

The key to performance

Does your organization worry about failing ICT-projects, low software quality, a lack of insight in the progress and coherence of your investments in ICT?

ADJUGO offers a unique portfolio of seminars and workshops that will help you improve the mastering of your IT. Do not hesitate to call us for on-site training in Dutch, French or English.

Register on line on www.adjugo.com/seminars



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Foundations of Business Process Management (2 days)

All companies and administrations need to focus on results and put the customer first. Business Process Management will help you achieve this goal. BPM is the management of the interaction between activities and the flow of information, products, services and money. BPM helps you describe the relationships between activities and business objectives, policies and rules, and IT-systems in such a way that genuine added value is delivered to the customer. Finally, BPM will help you to align functional organization to processes and business processes with IT.

Objectives

This course introduces the principles of Business Process Management (BPM). BPM is a standard way to document processes in your company or your administration and will help you in better understand its mechanisms. The BPM diagrams will show newbies how your organization works.

A more important objective of BPM is to improve the process flow and strengthen the activity chaining in your organization. The links between lean and Six Sigma measuring are explained.

Finally, IT is evolving towards a model of BPM and EA (Enterprise Architecture). We will explain the relation and also show how BPM, ITIL and ASL can be aligned to support the main processes that drive the company.

Benefits

Students completing this course will understand:

- The basic theory of BPM,
- How to document processes with (or without) appropriate tools,
- How to analyze a process with different approaches,
- How to improve processes,
- The link between BPM, Balanced Scorecards and Key Performance Indicators.

Audience

- Project, Program and Process Managers,
- Information and Business Analysts,
- Functional Consultants and Architects,
- Consultants at the business side,
- Auditors, anyone who is involved in analyzing corporate structures.



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Speaker

Thierry Lesage is an experienced IT professional and Business Process Management Certified consultant. He is active since 1984 in IT business and especially in organization matters since 2001.

Today he specialized in both public and private sector on a national and international level. He is co-founder and President of the ABPMP Chapter Belgium.

Content

The training contains the following topics:

- What is Business Process Management ?
- What is BPMN ?
- The use of Business Process Management Notation 2004
- How do we document processes ?
- How do we analyze processes?
- How do we improve processes?
- Who is using BPM?
- How to use tools for BPM?
- Which kind of tool for which kind of work?
- Exercises in BPM,
- Practical case studies.

Material

The course material provided includes all presentation materials, notes and additional handouts.

All students registered for the course will receive a free sample of TIBCO™ software for in company use.

Duration

Price

Reference

2 days

850 €

BPM1.

Related Seminars and Workshops

- Introduction to CMMI – SEI authorized course (3 days),
- An Analysis Method to Improve Processes (3 days)

Dates

- 19-20 January 2012
- 19-20 March 2012
- 7-8 May 2012

An Analysis Method to Improve Processes (3 days)

When a process doesn't work properly, the people involved in the process often try to automate the process, in the hope of a more efficient and faster process. But it is easy to underestimate the effect of the different activities and steps between the automated ones. When nothing seems to work properly anymore, organizations hire a Business Process Management expert to investigate the problems the process has in its execution.

This is putting the horse behind the cart. Process improvement should occur before the automation of the process flow. The automation of the process flow only works when the process works on an efficient basis with effective people working in it.

This training gives you a deeper insight in how to improve processes and which analysis methods to use in order to visualize the problem areas.

Objectives

The objective of this training course is to give the trainee an effective methodological tool for the improvement of business processes. This method will teach you how to:

- Define the improvement scope;
- Use performance indicators to measure process improvement;
- Analyze processes;
- Effectively use improvement tools;
- Use methods to control the process in order to improve it more.

Benefits

Students completing this course will understand how to:

- Analyze processes by using an analysis framework;
- Make a business case for process improvement;
- Improve processes by using the appropriate techniques;
- Determine process indicators and norms;
- Manage process risks;
- Implement the process changes;
- Survey the different improvement techniques

Audience

- Project Process and Program Managers;
- Information and Business Analysts;
- Functional Consultants and Architects;
- Business and Management Consultants;
- Anyone involved in a process improvement project.

Speaker

Thierry Lesage is an experienced IT professional and Business Process Management Certified consultant. He is active since 1984 in IT business and especially in organization matters since 2001.

Today he specialized in both public and private sector on national and international level. He is co-founder and President of the ABPMP Chapter Belgium.

Content

The training contains the following topics:

- Innovation of processes;
- Process analysis;
- Process redesign;
- Risk Management initiation;
- Process Migration;
- Process Performance Management.

Material

The course material provided includes all presentation materials, notes and additional handouts.

Duration	Price	Reference
3 days	1250 €	BPM2.

Related Seminars and Workshops

- Introduction to CMMI – SEI authorized course (3 days),
- IT Governance: trends, framework and methodologies (1 day)

Dates

- 13-15 February 2012
- 16-18 April 2012
- 27-29 June 2012

IT Governance: Trends, Frameworks and Methodologies (1 day)

Over the past decade, IT investments have comprised a significant portion of the overall investment portfolio. When looking at the future however, a potentially even stronger driver for IT investments will be the persistent trend of increased globalization. Globalization often implies outsourcing, co-sourcing and mergers and acquisitions. The idea behind these trends is mainly the reduction of costs and /or risks. This is when IT Governance comes into play.

IT Governance is about optimizing IT investments in such a way that the organization can meet its strategic objectives while delivering value and balancing risk versus return.

Objectives

This one-day seminar introduces participants to the practical aspects of IT Governance and its links with the Organization's strategy and legal regulations. This seminar will explain how to effectively implement IT Governance practices in an Organization using the most popular concepts, methodologies and frameworks like COBIT, ITIL, CMMI, ISO, Six Sigma and BSC...

We will pay special attention to emerging frameworks and growing trends like Green ICT.

Benefits

Students completing this course will be able to:

- Position and know the concepts of how to implement IT Governance,
- Understand the roles and direct responsibilities of Managers and Directors,
- Choose the correct methodologies and frameworks for their organization,
- Assess their current IT Governance level,
- And discover trends like Outsourcing Maturity and Green ICT and Computing.

Audience

- CxOs, Directors, Quality Managers, Auditors,
- Program and Project Managers, Team Leaders,
- Process Improvement Specialists, Business and IT Consultants,
- Anyone who is concerned with governance, process improvement, productivity and quality.

Speaker

Corné de Graaf is Senior Manager at ADJUGO, Corné has been employed at Ernst & Young where he was mainly involved in the area of IT Governance implementation and reviews. He is a Registered EDP Auditor (RE) as well as a Certified Information Systems Auditor (CISA).

Thierry Holoffe is co-founder and CEO of ADJUGO. He has more than 20 years of experience in managing ICT Companies and was an early adopter of development and operational frameworks.

Content

The course contains the following topics:

- A word on Governance,
- Legal constraints and regulations,
- Roles and responsibilities of Managers and Directors,
- The need for IT Governance,
- Overview of IT Governance, including:
 - Organization Management,
 - Strategic Alignment,
 - Value and Cost Management,
 - Service Level Management,
 - IT Risk Management,
 - IT Performance Measurement,
 - Portfolio / Resources Management.
- Introduction to the Methodologies and Frameworks:
 - When to use the Methodologies and Frameworks,
 - Benefits, cost, implementation, issues ...
- How to start and monitor an IT Governance implementation project,
- The basic of an IT Governance assessment,
- New trends in IT Governance, the future.

Material

The course material provided includes all presentation materials, notes and additional handouts.

Duration

Price

Reference

1 day.

500 €

ITGMF1

Related Seminars and Workshops

- Foundations of Business Process Management (2 days),
- Project Portfolio Management Workshop (1 day),
- Introduction to Measurement and Analysis (1 day).

Dates

- 01 February 2012
- 05 April 2012
- 15 May 2012
- 13 September 2012
- 18 October 2012
- 05 December 2012

Change Management using PROSCI® and ADKAR® (3 days)

During this three day course you learn how to manage changes effectively by using the PROSCI® Change Management process and the ADKAR® model.

You learn about personal and organizational competence for the management of change. You take your own change project to the training with you, work on it during the training, present it to a 'management team' and at the end of the course you have a blueprint of a change management plan for your own change project in the company.

During the training you receive instruments, worksheets, directives and checklists necessary to a successful change management track. You will be provided with exercises and methods that you will be able to use to teach others in your organization.

We encourage you to follow the 3 days course with 2 to 3 members of your team. Former participants advise this to maximize the chances of success. This 3 day program is an intensive one where all participants learn the principles of change management and experience how to work with the PROSCI methodology in practice. It is organized by ADJUGO and Alma Change Management Center.

Objectives

Successful completion of this course will enable participants to:

- understand the principles related to change psychology;
- discovery of the 7 basic principles of change management;
- understand the Change Management Best Practices;
- investigate the investigation data of 411 organizations which shared Best Practices;
- apply the ADKAR model;
- learn the “people” side of change and the application in a personal situation;
- apply the Change Management Process;
- learn PROSCI 3 phase process for Change Management;
- organize Change Competence;
- connect Change Management to organization projects.

Benefits

Students completing this course will learn the 6 application domains of ADKAR:

- Application 1: Making sense of change,
- Application 2: Guiding change management plans,
- Application 3: Measuring progress,

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- Application 4: Diagnosing gaps,
- Application 5: Developing corrective actions.
- Application 6: Enabling managers and supervisors

Audience

The change management course targets all managers involved in the management of business or ICT, on the development, implementation or operational side:

- CIOs, ICT Managers,
- Project and Program Managers,
- Service managers,
- Process consultants,
- Quality Managers,
- Change managers,
- IT auditors and governance specialists.

Speaker

Eugène Valentijn is an experienced change manager. He is actively involved in different types of organizations (various sectors) as a manager (interim and/or process-) or as a consultant. He has extensive knowledge in the field of organizations, business administration, change management and change leadership (specialization) in order to be working in and/or in cooperation with companies responsibly and professionally.

Eugène is a team player, partner, excellent trainer/instructor, coach, and intends to remain original as much as possible. He likes to share successes with others and he aims at pleasant cooperation with others. He does not avoid complex or difficult situations, nor the dialogue or confrontation that go together with them. In his communication he is open, spontaneous and, especially, reliable.

His enthusiasm results in active involvement from others. This way he is able to motivate people and help them to do the right things right.

Content

The following topics are treated:

- **Change Preparation**
 - Make use of the most state of the art evaluation tools to set up a Change Management Strategy,
 - Describe the Change Management Strategy,
 - Prepare the Change Management Team,
 - Develop a sponsorship model.
- **Change Management**
 - Create effective Change Management plans by using spreadsheets, guidelines and checklists,

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- Communication Plan,
- Sponsor Plan,
- Coaching Plan,
- Resistance Management Plan,
- Training Plan,
- Master Change Plan.

Change Reinforcement

- Celebrate success; reinforce resistance by strengthening the Change. The ADKAR model is used to manage resistance, to resolve conflicts and to identify corrective actions,
- Collect and analyze feedback,
- Diagnose gaps and manage resistance,
- Implement corrective actions and celebrate success.

The program:

Day 1

- Introduction to Change Management
- Why Change Management?
- ROI
- Best Practices
- ADKAR
- Change Management principles
- Change Management Characteristics
- Organization Attributes
- Challenges and risks

Day 2

- Creation of a CM strategy,
- Prepare a CM team,
- Develop a sponsor model,
- ADKAR analysis,
- Communication plan,
- Sponsor action plan,
- Presentations,
- Special event.

Day 3

- Coaching plan,
- Resistance Management Plan,
- Training plan,
- Master Plan,
- Reinforce Change,
- Final exam,
- Graduation.

Material

On the first day of the course, participants will receive:

- the Change management toolkit (*),
- a complete powerpoint sitemap,
- the software program,
- the ADKAR book,
- a Single user license for online CM Pilot Tool,
- a Change Management Best Practices Report (benchmarking study),
- the Employee's Survival Guide to Change (book),
- the Change Management: the people side of change (book).

(*) *The Change Management Toolkit provided with the course allows you to:*

- Develop a change management strategy for your project,
- Manage the people side of change, not just the business side,
- Integrate organizational and technology changes into a single change management plan,
- Actively manage resistance to change.

Duration

Price

Reference

3 days

1950 €

CGM1.

Dates

- 06-08 February 2012
- 14-16 May 2012
- 17-19 September 2012
- 10-12 December 2012

Introduction to CMMI - SEI Authorized Course (3 days)

The Software Engineering Institute has now published the new version of its maturity model, CMMI (Capability Maturity Model Integrated).

This three-day course introduces systems and software engineering managers and practitioners, appraisal team members, and engineering process group (e.g., SEPG, EPG) members to CMMI fundamental concepts.

Objectives

Successful completion of this course will enable participants to:

- Describe the fundamentals of model-based process improvement,
- Illustrate the benefits of process improvement,
- Introduce CMMI model content.

Benefits

Students completing this course will be able to:

- Understand the benefits of defining an organisation's processes ,
- Learn about the internal CMMI structure, the concepts and the terminology,
- Understand the possible use of CMMI for the software and/or the system (operations and support) departments,
- Be able to interpret the CMMI properly, essential for those who will be involved as Team Members or Lead Assessors in CMMI assessments.

Audience

- Product developers and process implementers,
- Members of CMMI appraisal teams who require the official SEI authorized training,
- The software and the system communities,
- Managers involved in the development or maintenance of software ,
- Anyone interested in improving quality, productivity or competitiveness through a process approach.

Speaker

Roger Gamage is an experienced technical manager with over 30 years in the communications and systems industries, with strong proven project, department and man-management skills, and extensive experience of process management and improvement. He is an extremely knowledgeable and skilled instructor and his courses receive excellent reviews. Roger is also an excellent and dynamic conference presenter who has spoken at a number of high profile events.

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Roger is a SEI certified “Introduction to CMMI®” Instructor, a SEI certified “CMMI® for Services Supplement” Instructor and an appraiser (Mini-appraisals (SCAMPI® C type), SCAMPI® A & B appraisal team support).

Content

The training contains the following topics:

- Introduction,
- Model-based process improvement,
- Overview of CMMI components,
- Institutionalization,
- Process areas of CMMI models,
- Structure of the continuous and staged representations,
- Next steps.

Course work:

- Reading homework is required the first and second evenings of the course,
- Successful completion of this course requires that participants actively participate in classroom discussions and exercises in all three days, not missing any classroom time.

Material

On the first day of the course, participants will receive *CMMI®: Guidelines for Process Integration and Product Improvement, Second Edition*, and a course notebook with copies of the course slides.

Duration	Price	Reference
3 days	1800 €	ICMMI3.

Related Seminars and Workshops

- Project Portfolio Management (1 day)

Dates

- 01-03 February 2012
- 02-04 April 2012
- 04-06 June 2012
- 10-12 September 2012
- 19-21 November 2012

Project Portfolio Management Workshop (1 day)

It is essential for an organization to manage projects in their interdependency and to continuously keep them aligned with the organization goals and objectives, especially when the rapidly changing environment enforces regular changes of strategies and plans. As a consequence, organizations must keep track of the successful implementation of their strategies and keep control of their project portfolios.

The challenge lies in managing the complexity of the various parameters influencing the success of the total portfolio.

This course can ideally be followed by specific workshops on one or more aspects of Project Portfolio Management.

Objectives

This workshop will help people set up an effective portfolio based project decision making process, and use this process to enhance the benefits they realize from Business and IT projects.

This course will also help people to understand the necessary roles to be played within Project Portfolio Management, the need for a Portfolio Management Office and the implementation dynamics of the process.

Benefits

Students completing this course will understand:

- Full insight in all key parameters influencing the Project Portfolio and how to manage these,
- What can go wrong if portfolios are not properly controlled,
- How to set up best practice processes for PPM in conjunction with Business Management,
- The roles and responsibilities of the different PPM actors,
- How tooling can guide and support the end-to-end Portfolio process/lifecycle

Audience

- Project Portfolio Managers, Program Managers and Senior Project Managers,
- Project Office/Program Office Executives and Staff,
- Strategy Planners, Change Managers, Architecture Managers,
- Executives and Managers involved with Change,
- Financial and Compliance Executives.



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Speaker

Marc de Goeij followed a professional career in banking before he became a full time consultant in the Organization Development arena. Marc specializes in Strategy Development, Business/Enterprise Architecture, Business Change, Enterprise Program Management/Project Portfolio Management and Business Process Improvement.

Marc holds Bachelor level degrees in Economics, Languages and Computer Science and has a Cum Laude Masters degree in Organization and Management.

Content

The course contains the following topics:

- Defining Project Management, Program Management and PPM
- The challenges and issues of PPM
- Overall methodology: Strategy Development, Business/IT Architecture and PPM, or how to change your organization effectively
- PPM Process: a best practice process describing how to execute Project Portfolio Management as a Strategic Decision Making process
- PPM Governance: the roles and responsibilities in the PPM process
- Case studies: PPM implementations in large organizations
- Creating the Business Case for Project Portfolio Management
- PPM Game: Live decision making in a serious yet fun game environment using real life project documents and a professional Project Portfolio Management application

Material

The course material provided includes all presentation materials, notes and additional handouts. Participants will also receive the process model for successful PPM implementation. Moreover, all students are eligible for a free webinar of the PPM tool on a date to be set after the course.

Duration

Price

Reference

1 day

750 €

PPM1.

Related Seminars and Workshops

- Introduction to CMMI –SEI Authorized course (3 days)

Dates

- 10 January 2012
- 20 March 2012
- 12 June 2012
- 4 September 2012
- 21 November 2012

The Benefits of Green-IT Governance (1 day)

In a world where climate change is a key concern, IT departments feel the pressure to become more environment friendly and to re-think the way ICT is managed and governed.

Objectives

The objective of this course is to create awareness of the need for Green-IT and a good insight in how Green-IT governance helps you achieve sustainability in IT. We introduce you to the various elements that every green organization has to consider, as well as the benefits of implementing Green-IT.

Green-IT governance is broader than ICT alone and touches on non-IT related topics such as corporate social responsibility, corporate policies about work at home, alignment with the business strategy ('green image'), etc.

Green-IT is here to stay. Part of the course consists of a short introduction to the Code of Conduct on Data Center Efficiency, by the European Commission.

The course will help companies to implement measures that will in one go contribute to a positive, green corporate image, cut bills in areas such as energy and create more effective IT.

Benefits

Participants completing this course will be able to:

- Get the big picture on CO₂ emissions, waste and environmental management
- Understand what role IT plays in affecting the environment
- Understand the various concepts of Green-IT
- Understand the benefits of implementing Green-IT governance
- Introduce best practices to using energy and managing IT efficiently
- Understand how both the company and individuals can contribute to a greener environment
- Select the adequate tools and methods to optimize and monitor their ICT infrastructure
- Understand where Energy is consumed in a Data Center
- decide if their company should join the Code of Conduct on Data Center Efficiency

Audience

- Strategy Planners, Auditors, Quality Managers, Risk Managers
- Top Executives and Managers (Business, IT and Facilities)
- Program, Portfolio or Project Managers, Change Managers
- Green IT Ambassadors, IT governance consultants
- Human Resources Managers

Speaker

Corné de Graaf is senior manager at Adjugo and specializes in IT governance, IT process improvement and Green-IT. Prior to Adjugo, Corné worked as a senior manager at Ernst & Young Technology & Security Risk Services in Brussels, in the area of IT Governance, Financial Services and Risk Management. Together with Thierry Holoffe, Corné developed the entire methodology for Green-IT governance, as currently offered by Adjugo.

Content

The course contains the following topics:

- Global environmental situation
- Impact of the IT on the environment
- What is an organization's commitment to a greener environment?
- How can the different stakeholders participate?
- What is Green-IT?
- How can Green-IT help in reducing negative impact?
- How to efficiently implement a Green-IT Governance project?
- Perform a Green-IT Quick scan
- Formulation of best practices
- Definition of a Green-IT roadmap
- Definition and implementation of green key performance indicators (gkpi's)
- Setup of training and awareness program
- Implementation of a Green-IT roadmap
- Periodic (re)assessments
- What are the benefits of a Green-IT Governance project?
- Introduction about the EU Code of Conduct on Data Center Efficiency
- Understanding of Energy demand within data center
- Efficiency metrics : DciE, PUE, IT productivity metric, ...
- Energy efficient best practices
- Need of coordination

Material

The course material provided includes all presentation materials, notes and additional handouts. The different topics will be supported by the latest information available; real cases will be discussed.

Duration

1 day

Price

500 €

Reference

ITGMF2.

Related Seminars and Workshops

- IT Governance: Trends, Frameworks and Methodologies (1 day)

Dates

- 24 January 2012
- 20 March 2012
- 23 May 2012
- 18 September 2012
- 13 November 2012
- 12 December 2012