

LESSON 4

## LEAD THE PROJECT TEAM

- Craft Your Leadership Skills
- Create a Collaborative Project Team Environment
- Empower the Team
- Support Team Member Performance
- Communicate and Collaborate with Stakeholders
- Training, Coaching and Mentoring
- Manage Conflict

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## Learning Objectives

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- Discuss the guidelines for developing leadership competencies and skills.
  - Address leadership styles, and the components of leading a successful team, either in person or virtually.
- Describe artifacts and the strategies for their use.
- Identify the characteristics and core functions of empowered teams.
- Explain strategies and forms of communication for collaborating in a project team environment.
- Learn the value of training, coaching and mentoring for a team.
- Explain the importance of conflict management.
- Discuss the causes and levels of conflict and their outcomes.

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# Craft Your Leadership Skills

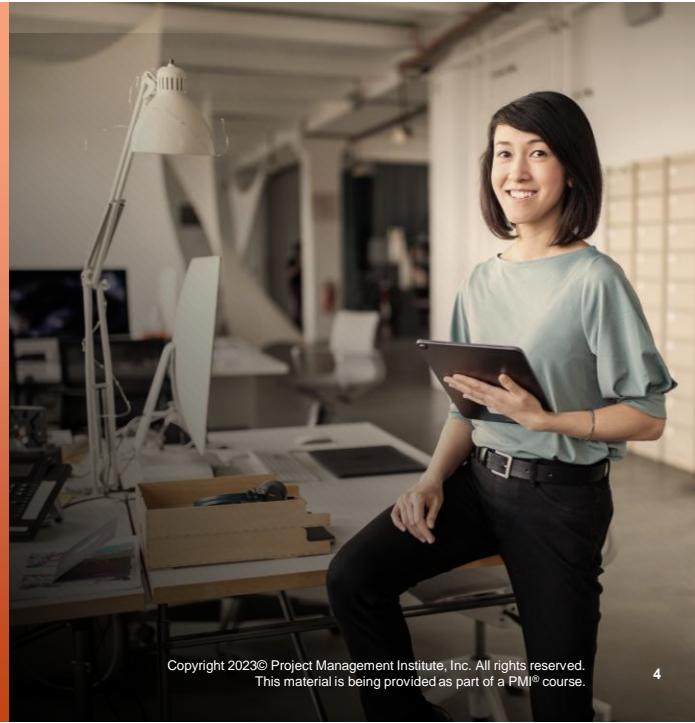
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## Power Skills

Project professionals use interpersonal “power skills,” including collaborative leadership, communication, an innovative mindset, for-purpose orientation and empathy.

Teams with these skills can maintain influence with a variety of stakeholders — a critical component for making change.



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## Guidelines for Developing Inclusive Leadership Competencies

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- Tailor your **leadership approach and style**
- Lead with **empathy**
- Understand that **motivations and working styles** vary
- Maintain **transparency and openness** to build trust
- Ensure **external resources** are included

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## Leadership Skills & Competencies

- Communication
- Conflict management
- Critical thinking
- Cultural awareness
- Decision-making
- Emotional Intelligence Technique (EQ or EI)
- Ethical approach (PMI Code of Ethics and Professional Conduct)
- Expert judgment
- Facilitation
- Meeting management
- Negotiation
- Networking
- Team-building



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## Interpersonal and Team Skills

- Active listening
- Communications styles assessment
- Emotional intelligence
- Influencing
- Motivation
- Nominal group technique
- Political awareness
- Transparency



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# Leadership Styles

## Tailoring Considerations

- Experience with project type
- Team member maturity
- Organizational governance structures
- Distributed project teams

Style	Characteristic
Direct	Hierarchical, with project manager making all decisions
Consultative	Leader factors in opinions, but makes the decisions
Servant Leadership	Leader models desired behaviors
Consensus/Collaborative	Team operates autonomously
Situational	Style changes to fit context and maturity/experience of team

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# Leadership ≠ Management

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**Leadership** - Guiding the team by using discussion and an exchange of ideas

**Management** - Directing actions using a prescribed set of behaviors

- Adapt leadership style to situations and stakeholders
- Be aware of individual and team aims and working relationships
- Use political awareness and emotional intelligence

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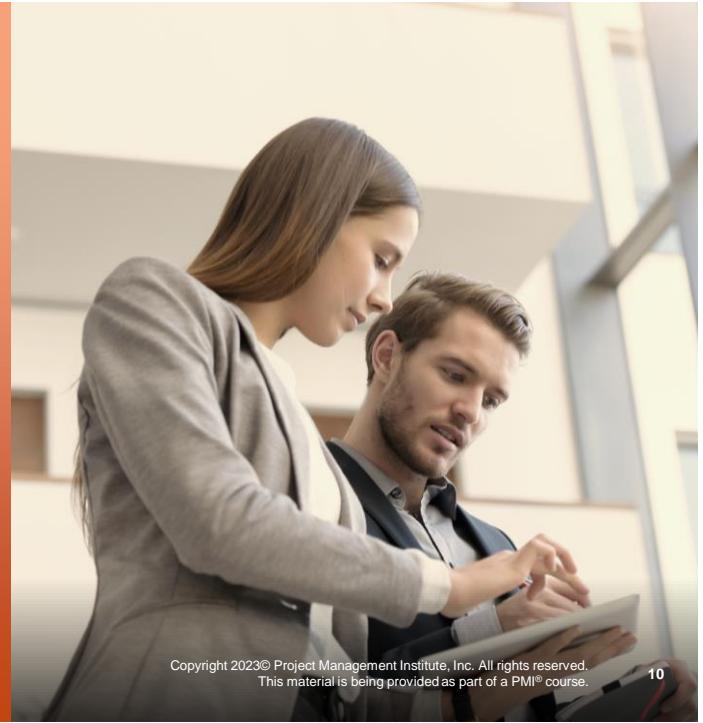
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## Servant Leadership\*

- Facilitate rather than manage
- Provide coaching and training
- Remove work impediments
- Focus on accomplishments
- Encourage every team member to be a servant leader



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## Adopt a Growth Mindset\*

- Let past experiences and processes provide guidance for, but not dictate, your actions
- Commit to continuously improve and innovate, to find new ideas and perspectives
- Discover the best approach through discussion and introspection
- Avoid complacency and blind acceptance



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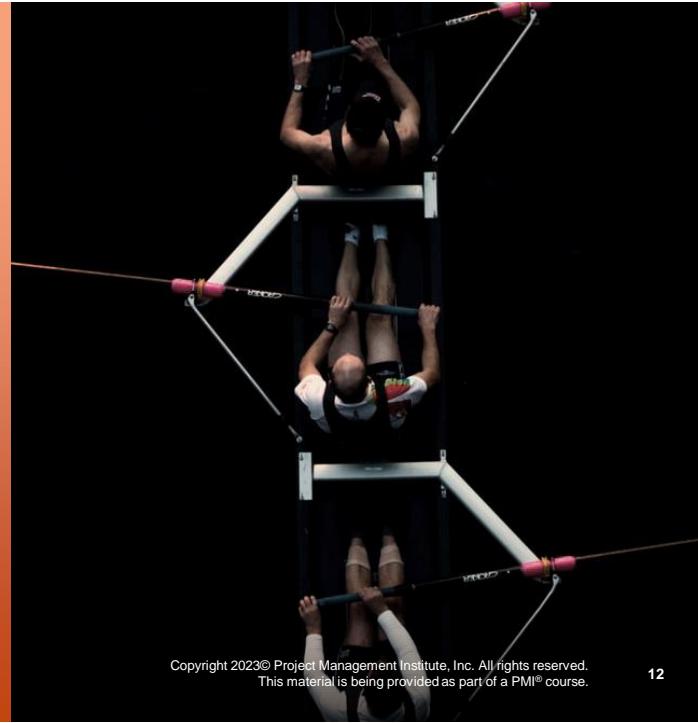
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## Team-Building

- Cohesion and solidarity help teams perform better.
- Good leadership facilitates bonding between project team members.
- Team-building activities build unity, trust, empathy and focus on the team over the individual. They can be:
  - Formal or informal
  - Brief or extended
  - Facilitated by yourself or a professional facilitator



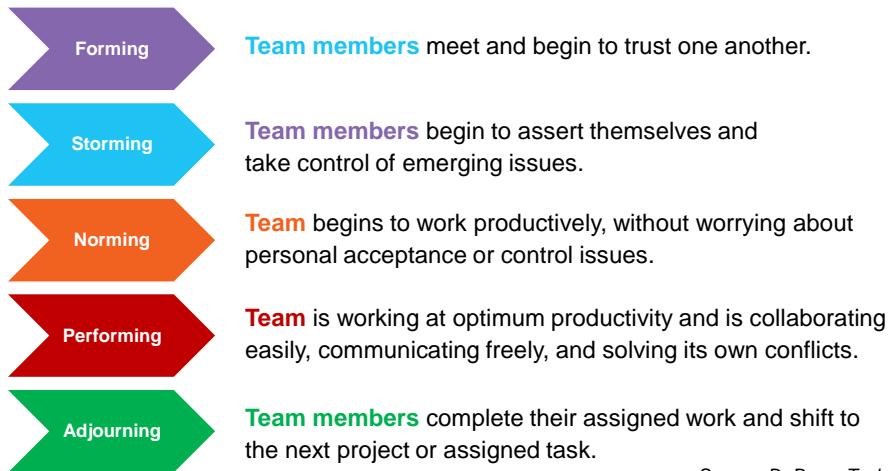
*Can you share an example of a positive team-building experience?*



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## Tuckman Stages of Team Development



Source: Dr Bruce Tuckman

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## Balance Team Tone with Sense of Urgency



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### TONE

- Use **fluid communication** and engagement
- Promote **positive interactions**

### URGENCY

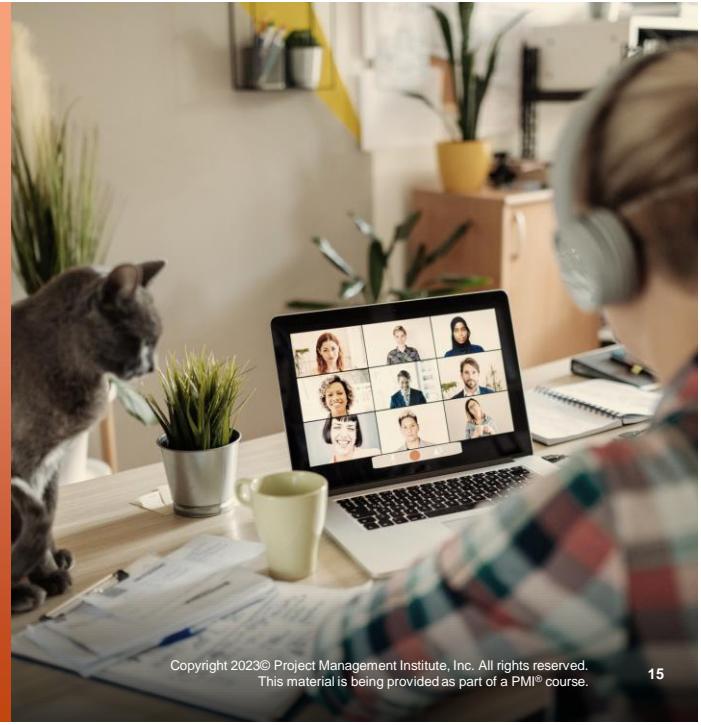
- Emphasize the project's vision and value
- Commit to and be accountable for delivering value
- Envision team as active participant in delivering the organization's strategic vision

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## **Virtual Team Member Engagement**

- Manage engagement by focusing on:
  - Team dynamics
  - Transparency
  - Accountability
  - Attention to effective communication
- Use and adapt videoconferencing tools
- Check for active participation, assess body language and tone
- Enable visibility of work and work status with tools (e.g., Kanban-style boards)

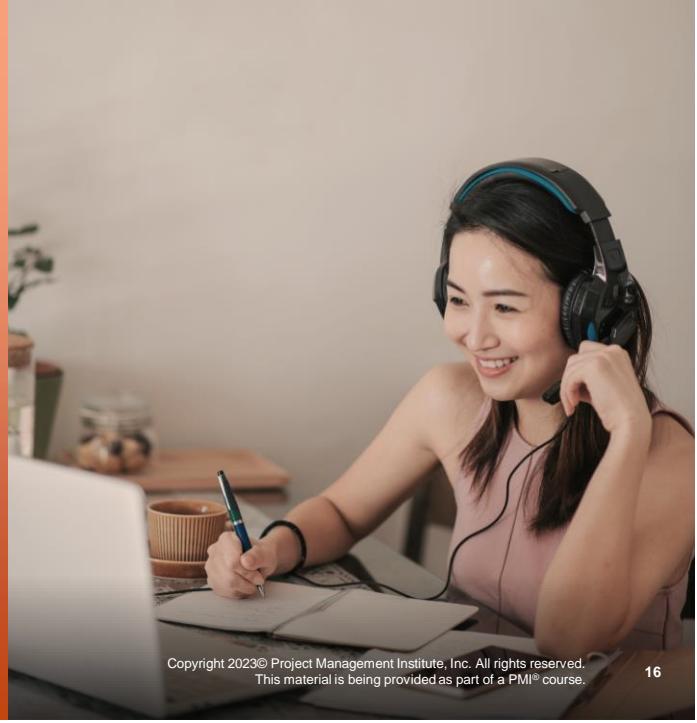


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## Virtual Team Best Practices

- Manage risk of “feeling isolated”
- Focus on shared commitments and team goals vs. individual accomplishments
- Instill a sense of shared commitment



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## ECO Coverage

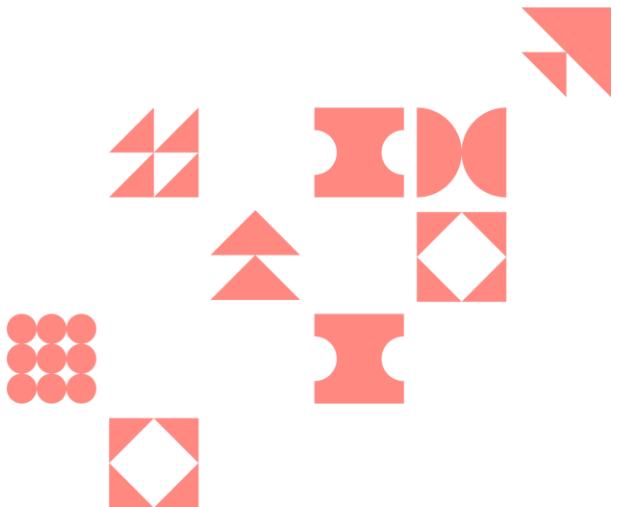


### 1.2 Lead a team

- Value servant leadership (e.g., relate the tenets of servant leadership to the team) (1.2.3)
- Determine an appropriate leadership style (e.g., directive, collaborative) (1.2.4)
- Distinguish various options to lead various team members and stakeholders (1.2.7)

### 1.11 Engage and support virtual teams

- Implement options for virtual team member engagement (1.11.3)



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## Create a Collaborative Project Team Environment

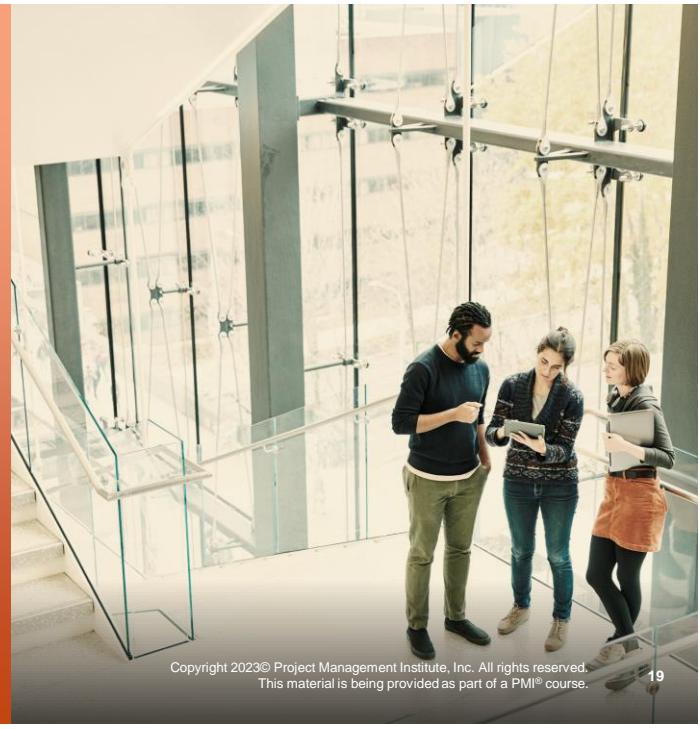
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## Where and How the Team Works

- **Colocation**, if possible, is best!
- Factor in **environment and location** to team performance
- Foster **meaningful interaction** to support autonomy
- Respect agreed team working hours and practices (**ground rules**)



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## “Agile” Space for Hybrid Teams



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Create a team space that encourages colocation, collaboration, communication, **transparency** and visibility



*Ensure private spaces for those who  
need to work in solitude.*

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# Work Information Management Systems



## **Project Management Information System (PMIS)**

- Gather, integrate and share project data
- Ensure consistency in collection and reporting

*Microsoft Project or similar*



## **Artifacts Management Systems**

Store and maintain project artifacts

- Microsoft SharePoint or Teams
- Google Drive

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## Importance of Artifacts



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Artifacts enable reconstruction of the history of the project and to benefit other projects.



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Project teams create and maintain many artifacts during the life of the project.

## Information Storage and Distribution Good Practices

- Select an accessible location
- Use information radiators to make work visible
- The storage and distribution system should match the complexity of the project
- Use cloud-based systems for larger projects, especially if team members are geographically distributed



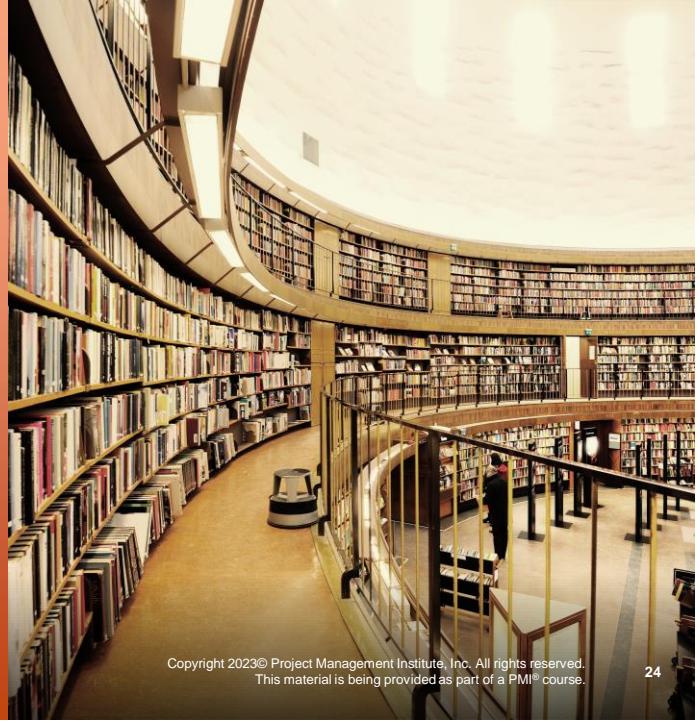
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## Standardize Artifacts

### What to Include

- A simple way to produce and control documents
- Standardized formats and templates
- A structured process for the review and approval of documents
- Version control and security
- Timely distribution of documents



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## Tailor Artifacts



*These lists are typical,  
not exclusive or  
prescriptive.*

**Tailor** the artifact type  
and use to your project.



- Project management plan
- Project charter
- Change requests
- Scope baseline
- Schedule baseline
- Cost baseline
- Subsidiary project management plans



- Project management plan
- Product roadmap
- Task boards
- Experiments
- Product backlog
- Sprint backlog

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## Maintain Artifacts



### Configuration management plan

- Project management plan component
- States how project information (and which items) will be recorded and updated
- Facilitates consistency of the product, service or result of the project and/or operability

**Configuration management system** - How a project manager tracks project artifacts and monitors, and controls changes to them

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## Version Control\*

This is a subset of configuration management related to documents and digital record keeping.

For each update, include:

- A new **version number**
- A **date/time stamp**
- **Name** of user who made the changes



*Apply version control to all artifacts, especially important ones, like the project management plan.*

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## ECO Coverage



### 2.12 Manage project artifacts

- Determine the requirements (what, when, where, who) for managing the project artifacts (2.12.1)
- Validate that the project information is kept up to date (i.e., version control) and accessible to all stakeholders (2.12.2)



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## Empower the Team

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## Empower Teams with EI and Fluid Communication

*In 2016, “After years of analysing interviews and data from more than 100 teams, [Google researchers] found that the drivers of effective team performance are the group’s average level of emotional intelligence and a high degree of communication between members.”*



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## Empowerment, Unity, Autonomy

- Empower teams to feel a sense of ownership of work, make decisions collaboratively and share responsibility
- Prioritize team unity over individual contributions
- Grant autonomy to teams to show trust, inspire and boost productivity

**Goal** - Team recognizes their power and influence. As an empowered, cohesive unit, they depend on each other to make decisions and solve problems to deliver desired value quickly.



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## Support Diversity, Equity & Inclusion (DE&I)

- Empower teams as a cohesive unit, but respect individuals
- Create an environment that acknowledges diversity in a positive way and builds mutual trust by:
  - Following organizational or other relevant standards for DE&I
  - Supporting trust- and morale-building initiatives
  - Fostering a collaborative culture
  - Acting and leading with empathy



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## Create Psychological Safety and Embrace Diversity



**Psychological safety** is a psychosocial condition, required for high-performing project teams.

Team members should be comfortable being themselves at work.

Healthy work settings:

- Embrace **diversity**
- Are built on **trust and mutual respect**
- Ensure **ethical decision-making**

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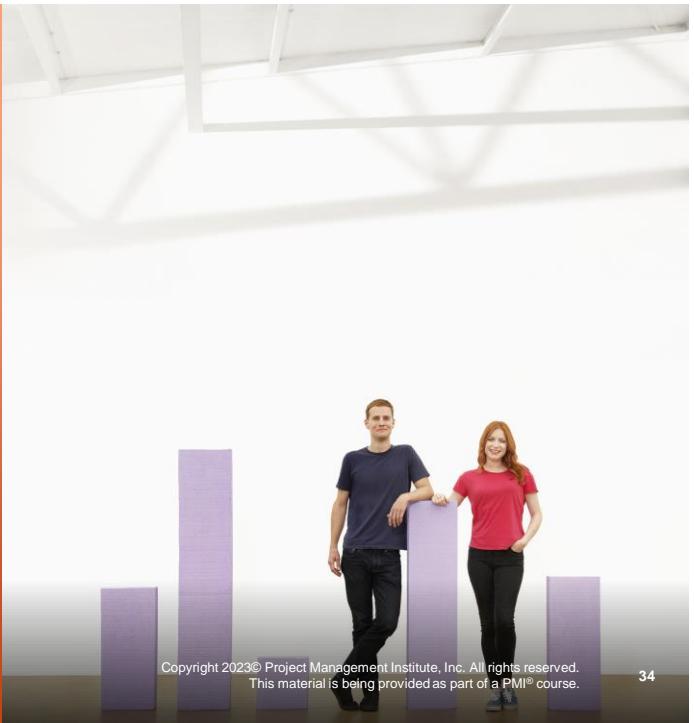
## Motivational Theories/ Approaches

- Maslow's Hierarchy of Needs
- Herzberg's Motivation-Hygiene Theory
- McGregor's Theory X and Y
- McClelland's Achievement Motivation Theory

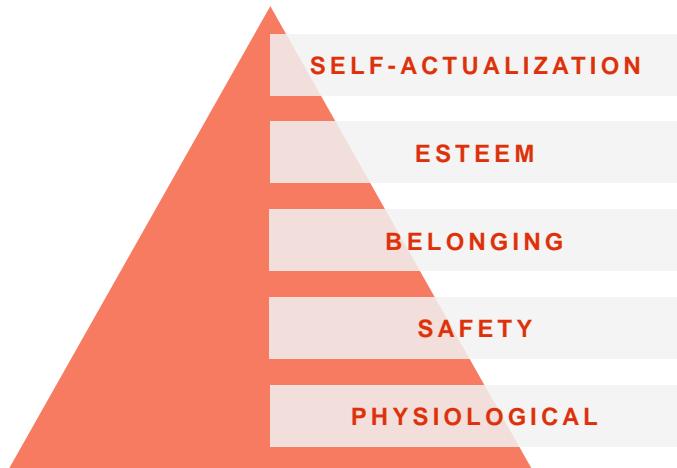


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## Maslow's Hierarchy of Needs

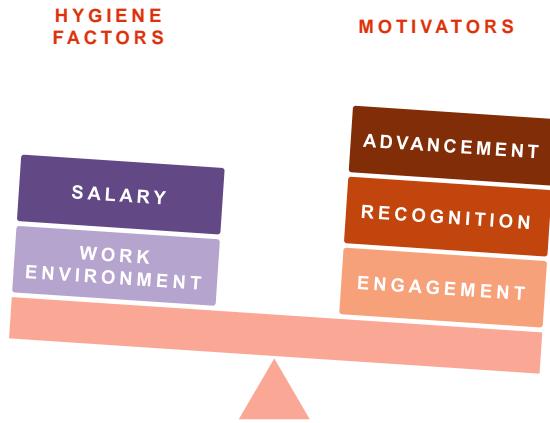


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## Herzberg's Motivation-Hygiene Theory

aka Two-Factor Theory



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## McGregor's Theory X and Theory Y



*Theory X managers are often called "old-fashioned," but can you think of a modern context in which this management style is helpful?*



### Theory X (authoritarian)

- Workers dislike and avoid work
- People avoid increased responsibility
- People need to be directed

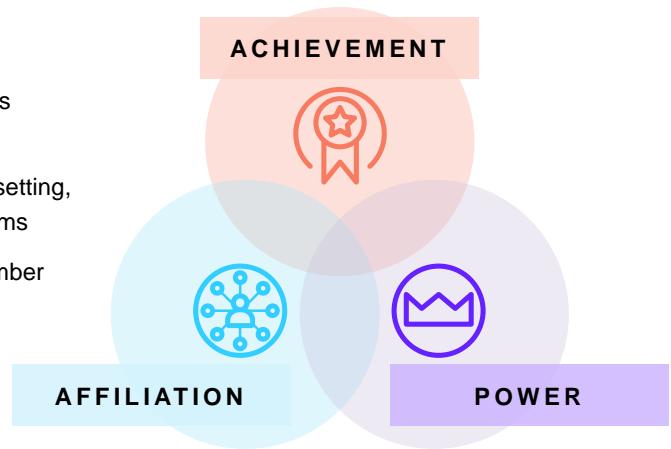
### Theory Y (participative)

- People want to be active
- Workers seek job satisfaction
- They do not require direction

## McClelland's Achievement Motivation Theory

An individual's needs are shaped by life experiences in three areas; one becomes dominant:

- Use this information to influence goal setting, feedback and motivation/reward systems
- Design or craft roles around team member strengths
- Identify need for balance to create T-shaped people and high-performing project teams



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## Uphold Team Charter and Ground Rules



### CHECKLIST

- Are the rules visible?
- Do any rules need updating because of changing circumstances?
- Are new team members inducted properly?



*Team goes through the “forming” stage after any change*

- Has a ground rule been violated or broken?
  - Ensure the appropriate response
  - Remind about mutual agreement
  - Coach team members
  - Use servant leadership
  - Save harsh disciplinary action for severe violations

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## Use Rewards and Recognition



### REWARDS

- Tangible, consumable items
- For a specific outcome or achievement
- Use to motivate toward a specific outcome
- Never reward without recognition!

### RECOGNITION

- Intangible, experiential event
- Acknowledge person's behavior rather than an outcome
- Use to increase recipient's feeling of appreciation
- Can be given without a reward



*Be transparent and judicious when using rewards and recognition. Monitor for any negative effects resulting from misplaced competitiveness or animosity.*

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## Decision-Making

Empower the Team to Act

- Team charter identifies decision-making and conflict resolution criteria
- Teams establish their own norms or Way of Working (WoW) for making decisions and conflict resolution
- Teams always try to achieve **consensus**



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## Decision-Making:

### Opportunities to Empower the Team



*Can you think of other challenges that can be addressed by team decision-making?*



#### Activities

- Clarify and prioritize requirements or user stories
- Split requirements into tasks
- Estimate effort

#### Risks

- Classification
- Response/action

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## Decision-Making Methods

### Voting

*Consensus-driven, based on data*

- Collective decision-making and assessment
- Determines several alternatives, with future actions as the expected outcome
- Use to generate, classify, and prioritize product requirements

### Multicriteria decision analysis

*Data-driven*

- Method - Establish criteria in decision matrix – e.g. *risk levels, uncertainty and valuation*
- Uses a systematic, analytical approach
- Evaluate and rank many ideas

### Autocratic decision making

*Leadership-driven, based on data*

One team member decides for the group.

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## Decision-Making Methods

### Voting

#### UNANIMITY

Everyone agrees on a single course of action. Useful in project teams with great cohesion.

*Example: Delphi technique*

#### MAJORITY

Decision reached with > 50% of group support

*Create groups of an uneven number of participants to ensure decisions are made and avoid tie votes/draws!*

#### PLURALITY

Decision reached with largest block in a group deciding, even if majority is not achieved. Use this method when more than two options are nominated.



#### Voting methods

*to reach consensus*

- Fist of Five
- Planning poker
- Dot voting
- Roman voting (thumbs)
- Polling

## Display Task Accountability

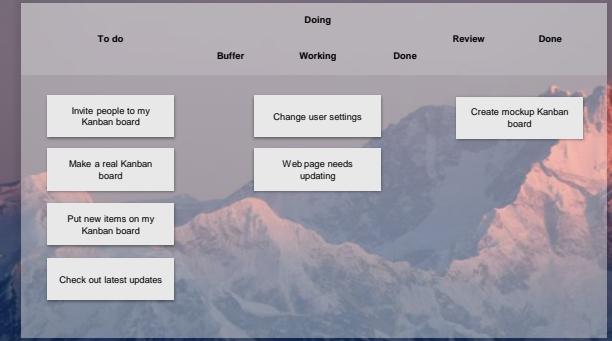


Keep work and progress visible to demonstrate transparency of work completed.

- WBS dictionaries and work package descriptions document tasks and the assignee
- **RACI charts** display roles and responsibilities



Encourage team members to self-organize continuously in determining accountability standards.



\*Kanban board mockup

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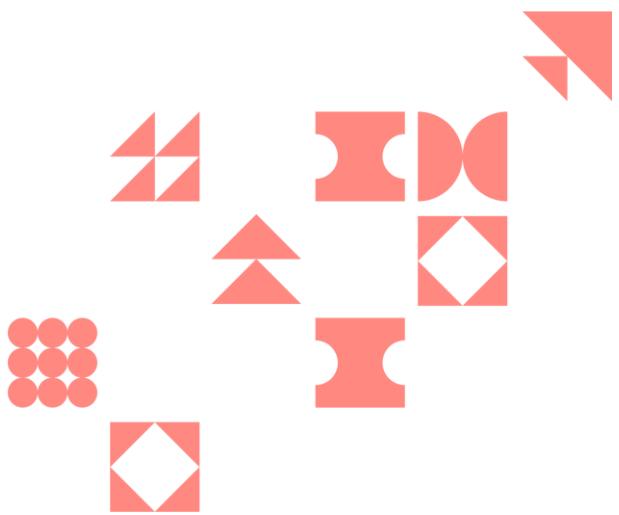


### 1.2 Lead a team

- Support diversity and inclusion (e.g., behavior types, thought process) (1.2.2)
- Inspire, motivate, and influence team members/stakeholders (e.g., team contract, social contract, reward system) (1.2.5)

### 1.4 Empower team members and stakeholders

- Determine and bestow level(s) of decision-making authority (1.4.4)



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## Support Team Member Performance

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## Manage and Lead



### Management by Objectives

- Uses clear objectives to guide productivity and encourage aspiration
- Set objectives collaboratively with team members
- Create challenging, yet attainable, objectives
  - At the start of a project or phase
  - Throughout the project life cycle, as in an iteration planning session

### Servant Leadership

Three steps:

1. Define vision
2. Align people to that vision
3. Motivate people to pursue the vision

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## Assess Team Member Performance to...

- Identify **strengths, weaknesses, aspirations and preferences**
- Discover opportunities for **improvement**



- Use formal and informal assessment methods
- Conduct assessments when team members join and then monitor progress



- Self-organized agile teams in psychologically safe environments assess and regulate their own performance.
- The focus is the team, rather than individuals.

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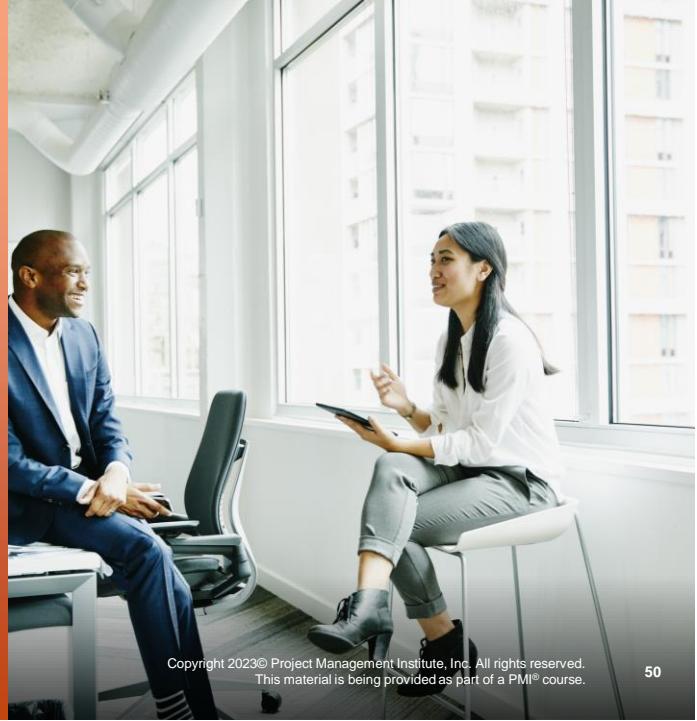
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## Performance Assessment Tasks

- Compare performance to goals
- Reclarify roles and responsibilities
- Deliver positive as well as negative feedback
- Discover unknown or unresolved issues
- Create and monitor individual training plans
- Establish future goals



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## Personality Indicators

Look Beyond  
Introvert /  
Extrovert



Commonly used  
Measurement Tools

- Big Five Personality Model (OCEAN)
- Myers-Briggs Type Indicator
- DISC



### DO

- Use the exercise as an ice-breaker or team-building activity
- Use results as predictors, not absolutes
- Always seek permission and explain use

### DON'T

- Make fixed assumptions or judgments based on results
- Share anyone's personal information without permission

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## Use Personality Research to Coach Team Members



(Optional)

*Using this list of psychological team roles, which types of project tasks or process roles would you associate them with?*



Personality can affect:

- What role you have within the team
- How you interact with the rest of the team
- Whether your values (core beliefs) align with the team's

Psychological team roles:

- Results-oriented
- Relationship-focused
- Innovative and disruptive thinkers
- Process and rule-followers
- Pragmatic

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## Emotional Intelligence

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Five main components:



Emotional self-awareness



Self-regulation



Motivation



Empathy



Social skills

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# Emotional Intelligence: Overview

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## Empathy\*

Provides a foundation for understanding the motivations of other people.

Empathetic traits that make individuals more able to contribute to collaborative, high-performing teams:

### Inward (helps individuals)

- Understanding of others
- Service orientation

### Outward (helps teams)

- Develop others
- Leverage diversity
- Have political awareness



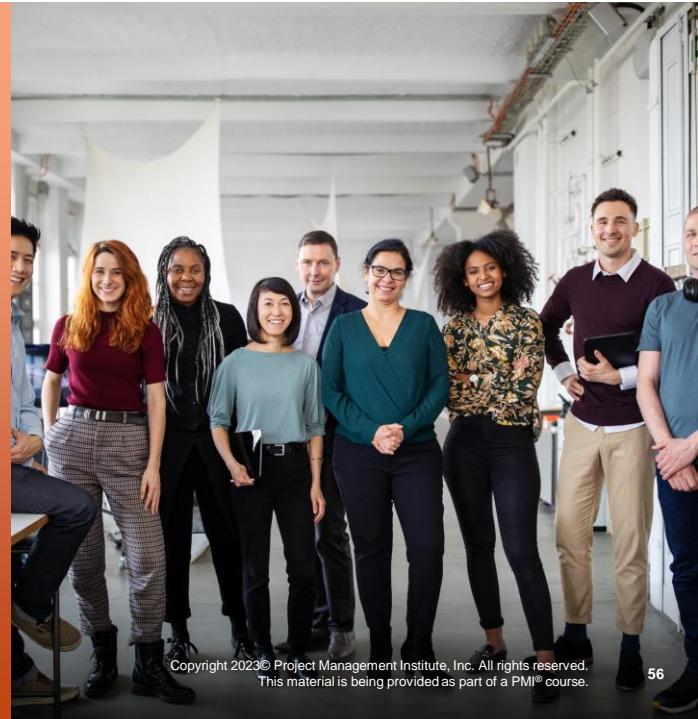
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## Social Skills

High-performing team members are adept at:

- Communicating
- Building bonds
- Collaboration and cooperation
- Catalyzing change
- Managing conflict
- Influencing
- Leadership



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## Motivation Elements



### Achievement/Drive

- Set tough goals, take chances
- Strive for success
- Discover how to upskill
- Minimize uncertainty



### Commitment

- Make decisions based on team core principles
- Realize benefits of holistic participation
- Sacrifice to fulfill company goal
- Search for opportunities to achieve team mission



### Initiative

- Work hard toward goals
- Inspire others through extraordinary feats
- Seize opportunities



### Optimism

- Hope to succeed; don't fear failure
- Perceive reversals as under your control
- Work toward goals regardless of barriers

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## ECO Coverage

### 1.3 Support team performance

- Appraise team member performance against key performance indicators (KPIs) (1.3.1)
- Support and recognize team member growth and development (1.3.2)
- Determine appropriate feedback approach (1.3.3)
- Verify performance improvements (1.3.4)

### 1.14 Promote team performance through the application of emotional intelligence

- Assess behavior through the use of personality indicators (1.14.1)
- Analyze personality indicators and adjust to the emotional needs of key project stakeholders (1.14.2)



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## Communicate and Collaborate with Stakeholders

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“Communication is the real work of leadership.”

- Nitin Nohria  
Dean of the Harvard Business School, 2010-2020

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## Monitor Stakeholders and Their Engagement

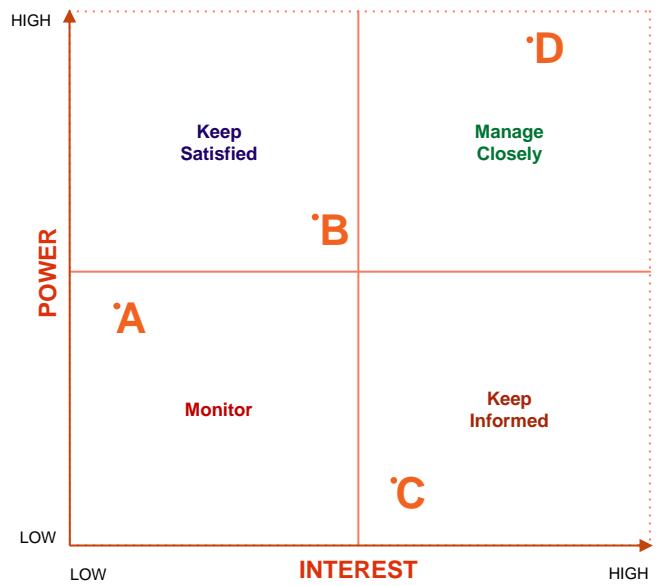
- Update grids at key intervals
- Use analysis and expert judgment
- Keep a record of the reasons for placement to enable needed change or improvement
- Tailor management strategies and actions to individuals, in addition to their place in the grid



*Never use names on power/influence or power/interest grids.*



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## Communications Management Plan



- Identifies team members and stakeholders as:
  - Senders
  - Receivers
  - Authorizing person (confidential information)
- Lists stakeholders' communication requirements, including:
  - Type of information
  - Reason for communication
  - Language, format, content and level of detail
  - Time frame and frequency
  - Whether receipt/ acknowledgment or response is required
- Processes/guidance/templates for:
  - Escalation
  - Updating/refining the plan
  - Running project status meetings, project team meetings, sending emails, using website and PMIS
- Project information:
  - Communications methods/technologies to use
  - Allocated resources (time and budget)
  - Glossary
  - Flow charts, workflows, list of reports, meeting plans
  - Constraints

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## Managing Project Communications: Communications Matrix



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Abbreviation of communications management plan that includes:

- Identified team members and stakeholders as:
  - Senders
  - Receivers
  - Authorizing person (confidential information)
- Stakeholder communication requirements:
  - Type of information
  - Reason for communication
  - Language, format, content and level of detail
  - Time frame and frequency
  - Whether receipt/ acknowledgment or response is required
- Processes/guidance/templates for **escalation**
- Project information - **Communications methods/technologies** to use

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## Communication: Two Ways

### Active Listening

- Enables collaboration
- Requires listener to provide feedback about what they heard by:
  - Re-stating
  - Paraphrasing
  - Using body language such as nodding the head
- Confirms understanding and builds trust
  - Consider lack of feedback as an implicit acceptance of the message by the receiver.
  - Communication failures are threats to projects, so discuss communications issues openly with team members directly, during team retrospectives. In the case of key stakeholders, you might need to escalate as appropriate.



### Effective feedback is:

- Clear, specific and offered in a timely manner
- Objective and critical
- Positive if received and understood as objective
- Negative if misunderstood or there is a lack of trust and psychological safety.

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## Reports and Formal Communication



*Can you think of some examples?*



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Formal reporting at appropriate milestones is a proven way of maintaining continuous communication with stakeholders.

It's also needed to obtain "sign-off" or approval on work.

Recipients of reports and the desired frequency are noted on the **stakeholder engagement plan** and the **communications management plan**.

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## How to Collaborate

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- Optimize understanding of aims and expectations through open dialogue and meaningful communication
- Engage continuously
- Accept that engagement levels may fluctuate
- Keep discussions transparent
- Ensure stakeholders are knowledgeable and expectations are set
- Leverage communication and interpersonal skills, feedback and meeting management
- Maximize the feedback loop – gain meaningful insights
- Use effective tools – e.g., shared whiteboards

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## Use Information Radiators

Keep Information Visible

- Kanban boards
- White boards
- Wikis
- Fishbowl windows

**Information radiators** enable open communication and collaboration.

They can be electronic or physical, or both.

Secondary benefit is innovation — to provoke conversation and collaboration when stakeholders visit the workspace

Main benefit is accountability — promoting responsibility among team members

## Collaboration Activities

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- Daily stand-up meetings
- Colocated or face-to-face working
- Scheduled sessions — e.g., milestone reviews, backlog refinement sessions, project update meetings
- Pairing or coaching, as in knowledge transfer
- Negotiations

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## Communicate and Collaborate to Negotiate

- Think of **negotiations as conversations** with internal and external parties toward reaching agreements.
- Use **effective communication methods** to ensure collaboration with the other party is aimed at reaching consensus.
- Keep negotiations **positive** to increase the likelihood of success.



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## Meetings

Everyone's time is **valuable**. Run and participate in meetings **efficiently**.

- Be **organized!** Provide a clear agenda with purpose and desired outcomes
- **Timebox** discussions
- Practice **active listening** and **feedback**
- Facilitate **collaboration**



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## Stakeholder Engagement Assessment Matrix (SEAM)



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- Use **expert judgment, emotional intelligence, and interpersonal skills** to assess stakeholders
- Update the SEAM regularly and often



*Engage stakeholders by category to coach them and find solutions!*

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## ECO Coverage

### 2.2 Manage communications

- Communicate project information and updates effectively (2.2.3)
- Confirm communication is understood and feedback is received (2.2.4)



### 1.2 Lead a team

- Analyze team members' and stakeholders' influence (1.2.6)



### 2.4 Engage stakeholders

- Engage stakeholders by category (2.4.3)



### 1.9 Collaborate with stakeholders

- Optimize alignment between stakeholder needs, expectations, and project objectives (1.9.2)
- Build trust and influence to accomplish project objectives (1.9.3)



### 3.2 Evaluate and deliver project benefits and value

- Appraise stakeholders of value gained by the project (3.2.5)



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# Training, Coaching and Mentoring

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## Foster a Knowledge-Sharing Culture

Training, coaching, and mentoring are all forms of knowledge-sharing that advance projects and organizations.

- Team members learn from **and** teach others
- It's **for everyone**, including stakeholders, team members, and customers as part of project work and **continuous improvement** efforts
- Some **project roles** are dedicated to knowledge-sharing — e.g., **agile coaches** or scrum masters
- It's essential in **product delivery** and **transition planning!**

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## Training, Coaching and Mentoring Descriptions

<b>Training</b>	Learn skills for use in the present	<ul style="list-style-type: none"><li>• Individually or as a group</li><li>• aka “upskilling”</li><li>• On any topic</li></ul>
<b>Coaching</b>	Learn how to apply new skills or improve existing ones	<ul style="list-style-type: none"><li>• Individually or as a group</li><li>• Puts learning into practice</li></ul>
<b>Mentoring</b>	Development of personal and professional growth through long-term professional relationships.	<ul style="list-style-type: none"><li>• Between a novice and a more experienced person</li><li>• Internal or external to projects or organizations</li></ul>

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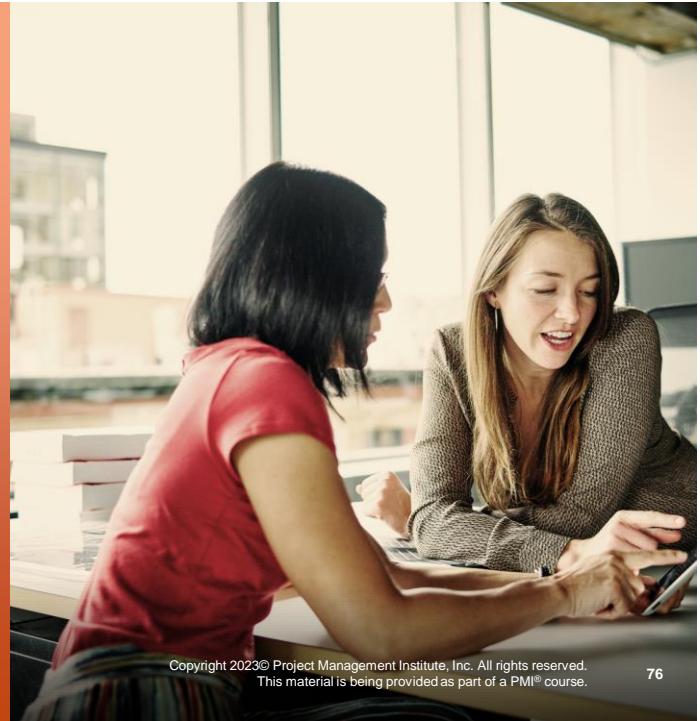
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## How to Acquire Required Competencies

- Discover current skill sets and competencies
- Identify what's desired
- Take action!
  - Meet unique needs — e.g., topics, depth, schedule, format
  - Coach on the customer's business, culture, desired outcomes, and project context
  - Encourage mentorships



*Use and update the SEAM to facilitate easier collaboration.*



## Plan for Training, Coaching and Mentoring



- Perform a **gap analysis** to identify required knowledge, skills, or attributes.
- Plan for a suitable **diversity of training and coaching offerings.**
  - Soft skills
  - Technical skills
  - Part of team-building or fun/informal activity
- **Schedule training** close to the time of solution implementation
- Consider **upskilling or certification** for team members
- Encourage valued stakeholders to become mentors

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## Know the Value of Training, Coaching and Mentoring

Treat knowledge as an asset!

- Conduct a **cost-benefit analysis** to determine the potential value in cost savings — e.g., replacing outsourced labor
- Help others or yourself to **improve skills and knowledge**
- Increase the team's ability to **increase quality, output, and value**
- **Build relationships and trust** with stakeholders and team members

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## Training, Coaching and Mentoring Discussion



*Have you ever had a valuable trainer, coach or mentor?*

- *Describe why they were effective.*

*Would people think YOU are a valuable trainer, coach or mentor? Why?*



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## Elements of Training

- Provided to teams, small groups or individuals
- Covers management, technical or administrative topics
- Delivery models:
  - Instructor-led classroom
  - Virtual classroom
  - Self-paced eLearning
  - Document reviews
  - Interactive simulations
  - On-the-job training



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## Coach Teams and Individuals in Project Management



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Acknowledge informal opportunities that may already be happening:

- Delegate tasks, observe and provide feedback
- Encourage others to take the lead on activities
- Collaborate on a project management task

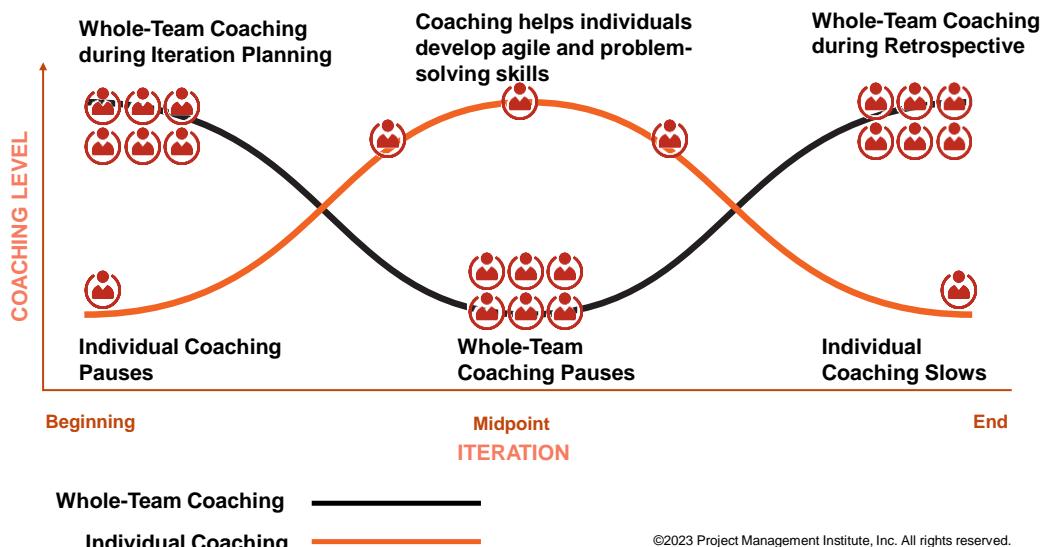
Introduce formal opportunities:

- Facilitate meetings and sessions
- Transfer skills by pairing individuals
- Model behaviors

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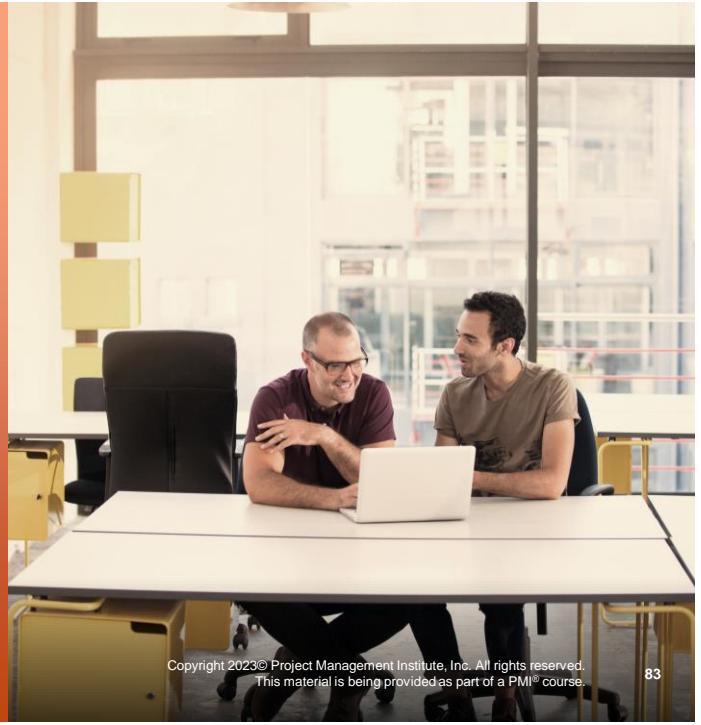
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## Coach Groups and Individuals



## Self-Organizing Teams Collaborate and Learn

- Encourage **self-organization** and **initiative** in daily work life
- Coach individuals on **how to contribute** to other project roles
- Coach an individual with **tacit knowledge**
- Use **servant leadership**
- Use **job shadowing, coaching or mentoring** during transitions to transfer knowledge and skills from project team to organization



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## Measure Training Outcomes

Measurement of training includes noting improvements with:

- Post-training performance assessments
- Observation of knowledge or skill improvement
- Certifications – badges, letter from awarding body
- Discuss and share training outcomes in team retrospectives

Augment training through coaching to **convert learning into active use of knowledge**. Try pairing team members in knowledge-sharing relationships.



*If desired outcomes are not achieved, record this in the lessons learned and try to find out why.*

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## Maintain Mentorships

- Longer-term partnerships that enable professional growth
- Job-shadowing engagements enable transfer of explicit and tacit knowledge
- Tailor to context and desired engagement — e.g., some organizations use mentorships to train project managers and may use reporting to guide development, while others use an informal approach



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## ECO Coverage

### 1.6 Build a team

- Appraise stakeholder skills (1.6.1)



### 1.5 Ensure team members/stakeholders are adequately trained

- Determine required competencies and elements of training (1.5.1)
- Determine training options on training needs (1.5.2)
- Allocate resources for training (1.5.3)
- Measure training outcomes (1.5.4)



### 1.13 Mentor relevant stakeholders

- Allocate the time for coaching mentoring (stakeholders) (1.13.1)
- Recognize and act on coaching mentoring opportunities (1.13.2)



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# Manage Conflict

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## Why Conflict Management Matters



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### Ineffective conflict management leads to:

- Destructive behavior
- Animosity
- Poor performance
- Reduced productivity

### Effective conflict management leads to:

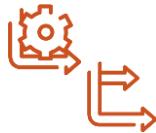
- Improved understanding
- Better performance
- Higher productivity

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## Conflict Management

### Roles



All team members and stakeholders are responsible for managing conflict  
Project managers **influence the direction and handling of conflict** through **interpersonal skills** and **servant leadership**



The team is empowered to resolve conflicts; the team lead can facilitate resolution.

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## Causes of Conflict

### Context

- Competition
- Differences in objectives, values, and perceptions — this can be ideological
- Disagreements about role requirements, work activities and individual approaches
- Communication breakdowns
- Projects are unique and team members not worked together before



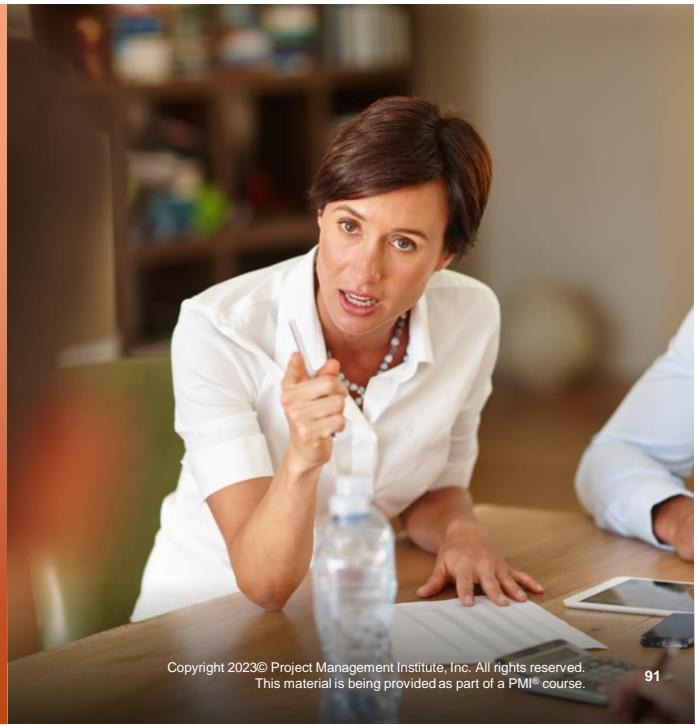
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## Conflict as Part of Team Culture

In a **psychologically safe** work environment:

- View disruption and innovation as connected
- Encourage exchanges and disagreement
- Prevent escalation to conflict



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## How to Handle Conflict



Use preferred ways of managing conflict from the **team charter** and **ground rules**. Provide guidance and resources to help the team.



Agile teams include conflict management strategies in their way of working (WoW) and are supported by a culture of trust.



*Focus on the issues and not on individuals.*

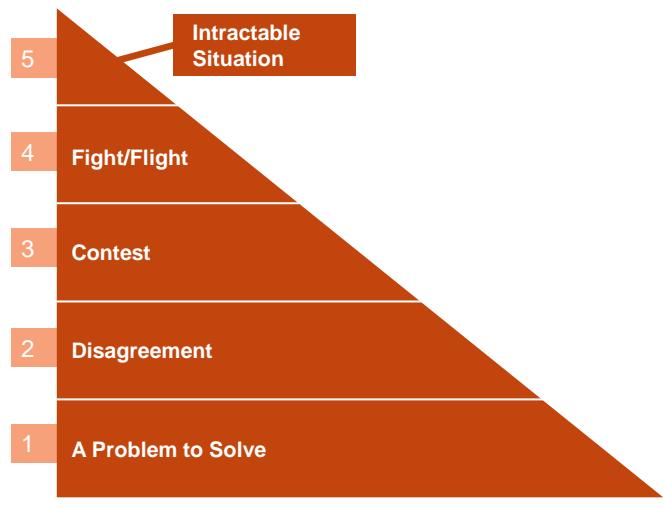
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## Use Leas' Levels of Conflict

Conflict intensifies from level 1 to 5

From task-orientated with possible resolution to a personal or relationship orientation, where **the focus on issues is lost.**



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## Use Interpersonal Skills to Manage Conflict

<b>Emotional Intelligence</b>	Use empathy to understand and diffuse situations
<b>Influencing</b>	Persuade parties to reconsider or change their tone, approach, or mindset
<b>Leadership</b>	Steer others in a more positive direction
<b>Decision-Making</b>	Offer a solution to move the situation forward
<b>Active Listening</b>	Listen for personalized, accusing language and bitter or caustic tone, defensive or aggressive physical postures

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## Conflict Management Approaches

### Smooth/ Accommodate

- Emphasize areas of agreement
- Concede position to maintain harmony and relationships

### Withdraw/ Avoid

- Retreat from the situation
- Postpone the issue

### Compromise/ Reconcile

- Incorporate multiple viewpoints
- Enable cooperative attitudes/open dialogue to reach consensus and commitment

### Force/Direct

- Pursue your viewpoint at the expense of others
- Offer only win/lose solutions

### Collaborate/ Problem Solve

- Incorporate several viewpoints and insights from varying perspectives
- Requires cooperative attitude and open dialogue
- Search for solutions that typically lead to consensus and commitment



Root cause analysis – **5 Whys Method**

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## ECO Coverage



### 1.1 Manage conflict

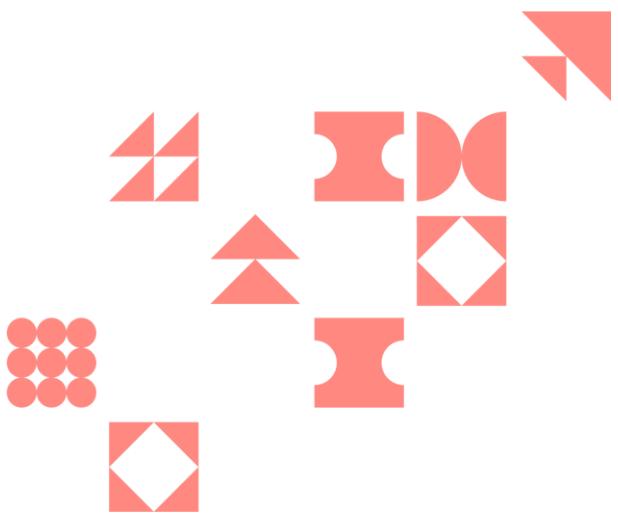
- Interpret the source and stage of the conflict (1.1.1)
- Analyze the context for the conflict (1.1.2)
- Evaluate/recommend/reconcile the appropriate conflict resolution solution (1.1.3)

### 1.12 Define team ground rules

- Discuss and rectify ground rule violations (1.12.3)

### 1.10 Build shared understanding

- Investigate potential misunderstandings (1.10.4)
- Break down situations to identify the root cause of a misunderstanding (1.10.1)



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## End of Lesson 4

