



PROJECT TEAM LEADERSHIP COURSE - 16 HOURS

OUTLINE

Day 1

Take Over Project After Week #2

- Course Objectives: Game and team based learning.
- **Goal: Integrate Project Management and Project Leadership for more cost effective projects.**

- Learn and practice leadership "soft skills".
- Review plan and control project tools.
- Lead people and build teams.

• Project Simulation Orientation: Project Quincy

- Project Work Breakdown Structure.
- Orientation to simulated project. Control panel; reports and decisions options.
- Quincy project status end of week 2.

- **Build a Top Performing Cross Functional Team**
- Identify skill requirements for project: Plan vs. Actual.
- Staff Report; actual skills for starting project team.
- **Morale and Motivation:** define morale and motivation. Simulation Morale Model.
- Build top cross functional project team.
- Leadership Tool Kit: Analyze People. Skills Matrix.
- Analyze simulated current project, team members Skills Matrix and Staff Report. Morale Model. Morale vs. Performance. Salary & Experience.

Demonstrate Simulation:

- **Exercise #1:** First (live) project team meeting: Open team copy of simulation. Read Reports. Study project completions vs. spending. Analyze people, skills needed and available. *Choose team name, logo and team goals.*

- **Schedule Management** - Review, Modify Schedule
- **Resource Management - Building a Top Performing Team**
- Responsibility Matrix

• Upskilling Team - Skills needed to meet all planned requirements.

- Acquire new resources. Hire Contractors "A" or "B".
- Training Courses - by skills.
- Coaching vs. Training - pluses and minuses.

• Exercise #2. Create staffing plan & skill building development plan for your team.

• Assignment #1: Make upskilling training, coaching decisions. Choose additional internal staff to hire and when. Select Contractors 'A' or 'B'. Input decisions. Run Simulation Periods 3 - 4 (one at a time). Read reports each period before running next period.

• Procurement: Management and Planning. Vendors Available - Review each type of equipment needed. Quantities, global vendors, order dates, prices, quality and reliability. Vendor selection criteria. Procurement planning.

• Quality Management - Quality Assurance and Control. Quality planning, improving quality performance. Simulation quality, decision options training.

• Exercise #3: Procurement and Quality Assurance - Review equipment and vendors. Choose vendors. Set order dates and quantities for each equipment. Set quality assurance plan. Modify hiring and upskilling.

• Leadership Matrix. Task Management vs. People Management - What is Leadership? Leadership vs. Management. How teams work. Building and leading a team for high performance. Skills and Costs.

• Emotional Maturity

• Exercise #4: Best Boss - Worst Boss. Make two lists and list differences between them.

• Demonstrate Simulation - How to communicate with simulated people. Four generations currently in the global workforce.

• Assignment #2: Enter decisions for procurement, quality and communicate with people. Run simulation periods 5 - 7. Read all weekly reports. Scorecard or Project Review: Key Performance Indicators.

• Exercise #5: Prepare Team Presentation. Plan vs. Actual - As of Week 7. Compile Scorecard Key Performance Indicators: Schedule, Cost, & Productivity Risks. Project Changes, Budget, Red Flag, Simulated Team Member Review (performance, skill improvement, morale issues). Present to other teams. Critique.

PROJECT TEAM LEADERSHIP COURSE (PTLC)

OUTLINE

Day 2

- **Cost Management** - Estimate costs to complete, ask for budget change control costs. Project earned value.
- **Project Risk Management** - Update Risk Register. Identify and quantify technical, schedule, people, cost risks. Probability impacts and mitigation. Risk response and management plan. Contingency funds.
- **Change & Configuration Management** - Plan to deal with changes, in scope and in product. Change log. Change process. Integrated change control.
- **Why People Do Not Perform to Standard** - Diagnosing poor performance. Explaining it. Actions to correct. Apply performance diagnosis to all.
- **Exercise #6** - Analyze people's skills, who's performing to standard, who is not and why. Modify or add to individual communications to improve performance without adverse morale impact.
- **Assignment #3** - Diagnose performance problems. Input decisions for staff communications, training adds to staff, risk, vendor, procurement quality. Run simulation periods 8, 9 and 10, *one at a time*. Collect and analyze reports for *each* period.
- **Update Scorecard: Plan vs. Actual Results**
 - Scorecard review: schedule, cost, & Productivity.
 - Update risk, procurement and quality Indicators.
 - Review each simulated team.
 - Member performance, skill improvement, morale indicators, communications impact.
- **Coaching People to Build Skills: 5 Step Coaching Model**
 - C_O_A_C_H Model. Steps in coaching others, when and how.
 - Requirements for a Good Coach.
 - Select skills to coach each team member.
 - Simulation coaching decisions.
- **Pair Exercise: Apply C_O_A_C_H Model**
 - Pair up: match each participant with another. Practice coaching on a simple skill. Student does as told.
 - Student of Coach rates the coach on coaching skill. Give feedback; what was done right, what needed to improve.
 - Students become coaches with new partner. Repeat process with rating and feedback.
 - Recap what works best in coaching.
- **Project Closeout**
 - **Assignment #4:** Hire additional resources or lay off, as needed. Update upskilling decisions and performance improvement.
 - Monitor Vendor and Contractor performance; costs and risks; quality and change control.
 - Input all decisions and run weeks 11 through 14+ to complete team project. Review weekly reports. Update Scorecard/Key Performance Indicators.
 - Complete Project.
 - (If time) Add productivity and/or Earned Value.
- **Final Team Presentation: Plan vs. Actual** -
 - Compile and update final scorecard KPI's and morale indicators.
 - Scorecard Review: Schedule, Cost, & Productivity.
 - Risks anticipated and missed. Contingency funds spent.
 - Individual Team Member Review (performance results, skill improvement, performance issues).
 - Smart Moves - mistakes made.
 - What was Learned? Evaluate own live team performance.
 - Everyone on team presents.
- **Applications to the job** - What we can take back; use on the job?
 - Soft skills leadership tools.
 - Hard project management tools.