

Managing a Project with Your Team

Course Summary

Description

According to the Project Management Institute (PMI), the only skill set more important to project managers than communicating effectively is negotiations and conflict resolution. Those skills can make the difference between a project that fails amid acrimony and resentment and a project that succeeds and builds great relationships within the team and across the organization.

This workshop is designed to introduce participants to proven techniques for negotiating with project stakeholders to:

- Acquire the necessary project resources
- Build consensus on project scope and requirements
- Create solid and clear understanding of the duties of team members and vendors

In addition, this workshop extends the application of those skill sets to the creation of an effective and highly functioning project team.

Objectives

At the end of this course, students will be able to:

- Apply proven techniques for negotiating for both internal and external resources and achieving consensus on project goals and requirements
- Facilitate the development of a high performing project team that is cohesive, clear on its goals, and able to work together to accomplish project goals

Topics

- Introduction to the Workshop
- Introduction to conflict management and positional negotiations
- Introduction to interest- based negotiations
- Crafting a strategy for interest- based negotiations
- Advanced topics in interest- based negotiations
- The challenges of building the project team
- Negotiating with the team and creating roles and responsibilities
- Creating high- performing project team
- Workshop wrap- up

Audience

This workshop will be of value to:

- Project managers
- Project team members
- Project stakeholders
- PMO managers
- Other organizational managers
- Business analysts

Duration

Two days

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Course Outline

- I. Introduction to the Workshop**
 - A. Identification of the goals of the workshop and its schedule, requirements for participation, student introductions and expectations
- II. Introduction to conflict management and positional negotiations**
 - A. The "old" model of conflict management, positional negotiations, the challenges and limitations of positional negotiations, positional negotiations strategies, introduction to Case Study 1, application of positional negotiations
- III. Introduction to interest-based negotiations**
 - A. The "new" model of conflict management, interest-based negotiations, application of interest-based negotiations, strengths of interest-based negotiations
- IV. Crafting a strategy for interest-based negotiations**
 - A. Preparing for the negotiations, identifying interests, identifying issues, crafting solutions, application of interest-based negotiations to the case study
- V. Advanced topics in interest-based negotiations**
 - A. The implications of emotions, optimizing the five core concerns, creating a strategy for addressing the concerns and improving the negotiations, crafting dialogue, application of the advanced strategies to the case study, Case Study 1 wrap-up
- VI. The challenges of building the project team**
 - A. Stages of team formation, the interests and positions of potential team members, team ground rules, introduction to Case Study 2
- VII. Negotiating with the team and creating roles and responsibilities**
 - A. The application of principled negotiations and advanced concepts to building a project team and ensuring that the interests of team members are adequately met and that the team is structured for project performance, Case Study 2 and creation of roles and responsibilities
- VIII. Creating high-performing project team**
 - A. Analysis of the characteristics of high-performing teams, building a plan for the enhancement of team performance
- IX. Workshop wrap-up**
 - A. Concluding comments and questions, workshop evaluation