

COURSE OVERVIEW PM0174
Project Management – Kanban

Course Title

Project Management – Kanban

Course Date/Venue

February 01-05, 2026/Boardroom 1, Elite Byblos Hotel Al Barsha, Sheikh Zayed Road, Dubai, UAE

Course Reference

PM0174

Course Duration/Credits

Five days/3.0 CEUs/30 PDHs



Course Description



This practical and highly-interactive course includes real-life case studies where participants will be engaged in a series of interactive small groups and class workshops.

This course is designed to provide participants with a detailed and up-to-date overview of Project Management – Kanban. It covers the role of the document controller in project environment and workflows in document control; visualizing work using kanban boards and applying kanban cards for document tracking; managing document intake requests, avoiding overload of document controllers and aligning workload with capacity; and designing document control kanban board, identifying work-in-progress (WIP) limits and managing document flow.



Further, the course will also discuss the prioritization techniques for documents and policies and rules for kanban boards; the digital kanban tools for document control; integrating document repositories; the automation and notifications, access control and permissions; the kanban metrics for document control and cumulative flow diagrams; managing bottlenecks and delays and continuous improvement (kaizen); and the service level expectations (SLEs) and risk management in document workflows.



During this interactive course, participants will learn the stakeholder collaboration using Kanban, managing multi-project document control and handling revisions and changes; scaling kanban for large projects and kanban meetings for document control teams; linking kanban with project milestones, supporting EPC and construction schedules, coordinating with planning and controls team and ensuring document readiness; solving problem using kanban data; and the compliance, audit and quality assurance and sustaining kanban in document control.

Course Objectives

Upon the successful completion of this course, each participant will be able to:-

- Apply and gain an in-depth knowledge on Kanban in project management
- Identify the role of the document controller in project environment and workflows in document control
- Visualize work using kanban boards and employ kanban cards for document tracking
- Carryout pull systems in document control by managing document intake requests, avoiding overload of document controllers and aligning workload with capacity
- Design a document control kanban board, identify work-in-progress (WIP) limits and manage document flow
- Prioritize techniques for documents and apply policies and rules for kanban boards
- Identify digital kanban tools for document control, integrate document repositories and apply automation and notifications, access control and permissions
- Apply kanban metrics for document control and cumulative flow diagrams and manage bottlenecks and delays
- Implement continuous improvement (kaizen), service level expectations (SLEs) and risk management in document workflows
- Carryout stakeholder collaboration using kanban, manage multi-project document control and handle revisions and changes
- Scale kanban for large projects and discuss kanban meetings for document control teams
- Link kanban with project milestones, support EPC and construction schedules, coordinate with planning and controls team and ensure document readiness
- Solve problem using kanban data, apply compliance, audit and quality assurance and sustain kanban in document control

Exclusive Smart Training Kit - H-STK®



*Participants of this course will receive the exclusive “Haward Smart Training Kit” (H-STK®). The H-STK® consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.*

Who Should Attend

This course provides an overview of all significant aspects and considerations of project management – Kanban for document controllers and document management professional, project managers and project coordinators, team leads and supervisors in document-intensive projects, quality assurance and compliance officers, engineering, procurement and construction (EPC) team members, project planners and schedulers and other technical staff.

Course Certificate(s)

Internationally recognized certificates will be issued to all participants of the course who completed a minimum of 80% of the total tuition hours.

Certificate Accreditations

Haward's certificates are accredited by the following international accreditation organizations:

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British Accreditation Council (BAC)

Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. Haward's certificates are internationally recognized and accredited by the British Accreditation Council (BAC). BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

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The International Accreditors for Continuing Education and Training (IACET - USA)

Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units** (CEUs) in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

Course Fee

US\$ 5,500 per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:



Dr. Chris Le Roux, PhD, M.Com, B.Com (Hons), PMP, Industrial Psychologist (HPCSA Reg.), PMI-ATP Instructor PMI-PMP, PMI-CAPM Instructor is a **Senior Management Consultant & Project Management Professional** with over **30 years** of combined engineering, managerial, consulting, counseling, and international training experience across Africa, the Middle East, the Gulf region, and Europe. His expertise lies extensively in the areas of **Project & Contracts Management Skills, Project & Construction Management, Project Planning, Scheduling, Cost Control, and Earned Value Management, Project Management (Predictive, Agile, and Hybrid), PMO setup and governance, Project Delivery & Governance Framework, Project Management Practices, Project Management Disciplines, Risk and Contract Management** (including contract development, tendering, dispute resolution, and claims), **Risk Identification Tools & Techniques, Project Life Cycle, Stakeholder Management and Communication, Performance Coaching and Difficult Conversations, Project Management Processes, Project Integration Management, Project Management Plan, Project Work Monitoring & Control, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Quality Assurance, Project Human Resource Management, Project Communications Management, Leadership Orientation Programme, Leadership & Team Development, Psychology of Leadership, Interpersonal Skills & Teamwork, Coaching & Mentoring, Innovation & Creativity, Leadership & Performance Management, Leadership Communication, Leadership Excellence for Senior Management, Supervisory, Leadership, Coaching & Mentoring, Leadership, Communications & Interpersonal Skills, Administrative Leadership Skills, Office Management & Administration Skills, Contract Management, Tender Development, Contract Standards & Laws, Dispute Resolution & Risk Identification, Myers-Briggs Type Indicator (MBTI), Organization Development Consultation, Advanced Debriefing of Emotional Trauma, Interpersonal Motivation, Model Based Interviewing, Coaching & Motivation, Creative Thinking & Problem-Solving Techniques, Emotional Intelligence and Resilience, Presentation Skills, Communication & Interpersonal Skills, Effective Communication & Influencing Skills, Effective Business Writing Skills, Writing Business Documents, Business Writing (Memo & Report Writing), Controlling Your Time & Managing Stress, Crisis Management and Decision-Making Under Pressure; and Customer Experience, Service Excellence, and Negotiation Skills, Strategic Human Resources Management, Change Management and Organizational Development, Human Capital and Talent Management (succession planning, performance management, competency frameworks, and behavioral assessment), Strategic Planning and Execution, Project Risk Analysis & Risk Management, Global Diverse & Virtual Teams Operation, Exceeding Customer Expectations, Corporate Governance Best Practice, Business Performance Management & Improvement, Building Environment of Trust & Commitment, Win-Win Negotiation Strategies, Quality Improvement & Resource Optimization, Neuro Linguistic Programming (NLP), Personal Resilience Developing, Effective Role Modelling & Development, Managing Dynamic Work Environments, Organizational Development, Career Management, Situation & Behaviour Analysis, Interpersonal Motivation Skills, Inventory Management and Financial Administration. Further, he has also led or supported Training Needs Analyses (TNA), large-scale capability development programs, and leadership pipelines for technical, operational, and graduate employees. He is also well-versed in Water Supply System Security, Vulnerability & Terrorism, Integrated Security Systems, Incident Threat Characterization & Analysis, Physical Security Systems, Security Crisis, Security Emergency Plan, Command & Control System, Preventive Actions and Situation Analysis.**

During his career life, Dr. Le Roux has gained his academic and field experience through his various significant positions and dedication as the **Training & Development General Manager, Departmental Head (Electrical), Project Manager, Account Manager, Commercial Sales Manager, Manager, Sales Engineer, Project Specialist, Psychology Practitioner, Senior Consultant/Trainer, Business Consultant, Assistant Chief Education Specialist, ASI Coordinator, Part-time Lecturer/Trainer, PMP & Scrum Trainer, Assessor & Moderator, Team Leader, Departmental Head, Senior HR Consultant, Senior Lecturer / Academic Supervisor, Technical Instructor/Qualifying Technician, Apprentice Electrician: Signals, International Trainer, and Part-Time Electrician** from various companies and universities such as the South African Railway (SAR), Department of Education & Culture, **ESKOM**, Logistic Technologies (Pty. Ltd), Human Development: Consulting Psychologies (HDCP) & IFS, Mincon, Eagle Support Africa, Sprout Consulting, UKZN, Grey Campus, Classis Seminars and CBM Training.

Dr. Le Roux has a **PhD in Leadership in Performance & Change**, a **Master's degree in Human Resource Management**, a **Bachelor's degree (with Honours) in Industrial Psychology**, a National Higher Diploma and a National Technical Diploma in **Qualified Electrical & Mechanical Engineering** from **Germiston College, South Africa**. Further, he is a **Certified Project Management Professional (PMP)**, a **PMI Authorized Training Partner (ATP) Instructor**, a **Certified Associate in Project Management (PMI-CAPM)**, a **Certified Scrum Master Trainer** by the VMEdU, a **Certified Instructor/Trainer** and a **Certified Internal Verifier/Assessor/Trainer** by the **Institute of Leadership & Management (ILM)**. Moreover, he is a **Registered Industrial Psychologist** by the Health Professions Council of South Africa (HPCSA), a **Registered Educator** by the South African Council for Educators (SACE) and a **Registered Facilitator, Assessor & Moderator** with Education, Training and Development Practices (ETDP) SETA. He has further delivered numerous trainings, courses, seminars, conferences and workshops globally.

Training Methodology

All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

- 30% Lectures
- 20% Practical Workshops & Work Presentations
- 30% Hands-on Practical Exercises & Case Studies
- 20% Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.

Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the workshop for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

Day 1: Sunday, 01st of February 2026

0730 – 0800	Registration & Coffee
0800 – 0815	Welcome & Introduction
0815 – 0830	PRE-TEST
0830 – 0930	Introduction to Kanban in Project Management <i>Origins and Evolution of Kanban • Core Principles: Visualize Work, Limit WIP, Manage Flow • Kanban versus Traditional Project Management • Benefits of Kanban for Document-Intensive Projects</i>
0930 – 0945	Break
0945 – 1030	Role of the Document Controller in Project Environments <i>Responsibilities Across Project Lifecycle • Interfaces with Engineering, Procurement, and Construction • Challenges in Document Volume, Revisions, and Approvals • Importance of Flow-Based Document Management</i>
1030 – 1130	Understanding Workflows in Document Control <i>Document Lifecycle: Creation to Archiving • Review, Approval, and Distribution Stages • Identifying Handoffs and Bottlenecks • Mapping Document Control Workflows</i>
1130 – 1215	Visualizing Work Using Kanban Boards <i>Physical versus Digital Kanban Boards • Columns, Swimlanes, and Card Structures • Visual Signals for Priorities and Status • Transparency and Shared Understanding</i>
1215 – 1230	Break



1230 – 1330	Kanban Cards for Document Tracking Document Metadata on Cards (Doc No., Rev, Status) • Owners, Due Dates, and Dependencies • Approval and Review Indicators • Color Coding and Tagging for Clarity
1330 – 1420	Basics of Pull Systems in Document Control Push versus Pull Work Concepts • Managing Document Intake Requests • Avoiding Overload of Document Controllers • Aligning Workload with Capacity
1420 – 1430	Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1430	Lunch & End of Day One

Day 2: Monday, 02nd of February 2026

0730 – 0830	Designing a Document Control Kanban Board Defining Workflow Stages • Aligning Board Design with Project Procedures • Custom Columns for Reviews and Approvals • Integrating Contractor and Client Submissions
0830 – 0930	Work-in-Progress (WIP) Limits Purpose and Benefits of WIP Limits • Setting WIP Limits for Document Reviews • Managing Urgent and Critical Documents • Avoiding Multitasking and Rework
0930 – 0945	Break
0945 – 1100	Managing Document Flow Flow Efficiency versus Resource Efficiency • Reducing Waiting Times and Queues • Balancing Workload Across Stages • Handling Peaks in Document Submissions
1100 – 1215	Prioritization Techniques for Documents Critical Path Documents • Regulatory and Contractual Priorities • Managing Late and Overdue Submissions • Visual Priority Rules on Kanban Boards
1215 – 1230	Break
1230 – 1330	Policies & Rules for Kanban Boards Definition of “Ready” and “Done” for Documents • Approval Criteria and Acceptance Rules • Escalation Policies for Delays • Governance and Compliance Alignment
1330 – 1420	Digital Kanban Tools for Document Control Overview of Tools (SharePoint, Jira, Trello, etc.) • Integrating Document Repositories • Automation and Notifications • Access Control and Permissions
1420 – 1430	Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1430	Lunch & End of Day Two

Day 3: Tuesday, 03rd of February 2026

0730 – 0830	Kanban Metrics for Document Control Lead Time and Cycle Time • Throughput of Documents • Work Item Age • Measuring Predictability
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0830 – 0930	Cumulative Flow Diagrams (CFD) <i>Understanding CFD Components • Identifying Bottlenecks in Document Reviews • Detecting Overload and Stagnation • Using CFDs for Decision-Making</i>
0930 – 0945	Break
0945 – 1100	Managing Bottlenecks & Delays <i>Root Causes of Document Delays • Approval and Review Constraints • Dependency Management • Corrective Actions Using Kanban Insights</i>
1100 – 1215	Continuous Improvement (Kaizen) <i>Incremental Improvement Mindset • Feedback Loops in Document Control • Experimenting with Workflow Changes • Measuring Improvement Results</i>
1215 – 1230	Break
1230 – 1330	Service Level Expectations (SLEs) <i>Defining Document Turnaround Targets • Aligning SLEs with Project Schedules • Monitoring Adherence to SLEs • Managing Stakeholder Expectations</i>
1330 – 1420	Risk Management in Document Workflows <i>Risks Related to Late or Incorrect Documents • Mitigating Compliance and Audit Risks • Early Warning Signals Using Kanban • Preventing Document Loss or Duplication</i>
1420 – 1430	Recap <i>Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow</i>
1430	Lunch & End of Day Three

Day 4: Wednesday, 04th of February 2026

0730 – 0830	Stakeholder Collaboration Using Kanban <i>Coordination with Engineers and Reviewers • Contractor and Vendor Document Tracking • Client Submissions and Approvals • Transparency and Accountability</i>
0830 – 0930	Managing Multi-Project Document Control <i>Handling Multiple Projects on One Board • Swimlanes for Projects or Disciplines • Balancing Competing Priorities • Resource Allocation Visibility</i>
0930 – 0945	Break
0945 – 1100	Handling Revisions & Changes <i>Managing Document Revisions Efficiently • Tracking Superseded and Obsolete Documents • Change Control Integration • Avoiding Rework and Confusion</i>
1100 – 1215	Scaling Kanban for Large Projects <i>Portfolio-Level Kanban Concepts • Program and Project-Level Boards • Integration with Master Document Registers • Governance at Scale</i>
1215 – 1230	Break
1230 – 1330	Kanban Meetings for Document Control Teams <i>Daily Stand-Ups for Document Flow • Replenishment and Planning Meetings • Review and Improvement Meetings • Effective Communication Practices</i>

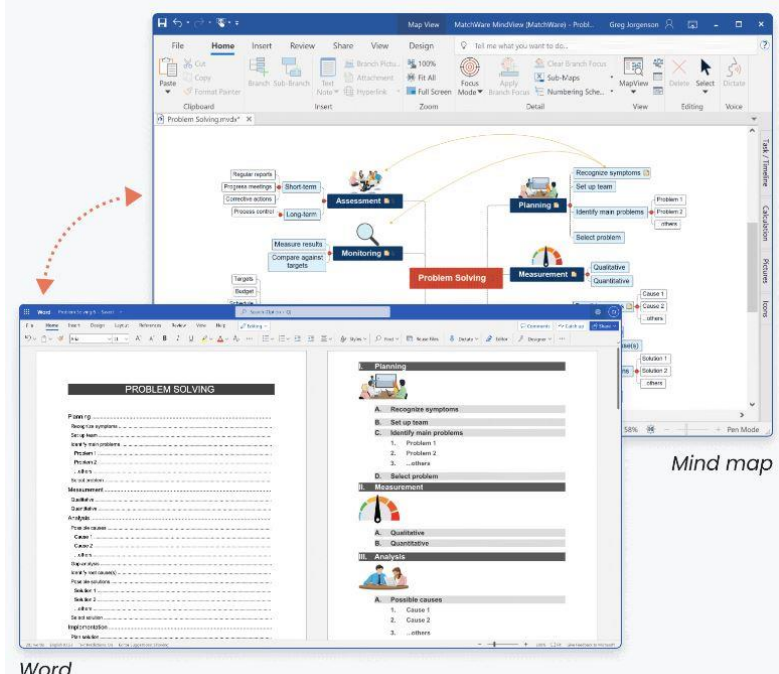
1330 – 1420	Integrating Kanban with Project Schedules <i>Linking Kanban with Project Milestones • Supporting EPC and Construction Schedules • Coordination with Planning and Controls Teams • Ensuring Document Readiness</i>
1420 – 1430	Recap <i>Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow</i>
1430	<i>Lunch & End of Day Four</i>

Day 5: Thursday, 05th of February 2026

0730 – 0830	Case Study – Kanban in Document Control <i>Real-World Document Control Scenarios • Common Challenges and Solutions • Lessons Learned from Projects • Best Practices and Pitfalls</i>
0830 – 0930	Practical Workshop – Building a Kanban Board <i>Designing a Document Control Board • Defining Workflows and WIP Limits • Creating Cards and Policies • Simulated Document Flow Exercise</i>
0930 – 0945	<i>Break</i>
0945 – 1100	Problem-Solving Using Kanban Data <i>Analyzing Delays Using Metrics • Identifying Root Causes • Proposing Workflow Improvements • Decision-Making with Visual Data</i>
1100 – 1215	Compliance, Audit & Quality Assurance <i>Supporting ISO and Project Audits • Traceability of Documents • Maintaining Records and Logs • Demonstrating Control and Accountability</i>
1215 – 1230	<i>Break</i>
1230 – 1315	Sustaining Kanban in Document Control <i>Embedding Kanban into Daily Work • Training and Onboarding New Staff • Continuous Monitoring and Improvement • Leadership and Cultural Aspects</i>
1315 – 1345	Course Review & Action Planning <i>Key Takeaways and Learning Recap • Individual Action Plans for Attendees • Applying Kanban Immediately at Work • Q&A and Final Discussion</i>
1345 – 1400	Course Conclusion <i>Using this Course Overview, the Instructor(s) will Brief Participants about Topics that were Covered During the Course</i>
1400 – 1415	POST-TEST
1415 – 1430	<i>Presentation of Course Certificates</i>
1430	<i>Lunch & End of Course</i>

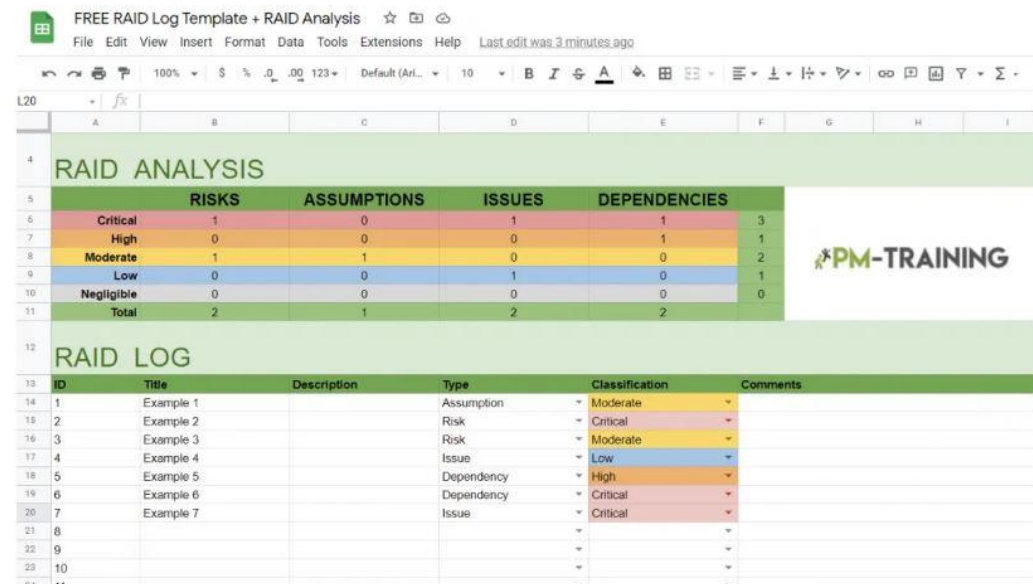
Simulator (Hands-on Practical Sessions)

Practical sessions will be organized during the course for delegates to practice the theory learnt. Delegates will be provided with an opportunity to carryout various exercises using the “Mindview Software” and “Raidlog Simulator”.



The screenshot displays the Mindview Software interface. At the top, a mind map titled 'Problem Solving' is shown with nodes for 'Assessment', 'Planning', 'Monitoring', and 'Measurement'. Below the mind map, a word document is open, showing a 'PROBLEM SOLVING' template with sections for 'Planning', 'Assessment', 'Monitoring', and 'Measurement'. The word document is labeled 'Word' and the mind map is labeled 'Mind map'.

Mindview Software



The screenshot displays the Raidlog Simulator interface. It shows a 'FREE RAID Log Template + RAID Analysis' spreadsheet. The spreadsheet is divided into two main sections: 'RAID ANALYSIS' and 'RAID LOG'.

RAID ANALYSIS

	RISKS	ASSUMPTIONS	ISSUES	DEPENDENCIES	
Critical	1	0	1	1	3
High	0	0	0	1	1
Moderate	1	1	0	0	2
Low	0	0	1	0	1
Negligible	0	0	0	0	0
Total	2	1	2	2	

RAID LOG

ID	Title	Description	Type	Classification	Comments
1	Example 1		Assumption	Moderate	
2	Example 2		Risk	Critical	
3	Example 3		Risk	Moderate	
4	Example 4		Issue	Low	
5	Example 5		Dependency	High	
6	Example 6		Dependency	Critical	
7	Example 7		Issue	Critical	

Raidlog Simulator

Course Coordinator

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