

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Leading Large-Scale Programmes

5 days | Classroom training | English

SMART HORIZON

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Amsterdam
The Netherlands

Explore current programmes

https://smart-horizon.eu



Course content

Why attend

Major programmes such as transformations, system implementations and infrastructure initiatives require leadership beyond project management. This course develops the skills of programme leaders: setting vision and outcomes, structuring the programme, leading multiple teams and suppliers, managing senior stakeholders, controlling risk and sustaining momentum over years.

Large programmes fail more often from leadership and governance gaps than technical issues. You will learn how experienced programme directors keep complex efforts on track.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Programme case studies, governance design workshops, stakeholder simulations and peer review of participants' programmes.

Course objectives

By the end of this course, participants will be able to:
• Define programme vision, outcomes and benefits
• Structure programmes into manageable tranches
• Lead multiple teams and suppliers
• Govern programmes with senior stakeholders
• Manage interdependencies and risks
• Sustain momentum and morale over time

Target audience

This course is suitable for:
• Programme directors and managers
• Senior project managers
• Transformation leaders
• PMO heads
• Senior responsible owners



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Target competencies

Participants will develop competencies in:

- Programme leadership
- Governance
- Stakeholder management
- Risk management
- Supplier leadership

Course outline

Day 1: Programme Leadership

09:00–10:08	Programmes versus projects
10:08–11:00	Role of the programme director
11:00–11:30	**Coffee break**
11:30–11:45	Role of the programme director (continued)
11:45–12:53	Vision and outcomes
12:53–14:00	Exercise: programme blueprint

Day 2: Structuring the Programme

09:00–10:08	Tranches and workstreams
10:08–11:00	Dependencies
11:00–11:30	**Coffee break**
11:30–11:45	Dependencies (continued)
11:45–12:53	Resourcing
12:53–14:00	Workshop: programme structure

Day 3: Governance

09:00–10:08	Sponsors and boards
10:08–11:00	Decision rights
11:00–11:30	**Coffee break**



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11:30–11:45	Decision rights (continued)
11:45–12:53	Reporting
12:53–14:00	Simulation: steering committee

Day 4: Teams and Suppliers

09:00–10:08	Leading leaders
10:08–11:00	Supplier management
11:00–11:30	**Coffee break**
11:30–11:45	Supplier management (continued)
11:45–12:53	Integrated teams
12:53–14:00	Case study

Day 5: Sustaining Delivery

09:00–10:08	Risk and issue escalation
10:08–11:00	Momentum and morale
11:00–11:30	**Coffee break**
11:30–11:45	Momentum and morale (continued)
11:45–12:53	Benefits tracking
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	9 Nov 2026	13 Nov 2026	**€2,450.-**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.-**
Paris Confirmed dates	30 Nov 2026	4 Dec 2026	**€2,860.-**
Online Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,250.-**
Vienna Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,940.-**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.-**
Dubai Confirmed dates	18 Jan 2027	22 Jan 2027	**€3,150.-**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.-**
Barcelona Confirmed dates	8 Feb 2027	12 Feb 2027	**€2,840.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.–**
Cape Town Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,890.–**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Dubai Confirmed dates	22 Mar 2027	26 Mar 2027	**€3,150.–**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,450.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Vienna Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,940.–**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	17 May 2027	21 May 2027	**€2,450.-**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.-**
Amsterdam Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,540.-**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.-**
Istanbul Confirmed dates	28 Jun 2027	2 Jul 2027	**€2,650.-**
Online Confirmed dates	28 Jun 2027	2 Jul 2027	**€1,250.-**
Rome Confirmed dates	12 Jul 2027	16 Jul 2027	**€2,450.-**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.-**
Cape Town Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,890.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**
Frankfurt Confirmed dates	23 Aug 2027	27 Aug 2027	**€2,650.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
London Confirmed dates	13 Sept 2027	17 Sept 2027	**€2,450.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
Dubai Confirmed dates	4 Oct 2027	8 Oct 2027	**€3,150.-**
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.-**
Cape Town Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,890.-**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.-**



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Dates, venues and fees (continued)

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Rome Confirmed dates	8 Nov 2027	12 Nov 2027	**€2,450.-**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.-**
Barcelona Confirmed dates	29 Nov 2027	3 Dec 2027	**€2,840.-**
Online Confirmed dates	29 Nov 2027	3 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online