

## **Leadership Skills for the Project Professional**

### **Course Summary**

#### **Description**

This course is 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 project/program 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 will 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 course 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 course assumes minimal experience with project work.

#### **Duration**

Two days

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### **Course Outline**

#### **I. Strategic Project Leadership**

- 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**

- 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**

- 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