and team structure, assumptions, constraints, key risks & opportunities and, of course, stakeholders.
- Developing the WBS in SmartArt to define the work required to achieve the objectives defined in the Project Charter.

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# Scheduling Projects

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## About this session

A well-structured schedule is key to keeping projects on track. This session equips participants with practical skills to develop and manage project schedules using either Smartsheet, Microsoft Project, or the Elemental Planner (a scheduling and budgeting tool built in Excel). Learn how to create the WBS into the Gantt chart, sequence tasks, allocate resources, estimate durations, adding milestones, and track progress effectively. Designed for those responsible for project timelines, this training provides hands-on experience with industry-standard scheduling tools to improve project planning, control, and delivery.

Participants develop their understanding of and skills in:

- How to develop a Gantt chart using common scheduling tools
- Pitfalls in planning: "rubbish in, rubbish out
- Milestones and timelines - for a high-level view
- Capturing and reporting on progress
- Scheduling compression techniques for optimising the schedule and speeding up when needed

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# Budgeting and Cost Control in Projects

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## About this session

In today's resource-constrained environment, effective cost management is essential for project success. This session provides participants with practical tools to plan, track, and control project costs, including Project Cost Estimate, Time-Phased Budget, and Cashflow Analysis. It also covers Earned Value Management (EVM) as a technique for assessing cost performance, quantifying variance, and forecasting final project cost. This session builds the underpinning knowledge, financial acumen, and practical skills to support sound cost estimation and planning, minimise cost overruns, and improve financial decision-making in project delivery.

Participants develop their understanding of and skills in:

- Key cost management tools: Project Cost Estimate, Time-Phased Budget, and Cashflow Analysis
- Earned Value Management (EVM) from first principles
- Identifying cost variances and corrective actions
- Communicating budget status and financial risks
- Ensuring cost-effective project delivery in resource-constrained environments

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# Earned Value Management

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## About this session

For organisations delivering major projects in construction, engineering, infrastructure, and Defence, robust cost and schedule control is essential. This session covers both foundational and advanced EVM techniques, from performance tracking to detailed forecasting using EAC, ETC, VAC, CPI/SPI, and Earned Schedule. Designed for those managing high-value projects in predictive environments, it equips teams with the knowledge and skills to monitor progress, analyse and communicate performance, predict outcomes, and mitigate cost and schedule overruns.

Participants develop their understanding of and skills in:

- Understanding how the Integrated Baseline/PMB integrates scope, time, cost, and resource data
- Understanding Planned Value, Earned Value, and Actual Cost
- Quickly and easily interpreting EVM graphs
- Evaluating performance using Cost & Schedule Variance
- Using CPI & SPI to graph performance over time
- Forecasting future performance using EAC, ETC, and VAC
- Translating EVM metrics into plain-English summaries to support sound decision making

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# Quality Management on Projects

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## About this session

Quality in projects goes beyond meeting specifications—it requires exploring client needs, constraints, and the broader context to ensure deliverables are fit-for-purpose. It's about taking the time to understand what the project sponsor needs, what problem they're trying to solve, and what benefits they're trying to generate, post-project. It requires systems thinking and perspective-taking to identify opportunities to reduce through-life maintenance and upgrade costs, ensure regulatory compliance across jurisdictions, and deliver subjective end-user requirements like aesthetics, user-friendliness, and accessibility. Participants will also learn practical skills around developing a Quality Plan and using Control Charts to identify defects.

Participants develop their understanding of and skills in:

- Defining quality and grade in terms of 'fitness-for-purpose'
- Identifying quality requirements taking into considerations a range of factors, from standards to future-proofing
- Understanding the cost of quality
- How to develop a Project Quality Plan
- Quality control tools used to identify and eliminate defects

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# Risk and Complexity in Projects

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## Learning outcomes

Today's VUCA environments have transformed risk management—it's no longer just about known-unknowns captured in a Risk Register but also about preparing for unknown-unknowns that can't be foreseen. This session explores project, program, and enterprise risk management within the ISO 31000 framework, risk assessment, and effective treatment/response strategies. Participants will examine how culture, contracts, and leadership styles shape risk and issue response, apply the Cynefin framework for decision-making in complex projects, and map project complexity to anticipate challenges.

Participants develop their understanding of and skills in:

- Project, program, & enterprise risk management in ISO 31000
- Capturing risks & issues in the Risk and Issue Registers
- Bow-tie assessments, qualitative and quantitative risk analysis, treatment strategies, fallback plans, & contingency
- Volatile/uncertain/complex/ambiguous (VUCA) environments
- Mapping structural, technical, directional, and temporal complexity and strategies for responding effectively
- Applying the Cynefin framework to complex decision-making

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# Governance & Reporting on Projects

**BYO project!**

Participants may use a case study or (even better) bring a real work-based project to this session, to put theory into practice during group activities.

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## Learning outcomes

Strong governance and clear reporting are critical for keeping projects on track and decision-makers informed. This session explores key governance elements, the role of the PMO, and the project sponsor's responsibilities. Participants will learn how to balance consistency with subsidiarity, ensuring teams have the flexibility to act while aligning with strategic intent. The session also covers effective status reporting and the pitfalls of delusion & deception, the emergence of AI in reporting and information management, the impact of cognitive illusions, and decision-making frameworks that enable sensible, timely, consultative decisions that keep projects moving forward.

Participants develop their understanding of and skills in:

- Key elements of project governance and the role of the PMO
- Balancing consistency with subsidiarity (delegation)
- Role of the project sponsor in oversight and decision-making
- Providing clear and useful status reports and minimising 'watermelon reports' resulting from delusion (optimism bias) & deception (strategic misrepresentation)
- Psychology of decision making - avoiding cognitive illusions

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# Effective Stakeholder Engagement

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## Learning outcomes

Successful projects depend on strong stakeholder relationships, built through effective communication and engagement. This session covers traditional and advanced stakeholder analysis tools, digital communication strategies, and techniques for tailoring engagement to different audiences. Participants will explore methods like Social Network Analysis, Socio-Dynamic Stakeholder Profiling, and the IAP2 Standard to map influence, prioritise stakeholders, and tailor engagement strategies. The session also examines the psychology of meaning-making and interpersonal communication, exploring how people interpret and respond to information to build trust and manage expectations effectively.

Participants develop their understanding of and skills in:

- Analysing stakeholders using traditional and advanced tools
- Applying the IAP2 spectrum to tailor levels of engagement
- Selecting communication methods for audience and purpose
- Using digital tools for stakeholder analysis and engagement
- Developing a Project Communication & Engagement Plan

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# AI in Project Delivery

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## Learning outcomes

Artificial Intelligence is reshaping how projects are planned, executed, and monitored. This session explores how project managers can leverage AI to improve decision-making, optimise workflows, and enhance project outcomes. Participants will gain practical insights into AI-driven risk assessment, automated scheduling, predictive analytics, and AI-powered reporting. The session also covers ethical considerations, human-AI collaboration, and strategies for integrating AI into existing project management practices to drive efficiency and performance.

Participants develop their understanding of and skills in:

- AI applications in project planning, execution, & monitoring.
- Using AI for risk assessment, predictive analytics, and decision support.
- Leveraging AI-driven automation to support scheduling, reporting, resource management, and project workflows.
- Enhancing human-to-AI collaboration to improve efficiency.
- Navigating ethical considerations, pitfalls, and biases in AI.

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# Foundations of Change Management

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## Learning outcomes

Successful project delivery isn't just about meeting scope, time, and budget—it's about ensuring the change is adopted and sustained. This session explores the intersection of project management and change management, equipping project managers with the tools to lead change effectively. Participants will learn key models like ADKAR and Kotter, strategies for communication and engagement, and techniques for assessing and managing resistance. The session also explores the emotional side of change, helping leaders build resilience and anticipate stakeholder pushback.

Participants develop their understanding of and skills in:

- Understanding the relationship between project management and change management
- Applying ADKAR, Kotter, and other CM models
- Using communication, engagement, and capability-building tactics to support the adoption of change
- Identifying emotional triggers and resistance to change
- Strengthening personal resilience during change
- Developing a Change Management Plan

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# Leading High-Performing Project Teams

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## About this session

Projects are inherently collaborative, often spanning organisational, functional, and even geographic boundaries. A high-performing team is essential for navigating complexity, driving innovation, and delivering project success. This session explores the key attributes of effective teams and the leadership practices that shape them. Participants will examine Tuckman's model of team dynamics, team-building techniques that embrace diversity and inclusion, and strategies to avoid the dysfunctions that derail performance. Through real-world insights and interactive discussion, this session equips leaders to create teams that are aligned, engaged, and committed to shared project goals.

Participants develop their understanding of and skills in:

- Attributes of high-performing project teams
- Practices that shape this culture
- Tuckman's model of team dynamics
- Team building techniques that embrace diversity & inclusion
- Lencioni's five team dysfunctions and how to avoid them

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# Soft Skills for Project Managers

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## About this session

Long known to be essential for project success, the soft, interpersonal skills of project leadership are now enshrined in leading competency frameworks for project managers around the world including the ICB4, the PMBoK Guide (7th Edition), and the Australian Institute of Project Management's certification for senior project managers.

Participants develop their understanding of and skills in:

- Authentic leadership
- Shaping the first impression
- How to remember names
- Body language that conveys power and likeability
- Establishing rapport using the principle of liking
- Principled negotiation over positional bargaining
- Persuasion, and influence
- Conflict resolution

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# Emotional Intelligence for Project Leaders

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## About this session

Recognised by GAPPS, IPMA, AIPM, and PMI as a critical leadership skill, emotional intelligence (EQ) is essential for project success, particularly in today's complex and dynamic delivery environments. Tight deadlines, budget pressures, and competing stakeholder priorities can create tension and conflict. Leaders who can stay composed, understand different perspectives, and foster psychological safety build stronger teams and improve project outcomes. This session explores practical EQ strategies to enhance decision-making, resilience, and collaboration in high-pressure environments.

Participants develop their understanding of and skills in:

- A rich vocabulary around emotions
- Psychological distancing techniques including 'the balcony'
- The neuroscience of negative emotional responses (SCARF)
- The emotional chain reaction
- How to identify and interrogate the story behind the emotion to slow down and redirect the emotional chain reaction

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# Program Management

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## About this session

Programs drive strategic outcomes by coordinating multiple projects to maximise efficiency and realise benefits beyond individual initiatives. This session aligns with IPMA, PMI, and GAPPS standards, exploring how structured program management enhances value, stakeholder alignment, and interdependency management. Participants will also examine key methodologies, governance frameworks, and tools such as program roadmaps, benefits realisation plans, and risk and dependency mapping to navigate complexity and ensure success.

Participants develop their understanding of and skills in:

- Program life cycles and key outputs in each phase
- Using program logics to map a program's strategic alignment and structure the MER/Benefits Realisation Framework
- Developing a Program Management Plan
- Tools for developing an Integrated Master Schedule and optimising resource allocation across projects
- Stakeholder engagement, including change management
- Identifying and treating risks at the program level
- Maintaining quality standards across all program activities
- Governance structures for reporting and accountability

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# Leading Projects
## The Role of the Steering Committee

## Duration & mode

Live Online
1-2 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## About this session

Strong governance is essential for project and program success. This session is designed for those in governance roles—Steering Committees, Project Boards, and Governance Groups—helping them understand their responsibilities and how to provide effective oversight. Participants will explore how projects, programs, and portfolios align with strategic goals, the critical role of the project sponsor, and standard Terms of Reference. The session also covers key responsibilities in authorising, facilitating, and guiding projects, along with practical tips to navigate common governance challenges.

Participants develop their understanding of and skills in:

- Using projects, programs, and portfolios to drive strategic outcomes, implement strategy, & achieve organisational goals
- Supporting project sponsors in line with global standards
- Applying standard Terms of Reference
- Defining responsibilities in authorising, facilitating, and guiding projects
- Providing oversight across the project/program lifecycle
- Identifying common pitfalls and best practices for success

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# Project Sponsor Masterclass

## Duration & mode

Live Online
1-2 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## About this session

A strong project sponsor is one of the most critical factors in project success, ensuring alignment with strategic goals and the realisation of project benefits. This masterclass equips sponsors with the knowledge and tools to provide effective oversight, decision-making, and strategic direction. Participants will explore the role of the project sponsor in line with national and global standards, understanding how to navigate governance structures, engage with project teams, and drive project outcomes. The session also examines the function of steering committees and project boards, ensuring sponsors can influence effectively while maintaining accountability for benefits realisation.

Participants develop their understanding of and skills in:

- Understanding the sponsor as a key enabler of success
- National and global standards for sponsorship
- Engaging effectively with and chairing steering committees
- Strategic alignment, governance, and benefits realisation
- Supporting project managers and teams
- Providing oversight across the project/program lifecycle
- Strengthening decision-making, risk oversight, and stakeholder influence to maximise benefits

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# Essential PMO
## Enabling Governance & Good Practice

## Duration & mode

Live Online
3.5 hours

## Participants receive

- Presenter's slides
- PM tools & templates
- Certificate of Completion

## About this session

A fit-for-purpose PMO enhances governance, transparency, capability, culture, and strategic alignment, maximising the value achieved through projects and programs. This session explores the different types of PMOs and their role in methodology, resource and risk management, and independent assurance. Participants will examine common criticisms, challenges, and opportunities—including the impact of data and AI—and learn how PMOs evolve from low to high maturity. Designed for those establishing, managing, or working within PMOs, this course provides practical insights to maximise impact and adaptability.

Participants develop their understanding of and skills in:

- Understanding the different types and functions of PMOs
- Strengthening governance, methodology, and assurance
- Managing resources, risks, and transparency at project, program, and portfolio levels
- Addressing criticisms and avoiding common pitfalls
- Leveraging data and AI in PMO operations
- Mapping the evolution of a PMO from low to high maturity

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