

Edición 2024

evergreen

**LEARNING
EXPERIENCES**



Evergreen PM

Our mission is to change the world through people and projects. We are a company founded in 2010 with a vocation to serve companies and professionals to increase their competitiveness through project management.

We are eclectic, because from many perspectives we provide the most appropriate services for each circumstance. We are innovative, providing the market with the most valuable that happens anywhere. We are responsible, with a triple balance, economic, social and environmental, and we also contribute selflessly to professional development through translations, conferences and special prices for the unemployed.

Some of the companies that trust us:



Learning experiences

EvergreenPM literally means perennial, ageless. That is our mission, to keep professionals always ready to face new challenges by keeping up to date with the latest trends in Project Management, Lean-Agile Project Management and the competencies linked to successful project management.

For this, it is not enough to give master classes. On the contrary, it is necessary for professionals to be the protagonists so that they not only know, but are also able to put into practice what they learn. To this end, our training has been transformed into an experience where everything revolves around the professional, who actively participates from the beginning to the end, talking, doing and collaborating with classmates.

For us, learning is apprehending from the recognition that people learn differently and the need for deeper and more lasting learning from practice.

Partners



PROJECT MANAGEMENT

- PM² Essentials
- PM² Advanced
- PM² Agile
- PM² Foundation
- PfM² Portfolio Management
- P3.express practitioner
- P5.express
- PRINCE2 Foundation
- PRINCE2 Practitioner
- Change Management Foundation
- PMP
- ITIL
- Kick-start projects with the Project Canvas and Business Case
- Work Breakdown Structure (WBS)
- Solid OM Fundamentals
- Project Risk Management
- Project Governance
- Project Change Management
- Lean Change Management
- How to create a Business Case
- Project Timeline Management
- EVM (Earned Value Management)
- Risk Management

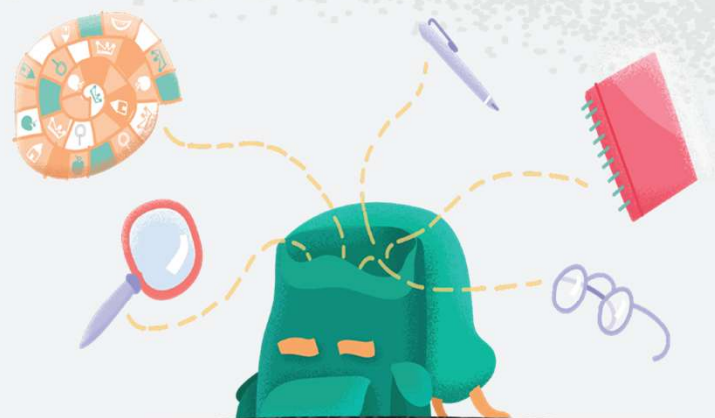
LEAN-AGILE PROJECT MANAGEMENT

- Lean: Improve your Business As Usual
- Kanban Fundamentals
- Scrum Fundamentals
- OKRs, Objectives & Key Results
- AgilePM Foundation
- Organizational Change Management Lite
- Organizational Change Management Extended

PROJECT PEOPLE AND TEAMS

- Soft Skills for Project Managers
- Leadership and Management 3.0 in projects
- High Learning Teams
- Psychological Safety in Projects
- Lean Meetings
- Liberating structures for PMs
- Communication, involvement and creativity in teams
- Negotiation in Project Environment
- Impactful Presentations

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🌀 Presentation	📁 Documentation
🗂️ Category	🕒 Duration
💬 Description	👥 Number of students
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👤 Facilitators	🎓 Tailor-made training





Project Management

In this section we list courses related to project, program and portfolio management, as well as project offices, from a predictive and, sometimes, hybrid strategy. They are courses on well-known methodologies such as the PMBoK Guide, but also innovative ones such as P3.express. You will also find super practical workshops so that, without dispensing with theory, you can learn by doing.

- PM² Essentials
- PM² Advanced
- PM² Agile
- PM² Foundation
- PfM² Portfolio Management
- P3.express practitioner
- P5.express
- PRINCE2 Foundation
- PRINCE2 Practitioner
- Change Management Foundation
- PMP
- ITIL
- Kick-start projects with the Project Canvas and Business Case
- Work Breakdown Structure (WBS)
- Solid OM Fundamentals
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- Project Governance
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- How to create a Business Case
- Project Timeline Management
- EVM (Earned Value Management)
- Risk Management





PM² Essentials

EC project management, open, free and easy to implement



PM² is a lightweight and easy-to-use project management methodology developed by the EC that enables project managers and teams to deliver solutions and benefits to their organizations through effective work management. PM² Basic is the fundamentals course for anyone who wants to get started to the methodology. It incorporates a wide range of globally accepted project management best practices such as PMBOK, PRINCE2 and IPMA-ICB and is suitable for any organisation.



OBJETIVES

- Understand what a project is and what the project management discipline is
- Be able to relate what is done and when, and then, who does it and how
- Be able to follow and understand what's happening in a project and interact with other team members.
- Be prepared to tackle a few hours of study of the methodology before successfully taking the PM² Essentials certification exam



WHAT WILL I LEARN?

- Introduction to Project Management
- PM² Overview and History
- The PM² building
- The project life cycle
- The PM² approach (mindset)
- Governance model: roles and organizational model
- Initiation Phase
- Planning Phase
- Execution Phase
- Closing Phase
- Monitoring and Control
- Case Study
- PM2 Essentials Exam Preparation



THIS COURSE IS FOR YOU IF...

- You are leading projects, totally or partially, without having a methodology
- You want to get started in Project Management by obtaining a certification in a prestigious methodology



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DELIVERABLES AND CERTIFICATIONS

- Guide and artifacts of the PM² Methodology in Spanish and English
- Documentation in PDF format
- PM² Essentials Exam
- An attempt at PM2 Essentials exam
- [PM2 Essentials](#)



21 hours



5-15



Spanish
english



PM² Advanced

EC project management, open, free and easy to implement



PM² is a lightweight and easy-to-use project management methodology developed by the EC that enables project managers and teams to deliver solutions and benefits to their organizations through effective project work management. PM² Advanced is the course to know this methodology and to be able to put it into practice. It incorporates a wide range of globally accepted project management best practices such as PMBOK, PRINCE2 and IPMA-IC.



OBJECTIVES

- Understanding the features of project management
- Understand the organizational issues surrounding project management
- Appreciate the value of PM²
- Gain the knowledge to work on PM² projects
- Be able to adapt PM².
- Be able to apply PM² in real projects
- Prepare for the PM² Advanced certification



WHAT WILL I LEARN?

- The PM² project lifecycle
- Key agents and artifacts of PM² phases
- Project Documentation
- What is a PM² project?
- PM² Approach
- Adaptation and customization
- PM² Governance Model: Organization and Functions
- Project stakeholders
- Project organization: layers and roles
- Roles
- Project phases: initiation, planning, execution, monitoring and control, closure.



THIS COURSE IS FOR YOU IF...

- Buscas una metodología de gestión de proyecto sencilla y fácil de implementar
- Ya has intentado la implementación de otras metodologías y has desistido intentando.
- Quieres descubrir la gestión de proyectos desde una aproximación práctica
- Quieres dar un salto exponencial en tu forma de gestionar proyectos



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DELIVERABLES AND CERTIFICATIONS

- Guide to the methodology and artifacts in English and Spanish.
- PM² Advanced certification exam (one attempt in Spanish or English)
- A PM² Advanced exam attempt
- [PM² Advanced](#)



24 hours



5-15



Spanish
English



PM² Agile

The EC's hybrid project management, open, free and easy to implement



According to the PMI, Pulse of Profession® 2020, 20% of projects in Europe in 2020 were carried out following hybrid methodologies, combining several methodologies or, very commonly, following predictive and agile management. This percentage is very likely to continue growing in the coming years. The CE, with the PM2 and PM2 Agile methodology, offers a practical and simple solution to predictive management. Although PM2 Agile is aimed at software development projects, with simple adaptations can be taken to any other type of project.



OBJECTIVES

- Knowing what hybrid methodologies are, their benefits and the main challenges for their use
- Understand the fundamentals of PM2 and Scrum and then understand the combination of both
- Understand and be able to explain to others what PM2 Agile is, when to apply it, and the benefits it offers over other methodologies



WHAT WILL I LEARN?

- PM2 Overview
- Scrum Overview
- What is hybrid project management
- PM2 Agile Overview
- Governance in PM2 Agile: Roles and Responsibilities
- PM2 Agile Life Cycle: Ceremonies, Artifacts, and Techniques
- PM2 Agile Extended Through Topics: Coordination & Reporting, Requirements, Estimation & Prioritization, Risk Management, and Deployment & Transition



THIS COURSE IS FOR YOU IF...

- You already know a predictive project management methodology and want to explore Agile methodologies
- You want to leverage the benefits of Agile methodologies without giving up the benefits of predictive methodologies
- You lead or are a member of project teams in any sector.
- You are a Scrum Master or Agile Coach and you don't want to give up the benefits of predictive management



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DELIVERABLES AND CERTIFICATIONS

- PM2 in Spanish and English
- PM2 Agile in Spanish and English
- An attempt at a PM2 Agile exam (see requirements)
- [PM² Agile](#)



12 hours



5-15



Spanish
English

evergreen



PM² Foundation

Ideal for those looking for international projects that can be funded by the EU



It is a course intended for people who wish to achieve a level of general understanding of PM2. The development of this course consists of a sequence of a typical project. The method focuses on project initiation, organization, control of project phases and risk management, quality and controls, delivery of project objectives, and project closure.



OBJECTIVES

- Making effective use of PM² for project management
- Effectively use PM² Artifacts to initiate a project, define its scope, and understand how to manage it
- Understand key project planning tools and techniques
- Understand project scheduling and estimation, including Gantt charts and network diagrams
- Understanding Project Budgeting and Cost Management



WHAT WILL I LEARN?

- Introduction
- Fundamentals
- Artifacts
- Project planning
- Project scheduling and estimation
- Budgeting and cost management
- Application cases



THIS COURSE IS FOR YOU IF...

- People involved in international EU-funded collaborative projects
- Project managers
- Project Team Members
- Team Leaders



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DELIVERABLES AND CERTIFICATIONS

- Methodology Guide
- Documentation
- PM² Foundation Exam



24 hours



5-15



Spanish
English



PfM² PFM

EC portfolio management; Open, free and easy to deploy



PfM²-Portfolio Management: Portfolio management is about selecting the optimal mix of projects and programs to align the organization's investments with its strategy to optimize the organization's benefits. By allocating the right resources and regularly collecting accurate and relevant information, you support portfolio decision-making. PfM²-Portfolio Management incorporates elements of a number of globally accepted project portfolio management best practices. The purpose of this course is to help organisations better manage and monitor their programme and project portfolio and report on their performance to senior management and relevant governing bodies.



OBJECTIVES

- Understand what project and program portfolio management is and its purpose
- Know and understand the PM²-PfM methodology, which provides: :
 - A portfolio governance structure
 - A set of portfolio management processes and activities
 - Artifact templates
 - Guidelines for applying processes and using artifacts
 - A set of effective attitudes (principles)
- Be prepared to pass the certification exam



WHAT WILL I LEARN?

- What is portfolio management
- Organizational contexts and their impact on portfolio management
- The PM²-PfM Methodology in detail
- Its model of government
- Your process model
- Definition, composition and realization of the portfolio
- Stakeholder management
- Artifacts that support documentation and management
- Deployment in an organization
- Tools and techniques



THIS COURSE IS FOR YOU IF...

- It is intended for anyone involved in portfolio management activities, or anyone who wishes to transition into a portfolio management role, either as a leader or as an assistant: Portfolio Managers (PfMs), Members of a Portfolio Office (PfO), Project Managers (PMs), Program Managers (PgM), members of a project office (PMO/PSO), Managers, Middle Managers, Educators and Trainers, Portfolio and Project Consultants,...



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DELIVERABLES AND CERTIFICATIONS

- PM²-PfM Methodology Guide
- Artifacts



24 hours



5-15



Spanish
English

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P3.Express

A very simple and practical method to boost your projects



P3.express is a simple, minimalist, and practical project management system. It is open and free with a Creative Commons license. Co-founded by Erasmus+ and the Programme of the European Union, P3.express uses a cyclical system to make activities simpler and more regular. In this workshop you will discover about this project management framework.



OBJECTIVES

- Explain to others what P3.express is
- Learn the benefits of P3.express
- Understanding how P3.express works
- Apply P3. Express in projects



WHAT WILL I LEARN?

- Introduction
- Project Initiation
- Monthly Initiation
- Weekly management
- Daily management
- Monthly closing
- Project Closure
- Management after closing



THIS COURSE IS FOR YOU IF...

- Project managers
- Business Managers
- Project Sponsors
- Portfolio Managers
- Project team members
- PMO Members
- Project Management Educators & Instructors
- College Students



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DELIVERABLES AND CERTIFICATIONS

- Methodology Guide
- Documentation



9 hours



5-15



Spanish
English



P5.Express

A minimalist and practical system for program and project portfolios.



Portfolio management is about selecting the optimal combination of projects and programs to align the organization's investments with strategy to optimize the organization's benefits. By allocating the right resources and regularly collecting accurate and relevant information, you support portfolio decision-making.

P5.express is a minimalist and practical system for program and project portfolios. It's easy to learn, easy to use, and easy to teach. P5.express is open and free with a Creative Commons Attribution license.

The purpose of this course is to help organizations better manage and monitor their portfolio of programs and projects and report on their performance to senior management and relevant governing bodies.



OBJECTIVES

- Understanding what project and program portfolio management is and its purpose
- Knowing and understanding the P5.express methodology, which provides:
 - A portfolio governance structure
 - A process made up of semester, monthly and daily cycles and activities in each of them
 - Document templates
 - Guidelines for applying processes and using artifacts
 - A set of near-universal project principles (NUPs)



WHAT WILL I LEARN?

- What is portfolio management?
- Organizational contexts and their impact on portfolio management
- The P5.express methodology in detail
- Its governance model with two roles: portfolio board and portfolio manager
- Its process through the activities in the cycles:
 - Semiannual
 - Monthly
 - Daily
- We will implement the necessary documents for portfolio management:



THIS COURSE IS FOR YOU IF...

- Está destinado a cualquier persona involucrada en actividades de gestión del portafolio, o a cualquier persona que desee realizar la transición a un rol de gestión del portafolio, ya sea como líder o como asistente: gestores del portafolio, miembros de la junta directiva del portafolio, gestores de proyectos (PM), gestores de programas (PgM), miembros de una oficina de proyectos (PMO/PSO), gerentes, mandos intermedios, etc.



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DELIVERABLES AND CERTIFICATIONS

- Documentation
- Material and exam in English



16 hours



5-15



Spanish
English





PRINCE2 Foundation

Projects In Controlled Environments, the project management method of the Public British Administration



The course is intended for people who wish to achieve a level of general understanding of PRINCE2. The development of this course consists of a sequence of a typical project. The method focuses on project initiation, organization, control of project phases and risk management, quality and controls, delivery of project objectives, and project closure.



OBJECTIVES

- By completing the course, participants must:
- Understand key concepts related to projects and PRINCE2
- Understand how the principles of PRINCE2 support the methodology
- Understand the themes of PRINCE2 and how they are applied throughout the project
- Understand PRINCE2 processes and how they are carried out throughout the project
- Pass the PRINCE2 Foundation level exam



THIS COURSE IS FOR YOU IF...

- If you play any of these roles:
 - Project Manager
 - Project Team Member
 - Team Leader
 - Project Manager Assistant
 - Aspiring Project Manager
- and you want to know the method of managing reference projects in the United Kingdom and Central Europe



WHAT WILL I LEARN?

During the course, the practical side of the PRINCE2 methodology is emphasized through the completion of tasks and exercises. The training covers PRINCE2 terminology and prepares the participant for the PRINCE2 Foundation exam, focusing on:

- Structure of PRINCE2
- Principles of PRINCE2
- Processes: Start-up of a project, initiation of a project, management of a project, control of a phase, management of product delivery, management of phase boundaries and closure of a project
- Topics: Organization, business case, risk, plans, change, progress and quality
- Adaptation of PRINCE2
- Exam Preparation PRINCE2 Foundation



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DELIVERABLES

- Pre-course reading documentation
- The QRP folder with the course material:
 - Course Presentation
 - Case Study, Exercises, and Solutions
 - 2 Foundation Level Mock Exams
 - Foundation Exam Candidate Guide
- Official Handbook PRINCE2: "Managing Successful Projects with PRINCE2® 2017 Edition"



21 hours



5-15



Spanish
English





PRINCE2 Practitioner

Projects In Controlled Environments, the project management method of the British Public Administration



The PRINCE2 Practitioner course offers the opportunity to apply the concepts of the PRINCE2 method to a scenario, preparing participants for the PRINCE2 Practitioner exam. This level aims to assess whether a candidate could apply PRINCE2 to the operation and management of a simple project in a PRINCE2-supported environment. Upon completion, participants will have to demonstrate the competencies required for the Foundation level, show that they can apply and adapt PRINCE2 to address the needs and problems in a given project scenario.



OBJECTIVES

- To apply PRINCE2 principles in the context of a project
- To apply and adapt relevant aspects of PRINCE2 topics in the context of a project
- To apply and adapt relevant aspects of PRINCE2 processes in the context of a project
- To pass the PRINCE2 Practitioner level exam



WHAT WILL I LEARN?

- Refresh knowledge in PRINCE2
- Adaptation, implementation and the 4 contexts
- Adapting PRINCE2 to a simple project
- Introduction to Agile Concepts
- Adapting PRINCE2 to an agile context
- Introduction to MSP (Program Management)
- Adapting PRINCE2 to a project within a program
- Adapting PRINCE2 to a project in a business context
- Preparing for the PRINCE2 Practitioner exam



THIS COURSE IS FOR YOU IF...

- Project Manager
- Project Team Member
- Team Leader
- Assistant to the Project Manager
- Aspiring project manager
- You want to know the method of management of reference projects in the United Kingdom and Central Europe



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DELIVERABLES

- Pre-course reading documentation in digital format.
- The QRP folder with the course material including:
 - Course Presentation
 - Case Study, Exercises, and Solutions
 - 2 Practitioner level mock exams
 - Practitioner Exam Candidate Guide
- A PRINCE2 Practitioner Exam



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16 hours



5-15



Spanish English





Change Management Foundation

The Basic Certification for Professionals in Organizational Change Roles



The Change Management Foundation course is designed for individuals who require a general level of understanding of change management.

The Change Management Foundation certification aims to confirm that a candidate has enough knowledge and understanding of change management to work as an informed member of a team working on an organizational change initiative.



OBJECTIVES

- Explain how change can influence individuals
- Contribute to the development of strategies to help individuals during the change phase
- Recognize the different types of change processes
- Describe the significant key elements in the process of integrating stakeholders into a change initiative using appropriate communication strategies
- Pass the Change Management Foundation exam



THIS COURSE IS FOR YOU IF...

- Change Managers and Aspiring Change Managers
- Team members involved in organizational change, transition, or transformation projects
- Anyone interested in understanding the core principles for successful organizational change, transition, or transformation



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WHAT WILL I LEARN?

- Introduction to Course Fundamentals
- Change Management Context
- Change Management and the Individuals
- Change Management and the Organization
- Definition of change
- Stakeholder Management Strategy
- Communication and Recruitment
- Impact of Change
- Preparing for change
- Exam preparation exercise



DELIVERABLES

- Course material in digital format
- Foundation Exam Candidate Guide
- 2 sample exams
- Glossary
- Study Guide in digital format (delivered by APMG with the purchase of the exam)
- Change Management Foundation Exam



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16 hours



5-15



Spanish
English





ITIL

The most widely accepted IT Service Management approach in the world



The IT Infrastructure Library® (ITIL) is the most widely accepted IT Service Management approach in the world. It describes how IT resources should be organized to deliver business value by documenting the processes, functions, and roles of IT Service Management (ITSM).



OBJECTIVES

- Know and understand the ITIL framework as a mechanism to ensure quality and valuable services for the business
- Be aware of the importance of the phases prior to the operation of the service so that the service and its management provide maximum value to the business
- Facilitate the identification of improvement initiatives to be applied in the organization



WHAT WILL I LEARN?

- Basics of IT services and their management
- The importance of IT as a strategic business asset
- The phases of the service life cycle: From the idea of a new service to its retirement. Phases of Strategy, Design, Transition, Operation and Continuous Improvement
- Service Design Phase: in which the service solution is defined in detail
- Service Transition Phase: in which the service is prepared and launched to production
- Functions: Development teams vs. maintenance teams



THIS COURSE IS FOR YOU IF...

- If you are an IT project manager and want to strengthen your skills to manage services.
- You know about service management but you want to improve your knowledge to get certified and grow professionally



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DELIVERABLES

- Course material in digital format
- Foundation Exam Candidate Guide
- 2 sample exams
- Glossary
- ITIL Foundation e-book (delivered by Peoplecert with the purchase of the exam)
- ITIL Foundation Exam



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15 hours



5-15



Spanish
English





PMP

Project Management from the PMI's PMBok Guide Perspective



The PMBoK® Guide or Guide to the Fundamentals of Project Management is probably the most widely read project management book in the world, with more than four million copies of it.

The PMBoK Guide is studied and used as a reference for project management in more than two hundred countries and in hundreds of thousands of companies. There are more than one million professions that already have PMP® certification, more than ten thousand in Spain. Its study provides a broad and in-depth knowledge about the main areas of knowledge of the project management discipline: scope, time, cost, quality, human resources, communications, risks and procurement.



OBJECTIVES

- Upon completion of the course, participants should be able to:
- Make effective use of the PMBoK Guide to Project Management
- Understand the application of project management processes
- Be prepared to start the self-study and preparation stage of the PMP certification



WHAT WILL I LEARN?

- Introduction
- Business environment
- Start of the project
- Project Team Leadership
- Project team performance support
- Project or phase closure
- Agility



THIS COURSE IS FOR YOU IF...

- Project managers
- Business analysts
- Quality teams
- IT leaders
- Project participants
- Any other member of project teams



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Mario



DELIVERABLES

- <https://pablolledo.com/paquete-director-de-proyectos/> Cost per person \$53.
- 36 hours of online classes spread over 4-hour sessions in no more than three months.
- Pablo Lledó's project manager package that includes books and simulator for 6 months.
- Presentations used to deliver the course in pdf with print permission.
- Support through an exclusive forum for this course with no expiration date. In this forum, students will be able to ask questions to the trainer and share them with the rest of their classmates.



16 hours



5-15



Spanish
English



Kick-start projects with the project and business case canvas

The art of defining and agreeing on the definition of the project



The Project Charter has been the document traditionally used to document the purpose of the project and formally approve its start but, for years, Visual Management has changed the way of documenting by placing more value on collaboration and communication. In this workshop we will show how to start a project, through what is known in agile methodologies as the Inception or "start-up", and document it through the Project Canvas and the Business Case.



OBJECTIVES

- Know and apply the key concepts that describe a project
- Use the Project Canvas to define the project and facilitate the decision on its approval, and also as a guide during the execution of the project
- Know and implement a business case for simple projects by evaluating different alternatives and estimating costs, risk and benefits



THIS COURSE IS FOR YOU IF...

- If you lead project teams and want to establish a solid foundation for project success
- If you are part of a PMO you want to know and put into practice how to start projects to lead them to success



WHAT WILL I LEARN?

- Introduction to the basic concepts
- Presentation of the Project Canvas and Business Case
- Progressive development of the canvas and business case
- Definition of the reasons for the implementation of the project
- Identification of alternatives
- Identification of key stakeholders
- Project Team
- Objectives, constraints and assumptions
- Scope, Term and Cost
- Risks
- Retrospective and conclusions



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DELIVERABLES

- Documentation in PDF format
- Recommended Reading



3 hours



5-15



Spanish
English



Work Breakdown Structure (WBS)

Or how to represent the scope of the project so that everyone understands it



The Work Breakdown Structure (WBS) technique is one of the few techniques that is mandatory in all predictive methodologies such as PMBoK, PRINCE2 or PM2. Thanks to the WBS, you will gain clarity about what is part of the scope, thus minimizing doubts within the team and conflicts with the client.



OBJECTIVES

- Know the fundamentals of project scope management
- Be able to explain and put into practice the WBS technique
- Be able to identify the links of this scope management technique to other aspects of the project such as cost, schedule, and tracking



WHAT WILL I LEARN?

- Scope Management Fundamentals
- What is and what is not a WBS?
- Why a WBS is necessary
- What is needed to get started and how is a WBS structured?
- What tools can be used
- How a WBS is created
- How a WBS is used
- Connecting WBS to other aspects of projects
- Examples and practical exercise



THIS COURSE IS FOR YOU IF...

- If you have frequent discussions about what does or doesn't fall into scope
- If you have a hard time knowing how far along the scope is in projects
- If you want to have full control over the scope in your projects



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DELIVERABLES

- "Your WBS Coach" book by Josh Nankivel
- Documentation in PDF format



6 hours



5-15



Spanish
English



Solid PM Fundamentals

The path to success in your projects



This workshop will teach you how to manage projects by carrying out a project. From a case, theory is combined with practice, thus acquiring knowledge and practical experience. Fun and very challenging.



OBJECTIVES

- Acquire the basic knowledge of predictive project management from the perspective of the PMBOK® Guide
- Be able to manage a simple project from inception to closure, defining the vision of the project, identifying and managing stakeholders, scope, timeline, cost and risks
- Be able to apply the main project management techniques: WBS, schedule, estimates, etc.



THIS COURSE IS FOR YOU IF...

This course is for all those who actively participate in the realization of projects, regardless of the role they play in it. However, project managers, team leaders and business analysts or those roles that have direct participation in project management and decision-making will be more identified and benefited by their participation in this course



WHAT WILL I LEARN?

- Introduction to Project Management
- Case Selection
- Creating the Project Canvas.
- Stakeholders identification and management
- Scope definition
- Life cycle and deadline of the project definition
- Budget definition
- Risk identification
- Establishing the Baselines
- Project implementation
- Monitoring and control
- Lessons learned
- Project Closure



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DELIVERABLES

- Documentation in PDF format
- Recommended Reading Guide



16 hours



5-15



Spanish
English



Project Risk Management

Or how to avoid fire extinguisher syndrome



In all methodologies, it is stressed that a Project Manager must be proactive to avoid solving problems continuously. This can be validated if there is a formal and continuous risk management that identifies and acts on events that could occur in the future. Not managing risks, inevitably leads to continuous firefighting, which makes it difficult to achieve success.



OBJECTIVES

- Introduction to risk management.
- How to Manage Risks
 - Risk Management Plan
 - Identification
 - Qualitative and quantitative analysis
 - Management
 - Monitoring and Control
- Visual Risk Management
- Risk Management Tools



WHAT WILL I LEARN?

- Risk Management Principles
- Key Concepts
- Risk Management Lifecycle
 - Plan
 - Identify
 - Analyze Qualitatively
 - Plan the response
 - Implement the response
 - Monitor
- Risk Management Documents
- Examples and practical exercise



THIS COURSE IS FOR YOU IF...

- If you are a Project Manager, Scrum Master, Agile coach...
- If you're part of a PMO and want to provide guidance on project risk management
- If you want to increase the probability of project success through proactive management



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DELIVERABLES

- Templates
- Documentation in PDF format



8 hours



5-15



Spanish
English



Project governance

One for all, all for one, and we know what's expected of us



In this workshop we will introduce you to the standard for "Organizational Project Management (OPM)": OPM governance is a subset of governance that includes the policies, procedures, and systems through which executives direct, define, authorize, and support the alignment of portfolios, programs, and projects with the organization's strategy and objectives. The governance approach should be designed to make the management of project-based initiatives as efficient and effective as possible. We will also present the governance models of the main methodologies, especially PRINCE2, PM2 and Scrum and develop a case to put into practice what we have learned.



OBJECTIVES

- Understanding what Project Governance is
- Know the "Organizational Project Management (OPM)" PMI standard
- Know the governance models of the most well-known methodologies
- Be able to put a project governance model into practice in a real case



THIS COURSE IS FOR YOU IF...

- If you are a Project Manager, Scrum Master, Agile coach...
- If you are part of a PMO and want to align the governance of the organization with the governance of the projects, regardless of the methodology they follow
- If you want to increase the probability of success of projects through a clear governance model



WHAT WILL I LEARN?

- Introduction to Governance. What it means and what it is for
- The PMI Governance of Projects, Programs and Portfolios standard
- Governance models of the main methodologies
- Case Study



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DELIVERABLES

- Documentation in PDF format
- Recommended Reading



3 hours



5-15



Spanish
English



Project Change Management

To accelerate time to value



Change management is about what needs to be done in the organization that receives the product or service to promote its acceptance and use and thereby accelerate the return on investment. In the workshop we will talk about how to promote the acceptance of the project result in the organization that receives it from the perspective of the PMI standard "Managing change in organizations: a practice guide".



OBJECTIVES

- See how it is defined and planned through the phases of a change management project
- Learn the importance of communication and involvement of people
- Know communication strategies



WHAT WILL I LEARN?

- What is Change Management?
- Main models of Change Management
- Change Management in the context of Organizational Project Management
- Change management at a project level
 - The Project Manager's Role in Change Management
 - Project change management activities
 - Change Management Practices in Project Management
- How change is taken into account in the main project management methodologies
- Case study



THIS COURSE IS FOR YOU IF...

- Organizational Development Executives
- Executives with responsibility for divisions or business units
- Heads of PMOs or Centers of Excellence
- Executives or managers involved in the management or oversight of portfolios or programs
- Program or project managers
- Professionals involved in the design and implementation of business improvement programs or projects



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DELIVERABLES

- Templates for defining the change management project
- Documentation in PDF format
- Recommended Reading



6 hours



5-15



Spanish
English



Lean Change Management

Be an agent of change so that the project generates high impact



In a context as changing and complex as the one we live in, it is necessary to have the ability to navigate change. Predictive approaches to change management, based on training and corporate communication, are not enough, especially in highly volatile environments. How to facilitate the change that the project implies for stakeholders? How to minimize people's resistance? What framework should be used to guide change? Organizational Change Management gives us the answer.



OBJECTIVES

- Learn practices for managing change in complex environment.
- Know how to apply practices to turn "resistance to change" into "response to change"
- Develop adaptability as a collective competence, and not just an individual one



THIS COURSE IS FOR YOU IF...

- If you need a structured framework to help you manage change in your organization
- If you're looking for help to discover the most effective practices to introduce and manage transformation in your team or organization
- If you want to know strategies to mitigate resistance and generate less stressful change.



WHAT WILL I LEARN?

- What is change and how does our brain work? Why is it difficult to change?
- Typologies of people in the face of change
- Change Management Frameworks: PROSCI, Lean Change Management, Kotter, etc.
- Framework for structuring and facilitating change with Organizational Change Management:
 - Change strategy and purpose.
 - Ideation
 - Experimentation: Managing and Measuring change initiatives
- Emotional management during change: techniques and tools
- Resistance to change: practices
- Application cases



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DELIVERABLES

- Links to download games and tools
- Bibliography and articles of interest



15 hours



5-15



Spanish
English



How to create a business case

Turn your idea into a profitable plan of action.



A Business Case provides the justification of an activity, project, program or portfolio to demonstrate its economic and/or technical feasibility. The Business Case is based on a structured and iterative approach to decision-making, composed of different sections, which allows evaluating the benefit, cost and risk of alternative options. It is a formal document to demonstrate the viability of the project, which supports the decision to launch a project and provides an agreed and fixed basis for the continuous evaluation of the project's objectives. It is set by the project leader, who demonstrates what assumptions his estimates of project costs and benefits are based on, to achieve the commitment of all contributing functions.



OBJECTIVES

- How to explain in detail the business need for your idea
- Align your case with strategic objectives
- Create the right team to shape and test your idea
- Calculate the return on investment
- Analyze risks and opportunities
- Presentation of the case to interested parties



WHAT WILL I LEARN?

- Introduction
- How to Create a Business Case
- How to Present a Business Case



THIS COURSE IS FOR YOU IF...

- Team Managers
- Department Managers
- Project Managers
- Project Team Members
- Project Manager Assistants
- Aspiring project managers
- You have the knowledge, but you need tools and techniques to create a Business Case.



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Sergio



DELIVERABLES

- Guides and references in PDF format.
- Excel and Word templates to carry out the economic-financial analysis of the solution alternatives.
- Excel and Word templates to document the Business Case.
- Templates for the presentation or defense of the Business Case.
- Recommended references and bibliography.



16 hours



5-15



Spanish
English



Project Timeline Management

An essential graphic tool in project management



Project-related professionals work under great pressure to be able to deliver a product on time and within the estimated costs. This workshop develops case studies to illustrate the management of a project's schedule in both the planning and execution phases.

Workshop dynamics:

- We will present the EPO Model in practical form
- We will introduce the Project Libre (www.projectlibre.com) tool to exemplify the construction of schedules
- We will simulate a project from conception to completion, using Project Libre



OBJECTIVES

- Comprender cómo se construye un cronograma de un proyecto desde una hoja en blanco
- Aprender una metodología para construirlo de forma metodológica
- ¿Qué es la holgura de una tarea? ¿Cuáles son los inputs para calcularla?
- Comprender el significado de la Ruta Crítica y cómo usarla para tomar decisiones
- Comprender los riesgos de no conocer la Ruta Crítica de un proyecto.



WHAT WILL I LEARN?

- The OEP Model (Objectives – Deliverables – Plan)
- The 6 Steps of the OEP Model to Building a Schedule
- The calculation of the Critical Path of a project



THIS COURSE IS FOR YOU IF...

- Si eres practicante de Project Management
- Si estás interesado en conocer cómo se trabaja con un cronograma de proyecto



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DELIVERABLES

- Teaching material
- Timelines in Project Libre



6 hours



5-15



Spanish
English



EVM - Earned Value Management

Find out how your project is going in terms of time and cost



Project-related professionals work under great pressure to be able to deliver a product on time and within the estimated costs. This workshop develops case studies to illustrate the cost management of a project, and the Earned Value Technique.

Workshop dynamics:

- We will present a project whose execution will advance in each of the classes of the workshop
- Each class will represent one month of work on the project
- During that month there will be incidents and deviations in the project
- Teams participants will need to replan the project and calculate EVM indices by the end of the month
- In each class we will analyze how the indices evolve and what is the status of the project that they describe
- We will be using the Project Libre (www.projectlibre.com) tool during this workshop



OBJECTIVES

- Understanding what the cost components of a project are
- Understanding what the earned value technique is and how it is used in a project
- Exemplify its use as the project progresses



THIS COURSE IS FOR YOU IF...

- If you are a Project Management practitioner
- If you are interested in knowing how the costs of a project are managed
- If you are interested in learning EVM



WHAT WILL I LEARN?

- What EVM is for and how to use it
- The three key variables: Planned Value, Earned Value, Actual Cost
- Variances: Schedule Variance, Cost Variance
- Indices: Schedule Performance Index, Cost Performance Index
- Other concepts: Budget at Completion, Estimated at Completion
- Practical exercise with a project that moves forward.



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DELIVERABLES

- Teaching material
- Timelines in Project Libre
- EVM Indicator Templates



6 hours



5-15



Spanish
English



Risk Management

Learn how to manage uncertainty in your projects



All projects have an uncertainty that must be managed. This course discusses the main project risk management tools and illustrates how to use them in real projects.



OBJECTIVES

- Comprender qué es un riesgo en un proyecto y cómo se gestiona
- Aprender una metodología de gestión de riesgos que pueda aplicarse en cualquier proyecto



WHAT WILL I LEARN?

- ¿What is a risk? How do you identify them?
- What is the Contingency Reserve of a project and how is it calculated?
- How is the Contingency Reserve used in project execution?
- How should the project manager and his team manage the cost contingency reserve based on the risks detected and communicated?
- How should the project manager maintain a line of communication with sponsors for risk management, and how to sustain the contingency reserve as the project progresses?



THIS COURSE IS FOR YOU IF...

- If you are a Project Management practitioner
- If you are interested in learning how the risks of a project are managed



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DELIVERABLES

- Teaching material
- Risk Management Plan Templates



6 hours



5-15



Spanish
English



Lean-Agile Project Management

In this section we list the learning experiences linked to Agile project management. Agile presents an iterative, empirical and adaptable approach that allows us to develop projects in complex environments. More and more organizations are betting on these methods! In addition, we attach high importance to Lean, the predecessor of Agile, as it allows us to manage the day-to-day workflow, both in the scope of the project and in Business As Usual.

- Lean thinking
- Kanban fundamentals
- Scrum fundamentals
- OKRs, Objectives & Key Results
- AgilePM Foundation
- Organizational Change Management Lite
- Organizational Change Management Extended





Lean thinking

Optimize your day-to-day operations



Lean, the Japanese philosophy derived from Toyota Production Systems, provides high value in optimizing the operation of any area. Under its focus on making work management simpler, more ordered, productive and efficient, it allows us to improve our capabilities and results. At the same time, it gives us the foundation for a new way of thinking. Lean is the ideal complement to agile project management, as it focuses on transforming Business As Usual.



OBJECTIVES

- Learn what Lean is and its benefits
- Know the fundamentals of Lean as a way of thinking
- Explore concrete practices that help us improve productivity
- Learn how to involve your team members in process improvement



WHAT WILL I LEARN?

- Lean Fundamentals:
 - Origin and TPS
 - Principles and Benefits
 - Lean Thinking House
- Workflow Mapping
- KAIZEN
- Types of Waste (MUDA)
- MURA and MURI: managing bottlenecks and variability
- 5S to order processes
- Kanban
- Agile practices that complement Lean: retrospectives and improvement conversations
- Leadership and GEMBA
- Lean Culture: Premises and Fundamentals
- Psychological safety and continuous improvement



THIS COURSE IS FOR YOU IF...

- You feel that your day-to-day life consumes you among so many tasks and projects
- You believe that your team's work can be much more efficient
- You work with agile projects but your Business As Usual does not give space to work with quality on those projects
- You are looking for a transformation in your daily operation



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DELIVERABLES

- Links to downloadable tools
- Bibliography and articles of interest



15 hours



5-15



Spanish
English



Kanban fundamentals

The continuous improvement method that reduces delivery time through collaboration and visual management



The Kanban method deals with the design, management and improvement of flow systems in the field of knowledge work. Kanban shows us how our way of working works so that, once we understand it, we can start to improve it.



OBJECTIVES

- Understand what Kanban is, why, and when to use it
- Understand and be able to explain to others the guiding and foundational principles of Kanban
- Be able to explain general Kanban practices
- Analyze your work processes and identify inefficiencies



THIS COURSE IS FOR YOU IF...

- If you work on processes that experience interruptions and delays
- Whether you work individually or in teams within a process or on projects
- If you want to improve your productivity to reduce delivery times without dying in the attempt



WHAT WILL I LEARN?

- Origins of Kanban: Introduction to Lean
- Kanban Values
- Kanban Principles
- Kanban General Practices
- Success Metrics and Indicators
- Statik: designing a Kanban board
- Kanban Ceremonies and Roles
- Application cases



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DELIVERABLES

- Book "Condensed Essential Kanban" in Spanish and English
- Kanban Guide / Infographic (Kanban University)



15 hours



5-15



Spanish



Scrum Fundamentals

An introduction to the most popular and successful agile framework



Scrum is a way of working that delivers twice the results in half the time, with better quality and happier teams; in contrast to other forms of work that cause excessive delays, unhappy customers, and profit loss. Scrum, done right, beats the competition. (Jeff Sutherland). In this course, you'll discover the keys to Scrum success.



OBJECTIVES

- Understanding what Agile is, why, and when to use it
- Differentiate the iterative and incremental (agile) lifecycle from the waterfall (predictive) lifecycle
- Explain the Scrum lifecycle as well as its components: roles, artifacts, and events



THIS COURSE IS FOR YOU IF...

- If you want to experience a new way of working to manage your projects.
- You work with Scrum and want to improve
- You want to explore the role of Scrum Master



WHAT WILL I LEARN?

- Discover what Agile is
- The Agile Manifesto and other manifestos
- Scrum
- Values
- Roles
- Artifacts
- Events
- Life cycle
- Planning, estimation, and prioritizing
- Definition of Ready (DoR) and Definition of Done (DoD)
- Scrum Simulation
- PSM Exam Preparation
- Case Studies



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DELIVERABLES AND CERTIFICATIONS

- Scrum Guide in Spanish and English
- Preparing for Scrum.org's PSM I Certification



15 hours



5-15



Spanish





OKRs, Objectives & Key Results

The art of collaborating and focusing to achieve extraordinary results



This course will discover what OKRs are and why they are an essential part of thousands of companies and projects.

In a VUCA or BANI environment where all parameters make prediction and strategy difficult, being clear about what we are and what we want to be and focusing on achieving it can become the key to success.



OBJECTIVES

- Understand what OKRs are, compare them to other ways of setting goals, and identify their advantages and benefits
- Know the types of OKRs, their characteristics and their quality criteria
- Be able to initiate the definition of an organization's OKRs and the one-year lifecycle



THIS COURSE IS FOR YOU IF...

- If you are in an organization that wants to receive the contribution of all its members in the definition of objectives
- If you're in an organizational transformation toward an agile model or another type where everyone matters
- If you want to go one step further than what is currently being achieved without stressing the organization or its members.



WHAT WILL I LEARN?

- Why OKRs
- What are OKRs?
- Characteristics of OKRs
- Proceeds
- Success Criteria
- Types
- Cadence
- Typical mistakes
- Fire Test or Validation
- Strategies for deploying OKRs



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DELIVERABLES

- Documentation in PDF format



9 hours



5-15



Spanish
English



Agile PM Foundation

Learn how to flex and deliver projects quickly to meet your clients' needs.



Participants will prepare for the AgilePM Foundation certification exam. To prepare attendees for the AgilePM Foundation certification exam, exercises and mock exams will be conducted. All participants who pass the exam will receive the AgilePM certificate from APMG.



OBJECTIVES

- Apply the philosophy and fundamental principles of AgilePM in a project situation
- Configure the lifecycle of an Agile project in a specific case
- Produce and evaluate the content of products produced during an Agile project in a specific case
- Identify the Agile techniques used in a given situation within a scenario
- Understand the roles and responsibilities within an Agile project
- Understanding the control mechanisms of an Agile project
- Understand in general terms how to test, estimate and measure progress in an Agile project
- Describe the agile approach to management needs and determine actions to correct issues with requirements within an Agile project



THIS COURSE IS FOR YOU IF...

- If you are a Project Management Intern
- Agile Team Members Who Want to Be Agile Project Managers
- People interested in the agile world and predictive project management, who seek to discover balance



WHAT WILL I LEARN?

- What is Agile? Choosing an appropriate agile approach
- Project Philosophy, Principles and Variables
- Setting Yourself Up for Success
- The DSDM process
- People – DSDM Roles and Responsibilities
- DSDM products
- Key practices: prioritization and timeboxing
- Planning and Control throughout the Life Cycle
- Other practices: Facilitated Workshops, Modeling and Iterative Development.
- How to Prepare for the Test



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DELIVERABLES AND CERTIFICATIONS

- Course material in digital format
- Foundation Exam Candidate Guide
- 2 sample exams
- Glossary
- Official AgilePM Handbook
- AgilePM Foundation Exam



20 hours



5-15



Spanish
English





Organizational change management Lite

Ser agente del cambio para que el proyecto genere alto impacto.



Organizational Change Management is the process that helps both people and the organization to adapt and prepare for the changes brought by projects or new initiatives. Its objective is to guide and accompany people during the transition from the current situation to an improved state. Some projects that require effective change management include: Implementation of Artificial Intelligence and new technological tools, changes in ways of working, rebranding, etc. If you're facing the challenge of leading these changes and don't know where to start, this introductory course is designed for you!



OBJECTIVES

- Know the fundamentals of Organizational Change Management
- Explore recognized models of Change Management with a hands-on approach.
- Learn practices to facilitate change, improving their skills as an agent of change.



THIS COURSE IS FOR YOU IF...

- You're a project leader and want to explore how to manage a transition.
- You want to discover tools to lead and facilitate sustainable change.
- You want to be an agent of change in your organization.



WHAT WILL I LEARN?

- Introduction
- Phases to manage change:
- Change Management models
- Neuroscience of Change
- Language and Conversations for Change
- Dynamics to manage resistance



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DELIVERABLES AND CERTIFICATIONS

- Course Documentation



6 hours



5-15



Spanish
English



Organizational change management Extended

Be an agent of change so that the project generates high impact.



Organizational Change Management is the process that helps both people and the organization to adapt and prepare for the changes brought by projects or new initiatives. Its objective is to guide and accompany people during the transition from the current situation to an improved state. Some projects that require effective change management are: Implementation of Artificial Intelligence and new technological tools, changes in ways of working, rebranding, etc. In this course, you will delve into the foundations and practices of change management, increasing the chances of success of your project and improving your skills as a change agent.



OBJECTIVES

- Know the fundamentals of Organizational Change Management
- Explore recognized models of Change Management with a hands-on approach.
- Learn practices to facilitate change, improving their skills as an agent of change.



THIS COURSE IS FOR YOU IF...

- You have a basic understanding of change management and want to deepen your knowledge
- You are a project leader and you need a structure to help you manage changes
- You have a role that requires facilitating complex changes
- You need to know strategies to mitigate resistance and generate less stressful change



WHAT WILL I LEARN?

- Definition of the vision and scope of the change
- Establishing metrics and key indicators
- Stakeholder management
- Risk identification and mitigation
- Creating a Structured Change Plan
- Monitoring and control methods.
- Change Management Models
- Neuroscience of Change and Resistance to Change
- Sustainable organizational change
- Retrospective techniques
- Tools to facilitate change processes
- AI to support change
- Types of people in the face of change
- Emotional management during change
- Application cases.



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DELIVERABLES AND CERTIFICATIONS

- Course Documentation



15 horas



5-15



Spanish
English





People and Project Teams

In this section we list the learning experiences that allow Project Managers, leaders and teams to improve their people management skills by maximizing efficiency, productivity and well-being throughout the project. There is more and more evidence that validates that project management that allows people to propose ideas, communicate effectively, reflect, learn, develop and generate a safe environment, are key to success!

- Soft Skills for Project Managers
- Leadership and Management 3.0 in projects
- High Learning Teams
- Psychological Safety in Projects
- Lean Meetings
- Liberating Structures for PMs
- Communication, involvement and creativity in teams
- Negotiation in Project Environment
- Impactful Presentations





Power Skills for Project Managers

Develop the skills that will become most relevant



Through this practical workshop, Project Managers will have the opportunity to explore and apply techniques that will allow them to improve their soft skills: they are the protagonists! You will learn about and experience techniques and tools associated with the different skills that the ICB4 of the International Project Management Association proposes as a pillar for the success of projects in this new era of AI and digitalization, where human skills are increasingly relevant.



OBJECTIVES

- Understand the currently most needed competencies to manage people and teams in projects
- Put into practice specific techniques and tools to apply what has been learned
- Reflect on how to apply what has been learned in current challenges



THIS COURSE IS FOR YOU IF...

- You lead projects and feel that there is room for improvement in your soft skills
- You want to be a leader and you want to develop your skills
- You're just starting out in the role of Project Management, and you don't know how to manage people
- You are part of a project in which, despite having the best technical knowledge, the best results are not achieved



WHAT WILL I LEARN?

- Managing difficult conversations and mistakes
- Leading remote and multicultural teams
- Non-verbal communication, active listening and empathy
- System Thinking: improve decision-making
- Facilitating adaptation to change
- Techniques to generate a participative and creative environment
- Improving time management and minimizing distractions
- Emotional team management and stress improvement
- Generating a more motivated and empowered team



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DELIVERABLES AND CERTIFICATIONS

- Documentation in PDF format
- Links of interest



36 hours



5-15



Spanish
English



Leadership and Management 3.0 in projects

Leadership at the service of people



Adapting leadership models to the new challenges of organizations, driven by changes in the environment. Projects can no longer be led solely from the paradigm of command and control: management is everyone's responsibility and leadership must be focused on making growing and transforming teams, achieving their complete involvement and improving productivity throughout the project.



OBJECTIVES

- Understand the importance of empowering teams
- Apply and promote the self-organization of your employees
- Develop and assess new competencies
- Apply continuous improvement cycles



WHAT WILL I LEARN?

- Leadership as a phenomenon: leadership vs management
- Leadership in complex environments: characteristics
- The roles of the Agile leader in different scopes: individuals, teams and organization
- Activate, motivate and boost creativity in teams
- Delegation and development techniques of self-managed teams
- Skills development
- Practices: Kudos (recognition), Feedback Wrap (feedback), Delegation Poker (delegation), Moving Motivators (motivations)
- Systems thinking
- Sponsorship and organizational change



THIS COURSE IS FOR YOU IF...

- If as a team leader you think you have to change your leadership style
- If you require specific techniques to improve your team's productivity
- If you want to learn tools that allow people to develop throughout the project
- If you feel that your team could be more satisfied and increase their well-being



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DELIVERABLES AND CERTIFICATIONS

- Links to downloadable games and tools
- Bibliography and articles of interest



15 hours



5-15



Spanish
English



High Learning Teams

Foster development conversations and manage knowledge during the project



Projects require individuals and teams to prioritize fast upskilling and knowledge. ¡90% of learning comes from experience and peers, and only 10% from courses! To take advantage of that 90%, two major factors are required: 1) that people have techniques to facilitate conversations for improvement and teach knowledge, 2) that the project facilitates the desirable learning culture. Through this workshop, you will learn how to facilitate learning conversations and reflect on the foundations to start creating a safe environment.



OBJECTIVES

- Know the different ways of learning and teaching
- Learn strategies and techniques to teach with greater impact
- Know techniques to facilitate and maintain development and learning conversations, individually or in teams
- Discover practices to enhance learning environments. What do other organizations do?
- Explore actions to execute



THIS COURSE IS FOR YOU IF...

- Your project deserves a quick learning of new skills and knowledge
- You need tools to teach and transmit knowledge
- Your team doesn't share lessons learned and struggles to innovate
- You're struggling to have conversations about improvement



WHAT WILL I LEARN

- Thinking and Learning Styles
- Knowledge facilitation:
 - Techniques to facilitate complex ideas in simple ways
- Facilitating improvement conversations. Practice for Development and Learning Conversations:
 - Feedback and difficult conversations
 - Feedforward and powerful questions
 - Retrospective
 - Hypothesis matrix
 - One-on-one
 - Open Space and Lean Coffee
 - Root Cause Analysis
- Action Design



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- Documentation in PDF format



6 hours



5-15



Spanish
English





Psychological Safety in Projects

Fostering the foundation of project success



Have you ever been in a situation or project where you couldn't be yourself or think out loud? Psychological safety is the shared belief among team members that they have a work environment in which people can speak up, be themselves, make mistakes, and take risks without fear of retaliation or punishment. Through different studies, it has been proven that Psychological Safety is the basis for the success of organizations and teams, and a consequence of projects.



OBJECTIVES

- Knowing what psychological safety is and its importance in a project
- Understand what stage of psychological safety the team is in
- Practice courageous conversations based on real topics for the team
- Learn techniques to boost psychological safety
- Fear: what it is, types and cause.
- Techniques for managing fear
- Create possible actions to be implemented in the short and medium term



WHAT WILL I LEARN

- Breaking the ice with the team
- What is Psychological Safety?
- How do we create Psychological Safety?
- The dimensions of Psychological Safety:
 - Diversity and inclusion
 - Mistakes and learning
 - Give and receive help
 - Openness to conversation and reflection aloud
- Working agreements



THIS COURSE IS FOR YOU IF...

- You are a Project Leader and your team does not achieve the results
- Your team is loosely cohesive, which affects their productivity
- You feel that there is not a trust environment that facilitates learning
- You feel that your team is afraid to think out loud, and valuable ideas are being wasted
- You feel that the work environment of the project team could be better



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DELIVERABLES Y CERTIFICACIONES

- Documentation in PDF format



6 hours



5-15



Spanish
English



Lean meetings

Foster valuable meetings throughout the project and eradicate "meeting-itis"



We usually have meetings, whether face-to-face or teleworking, where situations such as the following occur: having agendas full of meetings, feeling tired from their excess, or having the feeling of holding meetings that do not generate value.

Applying Lean principles in meetings helps rethink how we do them, helping them to be more productive and more impactful.



OBJECTIVES

- Understand Lean philosophy and how we can apply it in different areas, including meetings
- Learn the fundamentals of designing quality meetings, eliminating wasted time and resources
- Explore techniques to streamline meetings, making them more effective
- Discover practices to enhance people's psychological safety in the meeting space, generating valuable conversations



THIS COURSE IS FOR YOU IF...

- You feel like your team is wasting their meeting time
- You want to explore tools that improve meeting quality
- You are a member of a team where it is difficult to reach concrete agreements in meetings
- You are part of an organizational culture with an overload of meetings, you want to establish new work habits
- You feel that people are afraid in meeting spaces



WHAT WILL I LEARN

- Lean Principles
- Meeting planning:
 - Lean planning
 - People and roles
 - Standard agenda (structure and timing)
- Meeting facilitation:
 - (Re)directing the process from facilitation: Feedback
 - Working agreements
 - Tips and techniques to generate psychological safety



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DELIVERABLES

- Documentation in PDF format



6 hours



5-15



Spanish
English



Liberating structures for PMs

Facilitate how to engage and unleash everyone's intelligence



The Liberating Structures are a collection of 33 microstructures that have been put into action, refined, and invented by Keith McCandless, Henri Lipmanowicz, and a group of pioneers.

Its purpose is to engage and unleash everyone's intelligence, which is essential in complex environments.



OBJECTIVES

- Understand the importance of structures in communication, as well as the different types of structures that exist (limiting vs. liberating)
- Be able to implement different liberating structures
- Understand how best to use them in your day-to-day life and the impact you can generate by combining them
- Connecting Liberatory Structures with Agile Practices such as Scrum



THIS COURSE IS FOR YOU IF...

- Within your roles is that of facilitator, either acting as a Scrum Master, Agile Coach, Project Manager or any other role
- You have the challenge of dynamizing groups of tens or hundreds of people
- You want to bring out the potential of each and every one of the people who participate in the workshops



WHAT WILL I LEARN

- Introduction to Liberating Structures
- Know and practice some of them:
 - 1-2-4-all
 - 15% solutions
 - 25/10 Crowd Sourcing
 - Appreciative Interviews
 - Wicked Questions
 - Wise Crowds
 - TRIZ
 - Agreement and Certainty Matrix
 - Nine whys
 - Conversation Café
 - Min Specs
 - Heard, seen, respected
 - Troika Consulting



FACILITATOR



Ángel



DELIVERABLES

- Access to the Liberating Structures App
- Course documentation in pdf format



12 hours



5-15



Spanish
English



Communication, involvement and creativity in teams

Unleash your team's potential with Lego® Serious Play® techniques



The belief that teams make us more creative and productive – and that they are the best way to do things – is deeply ingrained. But research consistently shows that teams underperform despite all the resources invested in them (see e.g. Hackman, Hara. Bus. Rev. 2009 May; 87(5):98-105, 130). That is why it is essential to have specific tools to improve collaboration, involvement, communication and creativity. This training will give them to you in a way that will surprise you with how entertaining and effective it is, by capturing ideas in "3D" using LEGO pieces.



OBJECTIVES

- Get everyone on a team 100% involved
- Improving involvement through shared visions
- Giving new and creative answers to questions with no obvious solution
- Talking about thorny issues without affecting the relationship between members
- Avoiding bottlenecks



THIS COURSE IS FOR YOU IF...

- There are people who speak or intervene very little
- There are members do not get involved enough
- There are communication problems
- Bottlenecks occur
- Difficulties generate complaints and discouragement instead of proposals for solutions



WHAT WILL I LEARN

- Techniques to improve communication
- Techniques to improve engagement
- Techniques to improve team interaction and avoid bottlenecks
- Techniques to increase creativity and improve problem solving
- How to introduce these dynamics in a team



FACILITATOR



Christian



DELIVERABLES

- Documentation in PDF format
- [to discuss: One Lego Serious Play "Starter Kit" per attendee (see: <https://www.lego.com/es-es/product/starter-kit-2000414?CMP=AFC-AffiliateES-pfxNKSnglIM-3354356-1587266-15>, approx. €31 / box)]



8 hours



4 - 20



Spanish
English

evergreen



Negotiation in project environments

Improve collaboration and reduce conflict



Conflicts in the course of the development of a project are inevitable. Knowing how to manage them without affecting the relationship is key to achieving the objectives as intended.



OBJECTIVES

- Understand the dynamics of conflict and their particularities within projects and organizations
- Learn how to plan negotiations using a strategic approach based on Harvard University's collaborative negotiation model and distributive negotiation techniques
- Diagnose conflicts and their possibility of reaching a negotiated agreement
- Acquire tools to improve communication and trust



THIS COURSE IS FOR YOU IF...

- You are interested in understanding and aligning the interests of different stakeholders
- Conflicts in your project environment slow you down or prevent you from achieving the objectives in the expected way
- You want to hold your position in case of divergences without affecting the relationship with the other parties



WHAT WILL I LEARN

- Understand conflicts in their personal and organizational dynamics
- Particularities of conflicts in the project environment
- The different styles of negotiation
- The Three Phases of Strategic Negotiation Planning:
 - Situation Diagnosis
 - Relationship and communication management
 - Generation and structuring of settlement proposals
- How to prepare for negotiations using a guide
- Role-playing



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Christian



DELIVERABLES

- Negotiation Manual
- Slides
- Guide to preparing for negotiations
- Case Studies



8 hours



4 - 30



Spanish
English



Impactful Presentations

Expose, persuade, enjoy



Leading also means being able to communicate clearly and align interests, whether of collaborators, stakeholders and audiences in general, for which it is essential to have skills to make presentations that arouse interest and generate the desired impact.



OBJECTIVES

- Learn a methodology that will allow you to safely prepare and conduct engaging and persuasive presentations
- Generate reflections and visualize improvements through recordings of presentations
- Reducing "stage fright"



WHAT WILL I LEARN

- The different types of presentations and their requirements
- Identify and understand the mechanisms of persuasion
- Structuring a Presentation
- Evidence generation and objection management
- Body language
- Tricks to generate and maintain attention
- Visualization of progress through recorded practices



THIS COURSE IS FOR YOU IF...

- You want to design high-impact presentations that generate interest in attendees
- You want to feel comfortable and confident when standing in front of an audience
- You are interested in motivating the audience to act in the direction of your proposals



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Christian



DELIVERABLES

- Slides
- Presentation Preparation Guide
- Audio-visual support (recordings of "before" and "after" presentations)



8 hours



8



Spanish
English



Facilitators





Ángel Águeda Barrero

 <https://www.linkedin.com/in/angelagueda>

I am the founder and CEO of EvergreenPM, an expert in Project Management, Personal Effectiveness, Change Management and Organizational Transformation.

For 20 years I have worked as a Project Manager at IECISA, Siebel, ING, Microsoft..., traveling, and sometimes living, in countries in Europe and South America. In 2012 I founded EvergreenPM and the greatest achievement was to have a team of excellent professionals and a long list of satisfied clients.

I have translated into Spanish many well-known books such as Kanban by David Anderson, Agile Kids, Corporate Rebels, P3.express, PM2 Agile, among other publications.

I have also participated as a speaker in numerous congresses in Spain and Latin America. All this to contribute to the dissemination of good practices in Project Management and Organizational Change.

I have a multitude of professional certifications obtained through a lot of study and experience. Some of them are: PMP, PRINCE2, PM2, P3.express, Scrum, Kanban, MoP, Change Management, Management 3.0, Agile People, etc. I am a collaborator of the Dadoris Foundation to, from organizations and people, work for a better world.



Claudia Patricia Salas

 <https://www.linkedin.com/in/clauidiasalas>

My great purpose is to generate more conscious organizations with a high collective intelligence, which do not live on autopilot and decide from freedom. I am proud to live my purpose through Evergreen, where I facilitate change in organizations by enhancing their cultures, relationships, leadership, HR areas and their people. To do this, I use my knowledge and experience in Social Sciences (I am a Social Scientist), Agile, change management, organizational development and teaching.

I live with the philosophy of being my best version every day and living from gratitude. I enjoy sharing my ideas, inspiring others to pursue their dreams, and feeling like I leave a positive footprint.

I also really enjoy traveling, exercising my body and soul, having good food, and having meaningful social connections.



Elisabet Duocastella

 <https://www.linkedin.com/in/elisabetduocastella>

After a long work experience as an engineering manager in a multinational in the automotive sector, I have been a trainer and consultant in Lean Project Management for more than ten fantastic years. The tagline "Lean" for the baggage acquired with the Japanese.

I am passionate about project management and above all I enjoy my facet as a teacher. Seeing how students improve and learning from them is priceless. And if I can get to class with my Legos and set up a workshop, then I'm the happiest in the world.

My other great passion is the SSE (social and solidarity economy). Active partner of an ethical bank and partner of a cooperative supermarket that we have set up in Manresa.

The transversal vision of project management suits me, as it allows me to keep my restless mind in constant movement learning non-stop.



Glòria Segura

 <https://www.linkedin.com/in/gloria-segura-espiell/>

An industrial engineer, I landed in the IT world of companies more than three decades ago, performing an endless number of roles: systems technician, programmer, consultant, trainer, auditor, team manager, project manager, service manager,...

I currently collaborate with consulting and training companies, as well as universities.

I really enjoy my job and I am pleased to be able to help organizations and to accompany them in their processes of change and improvement, both at a functional and operational level and facilitating the transition of people in these changes.

And I love to combine all this with my other facet, music, performing concerts and also musical auditions in schools with "euterpiades".



Sergio Gonçalves

 <https://www.linkedin.com/in/sergiogoncalvesmonteiro/>

With 20 years of experience in Consulting, Project Management, Supply Chain, Software Development and Executive Management, I have worked in renowned multinationals such as Airbus, Altran/Capgemini, Infosys, TMC and Engie.

In 2016 I began my journey in digital transformation leading important projects in this area and later creating an Industry 4.0 division in a renowned consulting firm.

In 2020, I gave life to my own company and in 2021 I launched my first startup specializing in software development with blockchain technology.

In addition, as a teacher in a Master's Degree in Project Management, I have the privilege of guiding and empowering the next generation of professionals in their academic and professional careers.



Christian Lamm

 <https://www.linkedin.com/in/christian-lamm-4585b1a/>

I have a law degree, but I specialized in resolving my clients' conflicts through collaboration rather than confrontation. This meant changing the lawyer paradigm that I had been taught: instead of trying to "win" the other party (for example, through a trial), I had to learn to "win" over the other party, for which I have had to incorporate different tools and methodologies that have the same common denominator: motivation, communication and persuasion. which are the basis for configuring productive relationships.

For this reason, for several years now I have been providing consulting and training in negotiation, leadership, teams and conflict management, having given training in more than 50 organizations in Spain, Germany and Latin America. I also collaborate with a law firm, advising on out-of-court dispute management and coordinating the care of German-speaking clients.

In 2022 the Madrid Association of Mediators awarded me the Innovation Award for the development of the methodology "Mediating with 3D models".



Jorge Da Costa

 <https://www.linkedin.com/in/jorgedacosta>

An engineer by profession since 1995, over the years I have been linked to the world of software and professional services in multinationals, having worked at Siebel, Oracle and SAP.

In 2017 I decided to create my company (www.jdc-consulting.pt), in which I have developed several projects for different clients, namely: Project Management, Interim Management and Technology Consulting.

With a management profile of Professional Services and Project Management, with experience in rapid staff growth, revenue generation and operating margin, my main

skills and competencies are: aligning Professional Services activities with business needs, facilitator, excellent communication and relationship building skills, cultural awareness, influence, teamwork, goal-oriented, and last but not least, proactivity.

General objective: What do we have to do to leave a better world for children?



Mario Coquillat

 <https://www.linkedin.com/in/mariocoquillat>

I am a certified civil engineer as a PMP®, PMI-RMP® and DASSM™. Experienced professional, consultant, trainer and speaker in project management and risk management. Authorized Training Partner Instructor PMP.

Former - Vice President of PMI Madrid Spain Chapter. Co-author of the first online course in Spanish to become PMI-RMP® (Risk Management Professional) certified.

I have participated as an expert in Earned Value Analysis (EVM) in the preparation of the ISO 21508 implementation guide.

I have led Project Management Offices (PMOs) of support, control and directives in different sectors (energy, aeronautics), implementing and integrating best practices such as Earned Value Analysis (EVM), Agile and risk management.



José Esterkin

 <https://www.linkedin.com/in/joseesterkin>

I have held executive and managerial positions for more than 15 years in leading companies such as:

- Reuters, www.reuters.com (Director of Reuters Solutions Argentina, Chile and Uruguay, 2001-2002).
- Cap Gemini Ernst & Young, www.cgey.com (Manager of the PeopleSoft Argentina-Brazil Practice, 1997-2001).
- Amdocs, www.amdocs.com (Publishing Project Manager for Directory Ads, Yellow Section, Mexico City, 1992-1996)).

I have been Director of Positive (2004-2020), a training and management consulting company based in Buenos Aires with activity in Latin America.

Positive specialized in project management methodologies based on the PMI body of knowledge. Throughout my career I have delivered management and senior management training programs for dozens of leading organizations.

I am a frequent speaker in project management, management consulting and professional services sales. I have been certified as a PMP since 2003 and as ACP (Agile Certified Professional, PMI) since 2020. I am a full professor in the Faculty of Industrial Engineering at ITBA. I have written two books and have volunteered in PMI projects from 2009 to today, both in local chapters and globally.



Pablo Fraile

 <https://www.linkedin.com/in/coachpablofraile/>

I have more than 20 years of experience in project management, services, digital transformation and leadership coaching.

I coordinate complex projects, ensuring delivery on time and on budget. My knowledge in service management has consistently improved customer delivery and satisfaction. And as an expert in digital transformation, I guide organizations in the adoption of advanced technologies, modernizing operations and gaining a competitive advantage.

As a leadership coach, I help executives and teams realize their potential and generate positive change in organizations.

My international experience, having lived in three countries and worked with people from all continents, brings a unique global perspective and exceptional results for multinational clients.

Outside of the business world, I have a deep interest in personal relationships, traveling, and getting to know other cultures, and I have been practicing vipassana meditation for more than 10 years.



Masa Kaeda

 <https://www.linkedin.com/in/masakmaeda/>

With a career spanning strategic consulting for senior executives, practical technical roles, and business creation, I bring a holistic approach to leadership and organizational growth. My international experience spans the Americas, Europe, India and Japan. I work with decision-makers to transform them into true leaders who inspire, motivate, and lead with impact. I help them align economic objectives, technical depth, human factors, and market insights to drive the company's success in dynamic environments. With a deep understanding of human behavior and cultural evolution,

Those I work with often consider me a "mentor for life," from high-level executives to team members.

As an international keynote speaker and intellectual leader, I have been at the forefront of knowledge work. I've consulted with more than 50 organizations, from Fortune 100 companies to startups, across industries, including finance, telecommunications, aviation, automotive, and more. My public contributions are in addition to nearly 100 talks, keynote speeches, and publications.



Zoe Riudavets

 <https://www.linkedin.com/in/elena-zoe-riudavets/>

My passion is to drive innovation and continuous learning in the field of Artificial Intelligence, applying it in a practical way in digital marketing and project management. Through my experience, I seek to empower professionals and organizations to harness the transformative potential of AI.

My multidisciplinary background in psychology, marketing, e-commerce and project management allows me to offer a unique perspective in AI teaching, combining theory with real-world applications. I am excited to share knowledge and encourage critical thinking around emerging technologies.

I firmly believe in the power of AI to revolutionize industries and improve processes, and I am dedicated to making this knowledge accessible to everyone. My focus is on creating dynamic and hands-on learning experiences, helping others navigate the complex AI landscape with confidence. Outside of the professional field, I enjoy learning in any field. I find inspiration in the sea, reading, travel, gaming, sports and stimulating conversations.



Personalized Learning

The courses described in the previous pages are described in the way we teach them when we offer them in open access for the participation of professionals from different companies.

If your company wishes to receive any of the above training, or others related to the disciplines reflected in the courses presented, please contact us. All courses can be adapted to your needs in terms of content, duration and format. In addition, many of them can be taught in Spanish, English, Portuguese, Catalan or other languages.

Write us at info@evergreenpm.com to get a Learning Experience that elevates the competitiveness of your organization.

International vocation

This is recognised by more than 300 companies and more than 8,000 professionals trained in 10 years in Spain, Colombia, Peru, Chile, Argentina, Cyprus, Belgium, Tunisia, Madagascar, Equatorial Guinea... And the bill number to grow along with our satisfaction.



