

Leadership (half day)

- Six dimensions of project leadership
- Describe the differences between leaders and managers
- Six leadership styles and their applications on projects
- John Maxwell's 22 laws of leadership

Power and Influence (half day)

- Difference between formal and informal authority
- Leveraging your personal power
- Building your influence network
- Influence currencies that can be used on a project

Principled Negotiation (half day)

- Principled versus positional negotiation
- Describe the four principles of negotiation
- Apply principled negotiation to acquire project resources

Conflict Resolution (half day)

- Why conflict is necessary in project teams
- The primary sources of conflict in projects
- Advantages and disadvantages of five conflict management styles
- Applying the appropriate conflict management style
- Professional escalation and how to use it

Facilitation Skills (full day)

- Introduction
 - The role of the facilitator
 - Facilitation principles
- Be prepared!
 - Effective agendas
 - The five P's of preparation
 - Establishing the environment
- Powerful Openings
 - Icebreakers
 - Warming up the group
- Eliciting Information
 - Brainstorming techniques
 - Prioritizing and categorizing
 - The power of post-it notes
 - The pro's and con's "T"



- Maintaining Momentum
 - Using checkpoints to focus the group
 - Tensions in group activities
 - Parking contentious items
 - Gate-keeping techniques
 - Dealing with “lullaby times”
 - Process versus content awareness
- Achieving Consensus
 - What is consensus?
 - Weighted voting
 - Five finger consensus
- Managing Disruption
 - Establishing ground rules
 - Dealing with dysfunctional behaviors

Team Development (full day)

- Five stages of team development
- Team building and team subverting behaviors
- Preparing a Project Team Charter
- Leadership skills at each team development stage
- Drivers and barriers to team performance
- Overcoming barriers to performance
- Building blocks of high performance teams
- Leadership in high performance teams
- Boundary management

Delegation and Coaching (half day)

- Describe authority, responsibility, accountability and reliability in project teams
- Delegate effectively in a project team
- The four “D”s of delegation
- Apply the principles of empowerment
- Identify and apply appropriate coaching techniques

Problem Solving and Decision Making (half day)

- Rational problem solving
- Using Pareto charts, control diagrams and Ishikawa diagrams
- Verifying the true cause and identifying potential solutions
- Team decision making
- Rational decision making techniques



Stakeholder Identification and Analysis (full day)

- Eight categories of project stakeholders
- Identify project stakeholders and describe their role on the project
- Determine their stake and commitment required
- Analyze stakeholder commitment and priorities
- Analyze stakeholder strengths, weaknesses, opportunities and threats
- Analyze stakeholder support and trust
- Analyze stakeholder power and influence
- Analyze stakeholder behavior and impact
- Determine stakeholder communications strategy
- Prepare a project communications plan

