# Project Stage-Gate Governance and Assurance Training Course

22 – 26 February 2027
Kuala Lumpur

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## Overview

Project Stage-Gate Governance and Assurance Training Course is a one-week advanced course for governance, PMO, sponsorship, assurance, and gate-decision professionals who need a Stage-Gate Governance and Assurance File. The course connects project governance, decision rights, gate criteria, readiness assessment, independent assurance, approval conditions, and recommendation tracking. Participants prepare evidence and make proceed, condition, defer, or stop decisions at defined control points. Agile Leaders Training Center presents stage-gate governance through proportionate challenge and documented accountability.

## Who Should Attend

- Teams responsible for project governance structures and decision authority
- PMO functions responsible for gates, controls, and governance reporting
- Sponsors responsible for project authorization and continued justification
- Assurance teams responsible for independent readiness reviews
- Portfolio functions responsible for investment control and project prioritization
- Decision owners responsible for gate outcomes and recommendation closure

The course assumes participants already review business cases, project evidence, assurance findings, or approval decisions at work and leaves out jurisdiction-specific approval rules and certification preparation.

## Departments and Industries

The course supports departments and industries that govern projects through defined evidence and approval points.

- Project management, PMO, portfolio, and transformation functions
- Governance, assurance, internal audit, and investment teams
- Energy, construction, utilities, and transport organizations
- Technology, telecommunications, healthcare, and financial-services organizations
- Infrastructure owners, engineering firms, contractors, and professional-services teams

## Learning Objectives

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

- Build project governance and gate-decision structures
- Apply risk-based assurance planning methods
- Use gate criteria and evidence requirements
- Analyze readiness, delivery confidence, and unresolved conditions
- Evaluate proceed, condition, defer, and stop options
- Build traceable gate reports and recommendation follow-up

## Course Agenda

### Day 1: Governance and Gate Architecture

- ISO 21505:2017 Project Governance Practice Map
- Governance Board and Decision-Rights Matrix
- Project Life-Cycle Gate Architecture
- Gate Authority and Accountability Register
- Governance Information and Escalation Route Map

### Day 2: Assurance and Evidence Planning

- Risk-Potential and Assurance-Intensity Assessment
- Integrated Assurance and Approval Plan
- Gate Evidence Requirement Matrix
- Reviewer Independence and Conflict Check
- Assurance Scope and Terms-of-Reference Template

### Day 3: Gate Readiness Assessment

- Gate Criteria and Readiness Checklist
- Business-Justification Evidence Review
- Delivery-Strategy and Resource Readiness Assessment
- Risk, Dependency, and Assumption Challenge Log
- Stakeholder Interview and Evidence-Triangulation Method

### Day 4: Gate Decisions and Follow-Up

- Delivery Confidence Assessment Scale
- Proceed, Condition, Defer, or Stop Decision Matrix
- Gate Condition and Recommendation Register
- Action Owner and Closure-Evidence Tracker
- Governance Board Gate Decision Report

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## Day 5: Stage-Gate Assurance Practice

- Exercise: Governance Authority and Gate Design
- Exercise: Assurance Scope and Evidence Selection
- Exercise: Readiness Finding and Delivery Confidence Rating
- Exercise: Gate Decision and Recommendation Follow-Up
- Capstone Exercise: Stage-Gate Governance and Assurance File

## Practical Exercises

The course uses suggested activities that connect assurance evidence to gate decisions.

- Suggested activity: design governance and gate authority for an infrastructure project.
- Suggested activity: prepare an assurance scope and evidence request for a technology investment.
- Suggested activity: rate readiness and delivery confidence for a healthcare transformation.
- Suggested activity: draft a gate decision report with conditions, owners, and closure evidence.

## FAQs

### Who should attend the Project Stage-Gate Governance and Assurance Training Course?

The course suits professionals responsible for project governance, PMO gates, sponsorship, assurance, portfolio control, or gate decisions. It assumes experience reviewing business cases, project evidence, assurance findings, or approval decisions.

### How does stage-gate governance differ from general project management?

Stage-gate governance defines authority, evidence, assurance, and approval decisions at control points, while general project management covers the broader planning and delivery of project work.

### What evidence is needed for a project stage-gate review?

Stage-gate evidence should match the gate purpose and may include justification, scope, delivery strategy, resources, risks, dependencies, readiness, benefits, governance, prior conditions, and closure evidence.

### How should project gate readiness be assessed?

Project gate readiness should be assessed against defined criteria using proportionate, independent challenge, consistent evidence, unresolved-risk analysis, and a documented view of delivery confidence.

### What happens after a project stage-gate decision?

After a stage-gate decision, conditions and recommendations should be assigned to owners, tracked to due evidence, escalated when unresolved, and reported to the governance board before the next approval point.

## Conclusion

The course integrates governance structures, decision rights, assurance planning, gate evidence, readiness review, and recommendation closure. Participants take back a Stage-Gate Governance and Assurance File containing matrices, checklists, review terms, findings, decisions, and action trackers. The file makes gate decisions easier to evidence, challenge, communicate, and follow through.