

# Project Leadership Essentials

## The Need:

To ensure projects are successfully completed on time / within budget and that results meet or exceed the expectations of customers and all associated stakeholders. A majority of projects today never make it to market, and of those that do, only about 28% are successful after the first year within the market. Creating “new” is costly. The staggering costs include time, wasted resources, missed market opportunities, growth and even existence. Cost overruns, missed deadlines, poor quality, scope creep, ineffective teams, and failure to meet management / customer expectations are just a few of the problems that plague even successful projects.

## The Solution:

**Experience project leadership first hand.** This two-day program puts you in the shoes of a new project leader and takes you through a year-long project to co-produce a state-of-the-art product. You will gain experience aligning diverse expectations, developing an effective core team, conducting a work breakdown structure, managing stakeholders, scope, risks, budgets, and deadlines. In this immersive program, participants learn to apply best practices to ensure creativity / innovation, lead effective teams, resolve conflicts, ensure alignment with strategies, leverage horizontal leadership and effectively negotiate for resources.

## Learning Objectives:

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

1. Identify common reasons for project failure / success.
2. Identify common tensions between on-going operations and the project environment.
3. Define stakeholder satisfaction and ensure it is maintained throughout a diverse group.
4. List specific attributes of high performance teams.
5. Identify and use appropriate selection criteria to assemble effective core teams.
6. Identify keys to motivating core team members and maximizing their performance potential.
7. List critical phases of a Best Practices Project Model.
8. Innumerate detail associated with each phase of the Best Practices Project Model.
9. Reconcile expectations between Customers, Sponsors, Project Leaders and Core Teams.
10. Create an effective and energizing project vision (Mission Statement).
11. Use Work Breakdown Structure to create detailed Project Plans and facilitate team ownership.
12. Create PERT and Gantt Charts to create a sense of momentum and market progress.
13. Effectively manage short, efficient core team meetings.
14. Analyze each stakeholder’s impact on / support of project and prioritize communications.
15. Identify specific stakeholder needs and tailor communication style / frequency to meet them.
16. Effectively resolve conflicts and reinforce alignment.

## Audience:

This program is designed for experienced and new project leaders / core team members. Although some project *management* concepts are covered, this workshop focuses on *project leadership* concepts, proven to quickly build high performance teams and drive project success. Participants will apply skills in the workshop through the use of a powerful *computer simulation*. In small groups, participants function as project leaders, and deal with the real world situations that project leaders face. This provides experience, greatly enhancing post-program application of the skills.

**This program is perfect for intact project teams launching projects. Project plans can actually be generated as part of this program.**

## Two-Day Workshop Schedule

<b>Project Leadership Essentials – Best Practices for the New Millennium</b>		
	<b>DAY ONE SCHEDULE</b>	<b>DAY TWO SCHEDULE</b>
<b>8:00 – 10:00</b>	<b>THE PROJECT ENVIRONMENT</b>  Why Projects Fail Competitive Advantage Change in the Marketplace Managing Satisfaction The Truth About Teams	<b>PLANNING THE PROJECT</b>  Forming the Team Work Breakdown Structure – Network Planning Managing Conflict and Meetings
<b>10:00 – 10:15</b>	<i>Break</i>	<i>Break</i>
<b>10:15 – 11:15</b>	<b>A BEST PRACTICES MODEL</b>  A Best Practices Model	<b>SIMULATION ROUND 2</b>
<b>11:15 – 12:00</b>	Best Practice Model Detail	<b>ROUND 2 FEEDBACK</b>
<b>12:00 – 12:30</b>	<i>Lunch</i>	<i>Lunch</i>
<b>12:30 – 1:30</b>	<b>INITIATING THE PROJECT</b>  Project Leadership Ownership Creating the Vision	<b>MANAGING STAKEHOLDERS</b>  Identifying / Mapping Stakeholders Analyzing / Profiling Stakeholders Developing a Matrixed Communication Strategy
<b>1:30 – 2:30</b>	<b>SIMULATION ROUND 1</b>	<b>SIMULATION ROUND 3</b>
<b>2:30 – 2:45</b>	<i>Break</i>	<i>Break</i>
<b>2:45 – 4:00</b>	<b>ROUND 1 FEEDBACK</b>	<b>ROUND 3 FEEDBACK</b>
<b>4:00 – 5:00</b>	<b>BEST / WORST PRACTICES</b>  Typical Best / Worst Practices Your Organization's Best / Worst Practices Action Planning	<b>DRIVING RESULTS: ON TIME, WITHIN BUDGET</b>  Completing Projects On Time Completing Projects Within Budget Action Planning
<b>5:00</b>	<i>END</i>	<i>END</i>

## **Topics Overview**

### ***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 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 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 an 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.