

Project Communication and Leadership: Building High-Performance Teams

Course Summary

Use leadership and workplace communication to build effective work relationships. While few project managers have formal authority over their teams, the most successful ones know how to gain authority through relationship building and effective communication in workplace.

In this project management course, you'll learn how to improve your communication and leadership abilities—especially in times of conflict—and about the crucial role communication plays in helping you to deliver effective leadership and be more influential with stakeholders both inside and outside your group. We'll also discuss key differences between being a leader, manager, coach, and facilitator, and when to play each role.

Course length: 3 days

Course Objectives

Upon successful completion of this course, students will be able to:

- Define and optimize your role as a leader, manager, coach and facilitator
- Develop and use moral authority when you don't have formal authority
- Communicate in an effective, caring and candid manner with project stakeholders
- Increase your emotional competence, especially in difficult conversations
- Work effectively with project sponsors and resource managers
- Use organizational leadership to facilitate effective project team meetings and team communication
- Gain team buy-in and commitment to the project charter
- Apply the Leadership Systems/Services Model: An integration of people, process, and behaviors in a dynamic and evolving environment
- Identify communication and leadership best practices
- Distinguishing the stages of team development
- Maximizing team participation in delivering project outcomes
- Creating team direction and purpose
- Applying conflict-style analysis to minimize disruption and distractions
- Identifying team needs for high performance
- Coach individuals with unsatisfactory or dysfunctional behavior
- Use three ways—including change management—to lead and communicate change related to project management

PMBOK knowledge areas

- Project integration
- Communications management
- Human resource management

- Stakeholder Management

Training Style: Instructor-led with lecture and hands-on workshops.

Target Student: This course is designed for persons who have on the job experience performing project management tasks

Prerequisites: Familiarity with project management concepts and some working experience with project management are required. Experience with a specific project management software tool is not required.

Topics Covered In This Course

Leadership and communication in project management

- Leadership skills, attributes and requirements
- Distinguishing between leading, managing, coaching and facilitating
- Managing the issue of accountability without direct authority
- Developing your moral authority
- Three competencies for project success
- Modeling the behaviors of leaders
- Identifying and communicating with project stakeholders
- Communicating with clarity and accuracy
- Building candor and the challenge of being candid

Coaching a project team and individuals

- Developing your emotional competence in conflict situations
- Identifying and managing “triggers”
- Managing your reactions to various team meeting situations
- Using a requirements-of-productivity checklist
- Assessing and coaching a team member’s performance gap
- Giving and receiving constructive feedback
- Improving listening behaviors: working with feelings and facts
- Communicating and managing issues with project sponsors and resources managers
- Learning how to give and receive coaching to solve project management problems

Introducing Leadership Theories and Approaches

- Defining high-performing, winning teams
- Recognizing the complexities of project management
- Identifying the actions of successful leaders
- Embracing situational vs. positional leadership
- Redefining leadership with the Leadership Services Model

Assessing Your Leadership Skills

Measuring yourself against the Leadership Services Model

- Exploring your motives and priorities

- Appraising your values and attitude
- Soliciting 360-degree feedback
- Working with a mentor and personal board of directors
- Examining your support network and sphere of influence

Managing your emotional intelligence

- Developing your self-awareness and social awareness
- Applying emotional intelligence to project management

Building a Team Identity and Purpose

Fostering a team state of mind

- Considering the stages of development
- Turning hard work into an enjoyable experience

Defining the future

- Clarifying and communicating your vision and goals
- Collaborating on project objectives
- Empowering others to act

Developing Productive Teams

Crafting a healthy, winning culture

- Agreeing on standards and ground rules
- Encouraging feedback and nurturing the emotional intelligence of your team
- Creating psychological safety through mutual respect

Overcoming communication barriers

- Clarifying roles, responsibilities and boundaries
- Learning the language of leadership
- Turning conflict to your advantage

Optimizing Efficiency through

Motivated Teams

Thinking outside of the box

- Challenging the process
- Making decisions efficiently and effectively

Examining the art and science of motivation

- Balancing personal needs with organizational goals
- Adapting leadership to individual work styles
- Building ownership through delegation
- Managing virtual, remote and global teams
- Recognizing the importance of physical space

Monitoring External and Internal Risks

Combating the dangers of outside influences

- Assessing the organization's capacity for change
- Balancing project constraints and avoiding burnout
- Managing project subjectives and office politics
- Dealing with daily distractions and disruptions

Guarding the team from itself

- Managing underperformers
- Recognizing the perils of Groupthink
- Defending the team against your own shortcomings

Sustaining High Performance

Recognizing success

- Celebrating success and failure
- Building morale
- Applying "Lessons Learned"

Reaching the next level

- Assuming responsibility and holding each other accountable
- Achieving autonomy and self-management
- Setting smart challenges
- Taking calculated risks

Building a Project Leadership

Best-Practices Toolkit

- Beginning with the end in mind: defining your success
- Mapping the leadership