

Project Leadership Essentials

A Simulation Driven Project Leadership Workshop

By





Program Learning Objectives

At the successful completion of this program, participants will be able to:

1. Identify common reasons for project failure / success.
2. Define “competitive advantage” and recognize elements critical to its creation / maintenance.
3. Identify trends in the marketplace driving the need for change.
4. Identify common expectations in ongoing operations / tensions they create in the project environment.
5. Define satisfaction and ensure it is attained / maintained throughout a diverse group of stakeholders.
6. Describe major distinctions between workgroups and teams.
7. List specific attributes of high performance teams.
8. Identify and use appropriate selection criteria to assemble effective teams.
9. List basic skills necessary for Project Leaders to build and maintain teams.
10. List critical phases of a Best Practices Project Model.
11. Innumerate detail associated with each phase of the Best Practices Project Model.
12. List common Best / Worst Practices and their impacts on the team and project.
13. Identify keys to motivating core team members and maximizing their performance potential.
14. Define specific things a project leader can do to drive execution.
15. List keys to reconciling expectations between customers, sponsors and key stakeholders.
16. Create an effective and energizing project vision (Charter).
17. Identify the stages of team development and leadership styles / roles best used with each.
18. Use Work Breakdown Structure to plan the project at a detail level and facilitate team ownership.
19. Create PERT and Gantt Charts to create a sense of momentum and market progress.
20. Create and maintain team excitement through true empowerment.
21. Effectively manage short, efficient core team meetings.
22. Analyze each stakeholder’s impact on / support of project and appropriately prioritize communications.
23. Identify specific stakeholder needs and tailor communication style/frequency to better meet them.
24. Design a “matrixed communication strategy”.
25. List specific tactics to ensure on-time completion.
26. List specific tactics to assist project completion within budget.
27. List goals associated with Project Closure.
28. Identify hurdles associated with each goal.

This program is designed to help experienced and new project leaders and / or core team members understand and implement a best practices model of project leadership proven to deliver results. Although some project *management* concepts are covered, this workshop focuses on powerful leadership concepts that have been proven to quickly build high performance teams and drive project success.

Participants will have an opportunity to practice skills in the workshop through the use of a case study or a powerful computer simulation. Participants team up in small groups, function as project leader in a fictitious organization, and deal with all the real world situations that project leaders face. This drives home the benefits of using the skills they acquire in the program and greatly enhance retention and post-program application of the skills.



Workshop Schedule

<i>Project Leadership Essentials – Best Practices for Innovation Teams</i>	
Day One Schedule	
8:00 – 9:30	THE PROJECT ENVIRONMENT Why Projects Fail Competitive Advantage Change in the Marketplace Managing Satisfaction
9:30 – 10:30	THE TRUTH ABOUT TEAMS Teams –vs- Workgroups Attributes of Effective Teams Project Team Leadership
10:30 – 10:45	<i>Break</i>
10:45 – 12:00	A BEST PRACTICES MODEL A Best Practices Model Model Detail Your Organization’s Best / Worst Practices
12:00 – 1:00	<i>Lunch</i>
1:00 – 2:30	SIMULATION ROUND 1
2:30 – 2:45	<i>Break</i>
2:45 – 3:45	ROUND 1 FEEDBACK
3:45 – 5:00	INITIATING THE PROJECT Project Leadership Ownership Creating the Vision
	END



Project Leadership Essentials – Best Practices for Innovation Teams	
Day Two Schedule	
8:00 – 9:30	<p>PLANNING THE PROJECT</p> <p>Forming the Team Work Breakdown Structure – Network Planning Managing Conflict and Meetings</p>
9:30 – 10:30	SIMULATION ROUND 2
10:30 – 10:45	<i>Break</i>
10:45 – 11:45	ROUND 2 FEEDBACK
11:45 – 12:45	Lunch
12:45 – 2:00	<p>MANAGING STAKEHOLDERS</p> <p>Identifying / Mapping Stakeholders Analyzing / Profiling Stakeholders Developing a Matrixed Communication Strategy</p>
2:00 – 2:30	<p>DRIVING RESULTS: ON TIME, WITHIN BUDGET</p> <p>Completing Projects On Time Completing Projects Within Budget</p>
2:30 – 2:45	Break
2:45 – 3:45	SIMULATION ROUND 3
3:45 – 4:15	ROUND 3 FEEDBACK
4:15 – 5:00	<p>CLOSING THE PROJECT</p> <p>Closing Goals Hurdles and Clearing Them Action Planning</p>
	END



Topics Overview / Synopses

The Project Environment

- ✓ Why Projects Fail
- ✓ Competitive Advantage
- ✓ Change in the Marketplace
- ✓ Managing Satisfaction

The first module of the program sets participant's expectations for what will be covered in the program and how they may apply these skills to their personal and organizational advantage at the completion of the workshop.

We begin by identifying why projects typically fail. This naturally leads to a discussion of competitive advantage and the key element of execution. Participants learn that seven ideas are good, but one implemented is better.

We then consider forces driving change in the business environment and their impacts on the hierarchal organization. We conclude that projects are a natural outcome, but must exist in an environment significantly different from that of production management. The natural outcome of these differences is tension that project leaders must become adept at managing.

We conclude this module with a definition / discussion of satisfaction. Those working in the project environment must become riveted to the concept of satisfaction and be ever vigilant to its active management. At the conclusion of this module we have participants list expectations of the program and begin the development of an action plan that they can implement once the workshop is concluded.

The Truth About Teams

- ✓ Teams –vs- Workgroups
- ✓ Attributes of Effective Teams
- ✓ Project Team Leadership

Teams are a rare thing, and do not naturally occur in the workplace. Workgroups are a more common entity and do not produce the synergy accompanying teamwork. Although the concept of teams is certainly not new, the ability of most to successfully transform a workgroup into a team lags the demand for them. Research in the project arena indicates that if certain tasks that are naturally part of the project process are lead by inspired leaders that the probability of team formation more than doubles and additionally teams develop at twice the normal rate.

Understanding these skills is the focus of the remainder of the module, and mastery of them is the focus of the remainder of the workshop. Participants, whether experienced project leaders, new project leaders or core team members will benefit extensively from this module.



A Best Practices Model

- ✓ A Best Practices Model
- ✓ Model Detail
- ✓ Your Organization's Best / Worst Practices

In this module we walk participants through the development of the best practices model (a Project Management Institute Project Management Book of Knowledge – PMI PMBOK) and discuss it in detail. Participants then compare their organization's model with the best practices model and identify ways to improve and approach a best practices level of execution. Near the end of this module, we review some best and worst practices common in upper management and discuss ways to migrate current practices toward the model. It is an energizing and fun module that precipitates change in most organizations.

Initiating the Project

- ✓ Project Leadership
- ✓ Ownership
- ✓ Creating the Vision

In this module, participants identify differences between project management and leadership and recognize behavior management and motivation as two key issues. They are then given a project leadership model and we spend time identifying keys to motivation and commitment. This model has a bias toward execution and provides a backdrop for the remainder of the program. Supportive content through the rest of the program focuses on ways to drive execution and avoid the common problems identified in the first two modules.

Participants come to recognize the power derived from reconciliation of their vision and initial plan with the project customer and sponsor. We then take time to help them develop basic negotiation skills and help them develop a process for reconciling often-diverse expectations, managing satisfaction.

Planning the Project

- ✓ Forming / Including the Team
- ✓ Work Breakdown Structure – Network Planning
- ✓ Managing Conflict and Meetings

Teams produce significantly more and better results than workgroups. Teams are thus an important element of project success. Ownership is the key to the formation of teams. In this module we provide specific tactics to help include teams in the ownership circle. Allowing / Encouraging the team to define "HOW" the project is to be accomplished provides that ownership and creates an environment where motivation can turn to quality outputs.

In this module, participants are shown how to conduct a Work Breakdown Structure and turn it into PERT and Gantt charts to assist in planning and effective communications. Rather than dwelling on the management aspects, we show participants how to effectively lead these activities thus creating self-directed high performance teams.



Managing Stakeholders

- ✓ Identifying / Mapping Stakeholders
- ✓ Analyzing / Profiling Stakeholders
- ✓ Developing a Matrixed Communication Strategy

Stakeholders can support or hinder projects and are frequently responsible for a great deal of the tension, scope creep and dwindling resources that plague many projects. Identifying who they are and actively managing their satisfaction using effective / efficient communication strategies / tactics does much to assist execution and ensure project success. In this module, participants learn these strategies and tactics and acquire ability to rapidly and accurately identify their specific personal needs. They then learn how to tailor communications to address these needs and ensure stakeholders not only hear what they need to, but also hear it in ways that best meet their needs.

Driving Results: On Time, Within Budget

- ✓ Completing Projects On Time
- ✓ Completing Projects Within Budget

Perhaps the two most traditional problems associated with projects are late delivery and being over budget. Throughout the program we have discussed many of the factors that lead to these common results. We have also assisted participants in developing systems and habits that preclude this from happening. But there remains entropy that slows projects and seems to mystically eat resources.

In this module participants will address this entropy by implementing tactics to overcome these daunting hurdles. Participants learn to anticipate problems that have traditionally been unexpected and build systems to preempt their disruptive impacts.

Closing The Project

- ✓ Closing Goals
- ✓ Hurdles and Clearing Them
- ✓ Action Planning

This final module focuses participants on all the last minute changes that frequently occur; the loss of resources that traditionally haunts projects and the loss of team identify that can frustrate successful closure. We also focus their attention on project learning and have them create strategies to be used throughout the project to document problems and associated derived wisdom. Much of the value of projects is the learning that accompanies them, and project leaders are encouraged to be vigilant regarding the responsibility of collecting and disseminating it to avoid repetition.



About The Simulation

What it is

Throughout this program, best practice concepts are introduced. Each of these concepts will require change within the organization, and change is never without resistance. Most participants leave training frustrated, because they are not shown how to overcome the resistance that will arise when these concepts are placed into action.

This program stands apart from all others, because it integrates implementation strategies into the program via a simulation. In the simulation, participants experience the resistance associated with implementing these new ideas / concepts and develop plans to overcome them in their specific work environment. The simulation provides participants with Project Leadership EXPERIENCE, not just notebooks full of interesting ideas. This program truly drives change.

How it Works

In a simulation workshop, participants are divided into teams that must manage a project to successful completion within one year. Each team develops a project plan and makes decisions regarding project scope, budget trade-offs, organizational priorities, and how to manage diverse team personalities. Computer-generated scenarios provide teams with a variety of issues surrounding the project management process. Teams are able to react to these with the help of numerous computer-driven information and decision options: teams can make telephone calls, read and answer memos and mail, gather information through an informal “intelligence” network and implement decisions to satisfy the needs of their boss, client and other project team members.

Participants are put in the role of Project Manager assigned to produce a new product in nine months. There has been a decision to produce a new product, and everyone within the company expects this project to be completed quickly. The project manager needs to secure people from other departments to work on the project and complete it within a specified timeframe. The project manager will be spending a good deal of time completing the project, and managing all of the issues that arise during the project timeframe.

Simulation Benefits

The simulation is designed for current and potential project managers who are seeking to enhance their skills in managing people on project teams. It is also ideal for newly formed project teams that can use it to experience potential problems before they actually occur. Since team members will have had the opportunity to manage a project in the risk-free environment of the simulation, they will be better equipped to deal with the types of situations that arise on an actual project. The simulation offers a number of benefits to the workshop environment:

- ✓ Learning is dynamic, not static.
- ✓ Training time is reduced.
- ✓ Theory is put into practice.
- ✓ “What if” scenarios foster and develop analytical skills.
- ✓ Problem solving techniques are strengthened.
- ✓ Learning is enhanced in a risk free environment.

Simulation Learning Design

Opportunities to learn come at four significant points during the simulation:

- ✓ Participants work within groups of three to five, and therefore must build a consensus to determine the best response for each situation presented. The discussion that is generated by this decision-making process is one of the most valuable learning experiences.
- ✓ Participants receive detailed feedback from the program itself in the form of changes in the scores of the learning points, sales or project reports, and individual commentary on each decision made.
- ✓ Small group discussion/debriefing of the results after each round provides a deeper understanding of how the group performed, both in the quality of decisions made and in the group's decision-making process.
- ✓ During large group “debrief” all teams are asked to reflect upon the strengths and weaknesses of their decisions and to begin the process of making the bridge to the workplace.

Key Simulation Issues

- ✓ Team Development / Commitment
- ✓ Deadlines
- ✓ Stakeholder Management
- ✓ Project Planning
- ✓ Organizational Dynamics
- ✓ Control
- ✓ Leadership
- ✓ Quality / Budget