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Global Learning for Operational Leaders



PROJECT MANAGEMENT | PM-045

Project Governance and Stage Gate Management

Contact

+31 85 7444446

info@aractech.com

https://aractech.com

Address

Waarderweg 50, 2031 BP Haarlem - Netherlands.



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Course content

Why Attend

Strong project governance is one of the most reliable predictors of project success. It ensures that the right decisions are taken by the right people at the right time, with clear accountability and visibility of progress, risk and value.

Stage gate management provides the structure for this governance. By dividing projects into phases separated by formal decision points, organisations can control investment, stop failing projects early and make sure projects are ready before moving forward.

Course Methodology

• This training course will utilise a variety of proven adult learning techniques to ensure maximum understanding, comprehension and retention of the information presented. This includes an interactive mixture of lecture-led learning, case studies, practical exercises and group discussions.

Course Objectives

• Understand core principles and best practices covered in Project Governance and Stage Gate Management.

• Apply practical techniques to day-to-day operational challenges.

• Build an implementation action plan suitable for your organization.

Target Audience

• Project, programme and portfolio managers

• PMO managers and governance specialists

• Project sponsors and steering committee members

• Capital projects and investment planning teams



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Course outline

Detailed course outline

Day-by-day outline for Project Governance and Stage Gate Management.

Day 1 - Foundations of Project Governance

- 09:00-09:39 | What Project Governance Is: Direction, oversight, decision making and accountability
- 09:39-10:18 | Governance Versus Management: Separating the roles of directing and delivering
- 10:18-10:57 | Corporate Governance Link: How project governance supports board responsibilities
- 10:57-11:00 | Governance Frameworks and Standards: PMI, ISO 21505, APM and public sector guidance
- 11:00-11:30 | Coffee break
- 11:30-12:06 | Governance Frameworks and Standards: PMI, ISO 21505, APM and public sector guidance (continued)
- 12:06-12:44 | Common Governance Failures: Lessons from major project overruns and cancellations
- 12:44-13:22 | Principles of Good Governance: Clarity, proportionality, transparency and timely decisions
- 13:22-14:00 | Assessment: Participants evaluate the governance of a current project

Day 2 - Governance Structures, Roles and Decision Rights

- 09:00-09:34 | The Project Sponsor: Accountabilities, behaviours and common weaknesses
- 09:34-10:08 | Steering Committees and Project Boards: Membership, terms of reference and authority
- 10:08-10:42 | Roles of the PMO: Support, control and directive models
- 10:42-11:00 | Delegated Authorities: Financial, scope and risk tolerances
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Delegated Authorities: Financial, scope and risk tolerances (continued)
- 11:46-12:20 | RACI and Decision Matrices: Clarifying who decides, who advises and who is informed
- 12:20-12:53 | Escalation Paths: Handling issues that exceed tolerances
- 12:53-14:00 | Workshop: Design a governance structure for a major project



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Day 3 - Designing the Stage Gate Process

- 09:00-09:34 | Stage Gate Concepts: Phases, gates and the funnel of investment decisions
- 09:34-10:08 | Typical Lifecycle Models: Identify, select, define, execute and operate
- 10:08-10:42 | Gate Criteria: Strategic fit, business case, technical readiness, risk and resources
- 10:42-11:00 | Gate Deliverables: Documents and evidence required at each gate
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Gate Deliverables: Documents and evidence required at each gate (continued)
- 11:46-12:20 | Front-End Loading: Investing in early definition to improve outcomes
- 12:20-12:53 | Tailoring Gates: Adapting the process for small, large, agile and capital projects
- 12:53-14:00 | Exercise: Define gates and criteria for a capital investment project

Day 4 - Running Effective Gate Reviews and Steering Meetings

- 09:00-09:34 | Preparing for a Gate Review: Evidence packs, pre-reads and readiness checks
- 09:34-10:08 | Gate Decisions: Go, hold, recycle, conditional approval and stop
- 10:08-10:42 | Facilitating Gate Meetings: Keeping discussions focused on decisions
- 10:42-11:00 | Steering Committee Effectiveness: Agendas, reporting and action tracking
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Steering Committee Effectiveness: Agendas, reporting and action tracking (continued)
- 11:46-12:20 | Reporting for Governance: Dashboards that show status, risk and value clearly
- 12:20-12:53 | Avoiding Bureaucracy: Keeping governance lean and value-adding
- 12:53-14:00 | Simulation: Participants conduct a gate review on a case study project



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Day 5 - Project Assurance and Continuous Improvement

- 09:00-09:39 | Project Assurance: Independent reviews, health checks and peer reviews
- 09:39-10:18 | Assurance Gateways: Lessons from public sector gateway review programmes
- 10:18-10:57 | Audit and Compliance: How auditors assess project governance
- 10:57-11:00 | Governance for Agile and Hybrid Projects: Incremental funding and value reviews
- 11:00-11:30 | Coffee break
- 11:30-12:06 | Governance for Agile and Hybrid Projects: Incremental funding and value reviews (continued)
- 12:06-12:44 | Portfolio-Level Governance: Prioritisation and resource allocation across projects
- 12:44-13:22 | Improving Governance Maturity: Metrics, feedback and lessons learned
- 13:22-14:00 | Capstone: Participants present an improved governance and stage gate framework



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Seminar dates

Available seminar dates

Live dates and pricing for Project Governance and Stage Gate Management generated from the course details page.

Date	Location	Format	Fee
4 - 8 January 2027	Cape Town	Classroom	**€1,895**
11 - 15 January 2027	Paris	Classroom	**€2,210**
18 - 22 January 2027	Dubai	Classroom	**€2,745**
25 - 29 January 2027	Amsterdam	Classroom	**€2,415**
1 - 5 February 2027	Dubai	Classroom	**€2,745**
8 - 12 February 2027	Dublin	Classroom	**€3,360**
15 - 19 February 2027	Cape Town	Classroom	**€1,895**
22 - 26 February 2027	Istanbul	Classroom	**€2,250**
1 - 5 March 2027	Manchester	Classroom	**€3,360**
8 - 12 March 2027	Barcelona	Classroom	**€2,175**



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15 - 19 March 2027	Cape Town	Classroom	**€1,895**
22 - 26 March 2027	Frankfurt	Classroom	**€2,215**
5 - 9 April 2027	Dubai	Classroom	**€2,745**
12 - 16 April 2027	Kuala lumpur	Classroom	**€2,425**
19 - 23 April 2027	Brussels	Classroom	**€3,400**
26 - 30 April 2027	Liverpool	Classroom	**€3,360**
3 - 7 May 2027	Dubai	Classroom	**€2,745**
10 - 14 May 2027	Cape Town	Classroom	**€1,895**
17 - 21 May 2027	Paris	Classroom	**€2,210**
24 - 28 May 2027	Dubai	Classroom	**€2,745**



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Date	Location	Format	Fee
7 - 11 June 2027	Amsterdam	Classroom	**€2,415**
14 - 18 June 2027	Dubai	Classroom	**€2,745**
21 - 25 June 2027	London	Classroom	**€2,815**
5 - 9 July 2027	Cape Town	Classroom	**€1,895**
12 - 16 July 2027	Eindhoven	Classroom	**€3,400**
19 - 23 July 2027	Dubai	Classroom	**€2,745**
26 - 30 July 2027	Barcelona	Classroom	**€2,175**
2 - 6 August 2027	Cape Town	Classroom	**€1,895**
9 - 13 August 2027	Frankfurt	Classroom	**€2,215**
16 - 20 August 2027	Dubai	Classroom	**€2,745**



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Date	Location	Format	Fee
23 - 27 August 2027	Kuala lumpur	Classroom	**€2,425**
6 - 10 September 2027	Rotterdam	Classroom	**€3,400**
13 - 17 September 2027	Istanbul	Classroom	**€2,250**
20 - 24 September 2027	Dubai	Classroom	**€2,745**
4 - 8 October 2027	Cape Town	Classroom	**€1,895**
11 - 15 October 2027	Paris	Classroom	**€2,210**
18 - 22 October 2027	Dubai	Classroom	**€2,745**
25 - 29 October 2027	Dusseldorf	Classroom	**€3,400**
1 - 5 November 2027	Dubai	Classroom	**€2,745**
8 - 12 November 2027	London	Classroom	**€2,815**



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15 - 19 November 2027	Cape Town	Classroom	**€1,895**
22 - 26 November 2027	Istanbul	Classroom	**€2,250**
6 - 10 December 2027	Dubai	Classroom	**€2,745**
13 - 17 December 2027	Berlin	Classroom	**€3,400**
20 - 24 December 2027	Cape Town	Classroom	**€1,895**
27 - 31 December 2027	Frankfurt	Classroom	**€2,215**
4 - 8 January 2027	Online / Live	Online / Live	**€1,515**
11 - 15 January 2027	Online / Live	Online / Live	**€1,515**
18 - 22 January 2027	Online / Live	Online / Live	**€1,515**
25 - 29 January 2027	Online / Live	Online / Live	**€1,515**



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1 - 5 February 2027	Online / Live	Online / Live	**€1,515**
8 - 12 February 2027	Online / Live	Online / Live	**€1,515**
15 - 19 February 2027	Online / Live	Online / Live	**€1,515**
22 - 26 February 2027	Online / Live	Online / Live	**€1,515**
1 - 5 March 2027	Online / Live	Online / Live	**€1,515**
8 - 12 March 2027	Online / Live	Online / Live	**€1,515**
15 - 19 March 2027	Online / Live	Online / Live	**€1,515**
22 - 26 March 2027	Online / Live	Online / Live	**€1,515**
5 - 9 April 2027	Online / Live	Online / Live	**€1,515**
12 - 16 April 2027	Online / Live	Online / Live	**€1,515**



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19 - 23 April 2027	Online / Live	Online / Live	**€1,515**
26 - 30 April 2027	Online / Live	Online / Live	**€1,515**
3 - 7 May 2027	Online / Live	Online / Live	**€1,515**
10 - 14 May 2027	Online / Live	Online / Live	**€1,515**
17 - 21 May 2027	Online / Live	Online / Live	**€1,515**
24 - 28 May 2027	Online / Live	Online / Live	**€1,515**
7 - 11 June 2027	Online / Live	Online / Live	**€1,515**
14 - 18 June 2027	Online / Live	Online / Live	**€1,515**
21 - 25 June 2027	Online / Live	Online / Live	**€1,515**
5 - 9 July 2027	Online / Live	Online / Live	**€1,515**



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19 - 23 July 2027	Online / Live	Online / Live	**€1,515**
26 - 30 July 2027	Online / Live	Online / Live	**€1,515**
2 - 6 August 2027	Online / Live	Online / Live	**€1,515**
9 - 13 August 2027	Online / Live	Online / Live	**€1,515**
16 - 20 August 2027	Online / Live	Online / Live	**€1,515**
23 - 27 August 2027	Online / Live	Online / Live	**€1,515**
6 - 10 September 2027	Online / Live	Online / Live	**€1,515**
13 - 17 September 2027	Online / Live	Online / Live	**€1,515**
20 - 24 September 2027	Online / Live	Online / Live	**€1,515**



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25 - 29 October 2027	Online / Live	Online / Live	**€1,515**
1 - 5 November 2027	Online / Live	Online / Live	**€1,515**
8 - 12 November 2027	Online / Live	Online / Live	**€1,515**
15 - 19 November 2027	Online / Live	Online / Live	**€1,515**
22 - 26 November 2027	Online / Live	Online / Live	**€1,515**
6 - 10 December 2027	Online / Live	Online / Live	**€1,515**
13 - 17 December 2027	Online / Live	Online / Live	**€1,515**



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27 - 31 December 2027	Online / Live	Online / Live	**€1,515**

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