



# The European Institute for Industrial Leadership

## Leading by Projects HPL 70

A two day workshop 3rd - 4th June, 2008  
Chateau Latour de Freins, Rue Engeland 555, 1180 Brussels

---

### Objective

Few organisations exist in steady-state, where every day to day activity is a routine task, defined, repeatable, and repeated. Markets change, the business environment changes, and so the business must change. The leader's task is to lead these changes to give his own organisation a competitive edge.

An activity, with a finite timescale, and distinct, but different, start and end states, is one definition of a project in which the role of the Project Manager is to progress from start to end state within time and resource constraints.

Many Project Managers are given projects to manage, and apply their traditional Project Management skills to deliver their project to time, cost and quality. But leaders are required to identify and select activities and programmes which will make required changes happen. Doing the right projects for the business, then doing them right; stopping the wrong ones; identifying interdependencies and prioritising resources between competing projects in order to deliver a programme of change are all skills required by an industry leader.

Project management techniques have been longest and arguably best developed in the area of major capital (construction) projects. This two-day workshop will demonstrate that the familiar skills in this field, such as Project Scoping, Planning, Resource Management, Information Management, Risk Management and Reward Structures, together with a developed ability to set clear aims, can be turned to effect change in other business projects such as business process changes (often associated with information systems implementations and upgrades), research and development, innovation and new product introduction, sales campaigns, and even an IPO.

---

### Key Benefits

The workshop will demonstrate a generic project process, which participants will find sufficiently flexible to be skillfully applied in all business projects. They will also be introduced to a stage-gate process for evaluation and selection of projects competing for scarce resources. Using a number of non-capital project scenarios, participants will identify the essentials of the 'front end' of the project process: making sure that a set of project aims are clear, and aligned for all stakeholders, and raising awareness of the consequences where this is not achieved.

The importance of defining a project's scope will be explored, including agreement on what constitutes completion. The issue of changes in scope will be discussed, and participants will develop a range of appropriate measures to control this.

---

### Who Should Attend?

This workshop is designed to meet the needs of engineers and technologists with five to ten years' post-graduate industrial experience and some early supervisory experience, including those in project management roles. The workshop will also benefit managers from other disciplines who need to lead multicultural teams of people in either general or functional management positions, particularly those contemplating significant business change programmes in the near future. The workshop will be conducted in English.

---

To find out further details about this workshop, or to make a booking, please contact [secretariat@eiil.net](mailto:secretariat@eiil.net)



www.eiil.net

# The Master of Industrial Leadership Programme

## Leading by Projects HPL 70

A two day workshop 3rd - 4th June, 2008  
Chateau Latour de Freins, Rue Engeland 555, 1180 Brussels

**John Doerr** is a mechanical engineer with more than 30 years post-graduate experience. John enjoyed a variety of early industrial experiences in railways, textiles, steel and building services before joining Esso (now ExxonMobil) at their Fawley Refinery. With Esso, John fulfilled roles in maintenance, capital projects, turnaround management and refinery operations. These included roles as head of mechanical engineering services to the refinery and management of maintenance, including 24 hour emergency response teams. John also led the direction and development of training for Esso's managers becoming an internal coach to the company management development program. He was heavily involved in the equal opportunities, graduate recruitment, teamwork and performance assessment programmes.

In 1990 John joined McCourts where he has successfully delivered programmes with clients from utilities, financial, construction, petro-chemical, motor and charitable sectors.

Away from the coal face John pursues his love of sailing. He has sailed since boyhood, has won a World Championship and twice been an Olympic Trialist. Since easing off on competing himself he has become a world renowned sailing judge and coach. John has worked with the British Olympic Team since 1992 and has been the Chief Umpire for both America's Cup 1995, for around 20 World Championships, and for the Olympic Games in Sydney 2000, and Athens 2004.

**Steve Price** has been applying Project Management skills to business change projects for nearly twenty years. Initially as a Project Manager building chemical plants, Steve took his construction industry approach to PM into first the IT sector, implementing several ERP systems in multinational companies, and then into more abstract business change programmes. His most recent project was to establish the European Institute for Industrial Leadership.

### Application form

Please complete this application form and fax to +32-2-639-0399

Alternatively fill in the online application form at [www.eiil.net](http://www.eiil.net) or complete the form below and post to:

The Secretariat  
European Institute of Industrial Leadership  
Chateau Latour de Freins, Rue Engeland 555,  
1180 Brussels, Belgium

Name: .....

Company: .....

Position: .....

Daytime Tel. No. : .....

Email: .....

The fee for a 2 day EIIL workshop is €1600\*

\* exempt of VAT according to article 44, §2, 4° of the Belgian VAT Code.

Members of the EIIL, or one of its supporting organisations, may qualify for assistance with workshop fees from the EIIL Scholarship fund. For further information on whether you are eligible for this, please contact the secretariat at [secretariat@eiil.net](mailto:secretariat@eiil.net).

Payment requested by bank transfer to :  
ING Bank.

Account Number : 310-1978319-90

IBAN : BE34310197831990

BIC BBRUBEBB

Places will be confirmed on receipt of payment. If you require an invoice, please complete the details below:

Invoicee.....

Company address.....

.....

.....

Company number .....

Vat number.....