



# **PMP® EXAM PREP**

## PMI Authorized Training Partner

# **BOOTCAMP**

## **Session 1**

**Class will begin at 10 am EST**

**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.**

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Orlando Sequera, MSPM, PMP®

## **PMP® Exam Prep**

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

# Scheduled Breaks



<b>Part 1</b>	<b>periodic breaks</b>
<b>1 –hour break</b>	<b>1:30pm – 2:30pm Eastern Time</b>
<b>Part 2</b>	<b>periodic breaks</b>

# PMP® Learner Kit

- Please note that each PMP student must have their own Learner Kit.
- The Learner Kit vouchers must be purchased through Skillsoft and redeemed through PMI. Please contact your corporate training staff for more information.



► **Questions? Watch the 5-minute Information Video**  
(available in Percipio and SharePoint)

# IS THE LEARNER KIT REQUIRED?

The Learner Kit is required only for those who register for the PMP® Certification Exam

**You do not need the learner kit to:**

- take a course for Professional Development Units (PDUs)
- take a course to learn about project management
- complete your PMP application

**You do need the learner kit to:**

- follow the PMI and Skillsoft recommended steps
- demonstrate that you are working with an Authorized Training Partner (ATP)



# PMP Student Dashboard (Logical Operations)

PMI Authorized PMP Exam Prep



Student Manual



Post-Class  
Survey



PMI Choice  
Overview



Certification  
FAQ



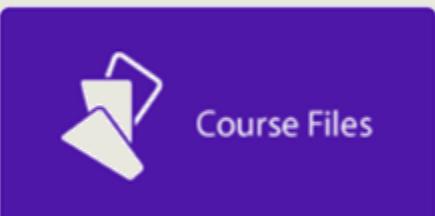
PMI Events



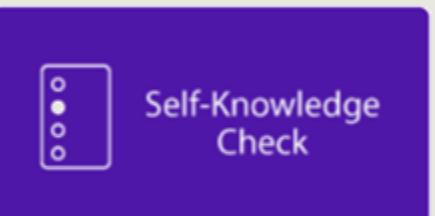
Project Manager  
Checklists



Spotlight  
Videos



Course Files



Self-Knowledge  
Check



Home



Locker



Log Out



Once you register your key, you will have access to your student dashboard.

# Best Practices for attendance!



You are here!

PMI requires your **live attendance** in class.

## DOs

- When entering the classroom, use your correct first and last name

## DON'Ts

- Log in with a group of participants

# IS PERFECT ATTENDANCE REQUIRED?

- Your live attendance **IS** required in order to receive a certificate of completion for the course.
- If you miss more than 15 mins in any given session, you will need to make it up by attending the live session in a different cohort or watching on replay\*.

\* Replays are available on a case-by-case basis, and must be requested from the Skillsoft Mentoring team at [skillsoft\\_mentoring@skillsoft.com](mailto:skillsoft_mentoring@skillsoft.com). There is a limit to how much content can be watched on replay.



# IN CASE OF ABSENCE

There is a **maximum of one missed session** to be eligible to receive your certificate of completion. "**Missed**" means **any block of time that is more than 15 minutes**.

A missed session must be made up by requesting the replay link from the Skillsoft Mentoring team at [skillsoft\\_mentoring@skillsoft.com](mailto:skillsoft_mentoring@skillsoft.com).

If you miss more than the amount stated above, you will need to make it up by attending the live session in a different 5-day cohort. Please see the Bootcamp calendar at <http://calendar.skillsoft.com/> for information about upcoming sessions.

# REPLAY LIMIT

# ATTENDANCE TRACKER

Session 1

<b>Zoom Display Name</b> <b>(This should be your first and last name. Use the same name every time you log in. But if you used different ones add as necessary)</b>	<b>Date of Attendance</b>	<b>Log in Time (Eastern Time)</b>	<b>Log out Time (Eastern Time)</b>

It is helpful to keep a record of every session. Don't rely on your memory!

# **Commonly Asked Question**

**Can you confirm my attendance for a certain date, time, or session?**

Attendance is not verified on a per-session basis. If you are in class and logged in with your full name, the reporting from Zoom will be accurate.

Please track your attendance using the Attendance Tracker provided for your records. Your attendance will be verified at the end of the cohort, during the Certificate Request Process.

# Certificates of Completion

Will be discussed during Session 5. You may also refer to the course syllabus or the information video "PMP® Attendance and Certificates of Completion".



# REFERENCE LIST

*This list represents over 5,000 pages of reading! We will distill this information to include only what the learner needs to know. That is the value of working with an Authorized Training Partner.*

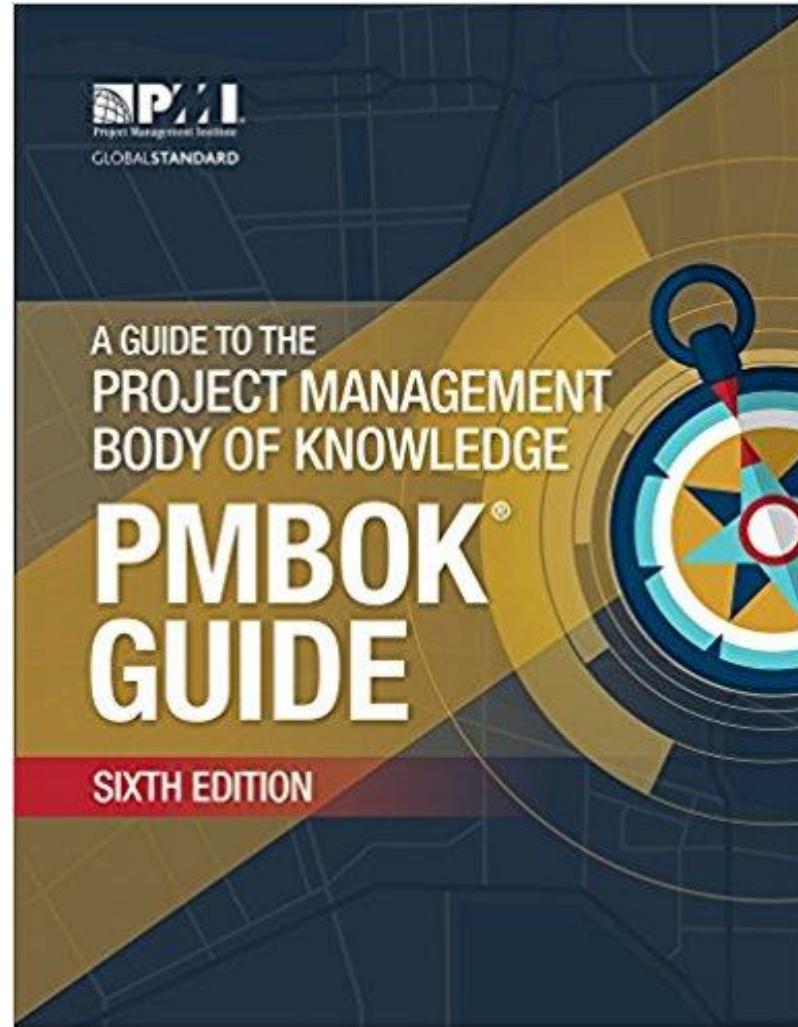
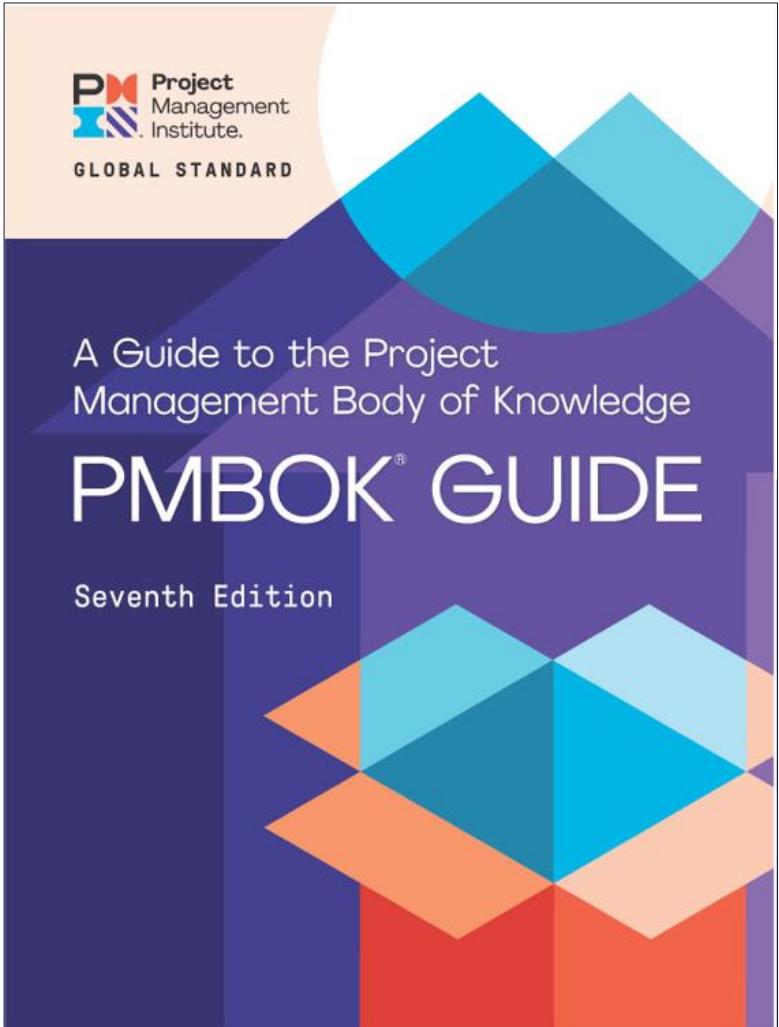
The Project Management Institute states that, “it should also be noted that the references identified herewith are but one element of a broader set of educational resources and texts that might possibly be utilized for exam and study preparation”.

Book	Author
<b>Agile Practice Guide</b>	Project Management Institute
<b>A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*</b>	Project Management Institute
<b>Project Management: A Systems Approach to Planning, Scheduling, and Controlling</b>	Harold Kerzner
<b>Effective Project Management: Traditional, Agile, Extreme, Hybrid</b>	Robert K. Wysocki
<b>Fundamentals of Technology Project Management, 2<sup>nd</sup> Edition</b>	Colleen Garton, with Erika McCulloch
<b>Project Managers Portable Handbook, 3<sup>rd</sup> Edition</b>	David Cleland and Lewis Ireland
<b>Information Technology Project Management, 7<sup>th</sup> Edition</b>	Kathy Schwalbe
<b>Essential Scrum: A Practical Guide to the Most Popular Agile Process</b>	Kenneth S. Rubin
<b>Project Management: The Managerial Process</b>	Erik Larson
<b>The Project Management Tool Kit: 100 Tips and Techniques for Getting the Job Done Right</b>	Tom Kendrick

\*The exam is based on the PMP certification exam content outline, not the PMBOK Guide or other reference books.

# PMBOK GUIDE...NOT THE PMP® STUDY GUIDE

Exam questions can be sourced from *either* edition, or any of the references



Available for purchase until March 31<sup>st</sup>, then moving to  
the PMI Standards+ digital platform

# PMI STANDARDS+™

- The PMBOK Guide integrates with PMIstandards+™
- Included with PMI membership
- Access to PMI Standards and Guides
- Content that helps the user apply the PMBOK® Guide on the job.
  - “How To” articles
  - Case studies and videos
  - Downloadable templates
- PMIstandards+™ is a digital offering



# **BEST LEARNING OUTCOMES**

Bootcamp,  
Percipio, &  
Exam Simulator

**Successful candidates spend 80-100 hours  
preparing for the exam**

**Bootcamp  
35 hours**

any order

**Percipio  
“PMI 2021 Update”  
35 courses**

**TestPrep  
Learn Mode or Exam Mode**

# Today's Session Topics (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			

## LESSON 1

# CREATING A HIGH-PERFORMING TEAM

- Build a Team
- Define Team Ground Rules
- Negotiate Project Agreements
- Empower Team Members and Stakeholders
- Train Team Members and Stakeholders
- Engage and Support Virtual Teams
- Build a Shared Understanding about a Project





# Build a Team

TOPIC A

# Deliverables and Tools



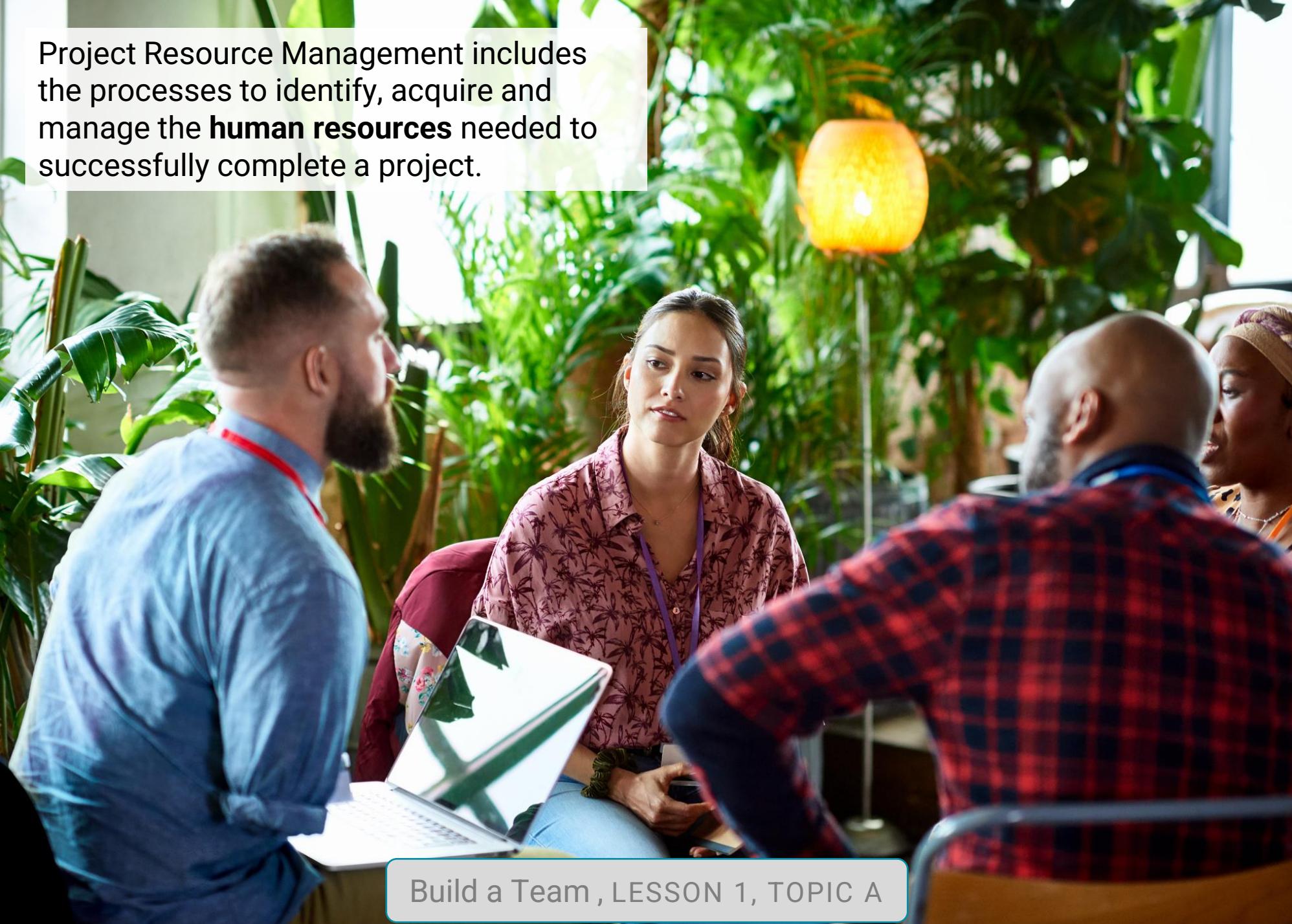
Skills list  
Technology  
Resource Management Plan  
Rates  
Resource assignment



RACI matrix  
Pre-assignment tools  
Virtual teams

Build a Team  
LESSON 1  
TOPIC A

Project Resource Management includes the processes to identify, acquire and manage the **human resources** needed to successfully complete a project.



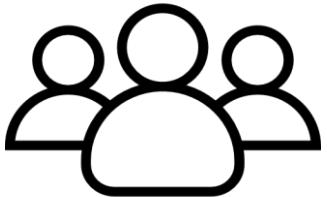
# Project Teams

To assemble your high-performing project team:

- ✓ Estimate, acquire, and manage teams of people as well as human resources required outside of the team - special skills.
- ✓ Create an effective team environment with excellent communication and talent development capabilities.
- ✓ Track team performance, create and execute improvements based on feedback, resolve issues, and manage team personnel changes.



# Project Team Member Requirements

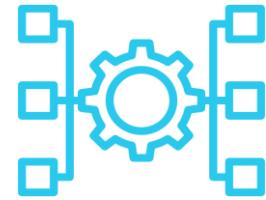


Ensure relevant skill sets to perform work and produce the desired results.

Avoid single-points-of-failure  
e.g. a single resource has a required skill.



Leverage core competencies and skills of general specialists to support other areas of the project.



Adequate physical resources  
e.g. equipment

Other requirements  
e.g. access rights

Build a Team  
LESSON 1  
TOPIC A

# Project Stakeholders



23

Build a Team  
LESSON 1  
TOPIC A

# Stakeholder Identification



## Identify the People

- ✓ Usually done during project charter development; continues as needed.
- ✓ Analyze and document stakeholder interest, involvement, interdependencies, influence, and potential impact on project success.
- ✓ Look for additional stakeholders in change logs, issue logs, or requirement documents as work progresses.



## Create the Register

- ✓ The stakeholder register may be affected by organizational environment factors.
- ✓ Project plans should describe stakeholders and the planned engagement model.
- ✓ Refer to stakeholder registers from previous projects.

Build a Team  
LESSON 1  
TOPIC A



## Stakeholder Identification - Tools & Techniques

- ✓ Expert judgment
- ✓ Data gathering
  - Questionnaires and surveys
  - Brainstorming
- ✓ Data analysis
  - Stakeholder analysis
  - Document analysis
- ✓ Stakeholder mapping
  - Two-dimensional grids
    - Power/interest
    - Power/influence
    - Impact/influence
  - Stakeholder cube
  - Directions of influence
- ✓ Meetings

Build a Team  
LESSON 1  
TOPIC A

# Stakeholder Register

STAKEHOLDER REGISTER

Name	Organization	Project Role	Major Requirements	Expectations	Influence	Areas of Interest	Internal/External	Supporter?
Linda Michaels	CEO	Sponsor	Budget, schedule, quality	Community involvement	Major	Community	Internal	Yes
Ron Gordon		Mortgage lenders		Growth	Major	Development	External	Yes
	Community		Neighborhood improvements		Minor	House	External	Yes
Andrews family		Homeowners		Engage family and friends				Yes
	Lumber warehouse	Vendor			Major	Locally sourced supplies		
		Project Manager		Project goes as planned	Major	All	Internal	Yes

Build a Team  
LESSON 1  
TOPIC A

**More  
about...**

**Course: Building and Training the Project Team (2021 Update)**

**Video: Stakeholder Identification and Collaboration(4:25 run time)**

**Stakeholder Identification and Collaboration**

# RACI Chart - Example

	Project Manager	Engineering Manager	Quality Assurance Manager	Purchasing Manager	Manufacturing Manager
Create blueprints	A	R	C		C
Manufacture circuit board	I	A	C		R
Test circuit board	I	R	A		C
Order components	C	C	I	R	A
Assemble	I	C	C		R

R = Responsible    A = Accountable    C = Consulted    I = Informed

**More  
about...**

**Course: Managing the Project Resources (2021 Update)**

**Video: RACI Chart Components (3:11 run time)**

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## **RACI Chart Components**

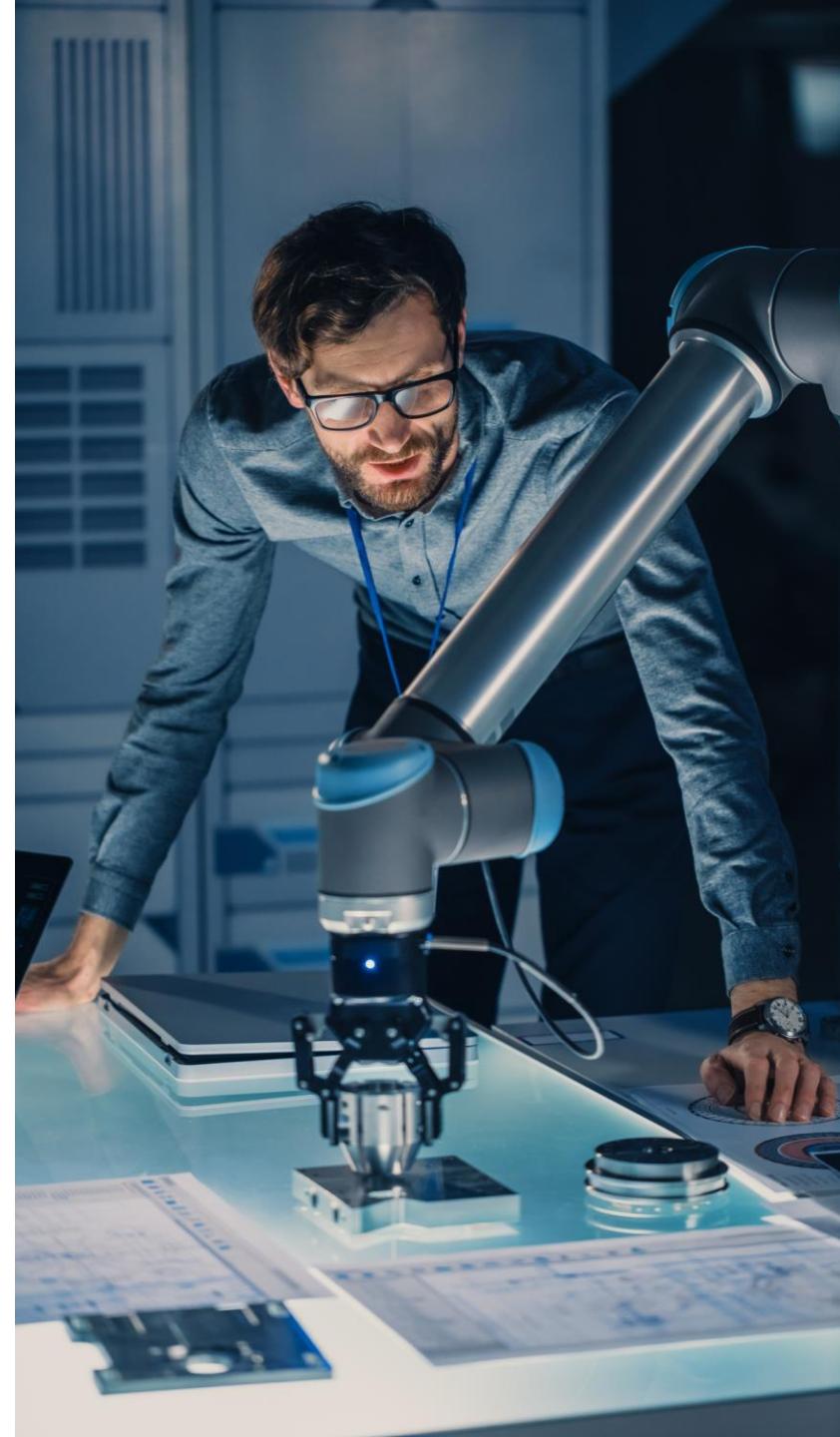
# Team Skills Appraisal

Appraisals enable the team to **holistically identify its strengths and weaknesses, assess opportunities for improvement, build trust, and establish effective communication.**

Appraisals might identify:

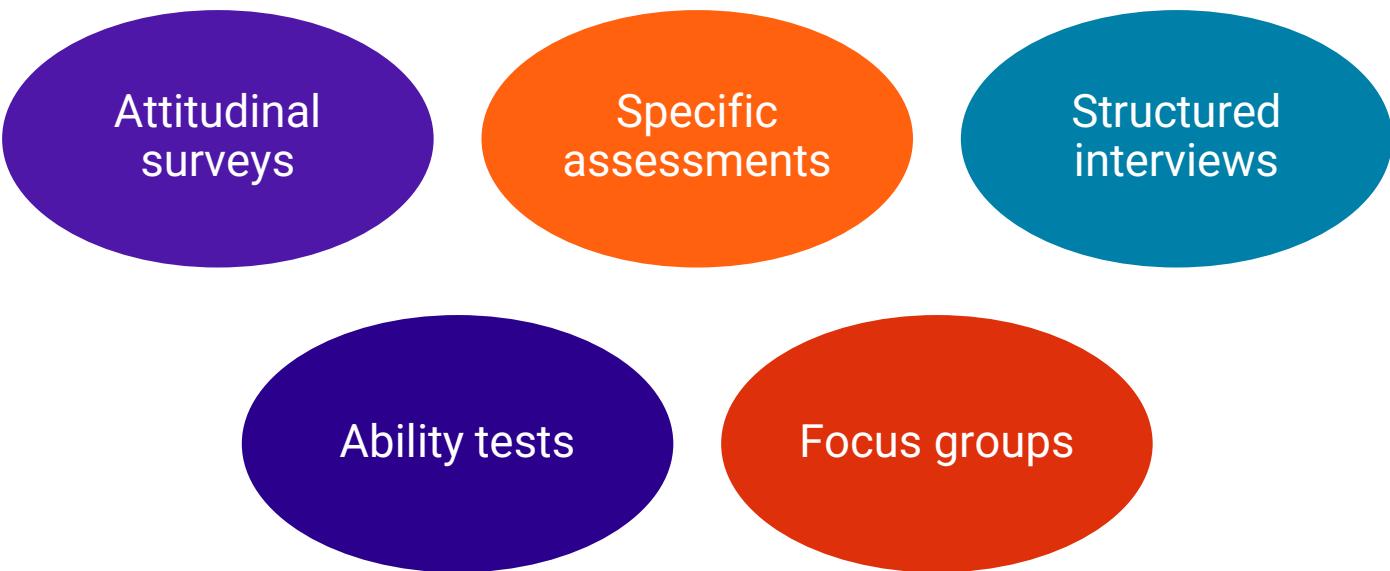
- ✓ Team preferences
- ✓ Aspirations
- ✓ Information processing and organization
- ✓ Decision making processes
- ✓ Interactions with other team members

Build a Team  
LESSON 1  
TOPIC A



# Pre-Assignment Tools

Assess candidates before assigning and confirming team roles.



Build a Team  
LESSON 1  
TOPIC A

# Diversity, Equity and Inclusion

Project teams are global and diverse in **culture, gender, physical ability, language**, etc.

Create an environment that **optimizes the team's diversity** and builds **climate of mutual trust**.

Team development objectives should:

- ✓ **Improve trust** to raise team morale, reduce conflict, and support teamwork.
- ✓ Create a **collaborative culture** to improve individual and team performance and facilitate cross-training and mentoring.
- ✓ **Empower the team** to participate in decision making and own the solutions they create.

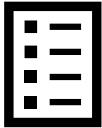


# Resource Management Plan



## Roles and Responsibilities

- ✓ Role – A person's function in a project
- ✓ Authority - Rights to use resources, make decisions, accept deliverables.
- ✓ Responsibility - Assigned duties
- ✓ Competence - Skills and capacities required



## What's in the Plan

- ✓ Project Organization Chart – visualization of team and reporting relationships
- ✓ Project team resource management - Team resource guidance – How to define, staff, manage, and release.
- ✓ Training strategies and requirements
- ✓ Team development methods
- ✓ Resource controls – To manage physical resources
- ✓ Recognition Plan - To reward/recognize team members

# Virtual Teams

- ✓ Team members share goals but spend little or no time meeting face-to-face.
- ✓ Addressing their needs takes some different skills.



# Virtual Team Considerations



Build a Team  
LESSON 1  
TOPIC A

# Assign Project Responsibilities

**Tailor** according to team, needs, project.

Consider **technical and “soft” factors**:

- Experience, knowledge, skills
- Attitude, global/regional representation

**Agile** - Self-organizing teams assess work requirements and determine who will do the work.

**Traditional** – You assign work to team members with a work breakdown structure (WBS).



# Rates

The project manager is responsible for considering resource cost factors.

Meet resource requirements cost-effectively and based on:

- ✓ Project needs
- ✓ Suitability of the Resource
  - Availability
  - Experience
  - Knowledge
  - Skills
  - Attitude
  - Regional or linguistic representation





# Resource Assignment

Create a project management plan that includes:

- ✓ Team members assigned to the project
- ✓ Their roles and responsibilities
- ✓ Project team directory
- ✓ Project organization charts
- ✓ Project schedules

# Nurturing Team Performance

Ensure the team has the **knowledge, skills, attributes, and experience** required to produce positive project outcomes.

Gain a better understanding of customer needs and team capabilities to **identify gaps in the team's skill set**.

**Check for these gaps frequently** and seek to close them. Try:

- ✓ New or better resources
- ✓ Training to enable the team to develop missing skills
- ✓ Additional customer engagement to gather data



# Knowledge Transfer In and Between Teams



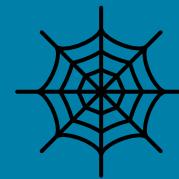
Facilitate collaboration and promote visibility of work.

Manage knowledge sharing among team members, especially on virtual teams.



Check the team charter for knowledge sharing methods, including:

- ✓ Frequency of updates
- ✓ Version control
- ✓ Supporting tools and agreed approach to their use



Use information radiators to provide seamless visibility into project status across the stakeholder community.

Build a Team  
LESSON 1  
TOPIC A



# Define Team Ground Rules

TOPIC B

# Deliverables and Tools



Team charter  
Team norms



Negotiation skills  
Conflict management  
Brainstorming  
Ethics

Define Team  
Ground Rules  
LESSON 1  
TOPIC B

# Team Norms

**Establish expected team behaviors at the beginning of the project.**

**Enable teams to handle challenges as the project progresses.**

Include guidelines and techniques for:

- ✓ Meetings
- ✓ Communications
- ✓ Conflict management
- ✓ Shared values
- ✓ Decision-making

Align with PMI's Code of Ethics and Professional Conduct



Define Team Ground Rules, LESSON 1, TOPIC B

# PMI Code of Ethics and Professional Conduct

Define Team  
Ground Rules  
LESSON 1  
TOPIC B



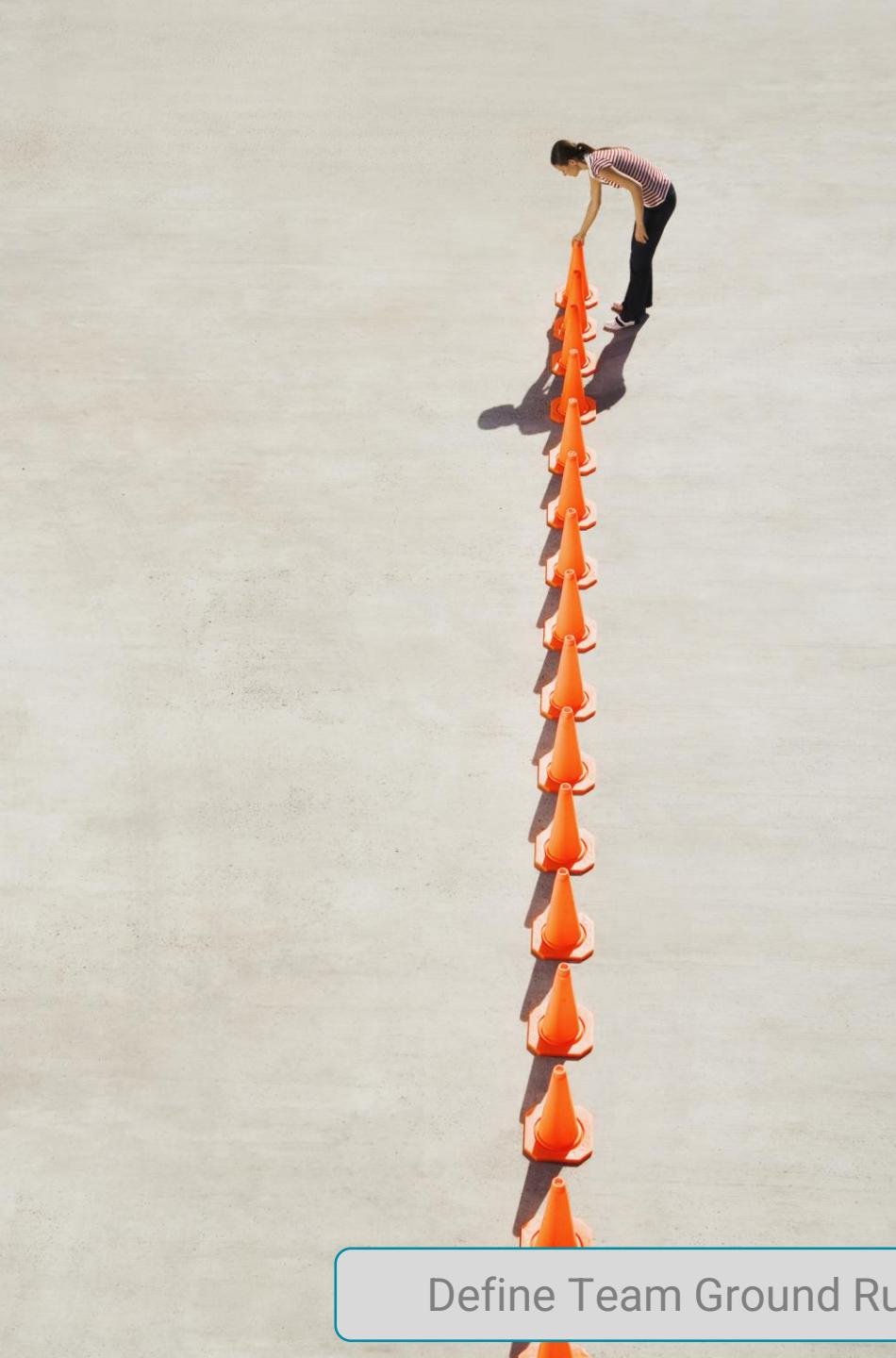
# Team Charter

Includes:

- ✓ Shared values
- ✓ Guidelines for communications and use of tools
- ✓ Decision-making guidelines
- ✓ Conflict resolution measures
- ✓ Meeting time, frequency, and channel
- ✓ Other team agreements e.g. shared hours, improvement activities



Define Team Ground Rules, LESSON 1, TOPIC B



# Ground Rules

Includes what's acceptable and unacceptable for team behavior

Benefits:

- ✓ Sets performance and communication expectations
- ✓ Decreases risk of confusion
- ✓ Improves team performance

Define Team Ground Rules, LESSON 1, TOPIC B

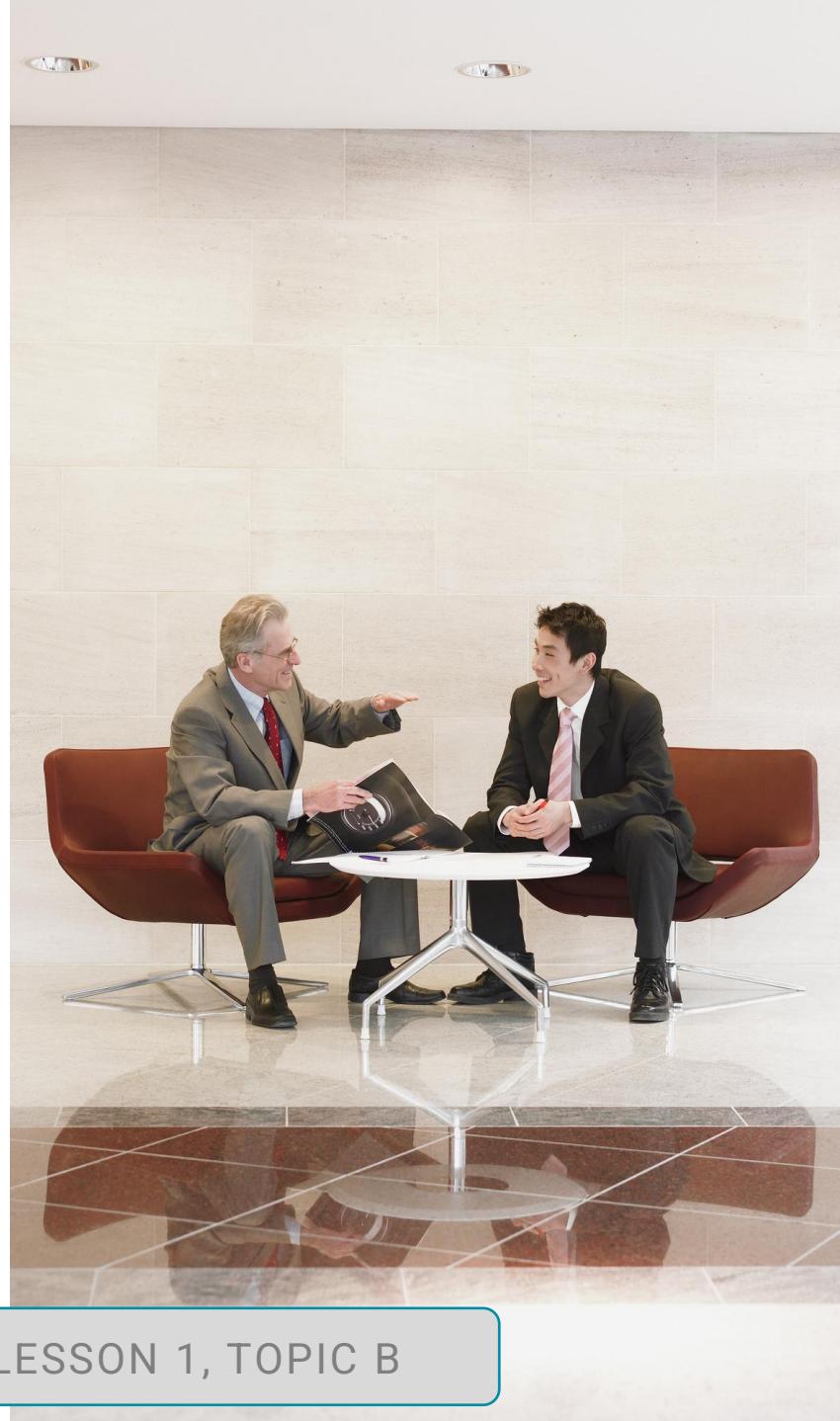
# Negotiation Skills

Includes internal and external conversations towards reaching agreements.

Determine reliable methods to ensure communication is aimed at reaching consensus. This keeps the team culture healthy.

Team members might negotiate:

- ✓ Roles and responsibilities
- ✓ Priorities
- ✓ Assignments





# Internal and External Team Member Communication

- ✓ Communicate **regularly**
- ✓ **Collaborate** between team and external teams or stakeholders
- ✓ **Manage expectations** effectively among stakeholders
- ✓ Include communication protocols in **Team Charter**:
  - **Internal**: team meetings, shared calendars, etc.
  - **External**: stakeholder feedback, dependency management, alignment with goals or expectations

# Conflict Management

Apply strategies or resolution methods to deal with disagreements



Leads to improved understanding, performance, and productivity



Ineffective conflict management leads to:

- Destructive behavior
- Animosity
- Poor performance
- Reduced productivity



Define Team Ground Rules, LESSON 1, TOPIC B

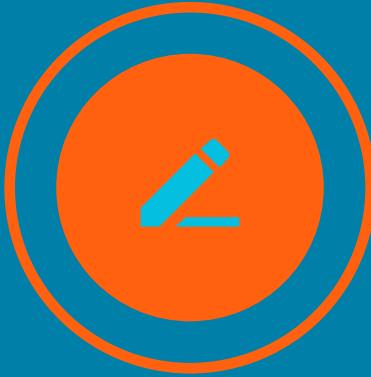
## GUIDELINES

# Manage and Rectify Ground Rule Violations

- Establish ground rules in the Team Charter. Focus on core values including accountability, shared expectations, and transparency
- Team and project manager respond to violations of the ground rules.
- For serious violations, you may need to remove or replace the offending team member.

Define Team  
Ground Rules  
LESSON 1  
TOPIC B





# Negotiate Project Agreements

TOPIC C

# Deliverables and Tools



Service Level Agreement  
Performance report  
Resource calendars  
Go-Live Blackouts



Negotiation skills  
Expert judgment  
Lessons learned

Negotiate  
Project  
Agreements  
LESSON 1  
TOPIC C

# Project Agreement Objectives

Reporting and verification criteria for objectives are an important part of the project agreement.

**Traditional** – Identify each deliverable and objective acceptance criteria for each.

**Agile** – Deliverables will vary as the product backlog is added to, reprioritized, and so forth.

Each story needs to have clearly defined acceptance criteria approved by the customer.

The project may also specify a **Definition of Done** for the project, releases, iterations, and user stories.



# Agreements

Agreements define **initial intentions** for a project. These can be:

- ✓ Contracts - used for external customers
- ✓ Memorandums of understanding (MOUs)
- ✓ Service level agreements (SLA)
- ✓ Letters of agreement or intent
- ✓ Verbal agreements
- ✓ Email

## Sample Service Level Agreement

### Service Scope and Description Statement

The agreement covers the provision and support of a Service, which provides end user computer support. The DESKTOP COMPUTING SERVICE consists of the hardware, software, and supporting infrastructure for user personal computers running the Windows operating system.

### Service Availability

Desktop Service is required along with Network/Intranet for access to other services. Required availability for these services is 99.5 percent uptime not counting planned maintenance times. The 99.5 percent availability metric will be measured by a rolling 6-month period.

### Reliability

The service is guaranteed not to break more than three times per year. A break is defined as the loss of access to a vital business function.

### Service Performance

Designed for high performance, the desktop should not keep the user waiting for response to an input for more than two minutes out of any five-minute window. Any failures must be reported to the Service Desk for incident resolution.

### Change Management Procedures

Any proposed change by the Customer must be submitted through the Service Desk for review. A notice of acceptance/denial and reason for such must be within five business days of the next CAB meeting for Normal changes or three days for Standard changes. Emergency changes will be dealt with immediately by the Service Desk Manager.

### Service Reviews

Reviews of the service will be conducted by the Service Level Management in conjunction with the Customer at least annually as well as after a major outage or change.

A photograph showing a group of business people in a meeting room. A man in a dark suit is speaking and gesturing with his hands. Other people are seated around a table, listening attentively. The room has large windows in the background.

Always aim to reach an  
agreement during  
**negotiations.**

# Negotiation Strategy

Procurement manager drives negotiations for the exact parameters of a contract.

Project manager and project teams engage in negotiations.

**Agile** - Exact deliverables will vary as the customer modifies, adds, and reprioritizes items in the product backlog. Therefore, define clearly delineated ways to ensure agreed performance levels.

**Traditional** – An important objective clearly designates the project's intended deliverables and how they will be measured and compensated.



# Negotiations

Documents used either in reaching an agreement or produced as the result of an agreement:

- ✓ A statement of work or major deliverables
- ✓ A schedule with milestones and dates
- ✓ Performance reporting expectations
- ✓ Pricing and payment terms
- ✓ Inspection, quality requirements, and acceptance criteria
- ✓ Warranty and future support
- ✓ Incentives or penalties
- ✓ Insurance and performance bonds
- ✓ Subcontractor approvals
- ✓ Terms and conditions
- ✓ Change request handling
- ✓ Termination clauses and dispute resolution



# Performance Reports



- ✓ Percentage of work completed
- ✓ Quality and technical performance metrics
- ✓ Start and finish of scheduled activities
- ✓ Change requests
- ✓ Defects
- ✓ Actual costs and durations



Work performance data is integrated and contextualized to:

- ✓ Generate decisions
- ✓ Raise issues, actions, and awareness



Agile projects, include:

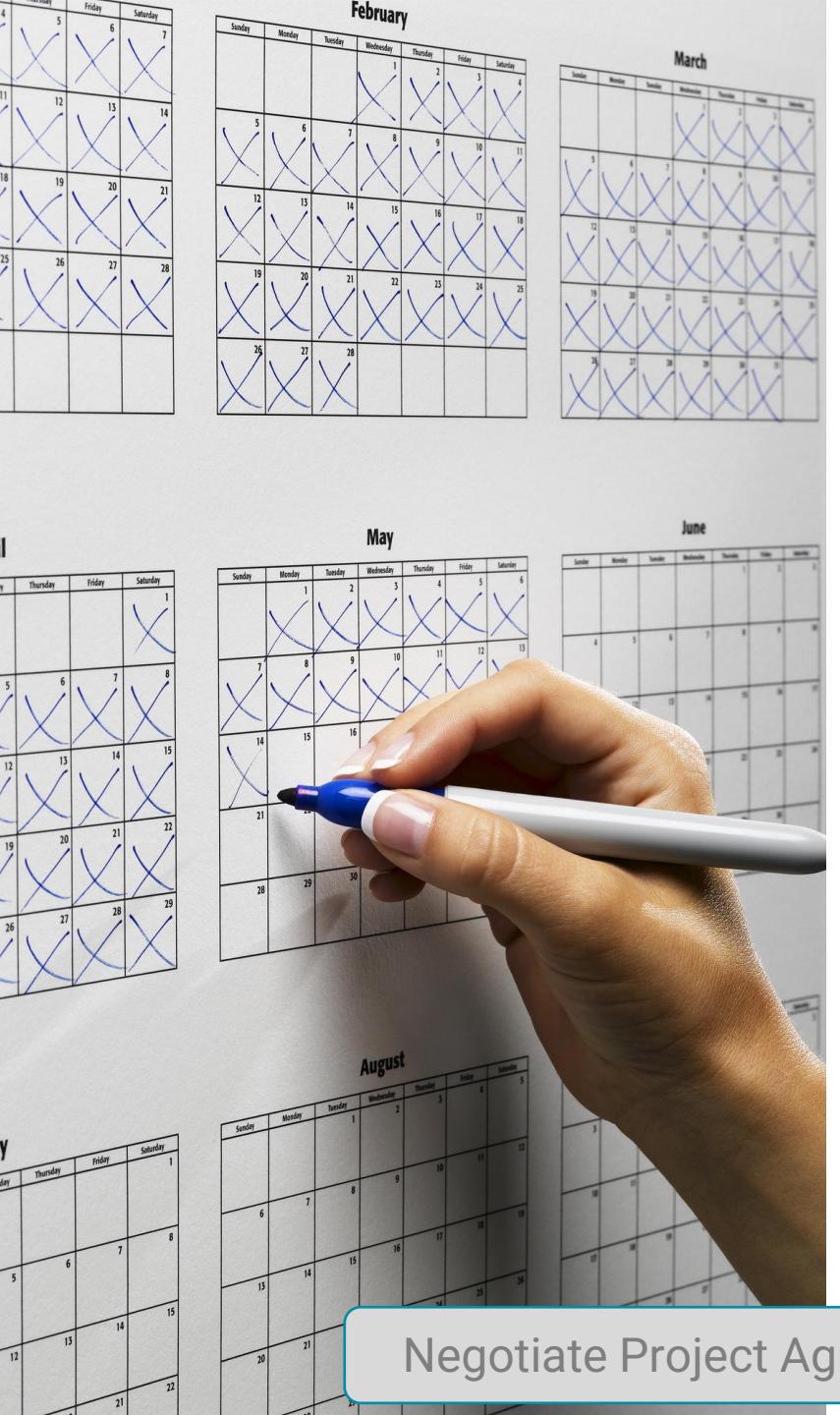
- ✓ Completed and accepted stories
- ✓ Product backlog progress
- ✓ Comparison of stories delivered and iteration plans

# Experts

Experts who can provide judgment include:

- ✓ People from other areas of the organization
- ✓ Consultants
- ✓ Stakeholders
- ✓ Professional and technical associations





# Resource Calendars

Determine **available resources** (people, equipment, material, etc.) during a planned activity period.

Use when **estimating project activities**.

Identify key resource attributes (skills and experience levels) to ensure that **appropriate and required resources will be available** for different aspects of the project.

Course: Building and Training the Project Team (2021 Update)  
Video: Resource Estimates (4:38 run time)

More  
about...

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## Resource Estimates





Review team performance and identify lessons learned regularly

# Lessons Learned

Identify specific improvements that will **improve the team's overall efficiency and effectiveness.**

**Agile** teams hold a **retrospective** at the end of each iteration to identify potential issues, identify potential solutions, and improve the processes the team uses to improve its overall performance.





# Special Intervals

Projects may require scheduled “down” time from work for various reasons. Negotiate how and when these will take place according to project and team needs.

For example:

**Black-Out** times when deliverables are handed over for implementation.

- ✓ Suspends changes
- ✓ Reduces risks as the solution is released to customers
- ✓ May be negotiated in advance based on the overall project schedule and timeline.

“**Go Live**” occurs at the end of the project timeline.

**Agile** – Uses iterations, or numerous releases of aspects of the solution over the project's timeline, and black-out times, if needed, will be negotiated as the project approaches a release threshold.

# MASTERY BUILDER

What are some techniques that a project manager can use to appraise the skills of a potential team member? (Choose two.)

- Ability tests
- Focus groups
- Kanban boards
- RACI matrix

Creating a  
high  
performing  
team



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- RACI matrix

Creating a  
high  
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team



# MASTERY BUILDER

What does it mean if you are identified as an “R” in a RACI chart?

- You are accountable for the result.
- You should be engaged to provide needed inputs.
- You should be kept up to date on the status.
- You are responsible for the activity's execution.

Creating a  
high  
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# MASTERY BUILDER

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Creating a  
high  
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team



# MASTERY BUILDER

Which of the following are components of a Resource Calendar?  
(Choose two.)

- Working days
- Training strategies
- Availability of physical resources
- Recognition plans

Creating a  
high  
performing  
team



# MASTERY BUILDER

Which of the following are components of a Resource Calendar?  
(Choose two.)

- Working days
- Training strategies
- Availability of physical resources
- Recognition plans

Creating a  
high  
performing  
team



# MASTERY BUILDER

Which of the following are part of an effective team charter?  
(Choose two.)

- Shared values
- Project objectives
- Resource assignments
- Conflict resolution

Creating a  
high  
performing  
team



# MASTERY BUILDER

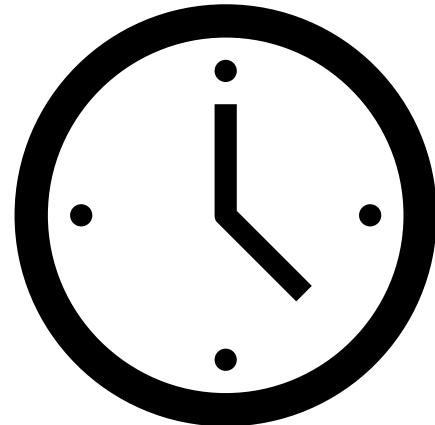
Which of the following are part of an effective team charter?  
(Choose two.)

- Shared values
- Project objectives
- Resource assignments
- Conflict resolution

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# **1-Hour Break!**



**Class resumes at  
2:30pm Eastern Time**