

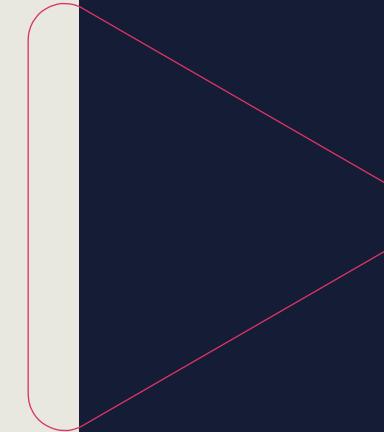


PMP® EXAM PREP

PMI Authorized Training Partner

BOOTCAMP

Session 5



Instructor: Priscilla Bakx-Kabai, MCE,
PMP®, ACP®, DASSM, LSSGB

Attendance Alert

Please make sure you log into Zoom with your correct first name and last name and enter the same information for every session.

PMP® Exam Prep

This course will assist learners in preparing for PMI's PMP Exam (2021 Update)

HOUSEKEEPING

Resources & Materials



This class will be recorded for quality assurance purposes.

For any issues regarding accessing resources via Percipio, please ask for support via the Q&A or by contacting Skillsoft.



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English (US) ▾

My Profile ▾

Home

Need help? We're here.

What do you need help with?



Assignments

Compliance

Activity

Digital Badges

Playlist

Skills

Account Information

Help

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Get started



Knowledge Base



What's new?

IS Live ATTENDANCE REQUIRED?

- YES, if you are taking this training to register for the PMP exam live attendance is required. However, this is the exception rule for the 8 Day Bootcamp – You are allowed to miss up to two sessions if you make up the sessions by watching their replays.
- If you miss more than 15 mins at any time beyond the two sessions allowed, you will need to make it up by attending the live session in a different 8-day cohort*.

*Please see the Bootcamp calendar at <http://calendar.skillsoft.com/> for information about upcoming sessions.



IN CASE OF ABSENCE

You can request a replay for a previous session by asking in the Q&A or for a past/current session by emailing the Mentoring Team 48 hours after the session ends using the email address

mentoring@skillsoft.com

Please indicate the following in your request:

- The Bootcamp Cohort you are attending
- The Session Number
- The Date and Time Attended in New York Time Zone
- Example:

PMP ATP Bootcamp: 8 Day NA Cohort June/July/August 2022 Cohort
Session 7 Recording
Aug 2, 2022, 1:00 PM New York Time

REPLAY LIMIT:

There is no limit to request a replay for study purposes.

Your PMP Bootcamp Course Syllabus

(Mapped to the PMP Student Manual)

Creating a High-Performing Team		Starting the Project	Doing the Work	Keeping the Team on Track	Keeping the Business in Mind
	Lesson 1	Lesson 2	Lesson 3	Lesson 4	Lesson 5
Topic A	Build a Team	Determine Appropriate Project Methodology/Methods and Practices	Assess and Manage Risks	Lead a Team	Manage Compliance Requirements
Topic B	Define Team Ground Rules	Plan and Manage Scope	Execute Project to Deliver Business Value	Support Team Performance	Evaluate and Deliver Project Benefits and Value
Topic C	Negotiate Project Agreements	Plan and Manage Schedule	Manage Communications	Address and Remove Impediments, Obstacles, and Blockers	Evaluate and Address Internal and External Business Environment Changes
Topic D	Empower Team Members and Stakeholders	Plan and Manage Budget and Resources	Engage Stakeholders	Manage Conflict	Support Organizational Change
Topic E	Train Team Members and Stakeholders	Plan and Manage Quality of Products and Deliverables	Create Project Artifacts	Collaborate with Stakeholders	Employ Continuous Process Improvement
Topic F	Engage and Support Virtual Teams	Integrate Project Planning Activities	Manage Project Changes	Mentor Relevant Stakeholders	
Topic G	Build Shared Understanding about a Project	Plan and Manage Procurement	Manage Project Issues	Apply Emotional Intelligence to Promote Team Performance	
Topic H		Establish Project Governance Structure	Ensure Knowledge Transfer for Project Continuity		
Topic I		Plan and Manage Project/Phase Closure			



Manage Communications

TOPIC C

Deliverables and Tools

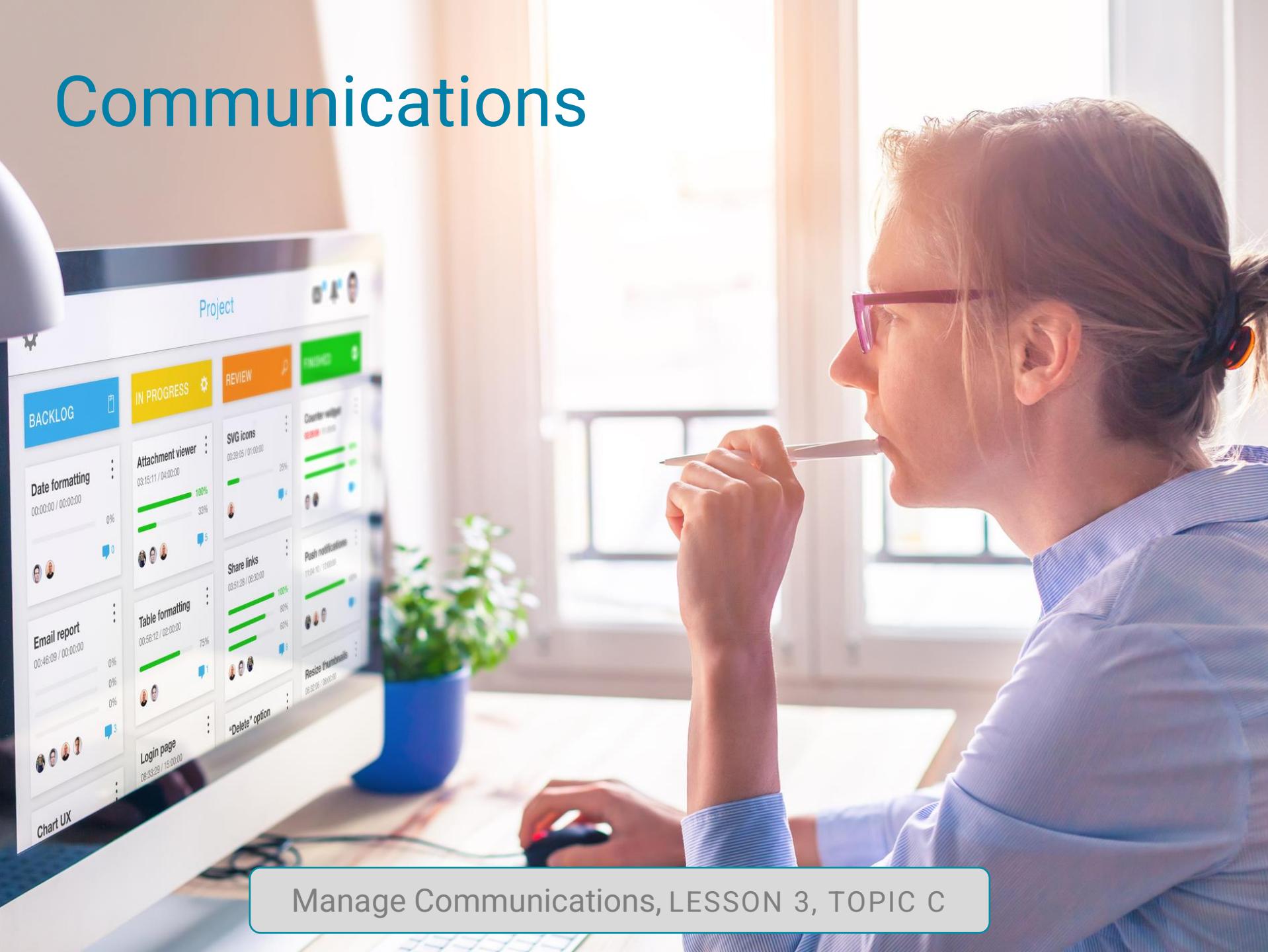


Communications Management Plan
Project Communications
Stakeholder Register
Work performance and change updates



Stakeholder analysis
Create and update project communications plan
Update documents
Understand and practice Sender-Receiver Model

Communications

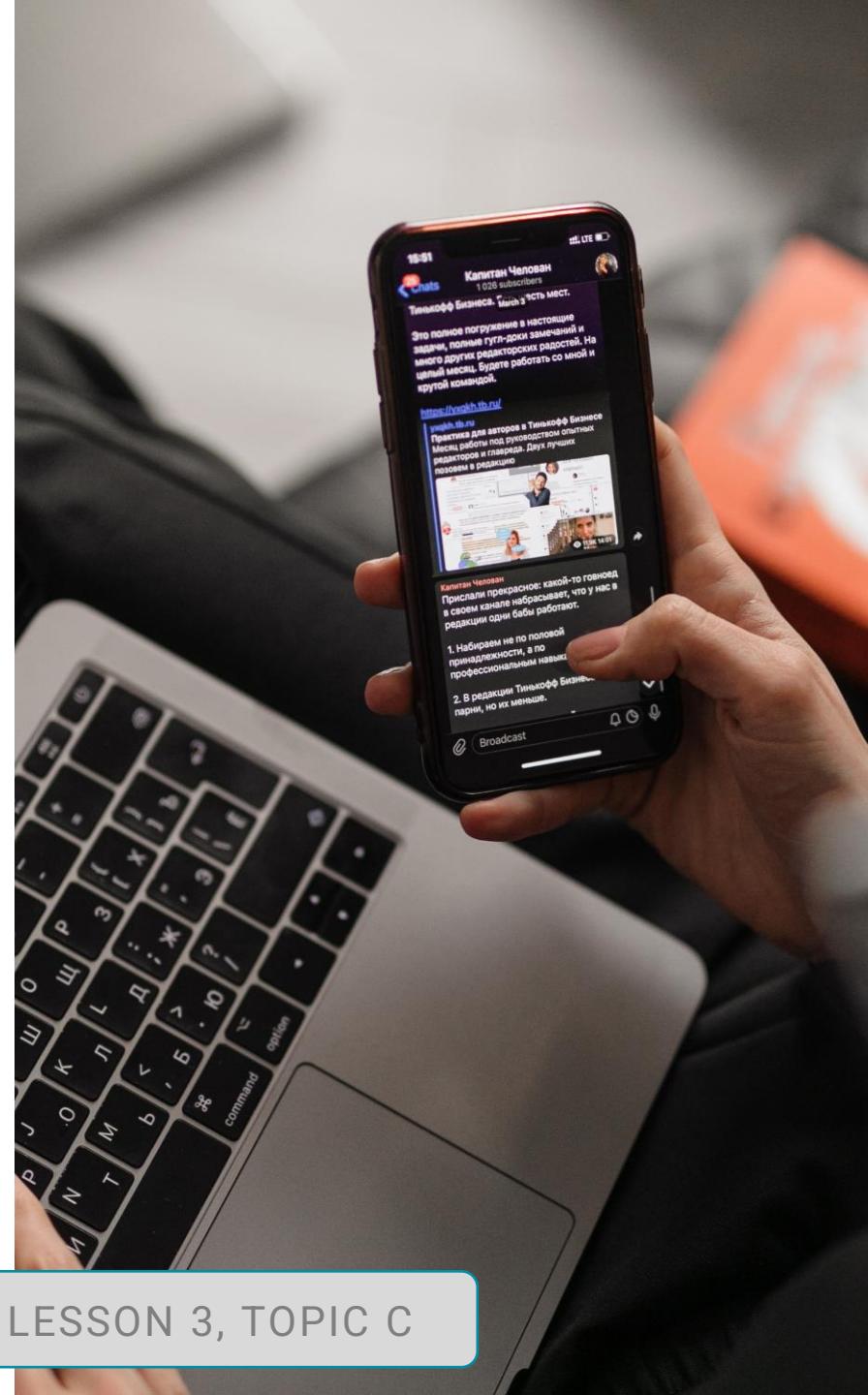


Manage Communications, LESSON 3, TOPIC C

Project Communications

Consider these dimensions:

- ✓ Internal and external stakeholders
- ✓ Formality or informality - content and format
- ✓ Hierarchy – adjust tone upward, downward, or horizontally
- ✓ Official or unofficial need e.g. annual reports or governance related vs. project team communication
- ✓ Written or verbal – remember tone, inflection, and nonverbal gestures are influential!



Spotlight: Communication Channels

Communications Management Plan Example

Communication	Frequency	Responsibility	Stakeholder	Notes
Project Kickoff Meeting	Start of project	PMO	Key Stakeholders	Both team and client kickoff meetings recommended
Extranet	Ongoing	PMO		Includes project schedule, key project deliverables, meeting minutes, change request log, issues log
Executive Steering Committee	Monthly – first Wednesday of each month	Account Manager	Client Executive	Review status, milestones met, earned value indicators, key issues
Status Meetings Status Report (Email)	Weekly – Friday 2 p.m.	Project Manager	Client Sponsor	Review project status, schedule, change requests, issues
Status Meetings	Weekly – Friday 11 a.m.	Project Manager	Development Team	Provides input for subsequent meetings with client sponsor
Newsletter (Email)	Weekly – Friday	PMO	Client Managers	
Client Satisfaction Survey	Monthly/end of each phase	Account Manager/Project Manager	Client Sponsor/Key Client Stakeholders	Informal (Monthly) Formal (End of each phase)

Manage Communications,
LESSON 3, TOPIC C

Communications Management Plan - Components

- ✓ Stakeholder communications requirements
- ✓ Information to be communicated, including language to be used
- ✓ Reason
- ✓ Time frame and frequency
- ✓ Responsible person – i.e. release of confidential information
- ✓ Receivers
- ✓ Methods or technologies of conveyance
- ✓ Time and budget allocation
- ✓ Escalation process for issues that need visibility
- ✓ Update method for the plan
- ✓ Glossary of common terminology
- ✓ Flowcharts depicting flow of information
- ✓ Constraints due to regulation or policies



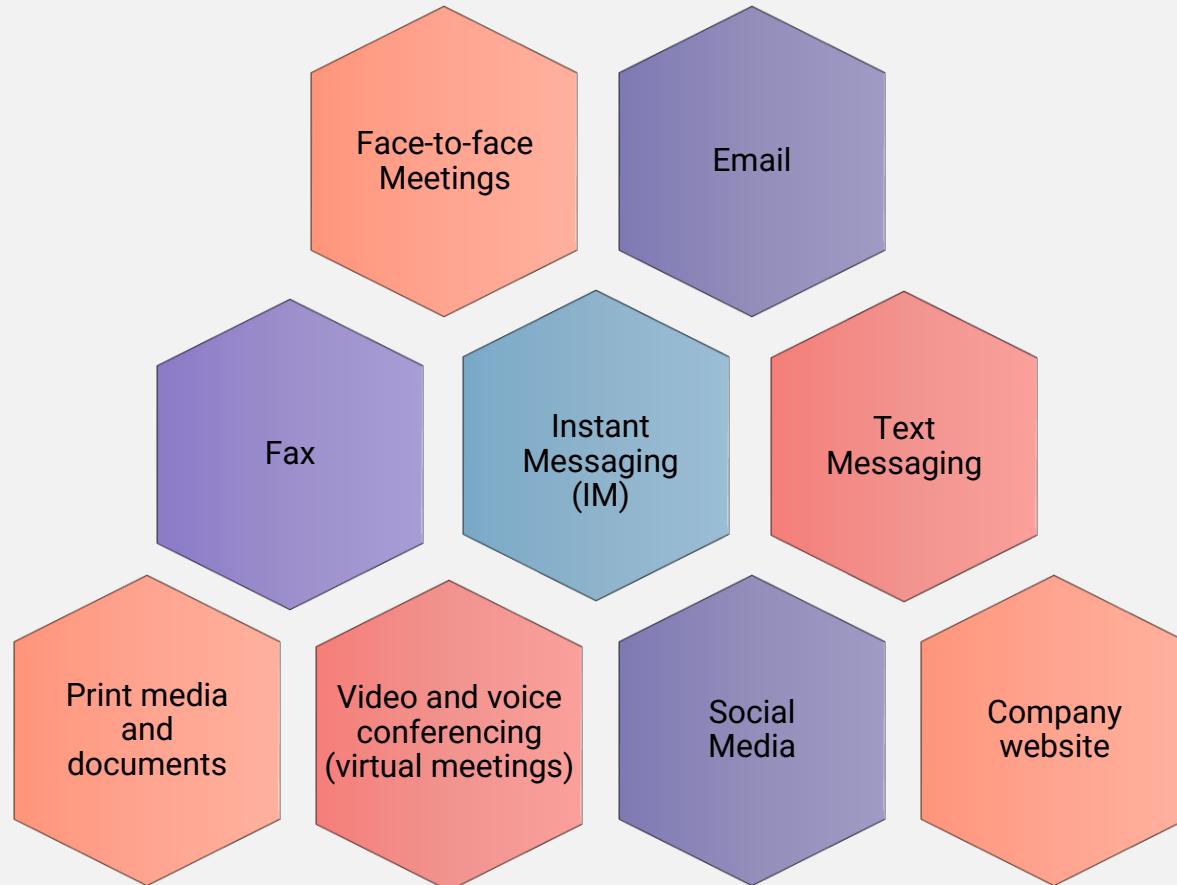


Communication Requirements Analysis

- ✓ Leads to a clear articulation of the **stakeholders' communications needs**.
- ✓ Enables **effective choices** regarding the technologies to be recommended.
- ✓ Takes the form of a **grid, questionnaire** or **survey** that documents the communications and technology requirements for each stakeholder.

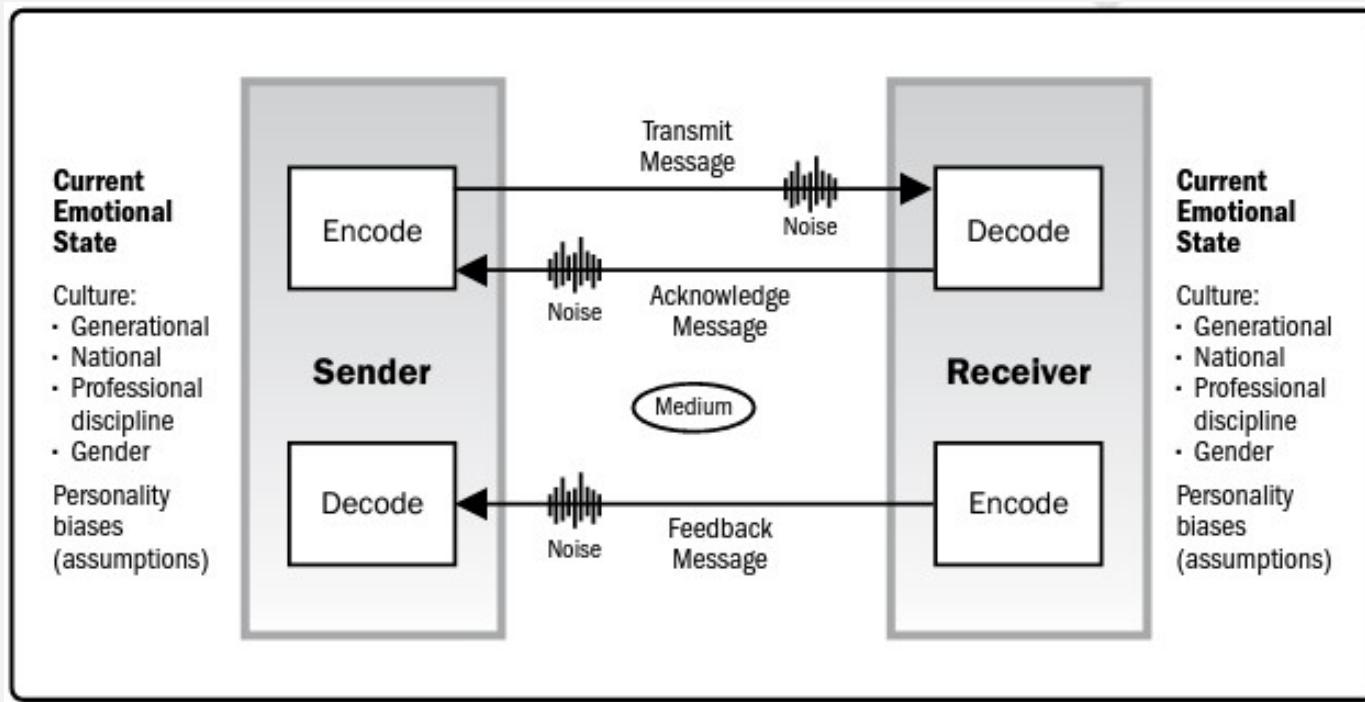
Manage Communications, LESSON 3, TOPIC C

Communication Types



Spotlight: Project Status Reports

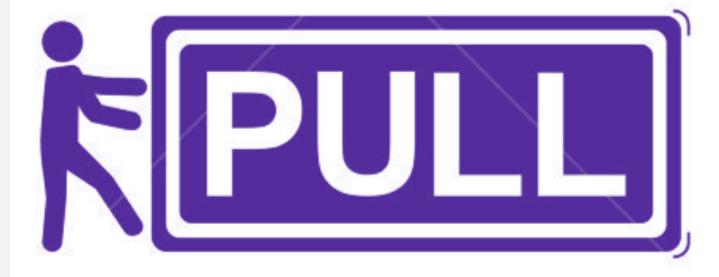
Communication Model



Sender-Receiver Model



Communication Methods



Interactive

Feedback

- ✓ Communication is a **two-way street**.
- ✓ Both **critical** and **affirming** feedback are key.
- ✓ Feedback **can be positive** if received and understood as intended.
- ✓ Feedback can be negative because of misunderstanding.
- ✓ No feedback provides an implicit acceptance of the message by the receiver.
- ✓ **Effective feedback** is clear, specific, and offered in a timely manner.



Manage Communications, LESSON 3, TOPIC C

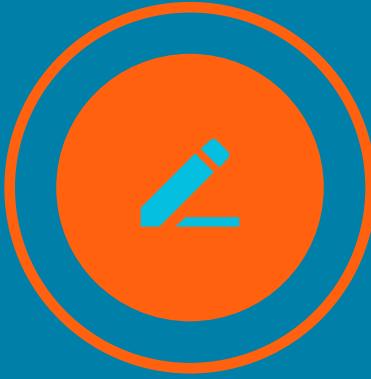
GUIDELINES

Effectively Manage Communication

Manage
Communication
s, LESSON 3,
TOPIC C

- Gather and distribute contact information for all involved parties.
- Determine the **communication needs** of project stakeholders.
- Tailor amount of **detail and frequency** to recipient needs; project team members may require more detail on a more frequent basis. Senior management typically requires summary information on a less frequent basis.
- Analyze the value to the project of providing the information.
- Evaluate any constraints and assumptions to determine their possible impact on communication planning.
- Determine the **appropriate communications technologies** to use for communicating project information.
- Ensure your communications management plan includes all key elements.
- Integrate the communications management plan into the project plan.
- **Distribute** the plan to project stakeholders.





Engage Stakeholders

TOPIC D

Deliverables and Tools



Stakeholder Register

Stakeholder Engagement Plan

Work performance information
assessment



Organizational Process Assets

Expert judgment

Meetings

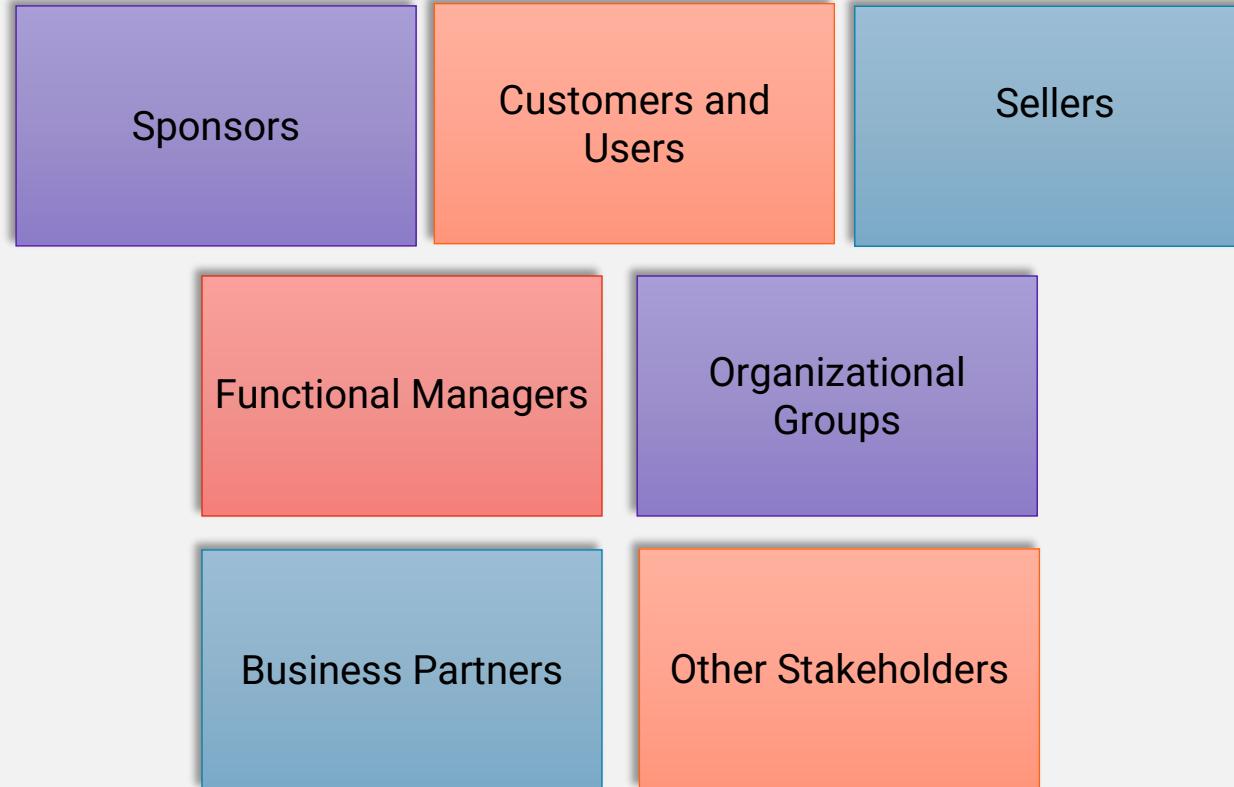
Power or Influence vs. Impact Grid

Interpersonal skills

Management skills

Stakeholder Register

Stakeholder Categories



Engage Stakeholders, LESSON 3, TOPIC D

Stakeholder Register

- ✓ Main output of the Identify Stakeholders process.
 - ✓ Includes, but is not limited to:
 - Identification information** - Name, position, contact details, etc.
 - Assessment information** - Major requirements, expectations, influence on project outcomes, primary involvement
- Stakeholder classification -**
- Internal, external
 - Impact/influence/power/interest
 - Upward/downward/outward/sideways



Stakeholder Engagement Strategy



Engage Stakeholders, LESSON 3, TOPIC D

Stakeholder Engagement Assessment Matrix - Example

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				C	D

C = Current engagement level

D = Desired engagement level

GUIDELINES

Develop, Execute, and Validate a Strategy for Stakeholder Engagement

- Review the Project management plan, Stakeholder register, EEFs and OPAs
- Use tools and techniques such as expert judgment.
- Hold meetings with experts and the project team.
- Use analytical techniques to classify stakeholder engagement levels.
- Document the stakeholder engagement plan.

Engage
Stakeholders,
LESSON 3, TOPIC
D





Create Project Artifacts

TOPIC E

Deliverables and Tools



No specific deliverables



No specific tools

Artifacts vs. Deliverables and Project Documents

Artifacts

Project teams create artifacts during project work; these facilitate management of the project.

Project Documents

are integral documents for a project; they define and support the work of the project. They are regularly updated by project management processes.

A Deliverable

is any unique and verifiable product, result, or capability (tangible or intangible) to perform a service, that is required to be produced to complete a process, phase, or project.

Project Artifact



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

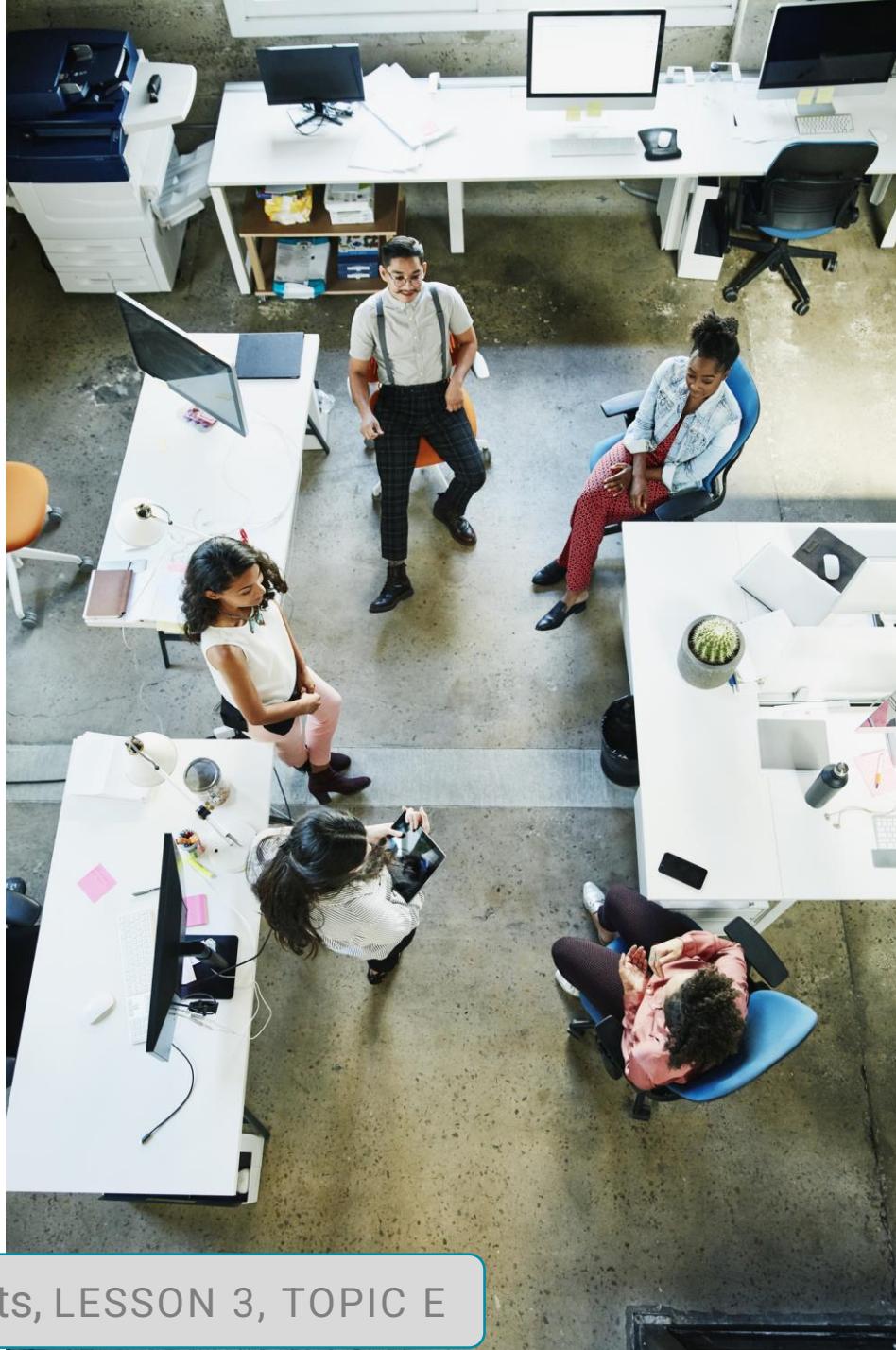


Project teams create and maintain many artifacts during the life of the project.

Project Artifact Examples

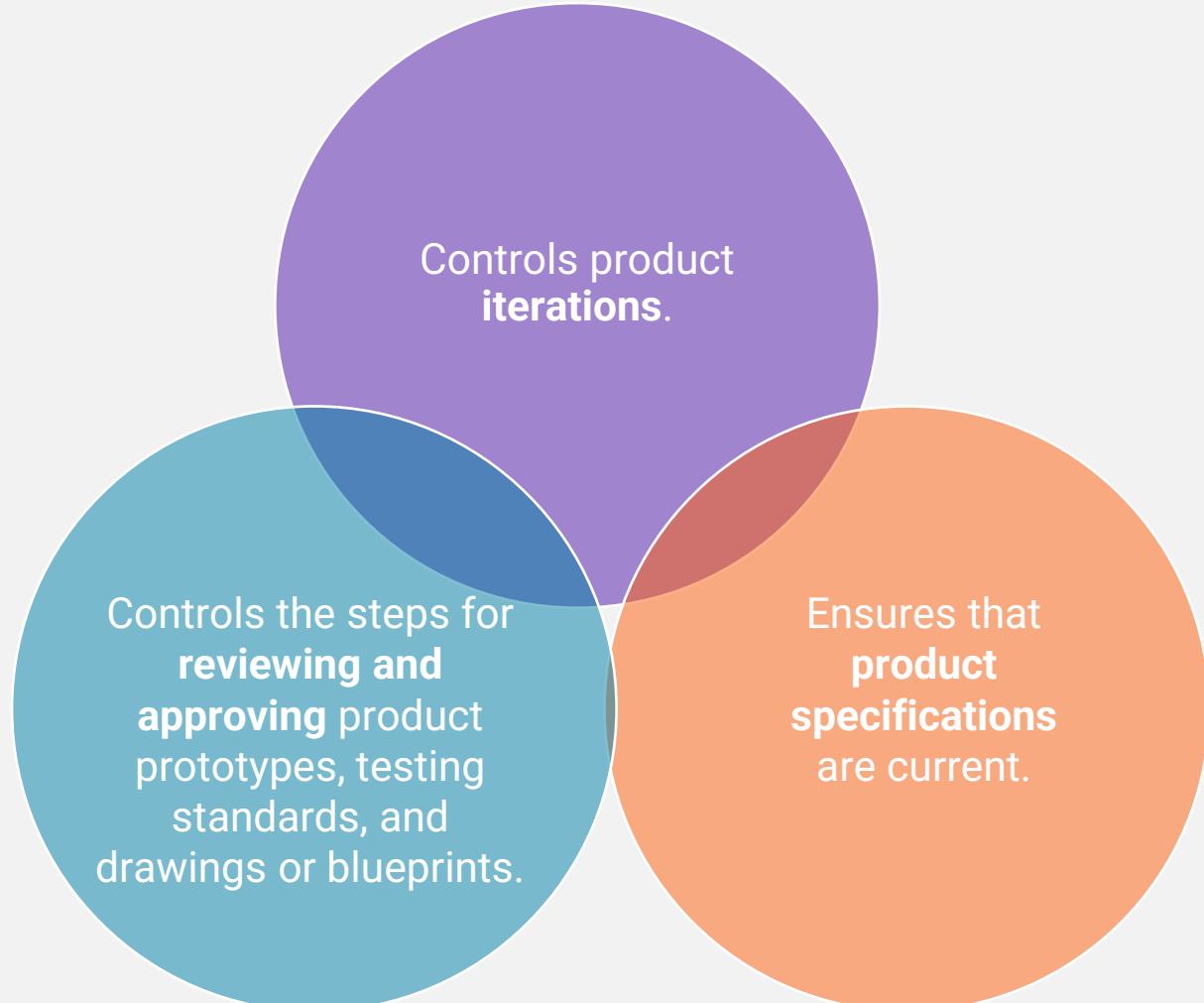
Project artifacts might include:

- ✓ Acceptance Criteria
- ✓ Assumptions
- ✓ Business Case
- ✓ Change Requests
- ✓ Constraints
- ✓ Lessons learned
- ✓ Minutes of status meetings
- ✓ Project Charter
- ✓ Slide decks
- ✓ Requirements



Configuration Management

Create
Project
Artifacts,
LESSON 3,
TOPIC E



Version Control

- ✓ Each time a file is updated, give it a **new version number**.
- ✓ Include a **date/time stamp** and the name of the user who made the changes, providing a digital “paper trail” of the document’s history.
- ✓ Use version control for **important artifacts** such as the business case, project charter, requirements, and other documents.





Storage and Distribution of Artifacts

- ✓ Store artifacts in an accessible location for users.
- ✓ Use a storage and distribution system that matches the complexity of the project –
- ✓ Use cloud-based document storage and retrieval systems for larger projects, especially where team members are geographically distributed.
- ✓ Typical systems may include:
 - Built-in version control
 - Document check-out and check-in
 - User-based document security
 - Automatic email notification to specified users when a document is created or edited

Create
Project
Artifacts,
LESSON 3,
TOPIC E



Project Artifact Management

An effective archive management system includes:

- ✓ 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



Manage Project Changes

TOPIC F

Deliverables and Tools

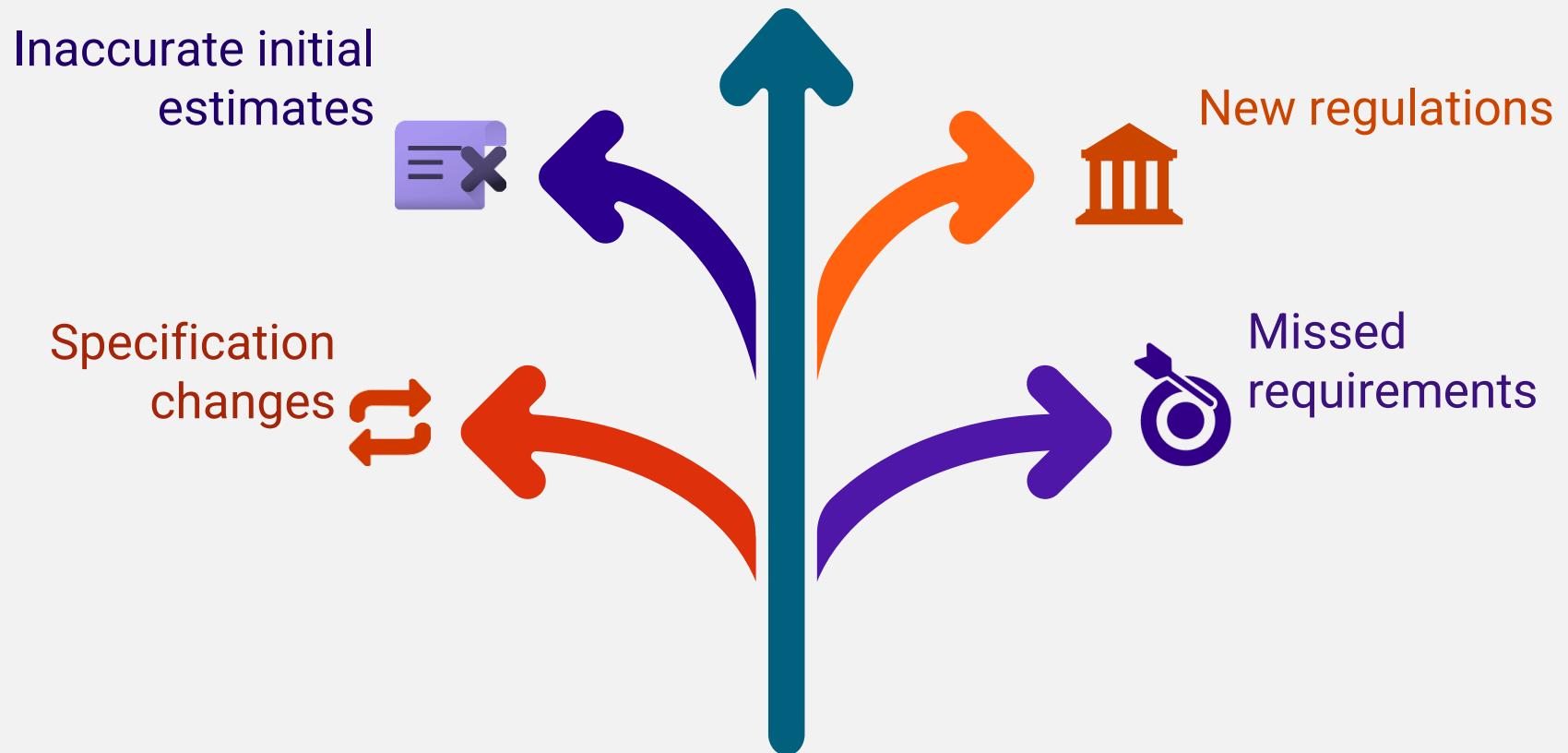


Issues Log
Risk Register
Stakeholders Register
Updated Issues Log

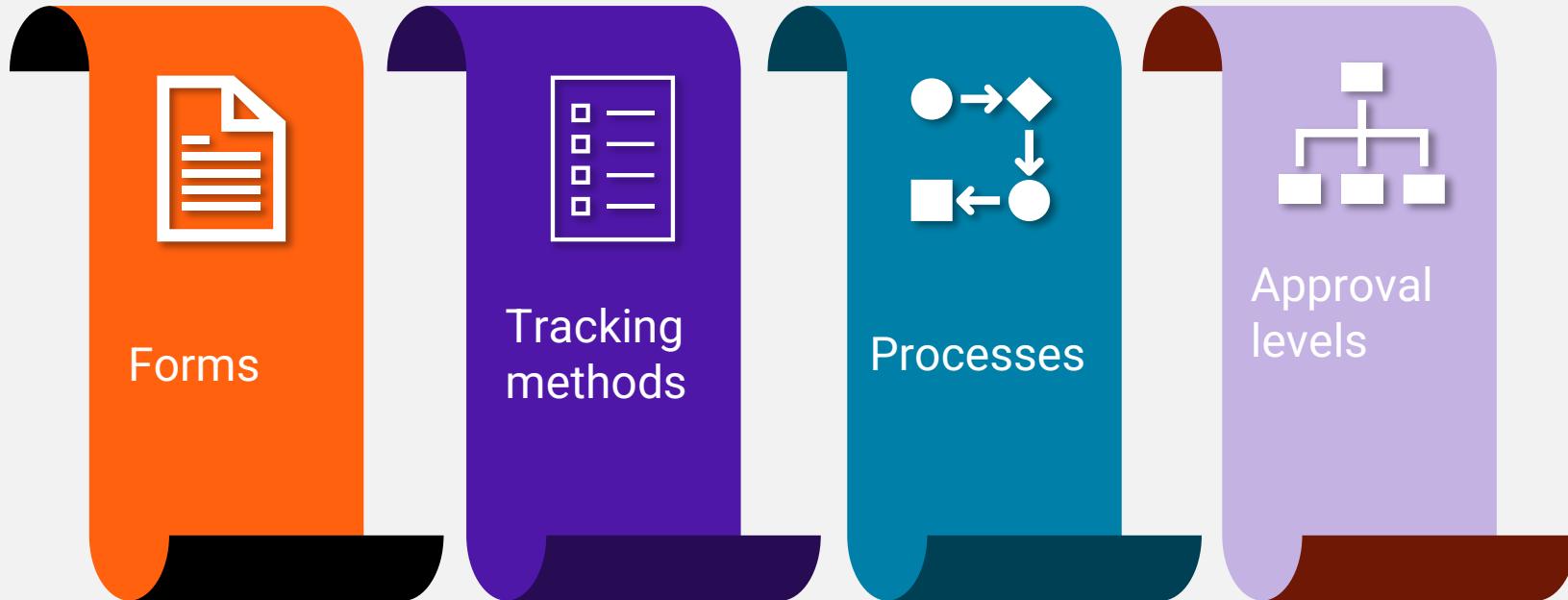


Manage and update Issues Log
PMIS
Communicate with stakeholders
Negotiate with stakeholders

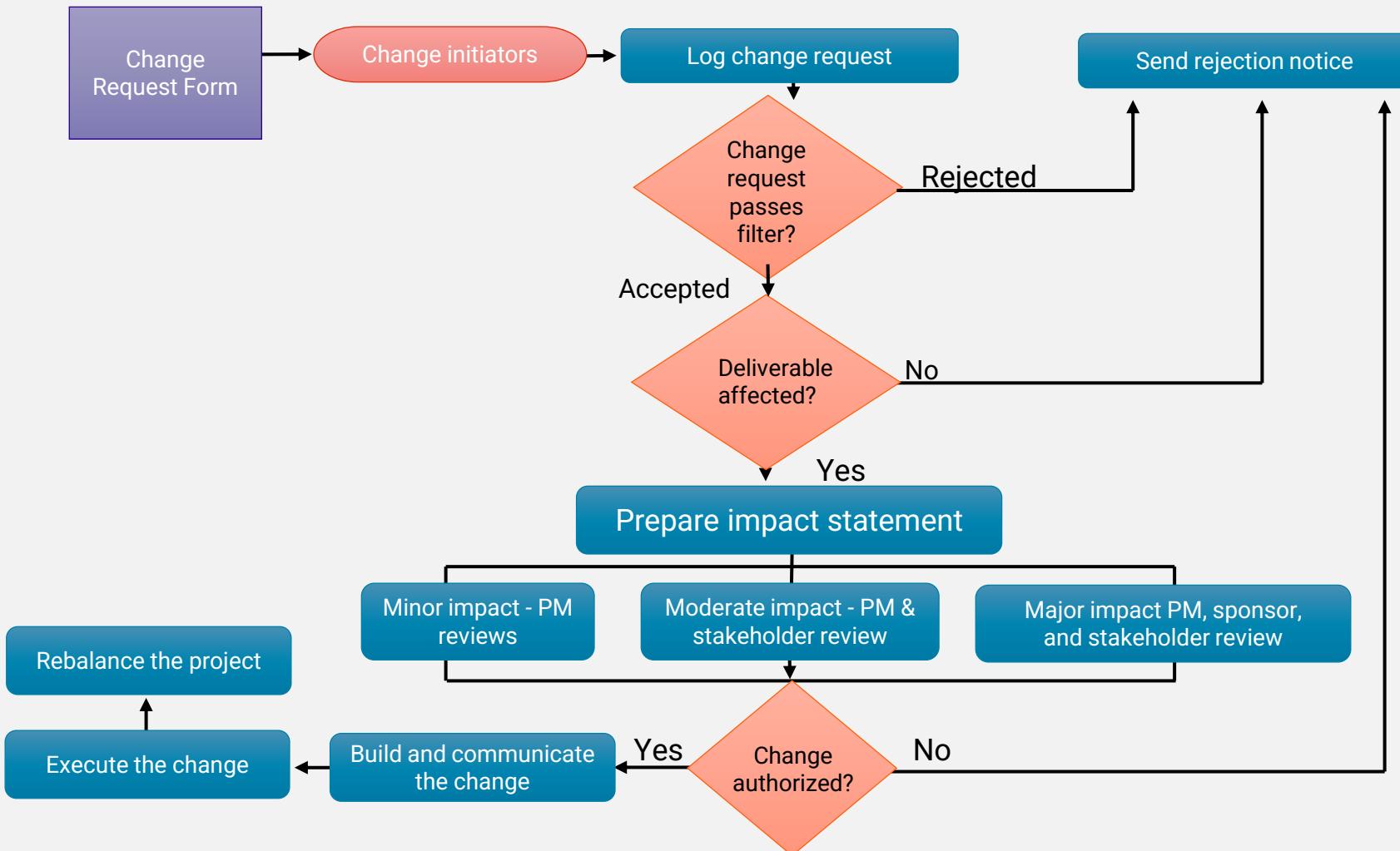
Causes of Project Changes



Change Control Systems



Change Management Process Flowchart



Manage
Project
Changes,
LESSON 3,
TOPIC F

Change Requests

Types of change requests:

Corrective action

Adjusts the performance of the project work with the project management plan.

Preventive action

Ensures future performance of the project work with the project management plan

Defect repair

Modifies a non-conformance within the project.

Update

Modifies a project document or plan.



Manage Project Issues

TOPIC G

DOING THE WORK > MANAGE PROJECT ISSUES

Deliverables and Tools



Issue log

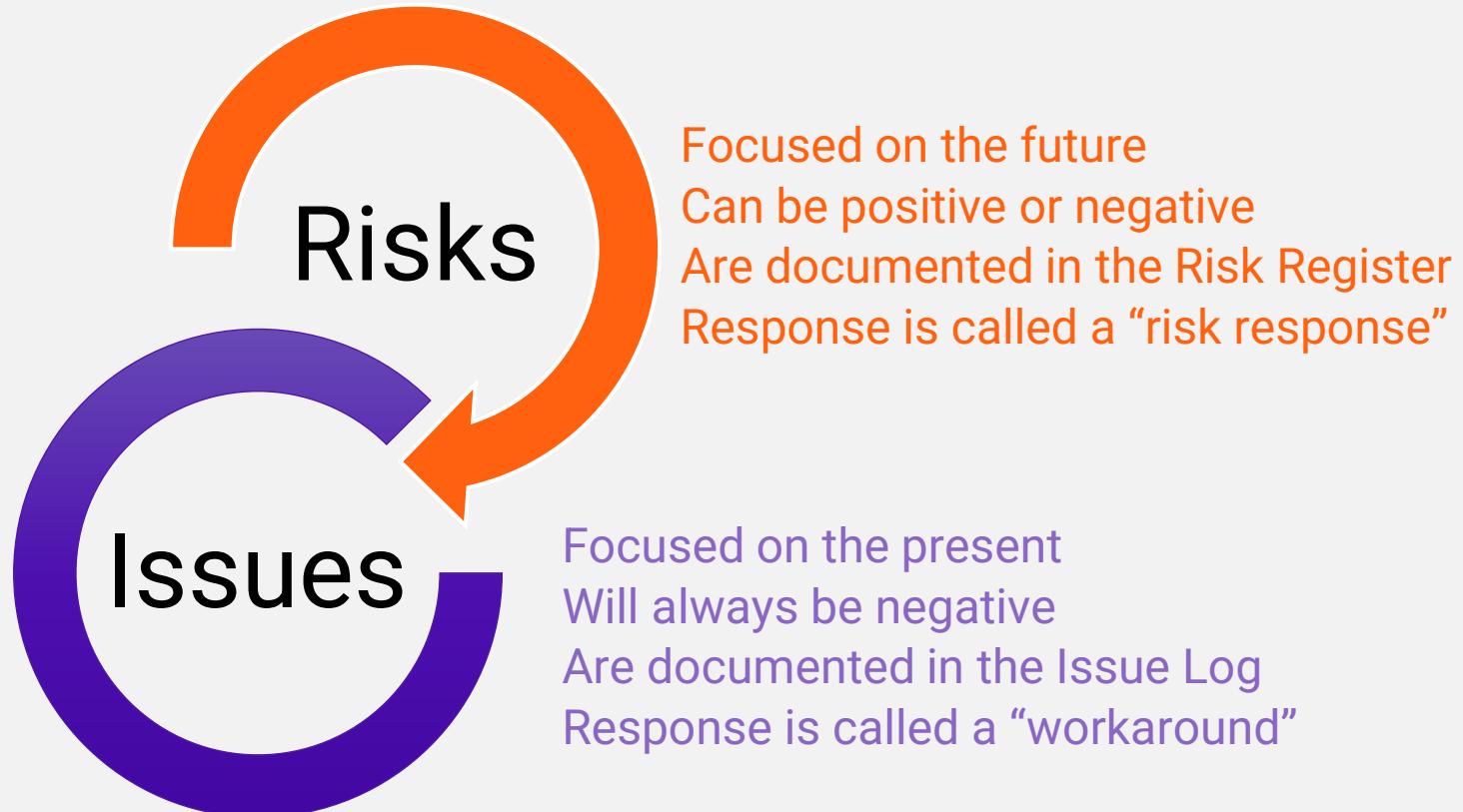


No specific tools

Issues



Risks and Issues



Issue Log

ID	Description	Opened	Due Date	Priority	Owner	Response	Status	Comments
25	Truck strike	10/15/20xx	11/01/20xx	High	R. Smith	TBD	Open	Tasks are on the critical path

Manage
Project
Issues,
LESSON 3,
TOPIC G



Use it to track problems, inconsistencies, or conflicts that occur during the life of the project and require investigation in order to work toward a resolution.

Issue Resolution

- ✓ As issues arise, promptly add them to the issue log.
- ✓ Assign an owner to each issue. The owner is responsible for tracking the progress of the workaround and reporting back.
- ✓ Give realistic due dates and make every reasonable attempt to meet it.
- ✓ Issues should be a regular topic of every status meeting.
- ✓ Limit the number of open issues to a manageable number.
- ✓ Don't hesitate to escalate an issue to the project sponsor if it begins to have a major effect on the project.



GUIDELINES

Resolving Issues

- Use your organization's Issue Log template; in the absence of one, create an Issue Log.
- Train project team members to promptly report potential issues.
- Enter the issue into the Issue Log and assign an owner and a due date.
- Monitor progress and discuss each open issue at every project status meeting.
- Develop a response (also known as a workaround) to the issue.
- Assess the impact of the response.
- Approve the response.
- Close the issue.

Manage
Project
Issues,
LESSON 3,
TOPIC G





Ensure Knowledge Transfer For Project Continuity

TOPIC H

Deliverables and Tools

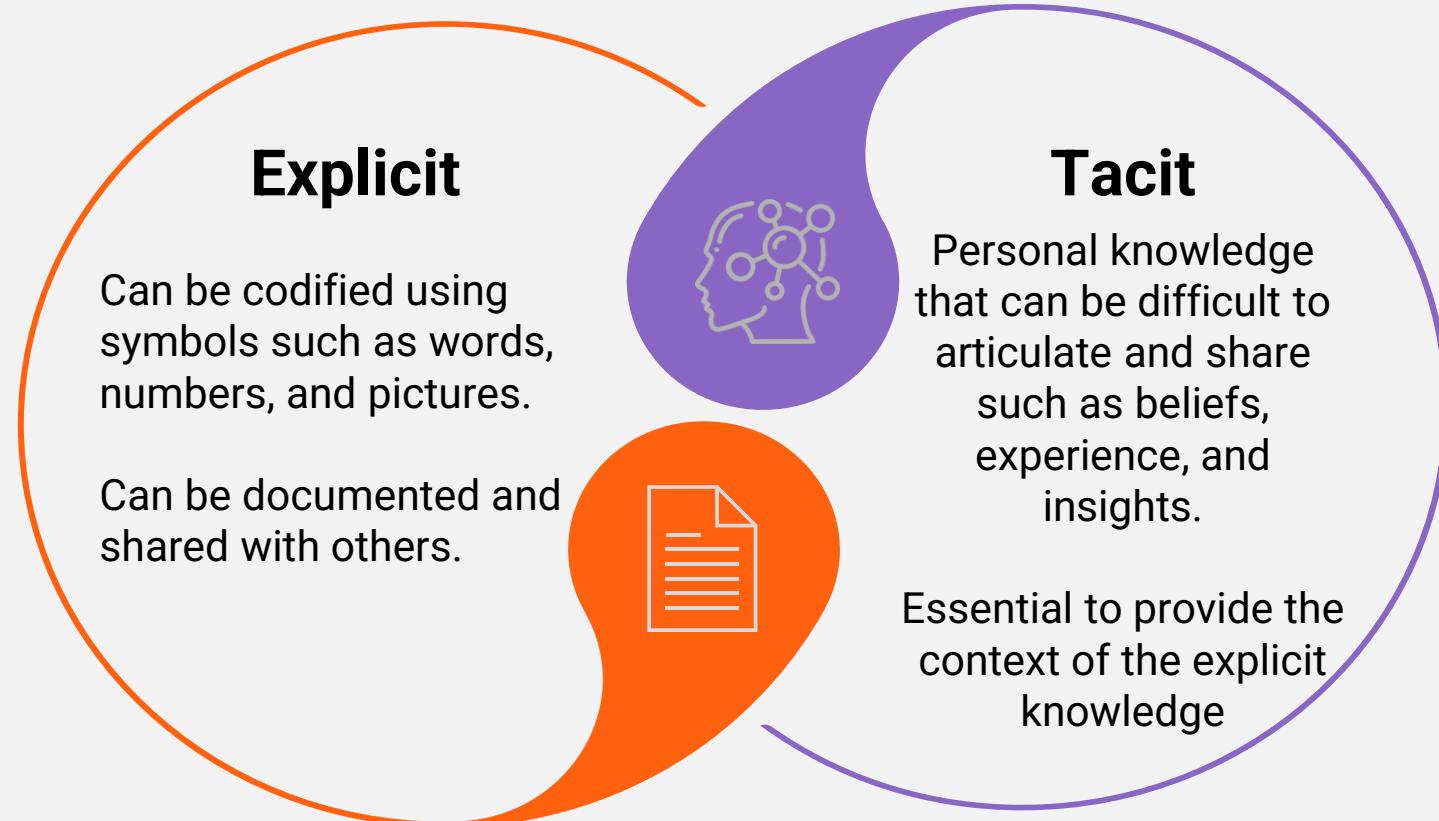


Lessons Learned Register



No specific tools

Knowledge Types



Knowledge Management

Level	Description
Individual	<p>Each team member needs to know how to perform their work in accordance with each assigned task's scope, schedule, and cost.</p> <p>Acquire required knowledge by:</p> <ul style="list-style-type: none">• Research• Collaboration with team members• Examination of the project's or organization's knowledge repository
Project	<ul style="list-style-type: none">• Focus on achieving the goals of the current project.• Solicits knowledge about other projects that can be applied to the current project.• Project Management Office (PMO) is an excellent source of knowledge, as it exists for the purpose of defining and maintaining standards for project management within an organization.
Organization	<ul style="list-style-type: none">• Focus on managing programs or portfolios.• The program manager or portfolio manager seeks information from peers who manage other programs or portfolios, to adapt this knowledge to their specific need.

Ensure
Knowledge
Transfer For
Project
Continuity,
LESSON 3,
TOPIC H

Lessons Learned

- ✓ Knowledge gained during a project can be useful to subsequent phases of a project and to other projects.
- ✓ Include both **positive** and **negative** experiences that occur throughout the project life cycle.
- ✓ Avoids “**reinventing the wheel**”
- ✓ Long-term learning tool.



Ensure Knowledge Transfer For Project Continuity, LESSON 3, TOPIC H

Considerations for Lessons Learned

Schedule at the **right time**

Include topics on:

- ✓ Conflict management
- ✓ Vendor relationships
- ✓ Customers
- ✓ Strategy
- ✓ Tactics



Ensure Knowledge Transfer For Project Continuity, LESSON 3, TOPIC H

Project Responsibilities Within the Team



Working Environment Expectations

- ✓ Knowledge is not constant, what we knew yesterday can change based on what we did today.
- ✓ Continuously evaluate the project environment for new risks and follow the risk management plan to proactively address them before they become issues that will affect the project objectives.
- ✓ Don't hoard knowledge; follow the communications management plan and inform stakeholders of changes affecting their work.
- ✓ Use appropriate tools to share knowledge with stakeholders:
 - Face-to-face during formal meetings
 - Face-to-face during informal meetings and discussions
 - Telephone
 - Email
 - Wikis
 - Intranet
 - Printed documents





Knowledge Transfer Approach

Connect individuals, in person or virtually, to share tacit knowledge and collaborate together.



Knowledge Transfer Techniques

- ✓ Networking
- ✓ Facilitating special interest groups
- ✓ Meetings, seminars, and various other types of in-person and virtual events that encourage people to interact and exchange ideas and knowledge.
- ✓ Training that involves interaction between attendees.
- ✓ Work shadowing and reverse shadowing provide a more individualized method to the exchange of specialized knowledge.

Ensure Knowledge Transfer For Project Continuity, LESSON 3, TOPIC H

GUIDELINES

Maintain Team and Knowledge Transfer

- Follow your PMO's guidelines on documenting new knowledge.
- Be alert to new sources of project knowledge and follow the communications management plan to convey that knowledge to stakeholders.
- Proactively seek new knowledge.
- Compile a lessons-learned register throughout the project's lifecycle and add it to a lessons-learned repository with registers from other projects.

Ensure
Knowledge
Transfer For
Project
Continuity,
LESSON 3,
TOPIC H



LESSON 4

KEEPING THE TEAM ON TRACK

- Lead a Team
- Support Team Performance
- Address and Remove Impediments, Obstacles, and Blockers
- Manage Conflict
- Collaborate with Stakeholders
- Mentor Relevant Stakeholders
- Apply Emotional Intelligence to Promote Team Performance





Lead a Team

TOPIC A

Deliverables and Tools



Vision / Mission document
Charter
Product box
Reward and Recognition Plan



Diversity awareness
Leadership styles
Influence matrix
Salience model
Power grids
Behavior modeling
Challenge status quo
Recognize contributions
Remove impediments
Communicate vision

Leadership

The project manager is the visionary leader for the project.

- ✓ Educate the team and other stakeholders about project value delivery
- ✓ Promote teamwork and collaboration
- ✓ Remove roadblocks

Promote the project's mission and value to inspire the team, keep them focused and feel part of the organization's mission.



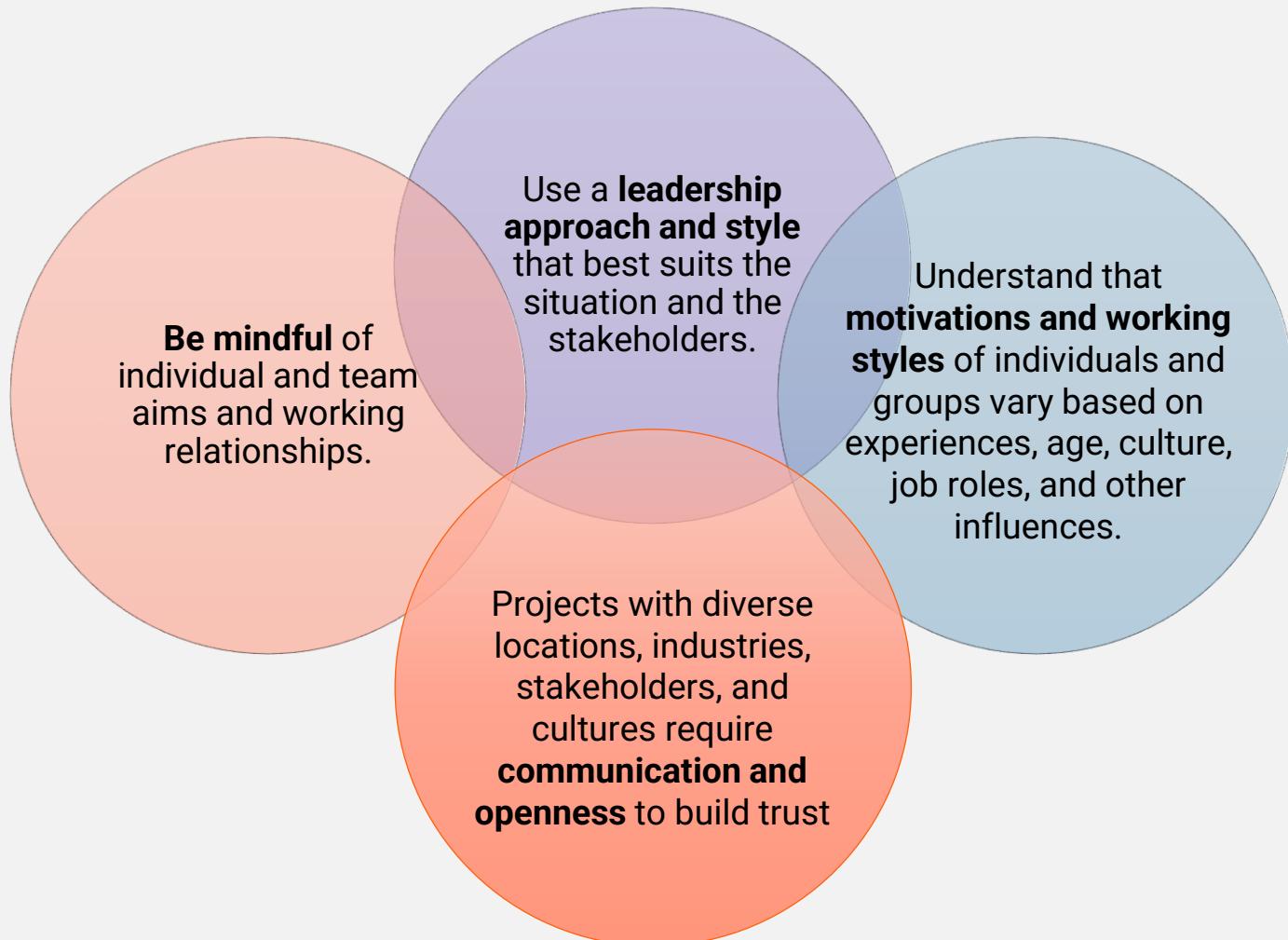


Leadership Skills

- ✓ Conflict management
- ✓ Cultural awareness
- ✓ Decision making
- ✓ Facilitation
- ✓ Meeting management
- ✓ Negotiation
- ✓ Networking
- ✓ Observation/conversation
- ✓ Servant Leadership
- ✓ Team building

Lead a Team, LESSON 4, TOPIC A

Diversity Awareness and Cultural Competencies



Leadership ≠ Management



Lead a Team, LESSON 4, TOPIC A

Lead and Manage

Let's reflect on two of the project manager's roles to understand the difference.

Management	Leadership
Direct using positional power	Guide, influence, and collaborate using relational power
Maintain	Develop
Administratate	Innovate
Focus on systems and structure	Focus on relationships with people
Rely on control	Inspire trust
Focus on near-term goals	Focus on long-range vision
Ask how and when	Ask what and why
Focus on bottom line	Focus on the horizon
Accept status quo	Challenge status quo
Do things right	Do the right things
Focus on operational issues and problem solving	Focus on vision, alignment, motivation, and inspiration



Leadership Traits



Strong personal ethics, integrity, and trustworthiness



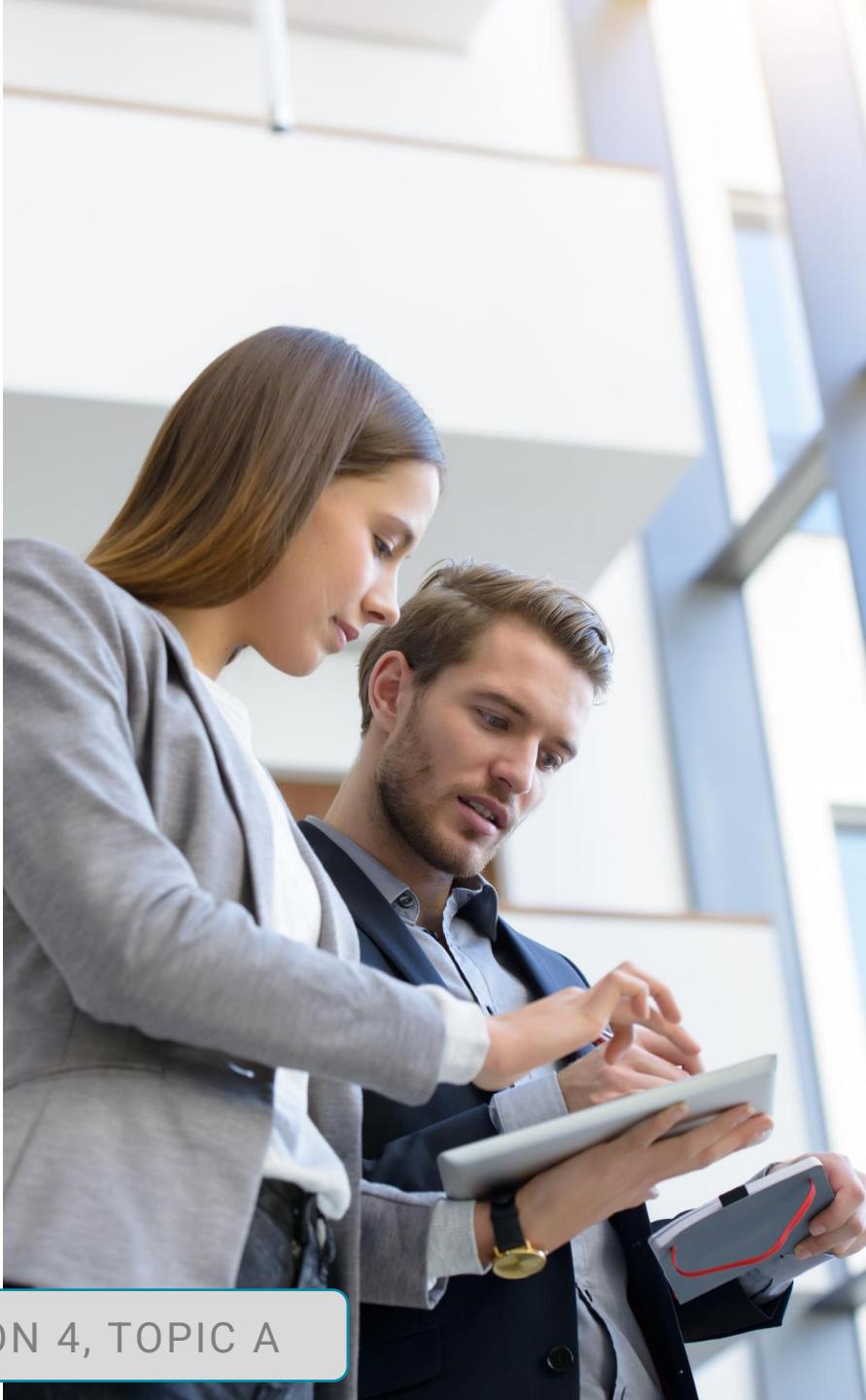
Interpersonal skills (communicator, collaborator, motivator)



Conceptual and analytical skills

Servant Leadership

- ✓ Facilitate rather than manage
- ✓ Provide coaching and training
- ✓ Remove work impediments
- ✓ Focus on accomplishments



Lead a Team, LESSON 4, TOPIC A



Challenge the Status Quo

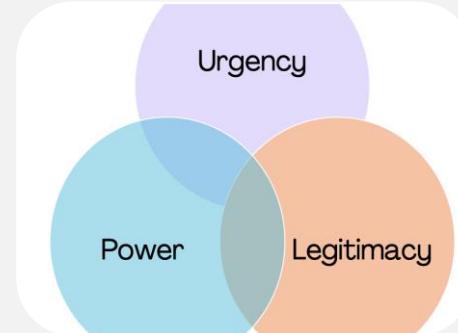
- ✓ Let past experiences and processes provide guidance to but not dictate your actions.
- ✓ Commit to a **growth mindset** to continuously improve and innovate, to find new ideas and perspectives.
- ✓ Discover the best approach through **challenge** and **introspection**.
- ✓ Avoid complacency and blind acceptance.

Lead a Team, LESSON 4, TOPIC A

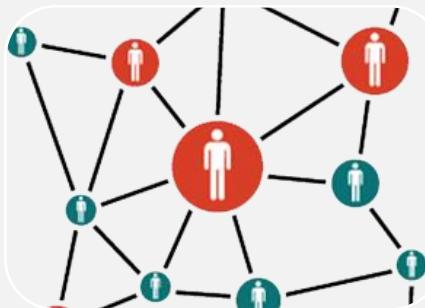
Spotlight on Successful Persuasion

360 View of Stakeholders

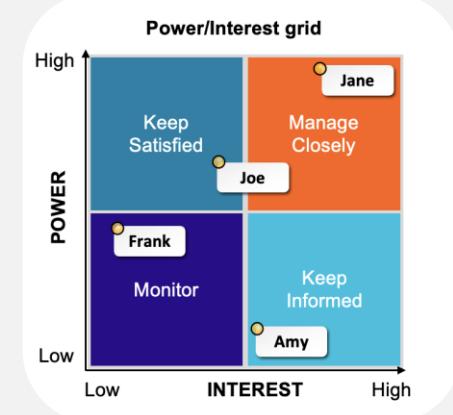
- ✓ Good leadership is based partially on your influence and the influence of the other project stakeholders.
- ✓ Use tools and techniques to ensure that you understand your stakeholders. Some examples:



Salience Model



Directions of Influence



Power/Impact/Interest Grid



Team Building

- ✓ Cohesion and **solidarity** help teams perform better.
- ✓ Good leadership facilitates the **bonding** between project team members.
- ✓ Team-building activities build **unity, trust, empathy, and focus** on the team over the individual.

Lead a Team, LESSON 4, TOPIC A

Team Building

Use rewards and recognition to keep teams motivated.

Rewards

- ✓ Tangible, consumable items
- ✓ A specific outcome or achievement achieved
- ✓ Definite start and finish, or fixed time
- ✓ Usually expected when goal is met



Motivate towards a specific outcome; never without recognition too.

Recognition

- ✓ Intangible, experiential event
- ✓ Acknowledge behavior rather than outcome
- ✓ Not restricted to a set time
- ✓ Usually not expected by recipient



To increase recipient's feeling of appreciation; can be given without a reward

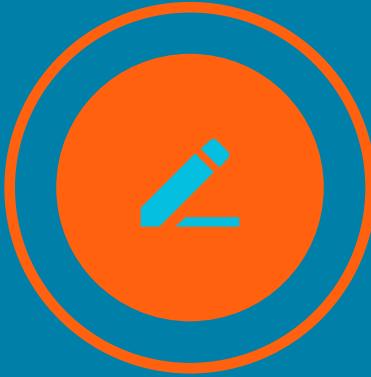
GUIDELINES

Lead a Team

- Use emotional intelligence and other leadership methods to motivate your team.
- Adapt your leadership style to work best with each stakeholder.
- Establish good communication among team members, internally and externally.
- Monitor performance of team members on an ongoing basis.
- Manage conflict.
- Establish an issues log to track and assign project issues.

Lead a
Team,
LESSON 4,
TOPIC A





Support Team Performance

TOPIC B

Deliverables and Tools



RACI matrix
Management by Objectives
Benchmarking
Performance reports



RACI matrix
Task boards
Performance tracking tools
Information Radiators
Burnup charts
Earned Value
Throughput metrics
Cycle time
Value stream map

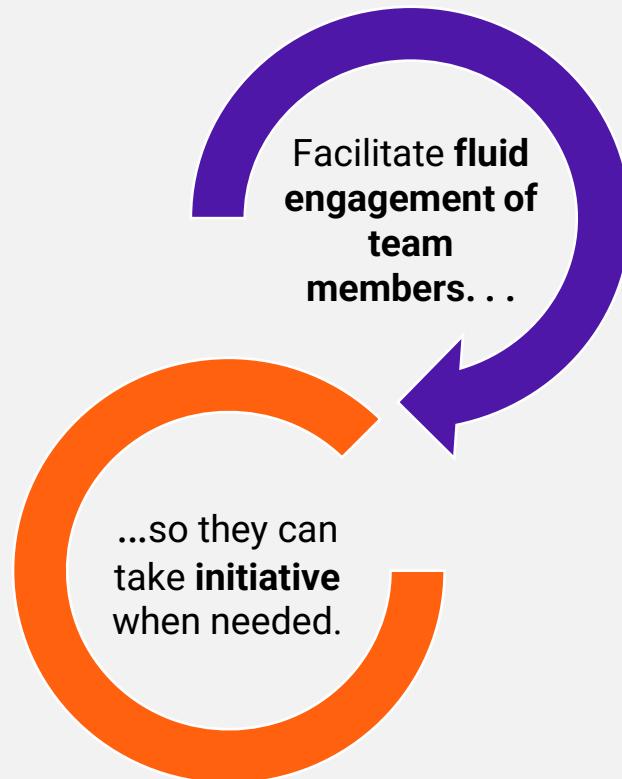
Strive to shape a team with a **healthy culture** of working **autonomy** and a shared **sense of responsibility** for their work.



Support Team Performance, LESSON 4, TOPIC B

Team Structure and Workspaces

- ✓ Team environments are physical and virtual.
- ✓ Factor in environment and location to team performance.
- ✓ Foster meaningful interaction—this is a core tenet of agile.
- ✓ Respect agreed team working hours and practices.



Use shared workspaces to foster informal and immediate collaboration.



Support Team Performance, LESSON 4, TOPIC B

Team members need to be able to contribute from everywhere and at any time.



Empowerment and Unity

- ✓ Empower them to make **timely decisions**.
- ✓ Encourage the team's **sense of ownership of the work**.
- ✓ Encourage the team to **foster collaborative work and decision making**.
- ✓ **Prioritize team unity.** Individual contributions are important, but team unity is critical.





Autonomy and Teamwork

Know when to interfere. In general, people work more productively when granted autonomy.

Include the team in:

- ✓ Clarifying and prioritizing requirements
- ✓ Splitting requirements into tasks
- ✓ Estimating effort

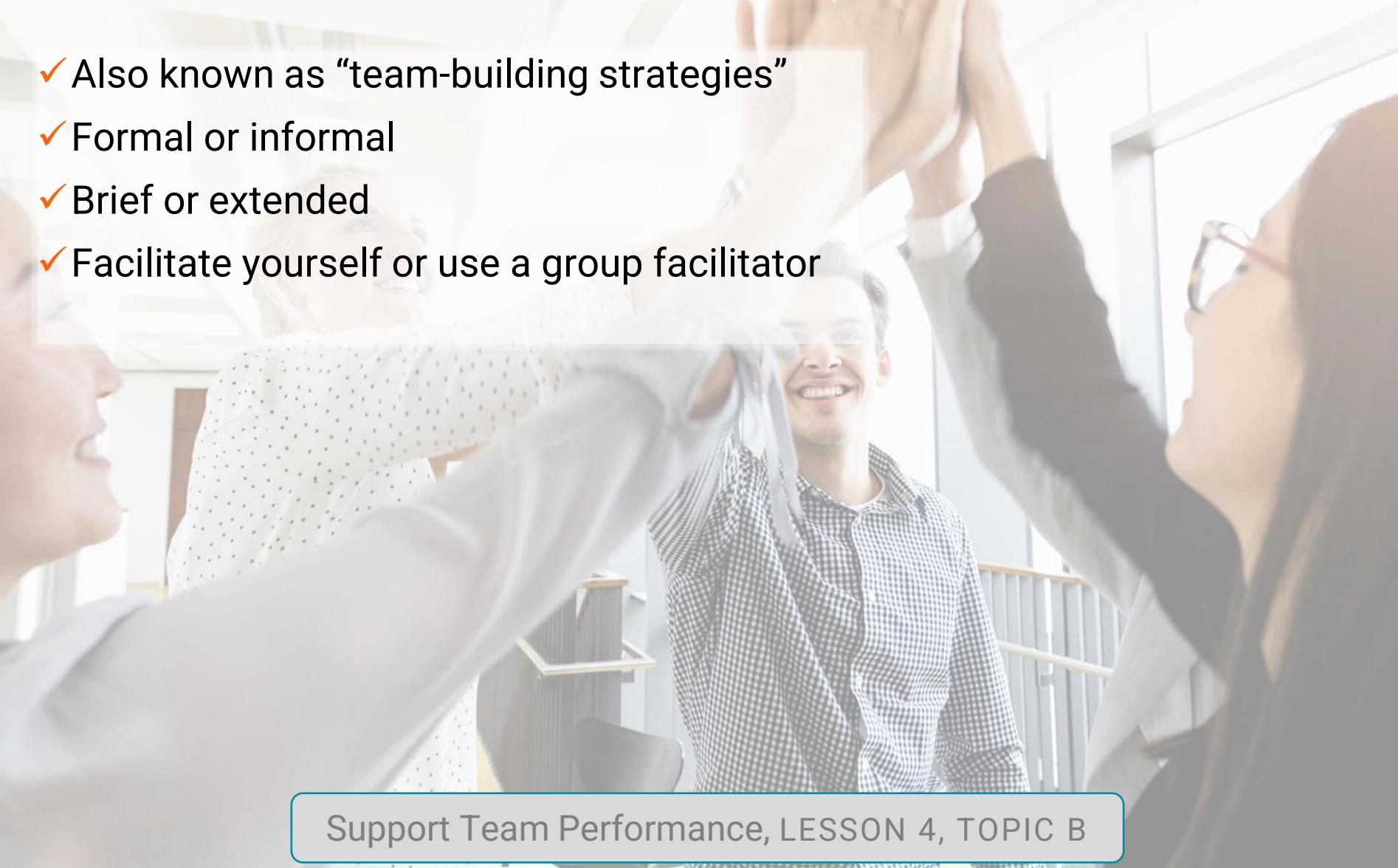


Keep the Tone Positive and Fluid

- ✓ Establish a culture of **fluid communication** and engagement in a workspace that promotes **positive interactions**.
- ✓ It makes leading and managing a team easier.

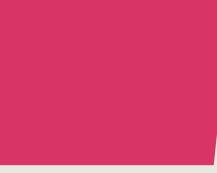
Team Building Activities

- ✓ Also known as “team-building strategies”
- ✓ Formal or informal
- ✓ Brief or extended
- ✓ Facilitate yourself or use a group facilitator





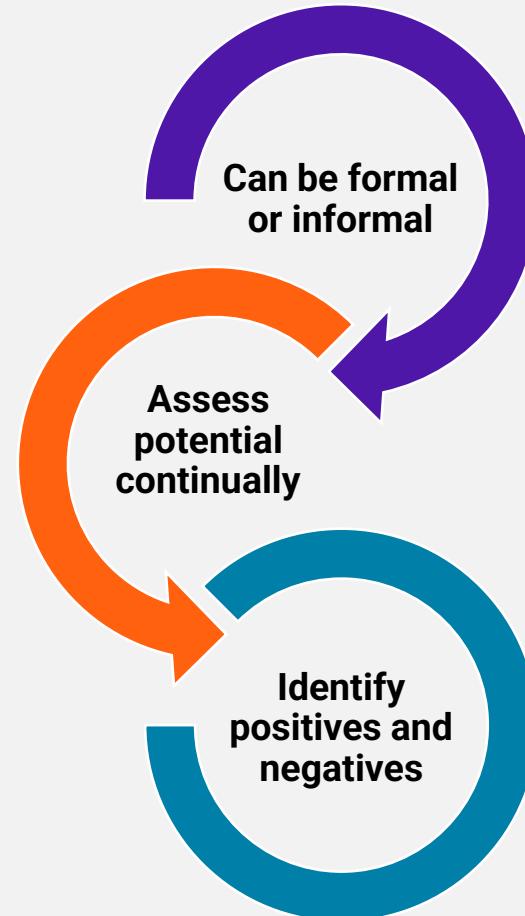
Use team-building activities to influence diverse individuals from many functional areas, each with their own goals, needs, and perspectives, to work as a cohesive team, for the good of the project.



Spotlight: Using Social Skills to Build Relationships

Team Performance Assessments

- ✓ Improve team member interaction
- ✓ Solve issues
- ✓ Deal with conflicts
- ✓ Improve team member skills and competencies
- ✓ Increase team cohesiveness



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 monitoring individual training plans
- ✓ Establish future goals

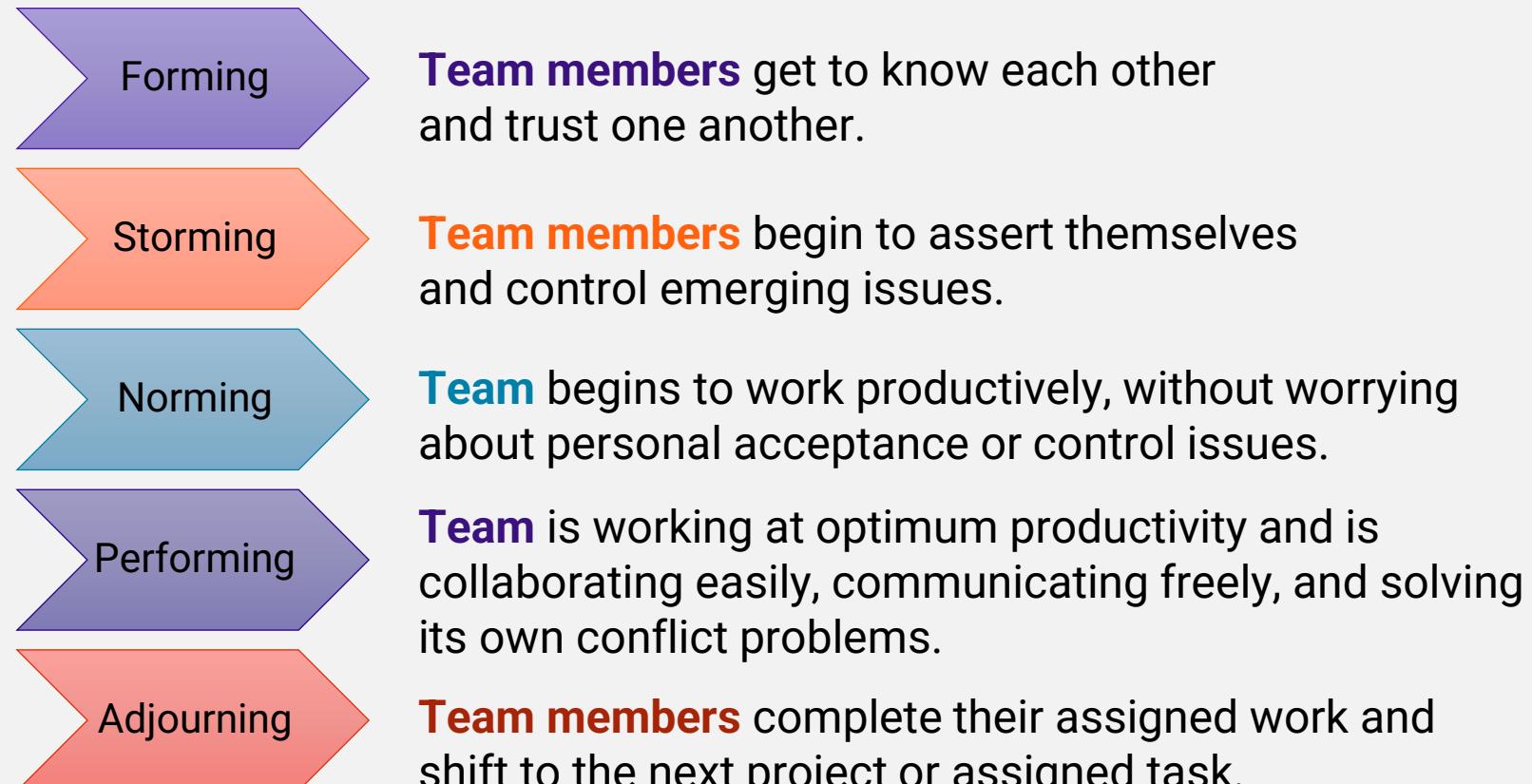




Team Development

- ✓ Is a process which can **progress and regress**
- ✓ Acknowledges **diversity** and promotes **inclusivity**
- ✓ Requires **trust, communication, and respect**
- ✓ Takes **effort!**

Team Development Stages (Tuckman ladder)



**More
about...**

Course: Leading the Team (2021 Update)

Video: Stages of Personal and Team Development (8:49 run time)

Watch: Start to 3:48 and 5:33 to end

Stages of Personal and Team Development



SHU-HA-RI

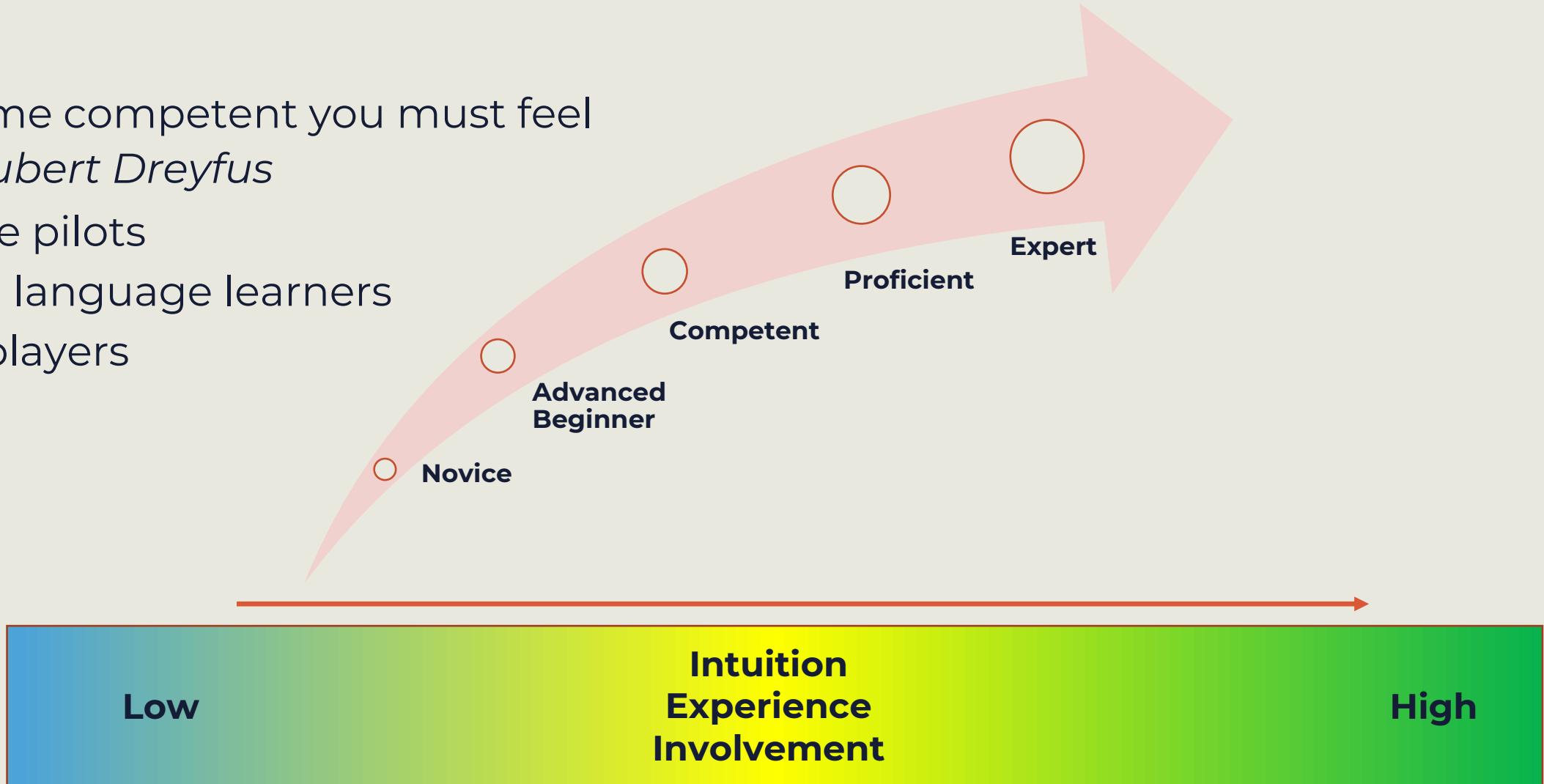
- Three stages of knowledge gaining
 - Shu, Ha, Ri = imitate, understand, self-directed innovation

Stage	Description	Agile adaptation
Shu	The learner strictly copies the teacher	"We are using these Agile tools, but I'm not sure why"
Ha	Student can try variations	"Maybe we can try it this way and see what happens"
Ri	Mastery is achieved	"We've found that this is the best approach, given our experience"

DREYFUS MODEL

“To become competent you must feel bad.” – Hubert Dreyfus

- Airplane pilots
- Second language learners
- Chess players



STAGES OF TEAM DEVELOPMENT: TUCKMAN LADDER

1 Forming

2 Storming

3 Norming

4 Performing

5 Adjourning



Productivity – none to low
Management style - directive

The management style should be situational, depending on the team's stage of development

STAGES OF TEAM DEVELOPMENT: TUCKMAN LADDER

1 Forming

2 Storming

3 Norming

4 Performing

5 Adjourning



Productivity – low
Management style - coaching

STAGES OF TEAM DEVELOPMENT: TUCKMAN LADDER

1 Forming

2 Storming

3 Norming

4 Performing

5 Adjourning



Productivity – medium
Management style – supporting

The management style should be situational, depending on the team's stage of development

STAGES OF TEAM DEVELOPMENT: TUCKMAN LADDER

- 1 Forming
- 2 Storming
- 3 Norming
- 4 Performing
- 5 Adjourning



Productivity – high
Management style - facilitating

STAGES OF TEAM DEVELOPMENT: TUCKMAN LADDER

1 Forming

2 Storming

3 Norming

4 Performing

5 Adjourning



Manage with Objectives

- ✓ Use clear objectives for a more productive and driven team.
- ✓ Set objectives collaboratively with the team.
- ✓ Create challenging, yet attainable objectives.
- ✓ Conduct objective setting:
 - At the start of a project or phase
 - Throughout the project life cycle, as in an iteration planning session



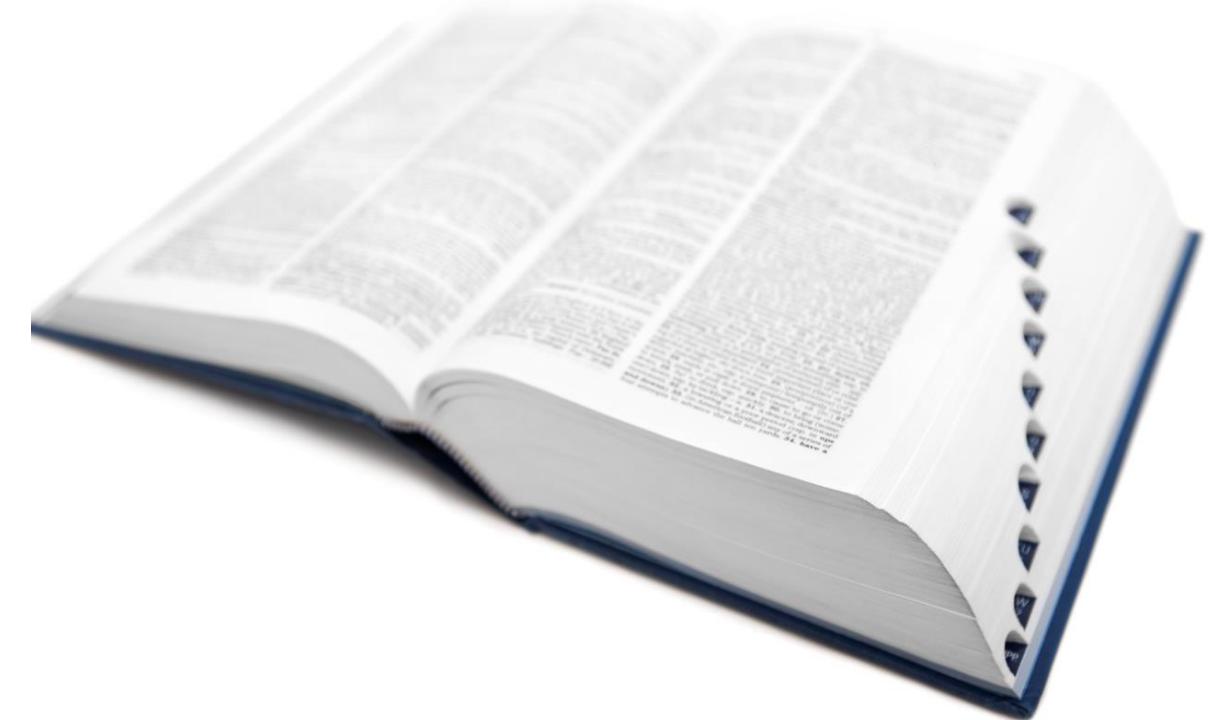
Feedback

- ✓ Is crucial for any team, using any methodology, in any environment.
- ✓ Discover the most appropriate and timely means of feedback.
 - Public/private
 - Individual/group
- ✓ Give and receive constructive feedback freely.



VOCABULARY

FROM TODAY'S SESSION



Communications Management Plan



DEFINITION

A component of the project, program, or portfolio management plan that describes how, when, and by whom information about the project will be administered and disseminated.

Communication Models



DEFINITION

A description, analogy, or schematic used to represent how the communication process will be performed for the project.

Communication Methods



DEFINITION

A systematic procedure, technique, or process used to transfer information among project stakeholders.

Stakeholder Engagement Assessment Matrix



DEFINITION

A matrix that compares current and desired stakeholder engagement levels.

Configuration Management



DEFINITION

A tool used to manage changes to a product or service being produced as well as changes to any project documents.

Configuration Management System



DEFINITION

A collection of procedures used to track project artifacts and monitor and control changes to these artifacts.

Version Control



DEFINITION

A system that records changes to a file in a way that allows you to retrieve previous changes made to it.

Change Control Systems



DEFINITION

A set of procedures that describes how modifications to the project deliverables and documentation are managed and controlled.

Change Control Board (CCB)



DEFINITION

A formally chartered group responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project, and for recording and communicating such decisions.

Approved Change Requests



DEFINITION

Requests that have been received and approved in accordance with the integrated change control plan and are ready to be scheduled for implementation.

Issues



DEFINITION

A current condition or situation that may have an impact on the project objectives - an action item that the project team must address.

Issue Log



DEFINITION

A document where information about issues is recorded and monitored.

Lessons Learned



DEFINITION

The knowledge gained during a project which shows how project events were addressed or should be addressed in the future for the purpose of improving future performance.

Lessons-Learned Register



DEFINITION

A project document used to record knowledge gained during a project so that it can be used in the current project and entered into the lessons-learned repository.

Lessons-Learned Repository



DEFINITION

A store of historical information about lessons learned in projects.

Servant Leadership



DEFINITION

The practice of leading through service to the team, by focusing on understanding and addressing the needs and development of team members in order to enable the highest possible team performance.

DAILY BOOTCAMP SURVEY

Please share your thoughts.

At the end of each Bootcamp session please let us know how we are doing. Your feedback helps us to offer the best possible Bootcamp experience.

Thank you for attending Session 5!