Leadership Skills for the Project Professional

Course Summary

Description

Leadership Skills for the Project Professional is a two day advanced project management course designed to strengthen the leadership skills of the project/program management practitioner. Participants examine the different roles of manager and leader and consider the relative merits each role in the project or program environment. Because the program/project manager serves as the primary liaison between organizational leadership (i.e., upper management) and the project team, he/she must possess and employ the soft skills ("artistic" vs. scientific) required to lead a team. In this course, participants are introduced to common leadership principles that must be applied in the project environment. After an introduction to the better practices for each learning unit, course attendees apply these principles via relevant individual and team exercises.

Topics

- Characteristics of Manager vs. Leader
- Roles and Responsibilities Clarity
- Leading Virtual / Matrix Teams
- Situational Leadership
- Conflict Management and Resolution
- Coaching and Mentoring
- Delegation
- Communications Leadership
- Strategic Planning and Change
- Motivation and Inspiration

Audience

This project management training is beneficial to resource managers, functional managers and project / program managers who serve in any leadership capacity associated with project or program delivery.

Prerequisites

This project management training course assumes minimal experience with project work.

Duration

Two days
14 PDUs

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Course Outline

I. Strategic Project Leadership
This section focuses on defining the project's vision and properly aligning it with the overall organization's vision and strategy. In doing so, project leaders can formulate a vision statement (a.k.a., "core doctrine") that effectively articulates the project to stakeholders throughout the organization.
- A. Foundations of Leadership
  1. Definition of Project Leadership
  2. Project Manager vs. Project Leader
  3. Individual Exercise: Management and Leadership Attributes Assessment
- B. Vision & Purpose Alignment
  1. Project Position in the Organization
  2. Pyramid of Project Alignment (Vision, Mission, Values, Strategies, Goals/Objectives, Actions)
  3. Exercise: "Visioneering" (defining an aligned project vision and purpose)

II. Stakeholder Alignment
Every project has countless numbers of stakeholders – people, groups, organizations that have a vested interest in the results of the project. And it is virtually impossible to adequately address every need of all stakeholders. As a result, it is imperative that project leaders identify, analyze, and prioritize not only the stakeholder groups, but also determine their relative importance. In this section participants will learn better ways to identify and analyze the respective importance of the stakeholder groups. This lesson will help project leaders do a better job of selling the project before, during, and after delivery.
- A. Stakeholder Identification
- B. Stakeholder Analysis
  1. Impact: Influence and Importance
  2. Powers of the Stakeholder
  3. Exercise: Stakeholder Identification and Analysis

III. Change Leadership
Contrary to common belief, changes are not necessarily a bad thing for projects. Some changes actually can enhance the delivery of the project's products, services, or results. The key to project change management is having the ability to identify, assess, and incorporate the right changes at the right time. The lessons of this section will help project leaders serve as agents of change while helping to facilitate the organization through the chaos triggered by requests for project and organizational changes
- A. Definitions and Sources of Change
- B. Change Model and Equation
- C. Agents of Change
- D. Factors of Sustainable Change
- E. Change Readiness Assessment
- F. Leading Change
  1. Steps; Flow Modeling
  2. Dealing with Resistance
  3. Change Window
  4. Exercise: Identifying Real and Potential Project Changes
  5. Exercise: Change Readiness Assessment