



➤ Why does a project manager need people skills?

Many project managers have responsibility for successful project delivery but have no line management authority over any of the project resources. This is often translated by project managers to mean that they have no need to consider the effectiveness of the human beings in the project team, and that as long as the Gantt charts and project budgets are in good shape then the project will be successful. When the temporary and often part-time nature of the project team is added into the mix the project manager can be tempted to just manage the project, and not the people. The fact of the matter is that it is the people who do the work, and there are some things that a project manager can do, even in a short-term situation, to make things better.

➤ Course Description

This 3-day course is based on the Project Management Body of Knowledge (PMBOK) Guide to managing projects. (PMI is the author and owner of the PMBOK Guide titled "A Guide to the Project Management Body of Knowledge – Fourth Edition"). This is a global standard of best practise which covers most aspects of managing a project. However, this particular course focuses on aspects of project management which are related to the human resources, however temporary or part-time.

➤ Course Objectives

On completion of this course delegates will have clear practical approaches to getting the best out of their project team. Entrenched views of what makes people contribute to a project will be identified, discussed and challenged, and delegates will be encouraged to share their views and attitudes with each other.

➤ Who should attend?

This course is designed for project managers who are tasked with building a temporary project team from resources that do not report to the project manager in any line management capacity.

➤ Further requirements

This course is designed to focus only on the people aspects of managing projects. Attendees will be issued with a detailed certificate valid for 22 PDUs (Professional Development Units) required to achieve PMI (Project Management Institute) certification.

DURATION

3 DAYS

Course Content

☒ Course Introduction

Administration, Objectives; differences between leadership and management

☒ Project Team Building

A classic study of what turns a group of individuals into a team, and some practical ways of bringing this about; the Tuckman cycle.

☒ Effective Delegation

The whole *raison d'être* of a project team is to accomplish more work than the project manager can deliver him/her self. Some safe ways of achieving this are considered.

☒ Motivation

It is the responsibility of the project manager to get the best out of every individual in the team. This cannot be left to chance, so a step-by-step approach to motivation is developed.

☒ Leadership

This session looks at well-established methods of building and reinforcing the leader-member relationship; styles of leadership appropriate to different situations; ethical leadership

☒ Project Team Induction

This session describes a simple approach to improving the process whereby new team members will become fully effective

☒ Managing Conflict on Project Teams

Proactive and reactive strategies for avoiding and managing conflict in the project team are highlighted.

☒ Team Strengths

A well-respected way of identifying and measuring the behaviours and attitudes that people bring to the team situation is examined.

☒ Understanding Communications

Several theories of interpersonal communications are discussed, and their applicability to project teams is established. Approaches to negotiation in a project environment are identified.

☒ Project Manager as Agent of Change

The project manager must be able to develop strategic and tactical plans for implementing change

☒ Exercises

There are several exercises on this course, to illustrate the main learning points. These exercises are undertaken in a non-personal manner.