Soft skills

Moving Your Projects Forward in the Organisation

One day to move a cross-functional project forward when you have no direct authority over the people who contribute to it. Participants learn to obtain a clear mandate and a committed sponsor, negotiate resources with department heads, remove blockages, escalate at the right time and make progress visible. Each person works on a current project: a certification, a new line, a software roll-out, an improvement initiative.

Duration : 1 day

Objectives

1. Identify the conditions that move a cross-functional project forward: sponsor, mandate, resources, decision rules
2. Obtain a clear mandate and the ongoing commitment of a sponsor
3. Negotiate contributors' availability with their line managers
4. Diagnose a blockage and choose the right response: follow-up, ruling, escalation, scope adjustment
5. Make progress visible to sustain the commitment of management and teams

Programme

Day 1 — morning

• Why cross-functional projects slow down: competing priorities, unavailable contributors, late decisions

• The mandate: objective, scope, sponsor, resources, decision rules

• Engaging a sponsor: what you ask of them, how often, in what form

• Exercise: write or review the mandate of your project

Day 1 — afternoon (workshop)

• Negotiating contributor time with a department head who has their own objectives

• Facing a blockage: follow up, ask for a ruling, escalate or reduce the scope

• Making progress visible: milestones, first results, a one-page status update

• Workshop: an unblocking plan for your project and a simulated request for a ruling

Teaching methods

• A common thread running through each participant's real project

• Cases from industrial projects: multi-site certification, commissioning a line, ERP roll-out, continuous improvement initiative

• Simulated negotiation of resources with a department head

• Blockage diagnosis grid

• Mandate and status update templates given to each participant

Assessment and documents

Knowledge test and presentation of the unblocking plan at the end of the day, post-training evaluation at D+1. Numbered certificate verifiable online for each participant, training report for the company.

Bilingual materials for every participant; each classroom course comes with its digital twin on OmniLearn.

Good to know

For planning method (steps, workloads, schedule), see “Planning a Project or an Activity”. For an in-depth analysis of the interests and positions of the people involved, “Understanding Stakeholder Dynamics and Influencing with Integrity” goes deeper.

Practical information

Duration	1 day
Audience	Project leaders, QSE managers, methods engineers and managers who run cross-functional projects without line authority over contributors
Prerequisites	Be running, or be about to launch, a cross-functional project
Group size	Groups of 6 to 12 participants, in-company
Format	In-company, face to face on your site
Language	French, Darija or English; bilingual materials
Funding	OFPPT special training contracts (TFP), GIAC, Maroc PME: we prepare the applications with you, at no extra cost.
Programme customisation	Programme adapted to your procedures, your equipment and your audience

Frequently asked questions

Is this a project management course?
Not in the sense of planning tools. It deals with the organisational side of a project: mandate, sponsor, shared resources, trade-offs, escalation. It complements a planning course rather than replacing it.

How is this different from “Understanding Stakeholder Dynamics and Influencing with Integrity”?
Here we start from the project and its steering mechanisms. The stakeholder course analyses the interests, alliances and levers of influence of each person involved. The two complement each other for anyone carrying cross-functional files.

Do participants need a current project?
It is recommended. A project that is about to start works too: the workshop then serves to prepare the mandate and the first resource negotiations.

Can a whole project team attend?
Yes. As in-company training, the project team and its sponsor can attend the day together, and the workshop produces a joint unblocking plan. The course can be part of the company’s training plan; we prepare the funding file with you where possible.