



Project Execution Governance, Stakeholder, Risk and Change Training Course

11 – 15 January 2027
Milan

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Overview

Project Execution Governance, Stakeholder, Risk and Change Training Course is a one-week advanced course for delivery leaders and control professionals who need a Project Execution Governance and Control File. It connects project execution governance, stakeholder engagement, integrated change control, project risk monitoring, and performance reporting to decisions, escalation, recovery, and handover. Participants build traceable controls that keep approved baselines, expectations, risks, issues, and changes aligned. Agile Leaders Training Center frames project execution around evidence, accountability, and timely decisions.

Who Should Attend

- Teams responsible for directing project execution and delivery decisions
- Functions responsible for PMO oversight, controls, and performance reporting
- Professionals responsible for stakeholder engagement and communication
- Teams responsible for project risk monitoring and issue escalation
- Change leads responsible for impact assessment and implementation control
- Sponsors and workstream owners responsible for acceptance and handover

The course assumes participants already review project plans, risks, changes, stakeholder expectations, or performance reports at work and leaves out software-specific instruction and jurisdiction-specific advice.

Departments and Industries

The course supports departments and industries that govern delivery, coordinate stakeholders, and control project performance.

- Project management, PMO, project controls, and transformation functions
- Risk, assurance, change, and governance teams
- Energy, construction, utilities, and transport organizations
- Technology, telecommunications, healthcare, and financial-services organizations
- Infrastructure owners, contractors, engineering firms, and professional-services teams

Learning Objectives

By the end of this course, participants will be able to:



- Build project execution governance and decision-right structures
- Apply stakeholder analysis and engagement planning methods
- Use risk, issue, and escalation controls during delivery
- Analyze change impacts on baselines, benefits, and stakeholders
- Evaluate project performance and recovery alternatives
- Build evidence for approval, handover, and accountability decisions

Course Agenda

Day 1: Execution Governance and Control

- ISO 21502:2020 Project Execution Practice Map
- Project Execution Governance and Decision-Rights Matrix
- Approved Baseline and Control Threshold Register
- Stage-Gate Evidence and Accountability Framework
- Execution Information and Reporting Architecture

Day 2: Stakeholder Engagement and Communication

- Stakeholder Identification and Influence Matrix
- Stakeholder Engagement Assessment and Plan
- Expectations and Acceptance Criteria Register
- Tailored Project Communication Matrix
- Stakeholder Support and Resistance Monitoring Log

Day 3: Risk, Issues, and Escalation

- Project Risk Monitoring and Response Tracker
- Issue Triage and Ownership Protocol
- Risk-to-Performance Impact Assessment
- Escalation Threshold and Sponsor Decision Map
- Corrective and Preventive Action Register

Day 4: Integrated Change and Recovery

- Integrated Change Request Register
- Baseline, Benefits, and Stakeholder Impact Assessment
- Approve, Reject, or Defer Decision Paper
- Recovery Scenario and Trade-Off Analysis
- Approved Change Implementation and Verification Plan



Day 5: Project Execution Decision Practice

- Exercise: Stakeholder Alignment and Communication Decision
- Exercise: Risk, Issue, and Escalation Triage
- Exercise: Change Impact and Governance Decision
- Exercise: Performance Recovery and Handover Review
- Capstone Exercise: Project Execution Governance and Control File

Practical Exercises

The course uses suggested activities that connect execution evidence to management decisions.

- Suggested activity: map stakeholder influence, expectations, and communications for an infrastructure project.
- Suggested activity: triage technology-project risks and issues against escalation thresholds.
- Suggested activity: assess a proposed change across baseline, benefit, risk, and stakeholder effects.
- Suggested activity: prepare a recovery decision and handover evidence pack from performance findings.

FAQs

Who should attend the Project Execution Governance, Stakeholder, Risk and Change Training Course?

The course suits professionals responsible for project delivery, PMO controls, stakeholders, risk, change, sponsorship, or workstreams. It assumes experience reviewing project plans, risks, changes, expectations, or performance information.

How does project execution governance differ from a general project management course?

Project execution governance concentrates on decision rights, control thresholds, stakeholder alignment, escalation, change decisions, recovery, and handover during delivery, while general project management covers a wider project life cycle.

How does stakeholder engagement support project execution governance?

Stakeholder engagement supports execution by clarifying influence, expectations, acceptance criteria, communication needs, resistance, and decision participation before they disrupt delivery.

What belongs in integrated change control during project execution?

Integrated change control records the request, tests effects on baselines, benefits, stakeholders, quality, resources, risks, and performance, then documents approval, rejection, or deferral and verifies implementation.



When should project risks and issues be escalated?

Project risks and issues should be escalated when exposure, authority, urgency, interdependency, or expected performance effects exceed agreed control thresholds or require sponsor decisions.

Conclusion

The course integrates execution governance, stakeholders, risks, issues, changes, performance, recovery, and handover. Participants take back a Project Execution Governance and Control File containing matrices, registers, assessments, decision papers, and reporting structures. The file makes execution evidence easier to coordinate, challenge, escalate, and use in accountable delivery decisions.