

# Project Management

Enabling Breakthrough Performance

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## Positioning and Target Audience

People drive results. While most project managers have no difficulty with the logistics, planning and status control issues associated with projects, the people side of the equation is often the most challenging. This course explores the human side of projects, focusing on developing the critical leadership, people management and coaching skills required to create and sustain teams of professionals.

This course is designed for anyone who needs to understand and apply the principles of team management. As these skills are necessary for anyone who manages teams of professionals, the course is equally applicable to people managers at any level of the organization. A leading global consulting firm selected this course as part of a program for delivery to business managers who, despite not being called "project managers", must nevertheless *run projects*.



## Team Leadership for Project Managers

Course PM702 – 1 day

### Unit 1: Critical Leadership, Management and Coaching Skills

- The Project Manager As Leader
  - Role modeling and leadership: what your project team is looking for in you as a leader
- The Project Manager As Manager
  - What your project team is looking for in you as a manager
  - Delegation and its impostors: delegating project work; setting and managing SMARTer objectives; reverse engineering delegations from deliverables; goals and business relationships – the task is the boss
  - Quality and delegated deliverables: qualitative versus quantitative success measurement; 4 dimensions of success metrics
- The Project Manager As Coach
  - What your project team is looking for in you as a coach
  - Characteristics of great coaches
  - Critical coaching skills
  - Coaching for performance: the performance equation; task ownership versus results ownership; devil's advocacy and coaching; performance and engagement; creating engagement by identifying and focusing on team member personal needs; the coaching conversation; the coaching process

### Unit 2: Removing the Barriers to Effective Communication

- Conflict management: why this is not trivial; the nature of conflict; your relevant reality; challenging the dominant logic; the ABC's of leadership in conflict situations; how to flash the trash talk; appreciative inquiry versus problem solving
- Proactive conflict management and deliverables
- Assessing and leveraging social and personal influencing styles
- Tips for assertive communication
- Comparing the golden and platinum rules

### Unit 3: Conflict Response Optimization

- Recognizing and managing nine conflict response patterns to create successful resolution and progress
- Conflict management simulation practicum

For more information call us at 416-236-3005

**SOLUTIONS ALIGNED TO STRATEGY**