People Skills for Project Managers

Why does a project manager need people skills?

Many project managers have responsibility for successful project delivery but have no line management authority over any of the project resources. This is often translated by project managers to mean that they have no need to consider the effectiveness of the human beings in the project team, and that as long as the Gantt charts and project budgets are in good shape then the project will be successful. When the temporary and often part-time nature of the project team is added into the mix the project manager can be tempted to just manage the project, and not the people. The fact of the matter is that it is the people who do the work, and there are some things that a project manager can do, even in a short-term situation, to make things better.

Course Description

This 2-day course is based on the Project Management Body of Knowledge (PMBOK) Guide to managing projects. (PMI is the author and owner of the PMBOK Guide titled "A Guide to the Project Management Body of Knowledge"). This is a global standard of best practise which covers most aspects of managing a project. However, this particular course focuses on aspects of project management which are related to the human resources, however temporary or part-time.

Course Objectives

On completion of this course delegates will have clear practical approaches to getting the best out of their project team. Entrenched views of what makes people contribute to a project will be identified, discussed and challenged, and delegates will be encouraged to share their views and attitudes with each other.

Who should attend?

This course is designed for project managers who are tasked with building a temporary project team from resources that do not report to the project manager in any line management capacity.
This course earns 13 CPD units (Continuing Professional Development).

DURATION 2 DAYS

Course Contents

Course Introduction
Administration, Objectives

Project Team Building
A classic study of what turns a group of individuals into a team, and some practical ways of bringing this about.

Effective Delegation
The whole raison d'etre of a project team is to accomplish more work than the project manager can deliver him/her self. Some safe ways of achieving this are considered.

Motivation
It is the responsibility of the project manager to get the best out of every individual in the team. This cannot be left to chance, so a step-by-step approach to motivation is developed.

Leadership
By definition a project team needs a leader. This session looks at two well-established methods of building and reinforcing the leader-member relationship

Team Induction
This session describes a simple approach to improving the process whereby new team members will get up to speed

Managing Conflict on Project Teams
Strategies for avoiding and dealing with conflict in the project team are highlighted.

Team Strengths
A well-respected way of identifying and measuring the behaviours and attitudes that people bring to the team situation is examined.

Understanding Communications
Several theories of interpersonal communications are discussed, and their applicability to project teams is established.

Exercises
There are several exercises on this course, to illustrate some of the main learning points. All of these exercises are undertaken in a non-personal manner.

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