

TOTAL SYSTEMS EDUCATION, LTD.

TSE028

PROJECT TEAM DYNAMICS (A Practical Approach to HR and Communications Management)



Course Description

It's said in real estate the three most important things are location, location and location. In projects, the three most important things are communications, communications and communications! It's that simple.

That said, one of the toughest jobs project managers face is managing their team. A project team works best when it has a clear charter, resources to do the job, and the freedom to work and experiment. Each team member should be recruited to contribute something unique, with value. Time must be invested to build the necessary cohesiveness and interdependency within the team (*and fill the ever present skill gaps.*) Putting people together and calling them a team rarely translates into "team-like" behavior!

This workshop teaches participants strategies and tactics needed to ensure successful communications and teamwork (even when the team is virtual.) The effective manager will ensure timely and appropriate generation, collection, distribution, storage, retrieval and ultimate disposition of project information. Every project stakeholder should understand how communications affect the project as a whole. The effective manager will also be able to provide active, ongoing leadership, set well defined goals and objectives, and provide access to information and resources. A well-formed group of people can generate great solutions by unleashing the synergistic creativity of the team that was formed to tackle an assignment or project.

The course is designed to follow both the Communications and Human Resource Knowledge Areas of the PMBOK (Project Management Body of Knowledge), in a very practical way. It certainly prepares participants for on-the-job communications and team skills, while providing the added benefit of following the PMI® way. Those involved with PMI and the Project Management Professional – PMP program are awarded 14 PDUs or "Contact hours". Our Global R.E.P. number is 1270.

Upon completion of this module of training, participants will be able to:

- ◆ Understand the importance of PMI's Communications and Human Resource Management in a real-world Project Environment.
- ◆ Understand the Project Manager's responsibility and need to communicate with stakeholders.
- ◆ Communicate the Project Team needs to Management and Sponsors.
- ◆ Understand and use the various Distribution Methods for Project Information.
- ◆ Understand the special needs of Managing a Virtual Team.
- ◆ Plan and Execute Effective Team Meetings and Conference Calls.
- ◆ Deliver the proper Performance Data in an effective and timely manner.
- ◆ Understand the Sponsor's responsibility to acquire resources for the project, and the Project Manager's responsibility to effectively use the team for successful project execution.
- ◆ Establish and Maintain a Successful Project Team Environment.
- ◆ Develop Project Team Member Skills and address training needs.
- ◆ Implement the Classic Problem Solving Model in a project environment.
- ◆ Understand how to facilitate Conflict Resolution strategies for the project team.
- ◆ Understand the Importance of "Lessons Learned" and Project Management Plan updates.

Instructional methods for this two day module are lecture, discussion, exercises, simulations, role plays and workshops. Reference to and inclusion of the PMI® PMBOK are certainly included and applied to real-world situations. Session also has participant discussions and feedback of on-going project situations.



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Course Outline

I. Introduction and Course Objectives

- A. PMI® as a Resource
- B. The “Reality Check”

II. Communications Planning

- A. Communication Skills vs. Project Communications
- B. The Communication Model
 - 1. Encode
 - 2. Decode
 - 3. Sender
 - 4. Receiver
 - 5. Message
 - 6. Medium
 - 7. Noise
- C. Communication Needs of the Stakeholders
 - 1. Who are the Stakeholders
 - 2. What They Need to Know
 - 3. When They Need to Know It
 - 4. By Whom
 - 5. Delivery Options
 - 6. The Communications Matrix
- D. Importance of Historical Data
- E. The Importance of the Scope Statement
- F. The Importance of the Project Management Plan
- G. Constraints
- H. Assumptions
- I. Avoiding Minutiae
- J. The Communication Channels
- K. Communications Technology
- L. Managing from a Distance
- M. Virtual Team Meetings
 - 1. Geographic Issues
 - 2. Time Zones
 - 3. The Process
 - 4. Language
 - 5. Culture
 - 6. Minutes
- N. The Communication Plan Attributes



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Course Outline Continued:

III. Information Distribution

- A. Communication Skills and General Management Skills
- B. The Communicating Dimensions
 - 1. Written and Oral
 - 2. Listening and Speaking
 - 3. Internal
 - 4. External
 - 5. Formal vs. Informal
 - 6. Vertical vs. Horizontal
- C. Information Gathering
- D. Effective Meetings
- E. Effective Conference Calls
- F. Information Distribution Methods
- G. The Lessons Learned Process
 - 1. Identifying Successes and Failures
 - 2. Improving Future Performance
 - 3. Technical, Managerial and Process
- H. Lessons Learned Documentation
 - 1. Knowledge Base
 - 2. Knowledge Management System
 - 3. Updated Corporate Policies, Procedures and Processes
 - 4. Improved Business Skills
 - 5. Updates to the Risk Management Plan
- I. Project Records
- J. Project Reports
- K. Stakeholder Feedback

IV. Performance Reporting

- A. Baseline Data
- B. Reporting Information
 - 1. Scope
 - 2. Schedule
 - 3. Cost
 - 4. Quality
- C. Work Performance Information
- D. Effective Meeting Minutes
- E. Status of Deliverables



Course Outline Continued:

IV. Performance Reporting (Continued)

- F. Performance Measurements
- G. Forecasted Completion
- H. Quality Control Measurements
- I. Approved Change Requests
- J. Status Review Meetings
- K. Time Reporting/Cost Reporting
- L. Earned Value Analysis
- M. Recommended Corrective Actions

V. Managing Stakeholder Communications

- A. Communication Methods
 - 1. Face to Face
 - 2. Meetings
 - 3. Telephone Calls
 - 4. Email
- B. Issue Logs
- C. Updates
 - 1. Lessons Learned
 - 2. Project Management Plan

VI. Project Human Resource Planning

- A. Defining Project Roles and Responsibilities
- B. Enterprise Environmental Factors
 - 1. Organizational
 - 2. Technical
 - 3. Interpersonal
 - 4. Logistical
 - 5. Political
- C. Organizational Process Assets
 - 1. Templates
 - 2. Checklists
- D. Project Management Plan
 - 1. Activity Resource Requirements
- E. Organization Charts
 - 1. Position Descriptions
 - a. Hierarchical-type Charts
 - b. Matrix-based Charts
 - c. Text-oriented Formats
 - 2. Role vs. Position

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Course Outline Continued:

VI. Project Human Resource Planning (Continued)

- F. Networking
- G. Organizational Theory
- H. Staff Management Plan
 - 1. Staff Acquisition
 - 2. Timetable
 - 3. Release Criteria
 - 4. Training Needs
 - 5. Recognition and Rewards
 - 6. Compliance
 - 7. Safety

VII. Acquire Project Team Personnel

- A. Sponsor Responsibilities and Realistic Goals
- B. Organizational Factors
 - 1. Availability
 - 2. Ability
 - 3. Experience
 - 4. Interests
 - 5. Cost
 - 6. Company Policies
- C. Getting the “Right” Person
 - 1. Pre-Assignment
 - 2. Consultants, Subcontractors
 - 3. Virtual Teams
- D. Project Manger Responsibilities

VIII. Develop the Project Team

- A. Improve Team Member’s Skills
- B. Improve Feelings of Trust
- C. Training Strategies
 - 1. Formal
 - 2. Informal
 - 3. On-the-job
 - 4. Mentoring
- D. The “Soft Skills”
 - 1. Empathy
 - 2. Influence
 - 3. Creativity
 - 4. Facilitation
- E. Team Building Activities



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Course Outline Continued:

VIII. Develop the Project Team (Continued)

- F. Ground Rules
- G. Co-Location
 - 1. War Rooms
 - 2. Temporary vs. Permanent
- H. Recognition and Rewards
 - 1. Desirable Behavior
 - 2. Win-Win Behavior
 - 3. Cultural Differences
- I. Team Performance Assessment

IX. Managing the Project Team

- A. Tracking Team Member's Performance
- B. Providing Feedback
- C. Conflict Resolution
 - 1. Group Norms
 - 2. Differences of Opinion
- D. Problem Solving: *The Classic Model*
- E. Resolve Issues
- F. Performance Appraisals
 - 1. Matrix Reporting
 - 2. Cross-Functional
- G. Dealing with Staffing Changes
- H. Lessons Learned Documentation

X. Conclusion and Critique

- A. Review Major Topics/Issues
- B. UPON REQUEST Additional:
 - 1. PMP Examination Preparation
 - 2. Specific PMBOK Issues
 - 3. Sample Questions and Answers
- C. Participants Critique Class

