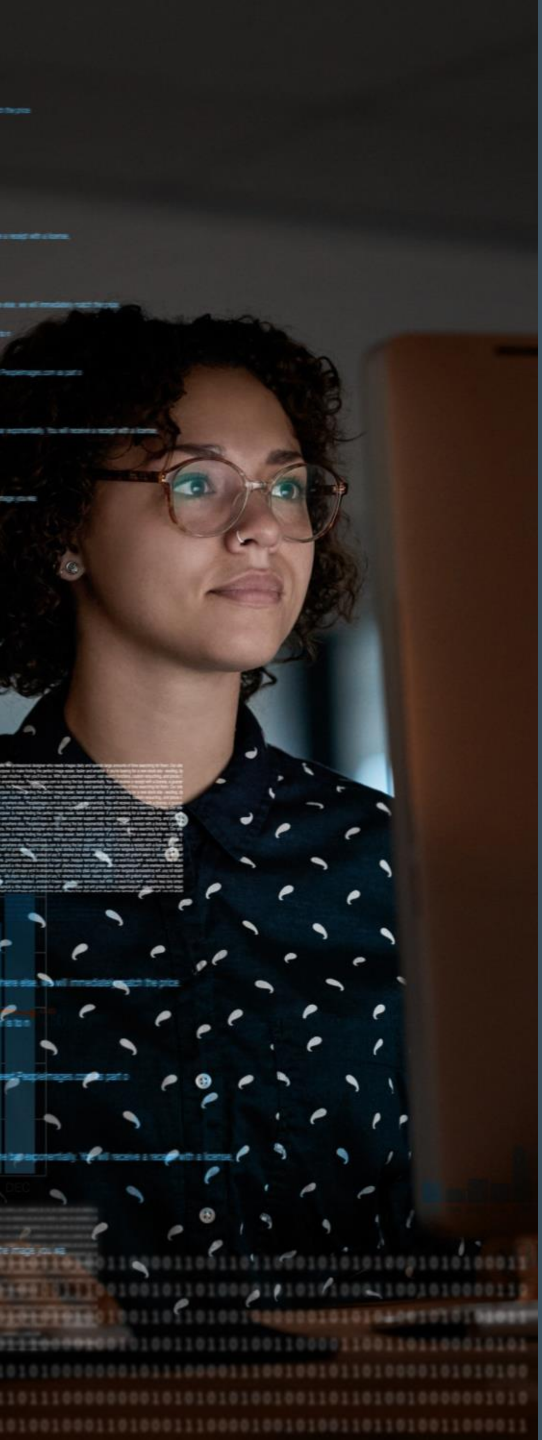


PMP® EXAM PREP

PMI Authorized Training Partner

BOOTCAMP

Session 2

<u>Attendance Alert</u>

Percipio Users: Name is based on your information in Percipio

Using Zoom: Enter your first and last name

PMP® Exam Prep

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

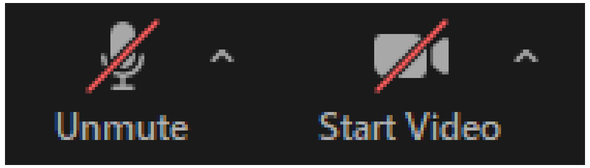
Scheduled Breaks

Session	Periodic breaks

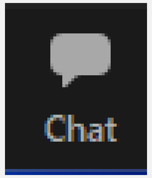
For attendance purposes, please stay logged in during all breaks.

Ways to Participate in a Webinar

We are saving everyone's bandwidth usage by disabling cameras and microphones



Find the Chat option in your Zoom command bar



Change the To: choice in the blue box to everyone.

Explore the Reactions option in your Zoom command bar

This is a fun way to provide quick and easy feedback

Using Zoom: Chat vs. Q&A

Please use the **Chat** to:

- Respond to instructor's questions
- Share your preferred tools and techniques
- Communicate with other participants
- Questions do not go in the chat
- The chat may be slowed as needed, to minimize disruptions

Please use the **Q&A** for:

- Technical assistance – Begin with: Percipio or Non-Percipio student
- Guidance on how to access course material – Begin with: Percipio or Non-Percipio
- Clarification and questions on lecture points, if not answered by instructor

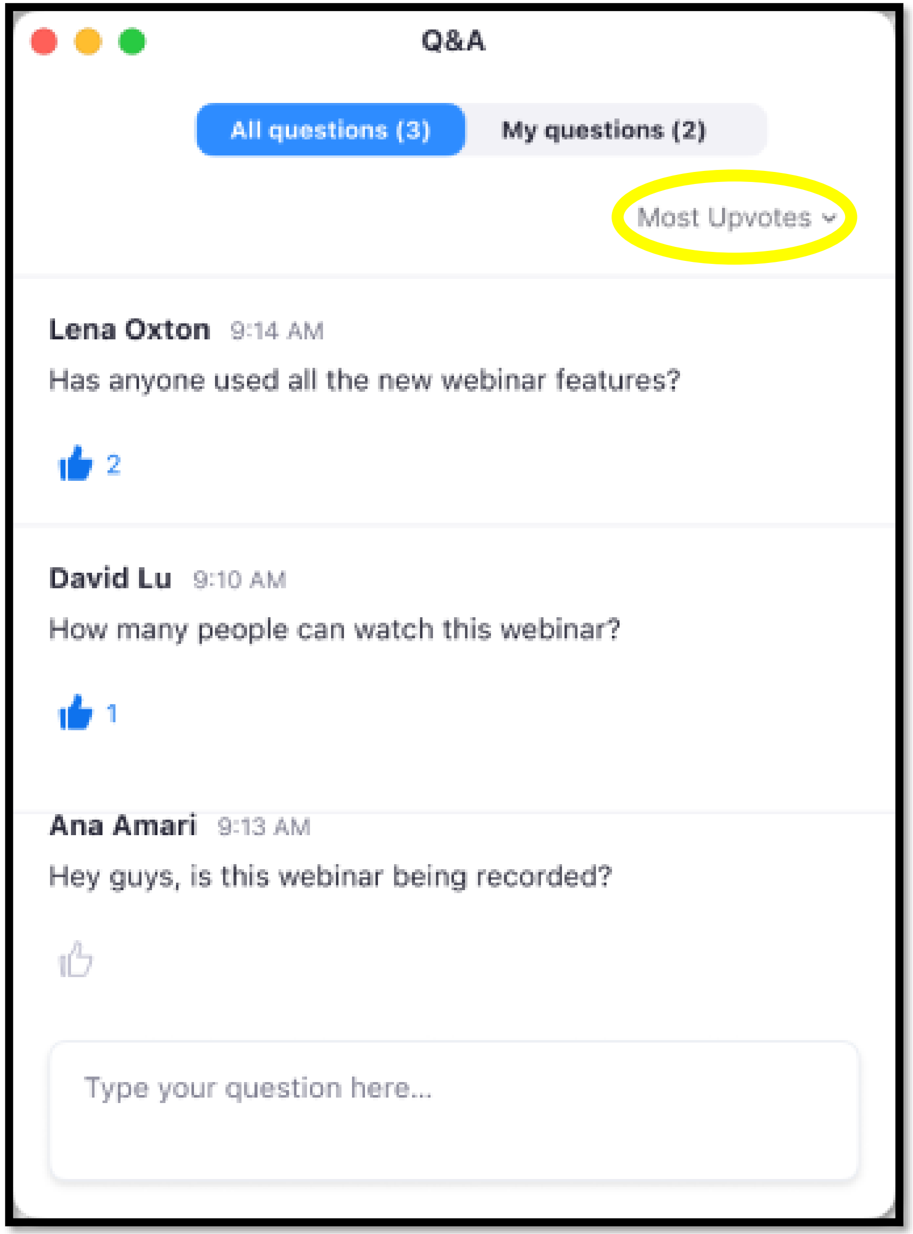
Please be very patient, the support team responds to many inquiries per session.

Upvoting in the Q&A

- Questions will be visible to all participants
- Do you like a particular question? Click to upvote!
- Sort by "most upvotes" to see most popular questions
- Look at existing questions before typing a new one, to avoid duplicates
- Top questions will be selected and answered live (with instructor discretion)
- Priority will be given to managing technical issues.
- Not every question will be answered.

Great questions:

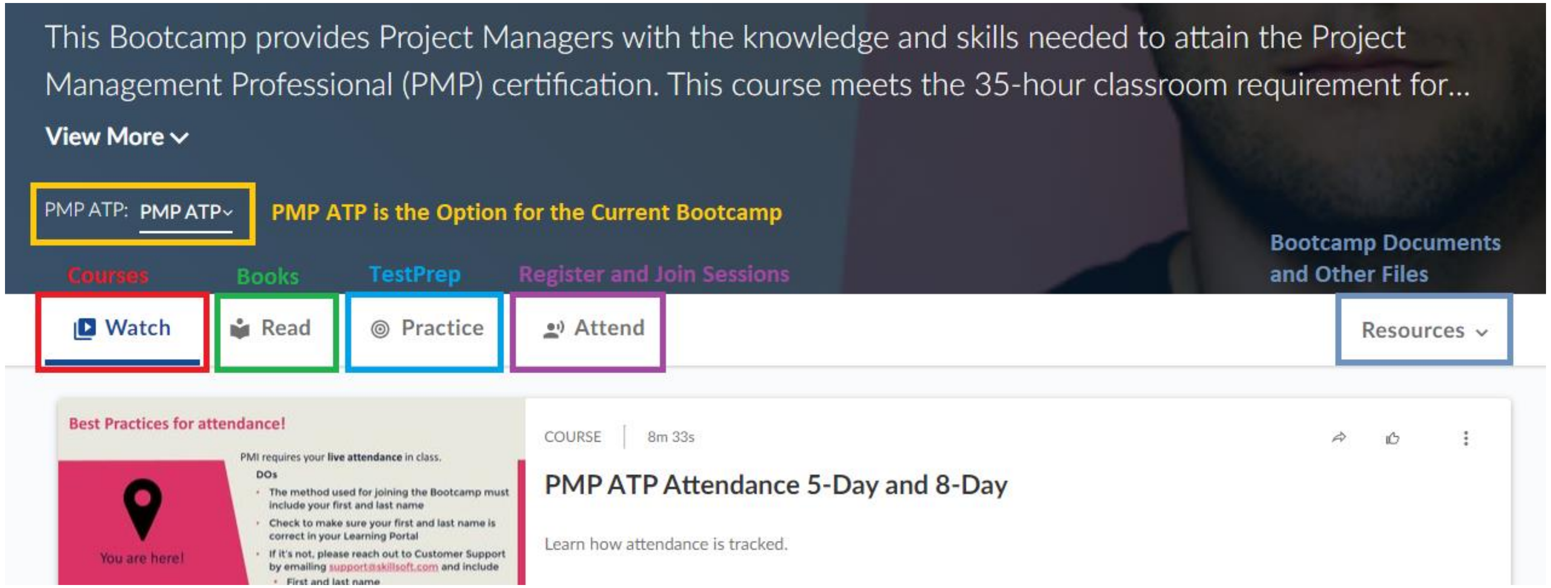
- are related to the course content
- include topics that everyone would benefit from learning
- are not spread across multiple posts



Accessing Your Bootcamp Resources – Percipio Users

Check Your Specific Bootcamp Channel for Your Resources

- Project Management Professional (PMP) ATP Bootcamp: 5 Day Cohort
- Project Management Professional (PMP) ATP Bootcamp: 8 Day UK Cohort
- Project Management Professional (PMP) ATP: 8 Day NA Cohort
- Project Management Professional (PMP) ATP: 8 Day Australia Cohort



Accessing Your Bootcamp Resources – All Other Users

Check Your Learning Portal for any Available Courses, Books or TestPrep exam

Check the Specific GitHub Link for Your Bootcamp Documents and Other Files

- Attending a 5-Day Bootcamp
- https://github.com/Skillsoft-Content/PMP5Day
- Attending an 8 Day Bootcamp
- https://github.com/Skillsoft-Content/PMP8Day

*Archive Resources Aug to Dec 2022	Add files via upload	3 days ago
*Archive Resources July 2022	Add files via upload	last week
5-Day Attendance and Certificates of...	Add files via upload	last week
Class Links	Add files via upload	last week
Documents (Syllabus, Exam Content ...	Add files via upload	yesterday
Lunch Break Videos	Delete Placeholder	1 minute ago
PMP Learner Kit Information	Delete PMP ATP Learner Kit Info Jan 6 2023.pdf	3 days ago
Slide Decks	Delete Placeholder	yesterday
Vocabulary Slides	Delete Placeholder	yesterday

5-Day

Current Bootcamp Docs and Other Files

*Archive Resources Aug to Dec 2022	Delete Placeholder	3 days ago
*NA Cohort Aug Sep Oct 2022 Bootc...	Delete Test.txt	4 months ago
*NA Cohort Jun Jul Aug 2022 Bootca...	Delete Test	4 months ago
*UK and APAC Cohort Jul Aug Sep 20...	Delete Test.txt	4 months ago
8-Day Attendance and Certificates of...	Delete Placeholder	3 days ago
Class Links	Add files via upload	4 days ago
Documents (Syllabus, Exam Content ...	Add files via upload	4 days ago
PMP Learner Kit Information	Delete Placeholder	3 days ago
Slide Decks	Create Placeholder	3 days ago
Vocabulary Slides	Create Placeholder	3 days ago

8-Day

Current Bootcamp Documents and Other Files

Logging In with Correct Name for Attendance

- Your name should be the same as in your Learning Platform (EX: Percipio, Skillport, etc.) or Zoom account when joining through the Zoom app or client, or the name you input before joining directly using the Zoom link.

- **Joining from your Learning Portal:** If you can't see your name during the live session check to make sure your first and last name is correct in your Learning Portal. If it is not visible in your learning portal, check a **course completion certificate** (if available) or ask the **Admin** within your training organization. If you don't know whom that person is, please reach out to Skillsoft Support **support@skillsoft.com** to see if they can provide their contact details.

- **Joining through Zoom:** If you join through Zoom using the Desktop Client or Phone App, please use a Zoom account created through Zoom that has your First and Last Name. If you join through the browser link, please enter your First and Last Name when prompted.

Issues With Staying Connected

- If you are having issues with Percipio or Skillport with being disconnected from the session, please contact Customer Support directly https://support.skillsoft.com/bootcamps for assistance.

- There is no need to notify us during the session that you have rejoined the session after being disconnected or that you have missed time. These messages will be dismissed if you have no question.

- If being disconnected is a regular occurrence, please ask for the Zoom details in the session through the Q&A so you can join directly through Zoom. These details are the same for all the sessions. So please make note of them in a file so you only need to ask once.

- Review the instructions in the PMP Bootcamp **5-Day and 8-Day Attendance Tracker and Certificate Request Process.docx** file to track each time you join and leave the session for whatever reason.

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 (including during breaks) beyond the two sessions allowed, you will need to make it/them up by attending the live session(s) in a different 8-day cohort*.
- Check your Bootcamp documents for the PMP Bootcamp 5-Day and 8-Day Attendance Tracker and Certificate Request Process file that explains manually tracking your attendance and how to get your PDU Certificate.

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

IN CASE OF ABSENCE

You can access a replay online for a previous session by following these steps 24 to 48 hours after the session ends.

Step 1. Go to: https://github.com/Skillsoft-Content/PMPReplay

Step 2. Click on the PMP Replay Zoom Links file for the year you attended the Bootcamp. And then click the Download option.

Step 3. When the file opens, and you are prompted enter the following password. Those are zero's not the letter O. The password is case sensitive.

pmpB00tcampReplay!

Step 4. Locate the worksheet that corresponds with the Cohort you attended and use the provided link and passcode on the worksheet for the replay.

Note: The password to open the Excel file is NOT the passcode to access the replay.

***Replays will be available for 1 year. They are not available for download.**

NO LIMIT FOR REPLAYS:

For the Bootcamp you are attending, there is no limit on requesting the replays for study purposes.

Recap
Session 1

Mapping this course to the Student Workbook

	Business Environment Lesson 1	Start the Project Lesson 2	Plan the Project Lesson 3	Lead the Project Team Lesson 4	Support Project Team Performance Lesson 5	Close the Project/Phase Lesson 6
Topic A	(1A) Foundation	(2A) Identify and Engage Stakeholders	(3A) Planning Projects	(4A) Craft Your Leadership Skills	(5A) Implement Ongoing Improvements	(6A) Project Phase/Closure
Topic B	(1B) Strategic Alignment	(2B) Form the Team	(3B) Scope	(4B) Create a Collaborative Project Team Environment	(5B) Support Performance	(6B) Benefits Realization
Topic C	(1C) Project Benefits and Value	(2C) Build Shared Understanding	(3C) Schedule	(4C) Empower the Team	(5C) Evaluate Project Progress	(6C) Knowledge Transfer
Topic D	(1D) Organizational Culture and Change Management	(2D) Project Approach	(3D) Resources	(4D) Support Team Member Performance	(5D) Manage Project Issues and Impediments	
Topic E	(1E) Project Governance		(3E) Budget	(4E) Communicate and Collaborate with Stakeholders	(5E) Manage Project Changes	
Topic F	(1F) Project Compliance		(3F) Risks	(4F) Training, Coaching and Mentoring		
Topic G			(3G) Quality	(4G) Manage Conflict		
Topic H			(3H) Integrate Plans			

Project
Management
Institute.

LESSON 1

BUSINESS ENVIRONMENT

- Foundation
- Strategic Alignment
- Project Benefits and Value
- Organizational Culture and Change Management
- Project Governance
- Project Compliance

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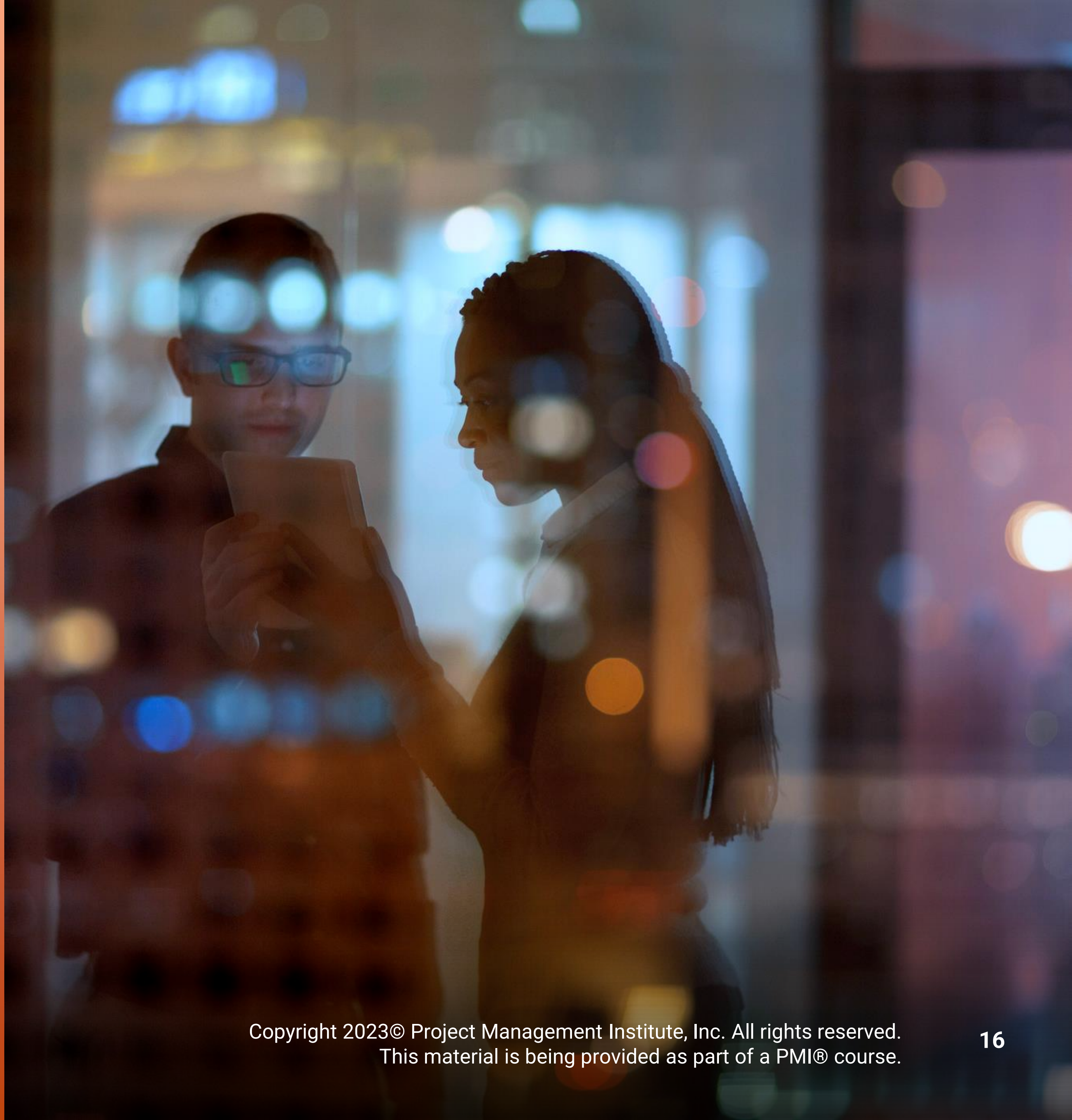
Organizational Culture and Change Management

TOPIC D

Change Management*

- Organizations embrace change as a strategy.
- PMOs build and sustain alignment between projects and the organization.
- Whether your organization has a PMO or not, you are a “changemaker”!
  - Tailor a strategy to circumstances, people and timing
  - Use a robust approach



Manage Organizational Change Impacts on Projects

- **Assess** organizational culture
- **Evaluate** impact of organizational change to project and determine required actions
- **Recommend** options for changes to project
- Continually **monitor** external business environment for impacts to project scope/backlog

Get to Know Organizational Cultures and Styles

- View of leadership, hierarchy and authority
- Shared vision, beliefs and expectations
- Diversity, equity and inclusion practices
- Risk tolerance
- Regulations, policies and procedures
- Code of conduct
- Operating environments
- Motivation and reward systems

Risk, Culture and Change in Organizations

Risk threshold and appetite are shaped by diverse values of:

- Country/region
- Industry/sector
- Leadership
- Project team

These must be understood with care to:

- Establish effective approaches for initiating and planning projects
- Identify the accepted means for getting work done

Change Management Framework

"Organizational change requires individual change"

The **ADKAR**® model names five milestones an individual must achieve in order to change successfully:

- **A** – Awareness of the need for change
- **D** – Desire to support the change
- **K** – Knowledge of how to change
- **A** – Ability to demonstrate new skills and behaviors
- **R** – Reinforcement to make the change stick

Actions to Support Change

DO

- **Coach co-workers to support the business** — patience and compassionate mentoring are key
- **Enable an agile operating system** - Coach team members in agile to facilitate adoption of a change-centered mindset
- **Keep knowledge current** – Continuously improve processes and knowledge

DON'T

- **Force changes** – Involve and consult; aim to secure buy-in to the reasons for change
- **Alienate resisters** – Change can breed conflict, so proceed carefully

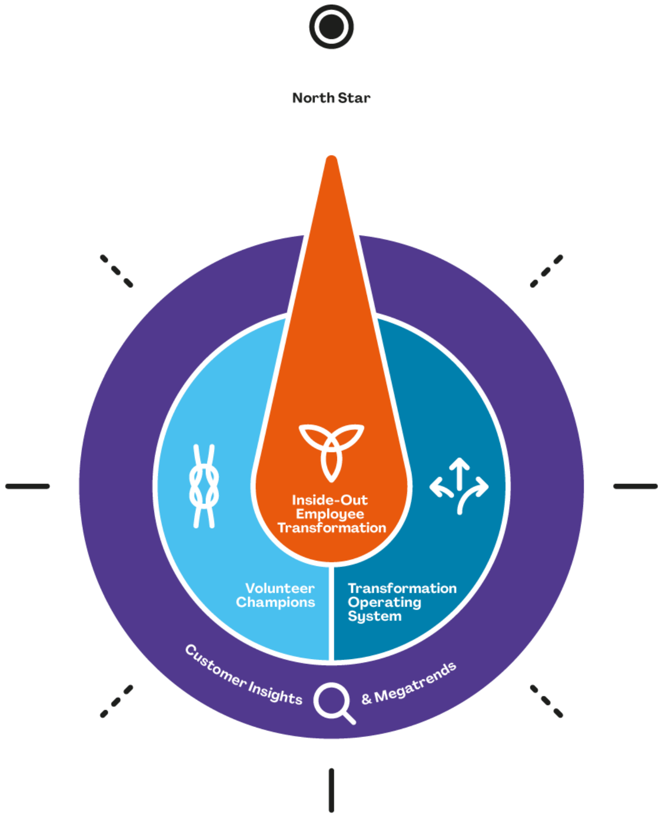
Plan for Change

Define the knowledge transfer, training and readiness activities required to implement the change brought by the project

- Include an **attitudinal survey** to find out how people are feeling
- Create an **informational campaign** to familiarize people with changes
- Be open and transparent about potential effects of the changes
- Consider creating a rollout plan

The rollout plan is not a project management plan component.

Organizational Transformation for Project Practitioners



- A **North Star statement** articulates the vision and strategic objectives
- **Customer insights** and **global megatrends**
- A flat, adaptable cross-functional **transformation operating system**
- Internal **volunteer champions** (not external consultants)
- **Inside-Out Employee Transformation** (similar to ADKAR)

Brightline® - a PMI initiative

The Brightline Transformation Compass and five building blocks of transformation - an enterprise-level change management framework

ECO Coverage

3.4 Support organizational change

- Assess organizational culture (3.4.1)
- Evaluate impact of organization change to project, and determine required actions (3.4.2)
- Evaluate impact of the project to the organization and determine required actions (3.4.3)

Project Governance

TOPIC E

Project Governance

The framework, functions, and processes that guide project management activities to create a unique product, service, or result to meet organizational, strategic, and operational goals.

Key benefits:

- Offers a single point of accountability
- Encompasses the **project life cycle**

Governance type differs among organizations and projects.

Project Governance

What Kind and How Much?

Too much governance can annoy stakeholders, while relaxed governance can lead to a lack of stakeholder engagement or accountability.

Governance:

- Is typically already in place – established by a PMO or aligned with organizational policies
- Depends on strategic importance of project, constraints or oversight requirements

- *Critical for managing internal or external business environment change and deviations in budget, scope, schedule, resources or quality*
- *Budget management oversight is a key governance area.*

Project Governance: Components

Processes for:

- Change
- Communication
- Documentation — i.e., project management plan
- Decision-making
- Internal stakeholder alignment with project process requirements
- Review and approval of changes above project manager authority level
- Risk and issue identification, escalation and resolution
- Stage gate or phase reviews
- Guidelines for aligning project governance and organizational strategy
- Project life cycle and development approach
- Project organization chart with roles
- Project success and deliverable acceptance criteria
- Relationship among project team, organizational groups and external stakeholders

Governance in Adaptive Projects

Can:

- Document outputs and expectations
- Provide a clear view of project status from:
    - Defined iteration/sprint expectations and outputs
    - Releases tied to specific dates
    - “Real-time” monitoring of project output through daily standups

Iterative approaches enable quicker and less costly identification of value-based outputs than predictive

Governance Board

aka Project Board or Steering Committee

Does anyone have experience with a project governance board? Describe how it works with your project.

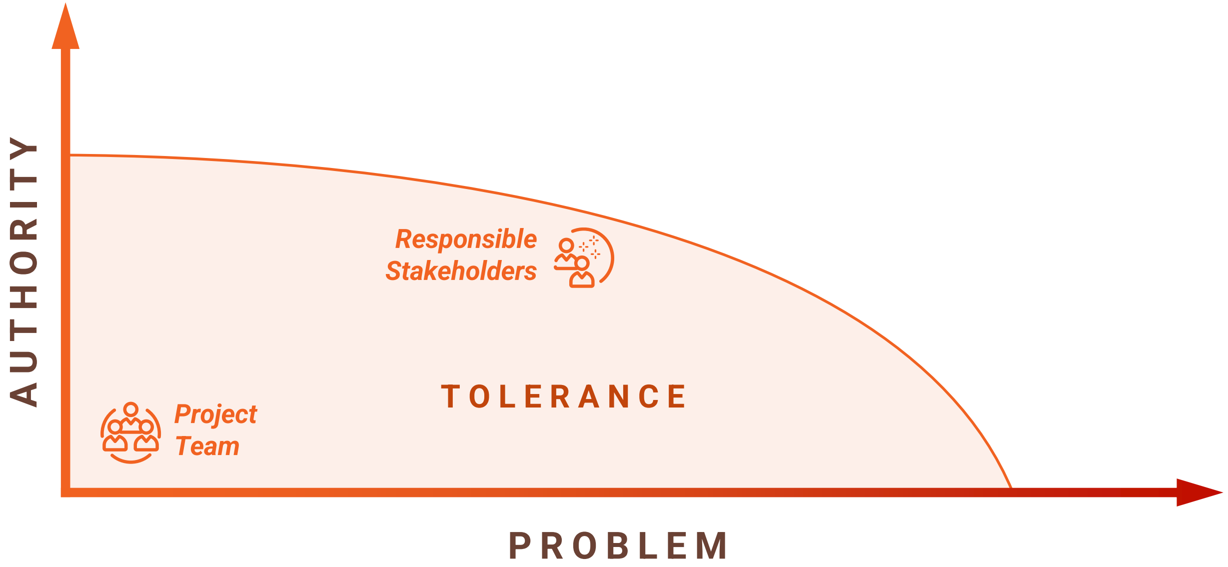
- Provides project oversight
- May include project sponsor, senior managers and PMO resources
- May be responsible for:
  - Reviewing key deliverables
  - Providing guidance for project decisions

Projects that use Scrum or SAFe® use intermediary governance boards to liaise between the project and organizational governance

Governance Defines Escalation Procedures

For problems outside a project's **thresholds** or **tolerance** levels:

- **Escalate** to the responsible stakeholder who is authorized to take action;
- But if an issue is within the threshold, then work with the team to find a resolution.



Governance and Life Cycles

A Systems View

Remember the project management principle - ***Recognize, evaluate and respond to system interactions***

Governance system works alongside the value delivery system — the **project life cycle**.

Why? To enable smooth workflows, manage issues and support decision making.

Value delivery *as product of* life cycle

Value delivery *embedded in* life cycle

Governance Checkpoints: Phase Gates and Iterations

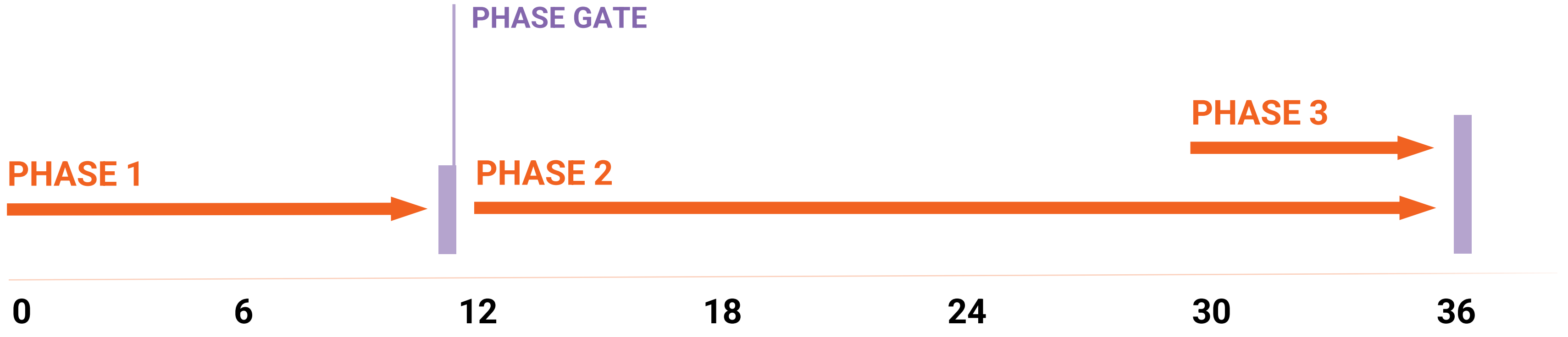
Predictive	Adaptive
Split work into **phases**	Split work into releases
Review results at a **phase gate** – aka, governance gate, kill point, or tollgate	Review results at end of iterations
Decide: • Continue to the next phase • Continue with modifications, or • End a project or program	Gather feedback and take action to improve value in next iteration
	Continue until customer's acceptance criteria – e.g. definition of done or **MVP** – is satisfied or project ends

Project Phases

Relationships

Phases produce one or more deliverables; outputs from one phase are generally inputs to the next phase.

They can have **sequential** or **overlapping relationships**.



Apply Governance to Predictive Project Phases

ANGFEN

At the beginning of a phase:	• Verify and validate project assumptions • Analyze risks • Provide detailed explanation of phase deliverables
At the end:	• Key deliverables produced • Review to ensure completeness and acceptance

If huge risks are encountered, deliverables are no longer needed or requirements change, a phase or project will be terminated.

ECO Coverage

2.14 Establish project governance structure

- Determine appropriate governance for a project (e.g., replicate organization governance) (2.14.1)
- Define escalation paths and thresholds (2.14.2)

Project Compliance

TOPIC F

Compliance

- Internal and external standards include:
  - Government regulations
  - Corporate policies
  - Product and project quality
  - Project risk
- PMO monitors compliance at organizational level
- Project team is also responsible for project activity-related compliance, including:
  - Quality of processes and deliverables/products
  - Procurement and work by vendors

Compliance Requirements

Legal or **regulatory** constraints include:

- Requirements for specific practices
- Standards
- Privacy laws
- Handling of sensitive information

Quality: Tailor to your project — How much process rigor and quality control is relevant?

39

Compliance Categories Classification

- Environmental risks
- Workplace health and safety
- Ethical/non-corrupt practices
- Social responsibility
- Quality
- Process risks

Categories vary based on:

- Industry and solution scope
- Unique legal and regulatory exposure

Compliance Threats

How to Investigate

- Where/who in the organization handles compliance?
- What legal or regulatory requirements impact the organization? e.g. workplace safety, data protection, requirements for professional memberships
- What is the organization's **quality policy**?
- Are the team and stakeholders aware of compliance matters?

Treat Compliance as a Project Objective

- Proactively track and manage risks for compliance requirements
- Be prepared to perform quality audits
- Continuously validate legal and regulatory compliance for deliverables
- Check compliance before the end of the project to avoid transferring issues
- In a risk or dedicated compliance register, include:
  - The identified risk
  - A responsible risk owner
  - Impact of a realized risk
  - Risk responses

Larger organizations or those in highly regulated industries typically have a compliance department or officer.

Compliance

Five Best Practices

- **Documentation:** Updated compliance needs and risks
- **Risk planning:** Prioritize compliance in risk planning
- **Compliance council:** Includes quality/audit specialists and relevant legal/technical specialists
- **Compliance audit:** Formal process
- **Compliance stewardship:** It’s your responsibility!

Interactive/Activity

Let’s talk about compliance.

- Does your organization have a quality policy?
- Do you know where to find the quality policy or standards for your projects?
- What kinds of compliance activities are you involved with?

ECO Coverage

3.1 Plan and manage project compliance

- Confirm project compliance requirements (e.g., security, health and safety, regulatory compliance (3.1.1)
- Classify compliance categories (3.1.2)
- Analyze the consequences of non-compliance (3.1.5)

End of Lesson 1

LESSON 2

START THE PROJECT

- Identify and Engage Stakeholders
- Form the Team
- Build Shared Understanding
- Determine Project Approach

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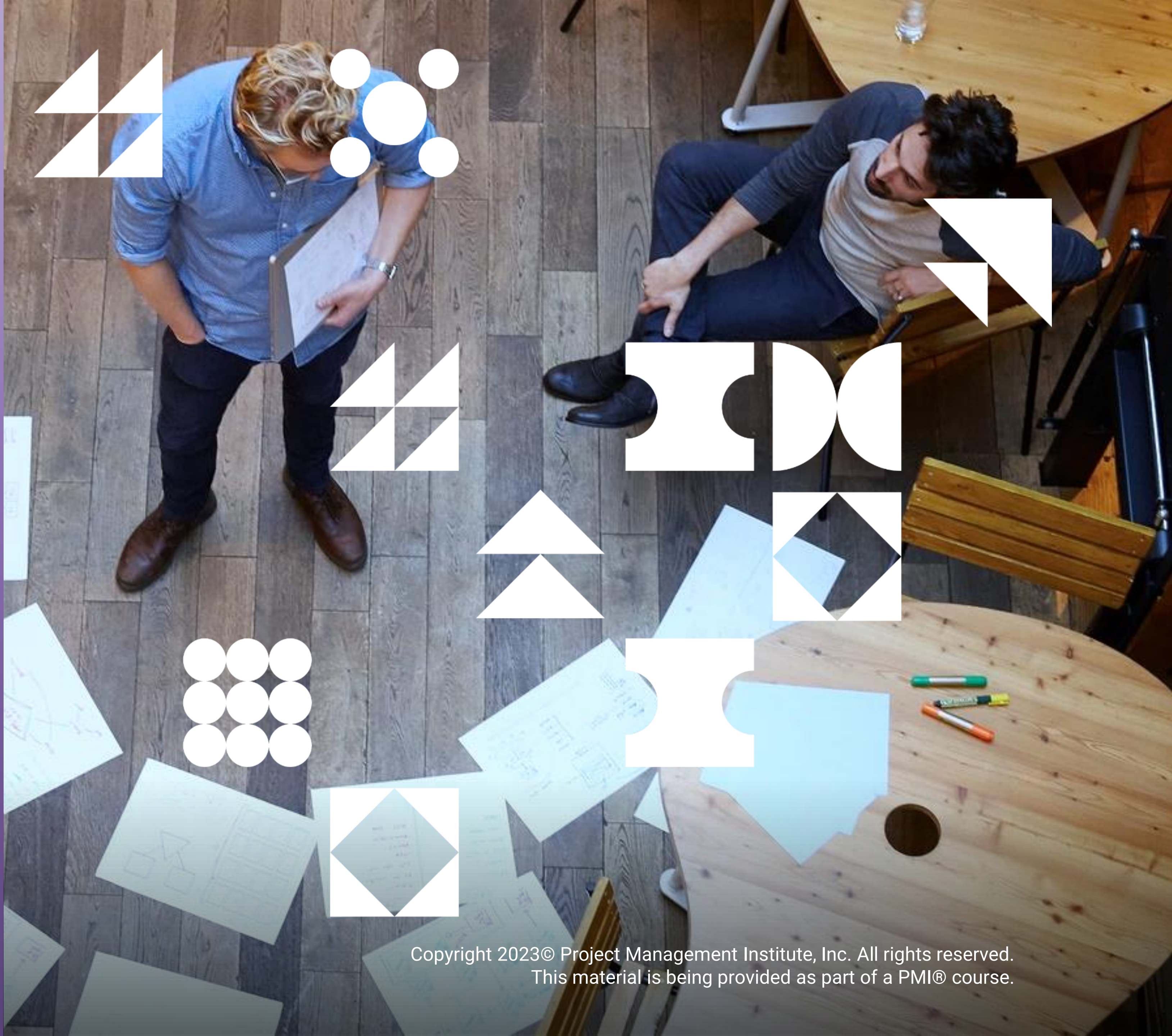


Learning Objectives

- Define and discuss stakeholders and the most effective ways to communicate with them.
- Explain the best ways to form a team.
- Describe how to build the most effective understanding of a project and how doing so relates to executing a project successfully.
- Explain how predictive and adaptive project life cycles work; explain what a hybrid development approach is.
    - Decide which kind of development approach or life cycle is best suited for work.

Identify and Engage Stakeholders

TOPIC A

Typical Project Stakeholders*

Can you categorize these stakeholders?

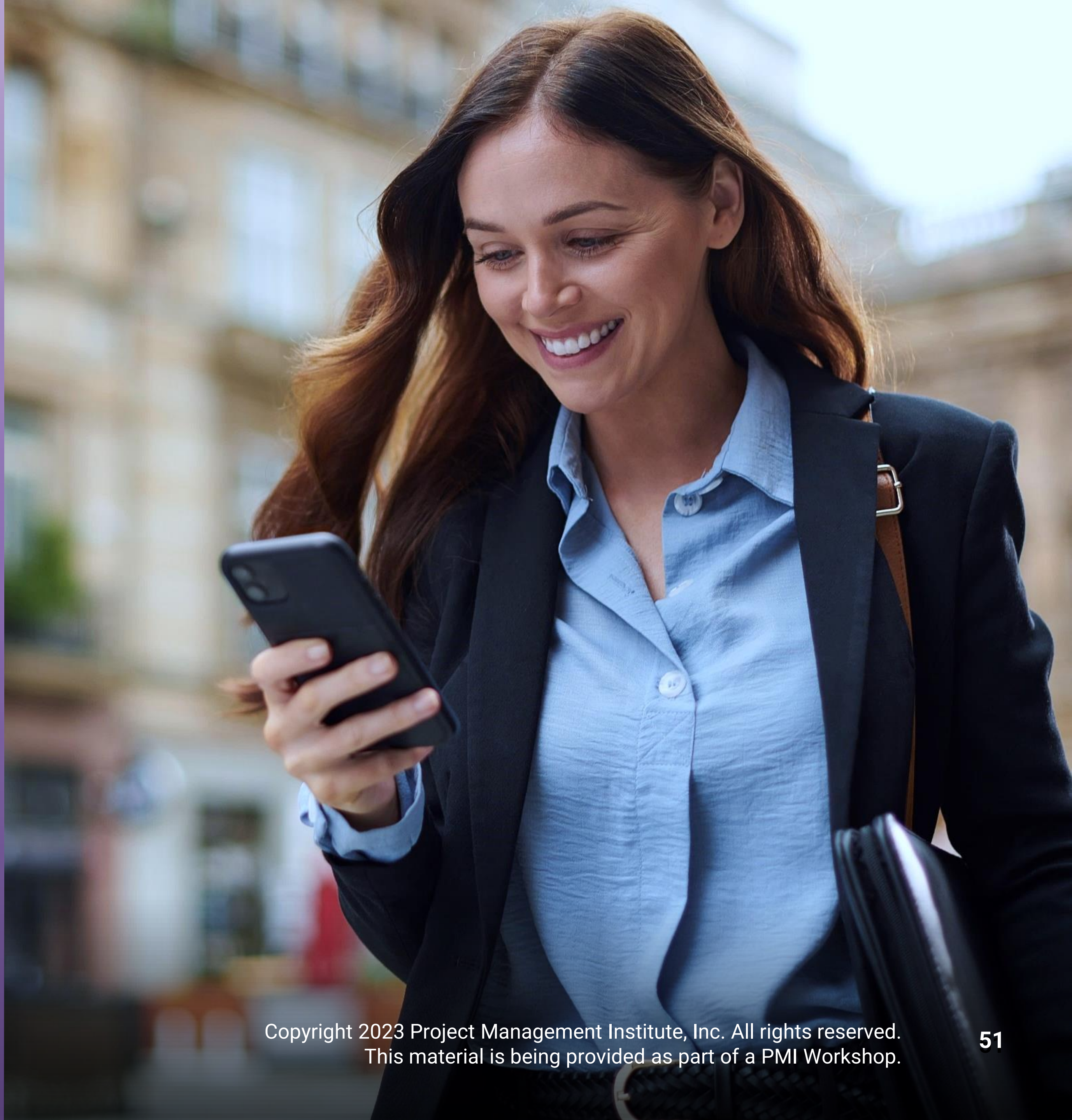
- *Which are typically project team members? Which are not?*
- *Which are typically active in project work?*

- End users
- Customers
- Employees
- Organization
- Managers
- Sponsors
- Business partners
- Suppliers and contractors
- Government
- Community

Stakeholder and Communications Management

Overview

- Stakeholder register
- Stakeholder engagement plan
- Communications management plan
- Stakeholder engagement assessment matrix (SEAM)
- Assessment grids / matrices / models



Stakeholder Identification

Who are they?

- Check the **business case** and **benefits management plan** for names
- Later, check the **issue/impediments log**, **change log** or **requirements documents** to see who else is needed or named

What’s their relationship to the project?

- Interest
- Involvement
- Interdependencies
- Influence
- Potential impact on project success

Identify and engage stakeholders early to avoid surprises later in the project!

Assess Stakeholders

Data Gathering
- Questionnaires and surveys
- Brainstorming

Data Analysis
- **Stakeholder analysis** — What are their "stakes" in the project? — i.e., interest, rights, ownership, knowledge, contribution
- Document analysis

Data Representation
- Two-dimensional (2D) grids
  - Power/interest
  - Power/influence
  - Impact/influence
- 3D grid — Stakeholder "cube"
- Salience model
- Directions of influence

Create the Stakeholder Register

- Capture and record important stakeholder information
- Factor in OPAs
- Update it! Describe the evolving relationship with stakeholders throughout the project

Contains the information necessary to execute the stakeholder engagement plan

- Refer to **stakeholder registers** from previous, similar projects for help
- Remember this is a public document, so ensure the information presented is appropriate

Stakeholder Register

	Name	Title	Internal / External	Project Role	Major Requirements	Expectations	Influence / Attitude
1	Eugene Lowe	CEO	Internal	Sponsor	Successful completion	On-time completion, successful partnerships	Champion
2	Oasestown Municipality		External	Government partner (liaison); funding contributor; owner of SLC site	Successful completion of facility and partnership;	Accountability	Supporter
3	Kara Black	Principal, Oases Architects	External	Partner, designer, specialist knowledge (conservation building)	Clear design brief, successful partnership	Fluid funding and communication, design autonomy	Champion
4	Josie Bynoe	Chair, BOD	Internal	Direct strategic local partnerships for Shawpe	Environmental sustainability of project work; "moral rights"	No damage to Oasestown conservation district or environs	Resistor
5	Helen Grey	Lead, business development	Internal	Product owner	High profile tenants, excellent community and conservation credentials	Organizational learning; leadership opportunity	Neutral
6	Hasan Persaud	VP of Business Development	Internal	Portfolio owner	Capacity for ongoing revenue	End-user in Phase 3	Neutral
7	Mandeep Chahal	VP of Finance	Internal	Budget controller	direct contact with funding partners	clear data	Neutral
8	Kei Leung	VP of Marketing	Internal	Marketing expert	elevation of brand	high quality tenants	Supporter
9	Tenants		External	Income source	bespoke spaces	high quality	Neutral
10	Contractors		External	Vendors - building	clear instructions, contract		Neutral
11	Oasestown local residents		External	Neighbors to project	Traffic and noise pollution management	no inconveniences	Resistor
12	Oasestown Community Partnership		External	Community group operating in Oasestown	none	a free space in the SLC	Champion

Know Your Stakeholders

Go Beyond Job Titles

Power	Level of authority
Interest	Level of concern about project outcomes
Influence *aka* ***attitude*** *or* ***impact***	• Ability to influence project outcomes or cause changes to planning or execution • Magnitude of potential contribution or disruption to project *Use a descriptive term — e.g., champion, supporter, neutral, detractor*

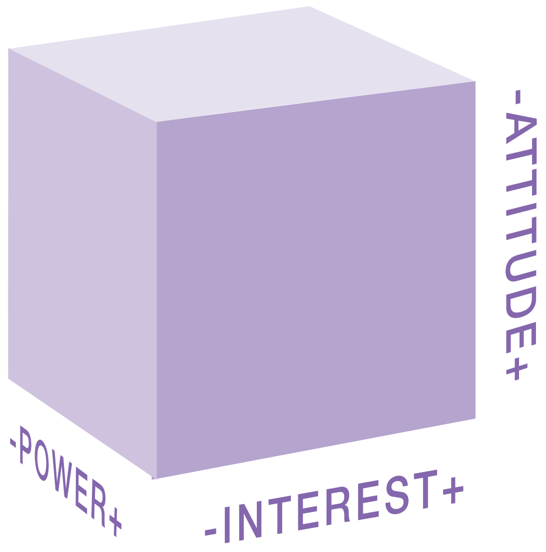
Tailor stakeholder assessments to suit project needs. The goal of this exercise is to facilitate your planning of effective communication with the stakeholders!

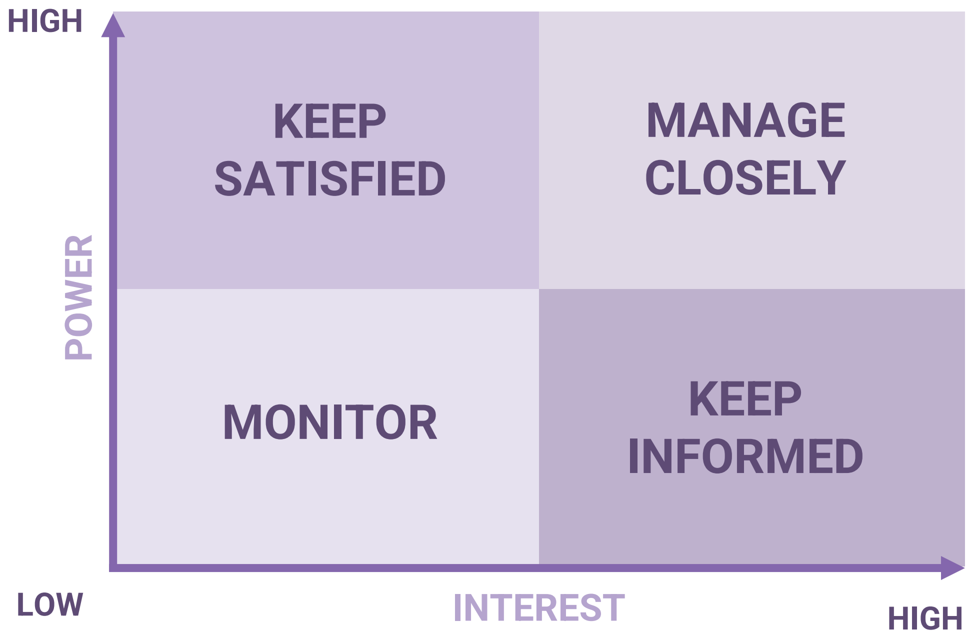
Stakeholder Mapping

Use two dimensions to map stakeholders:

- **Power** and **interest grid**
- **Power** and **influence grid**
- **Impact** and **influence grid**

Or use three dimensions – a **cube** – to refine the analysis further!





Method:

- Place each stakeholder on the grid (*do not use names*)
- Use the same quadrant labels, but change the axis labels

Directions of Influence

You should understand the social network of project stakeholders, specifically the direction of their influence on the project.

Upward	*Parent organization* — senior management (business, financial interests)
Downward	*In the project hierarchy* — team or specialists
Outward	*Have a "stake" in the project* — client, end-user, external
Sideward	*Friendly or competitive for resources* – project manager's peers, other organizational departments

Salience Model

*Focus on the **product owner** role. Are they familiar, interested and engaged enough with the project to make decisions and move the project forward?*

URGENCY

- Level of required attention/detail
- Time constraints
- High stakes

LEGITIMACY

Appropriate involvement
*Or **proximity**, as applied to team stakeholders, indicating level of involvement with project work*

POWER

Level of authority

Stakeholder Perceptions

- Must be holistically understood in customer-centric project management approaches
- Can be damaging to a project, whether they are negative or positive

Why do you think it's important to understand both positive and negative stakeholder perceptions of your project?

Capture Stakeholder Feedback and Perceptions

- *Interpersonal skills*
- *Active listening*
- *Emotional intelligence*
- *Effective communication methods*

Key stakeholders
- Interview to understand **project requirements and vision** and **communication preferences**

All stakeholders
- Appropriate, regular project communications

Large and public groups
- Questionnaires/surveys
- Facilitated conversations/sessions — online or in person
- Digital media – email campaigns, websites, group chats
- Posters and advertising

Plan to Communicate with Stakeholders

Stakeholder engagement plan identifies required management strategies to effectively engage stakeholders.

Team fulfills strategies via communications described in the **communications management plan**.

Communication Requirements Analysis

- Leads to a clear articulation of the stakeholders' communications needs
- Enables effective choices about communication topics, frequency, models and technologies
- Output is a grid, questionnaire or survey that documents the communication and technology requirements for each stakeholder

Communication: Methods and Technologies

Do you use any other communication methods or techniques on your projects?

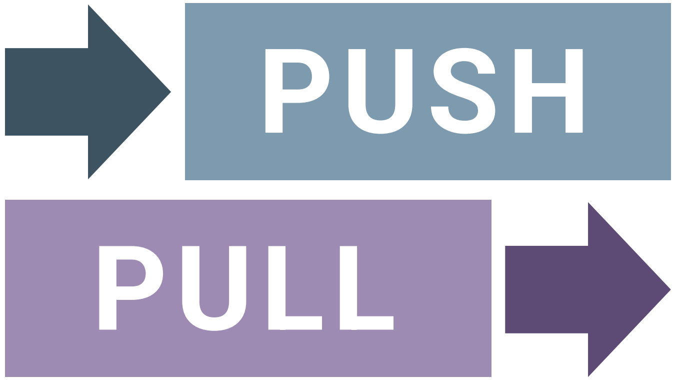
Are there types your organization does not allow? Why?

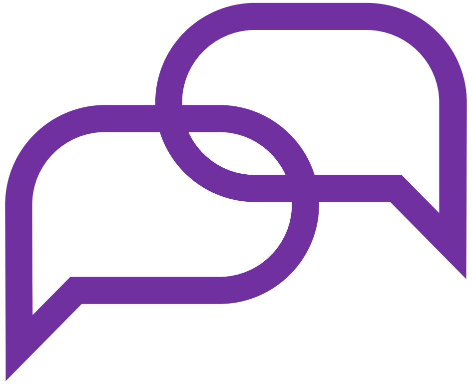
Meetings/verbal
- Physical (face to face)
- Virtual (videoconferencing)
- Phone call

Digital/electronic media
- Websites and social media
- Instant/text messaging via phone or platform
- Email or fax

Physical
- Body language and gestures
- White boards

Communication Methods





Push — sender determines:
- Send an email
- Make a phone call

Pull — receiver determines:
- Post information on team board
- Store reference documents in electronic repository — e.g., SharePoint

- Conversation (virtual or in person)
- Workshops/collaboration
- Whiteboarding

Agile teams are colocated whenever possible so that they can be highly collaborative.

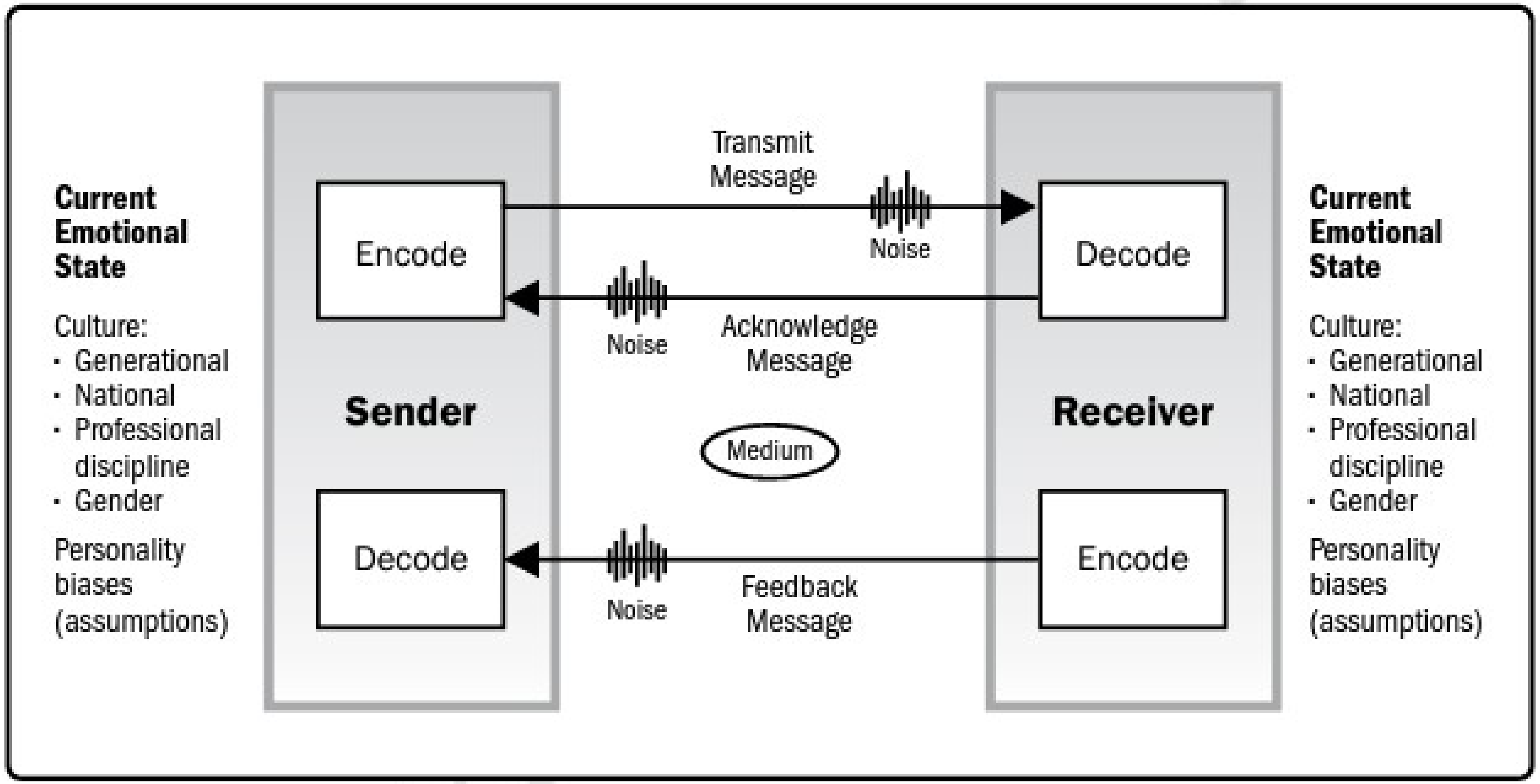
Communication Challenges / Considerations

- Urgency of need for information
- Availability and reliability of technology
- Ease of use
- Project environment – e.g., language and formality
- Sensitivity and confidentiality of information
- Communications OPAs — e.g., social media protocols
- Data protection laws/regulations
- Accessibility requirements

Communication Model*

Think of an example of a transmission. Depending on the method, what kinds of noise can play a part?

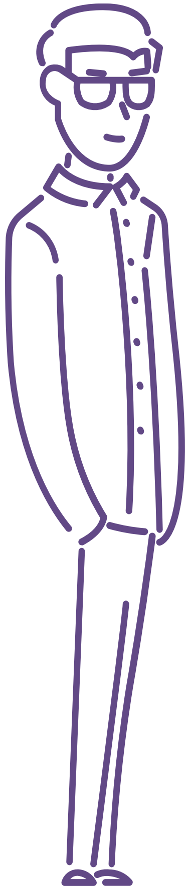
Cross-Cultural Communication Model



Stakeholder Engagement Strategy

- **Involve** stakeholders
- **Enable** appropriate management strategies
- **Create** and **maintain** relationships

Example Stakeholder Engagement Assessment Matrix (SEAM)



Tailor labels for stakeholder levels of engagement to your context, team or organization.

Don’t use names on the matrix – refer to stakeholders by number.

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
1				D	C
2				C	D
3			C	D	
4			C	D	
5		C	D		
6				C	D

C – Current engagement level | **D –** Desired engagement level

ECO Coverage

1.9 Collaborate with stakeholders

- Evaluate engagement needs for stakeholders (1.9.1)

2.4 Engage stakeholders

- Analyze stakeholders (power interest grid, influence, impact) (2.4.1)
- Categorize stakeholders (2.4.2)
- Develop, execute and validate a strategy for stakeholder engagement (2.4.4)

2.2 Manage communications

- Analyze communication needs of all stakeholders (2.2.1)
- Determine communication methods, channels, frequency and level of detail for all stakeholders (2.2.2)

Form the Team

TOPIC B

Create a Collaborative Team Culture

(Optional)

How do you think a collaborative team culture can be created in a hybrid approach? Give some examples!

Project manager:

- Builds team agreements, structures and processes that support a culture that enables individuals to work together and benefit from interactions
- Tailors a **resource management plan**

- The team assembles and self-organizes to support project requirements.

Project Team Formation Video

Tuckman's Ladder of Team Development

Dr. Bruce Tuckman

Project Team Formation

Key Concepts

Self-organizing team: A **cross-functional team** in which people fluidly assume leadership as needed to achieve the team's objectives.

Servant leadership: The practice of leading the team by focusing on understanding and addressing the needs and development of team members in order to enable the highest possible team performance.

These concepts can be applied in any kind of project team.

Project Manager Role in Adaptive Teams

Leadership and management models:

- **Centralized:** All team members practice leadership activities and accountability is usually assigned to one individual, such as the project manager or similar role (**team lead**).
- **Distributed:** One project team member (may shift) serves as facilitator to enable communication, collaboration and engagement on accountable tasks.

If a team is self-organizing, is a project manager needed?

- *If not, which of these models works best?*
- *If yes, what does that role look like?*

Hybrid Team Formation

Example

Centralized coordination by a project manager or team lead and self-organized project teams for portions of the work

Project Team Composition

- Refers to team's makeup and how team members are brought together
- Varies based on organizational culture, location and scope
- Can be full-time or part-time members
- Includes varied knowledge and expertise — i.e., generalists and specialists

Project Team Roles

- Project management staff
- Project work staff
- Supporting experts
- Business partners

Identify Project Resource Requirements

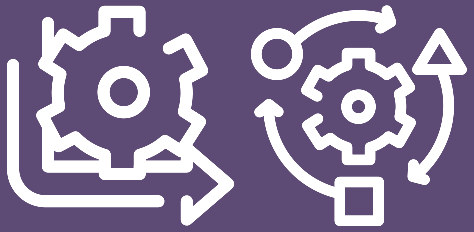
Guidelines

Provision team members, external contractors and suppliers and physical and intangible assets:

- Ensure relevant skill sets
- Avoid single points of failure — e.g., a single resource has a required skill
- Create **cross-functional teams**
- Use **generalizing specialists** to support other areas of the project
- Use **T-shaped** people whenever possible
- Ensure appropriate physical resources and other requirements — e.g., equipment and access rights

T-Shaped People and Self-Organizing Teams

- Provide individual value and versatility on project teams
- Lend flexibility to organizations
- Help avoid key resource shortages or work stoppages due to availability
- Train and coach team members to become T-shaped, combining **breadth** and **depth** of knowledge



Diversity, Equity and Inclusion Standards

- Teams are global and diverse in culture, gender, physical ability, language and many other factors.
- The project environment optimizes the team's diversity and builds a climate of mutual trust.

Experts and Expert Judgment

People from other areas of the organization

- Consultants
- Stakeholders
- Professional and technical associations
- Historical data
- Project manager

Focus on Team Strengths

- Organize around team **strengths**
- Be aware of **weaknesses**
- Identify **threats** to team success and **opportunities** to improve team performance

SWOT analysis

Team Norms

- Together, **establish** expected team behaviors **at the beginning of the project**
- Enable teams to **handle challenges** later
- Include guidelines and techniques for:
    - Meetings
    - Communications
    - Conflict management
    - Shared values
    - Decision-making

- Align team values with the *PMI Code of Ethics and Professional Conduct*

PMI®
Code of Ethics
and Professional Conduct

Can you remember the four values that drive ethical conduct for the project management profession?

Team Charter* and Ground Rules*

- A document – electronic or paper, or a poster of the ground rules
- Created together with the team
- Includes:
  - Shared values
  - Behavior guidelines
  - Guidelines for communications and use of tools
  - Decision-making guidelines
  - Performance expectations
  - Conflict-resolution measures
  - Meeting time, frequency, and channel
  - Other team agreements — e.g., shared hours, improvement activities

Team Charter Example

SHAWPE
INDUSTRIES

PROJECT TEAM NAME: SHAWPE LIFESTYLE CENTRE
SPONSORING BUSINESS UNIT: EXECUTIVE / EUGENE LOWE
DURATION OF CHARTER: 36 MONTHS
 # OF PROJECT TEAM MEMBERS: 12
TEAM MEMBER TIME COMMITMENT: 40 HOURS PER WEEK
SCOPE OF WORK:

- Construct bespoke interior spaces appropriate for commercial tenants
- Restore historic buildings in site district for use as community spaces
- Recruit commercial and community tenants
- Create management structure and transfer to Oasestown Municipality partner

PROJECT TIMELINES AND KEY MILESTONES:

Milestone	Due Date	Measured By
PHASE 1	DEC 20XX	• Completion of interior spaces – obtain "safe occupancy" certificate • Recruit tenants
PHASE 2	DEC 20XX+1	• Tenants move in • Completion of outdoor spaces
PHASE 3	DEC 20XX +2	• Transferral of property management service

ADMINISTRATIVE/REPORTING REQUIREMENTS: All parties report directly to project manager

RESOURCES and BUDGET:

- Shawpe employees report to functional managers and project manager
- External contractors refer to SOW, report to project manager

PROJECT TEAM

Project manager: Ang Fen
Product owner: Helen Grey
TEAM MEMBERS:

- Daniel Ayan, Finance
- Greer Inniss, IT
- Janis Feather, Marketing
- Kareena Ayoung, Bus Dev
- Luis DeSouza, Executive
- Bei Jones, Marketing
- Solomon Grant, Marketing

SHAWPE
INDUSTRIES

- **Project Team Executive Sponsor Roles and Responsibilities:**
  - Guide the project team to fulfill goals
  - Ensure all team members are fully oriented about the project vision at kickoff meeting.
  - Work with the project manager to ensure group work is carried out.
- **Project Manager Roles and Responsibilities:**
  - Guide the team in accomplishing the purpose detailed in the charter and in accordance with company policies.
  - Keep the team focused.
  - Work toward building a sense of trust, productivity, and camaraderie within the group.
  - Support a forum for open discussion and sharing of ideas.
  - Address non- productivity within the group.
  - Make decisions to support accomplishing the objectives of the team.
  - Coordinate all administrative duties in support of the group.
  - Facilitate information gathering for meetings.
- **Project Team Member Roles and Responsibilities:**
  - Collaborate as a team to follow all process and procedures to complete the work of the team.
  - Ensure individual work for the team is carried out between meetings.
  - Collaborate with project manager and product owner on an as-needed basis.
  - Actively participate in team meetings.
- **Team Guidelines and Communication**
  - Working hours are 8am – 5pm for the office
  - On site working hours are posted on site and change daily; use security ID badges to enter site at any hour; hard hats and boots must be worn on site
  - Be polite
  - Respect everyone's opinion
  - Speak to people directly and appropriately before airing grievances in public
  - People may be contacted outside of working hours, but they are not required to respond
  - Use relevant messages in work chats
  - Be on time to meetings
  - Ask for help when you need it
  - Communicate honestly and openly
  - Use email for essential communication, so read emails properly

GROUND RULES

Team Communication

- **Effective communication** includes:
  - Verbal
  - Written
  - Behavioral
  - Physical (notice boards)
  - Virtual
- Include communication expectations and details in the **team charter**
- Organize communications:
  - Facilitate team and stakeholder collaboration Manage expectations
  - Check regularly to make sure it's working!
  - Plan and use **retrospectives** to discuss communications improvements

Colocated, Virtual or Both?

What kind of team are you on?

Virtual Team*

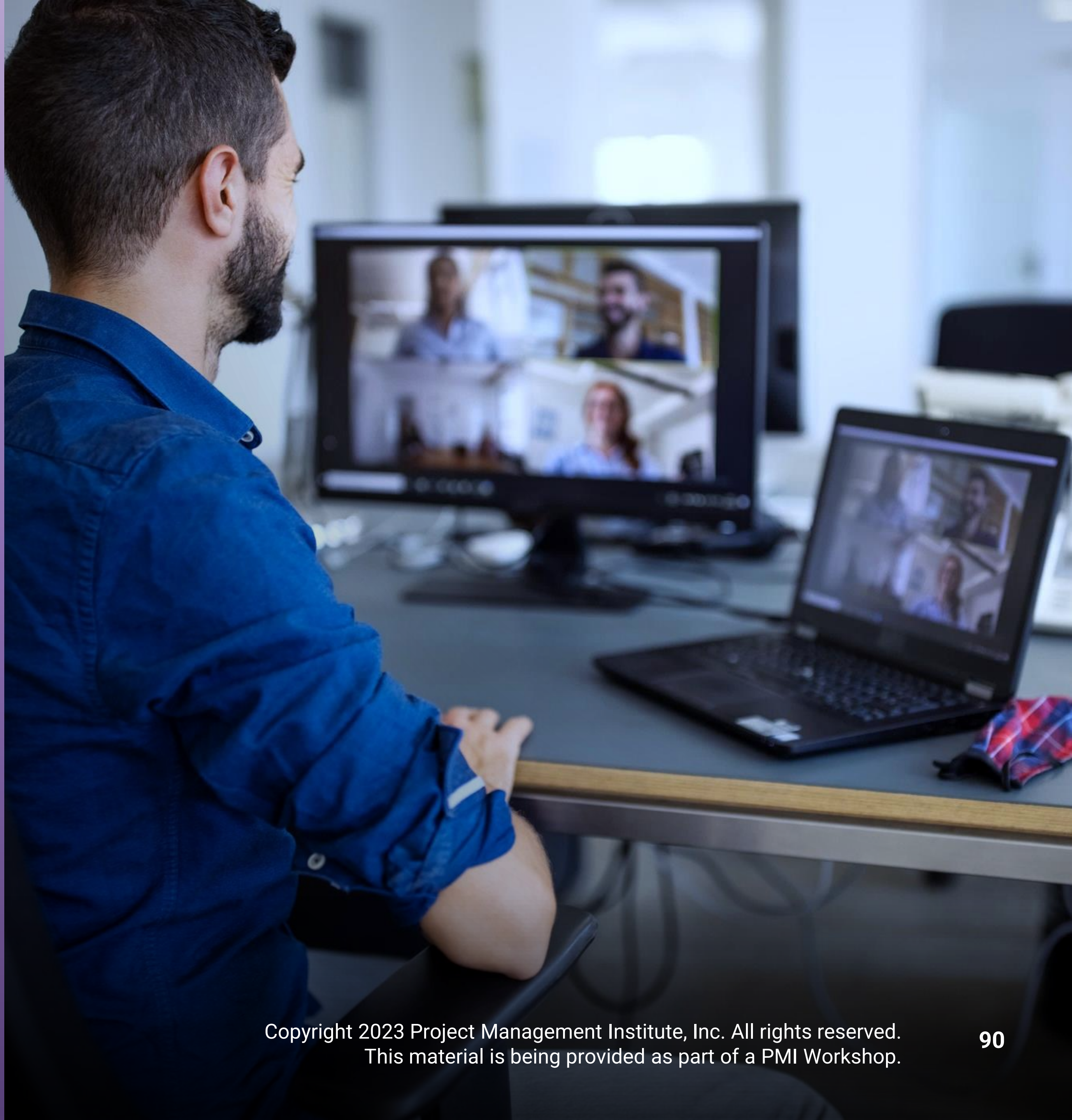
- "Normal" in most workplaces
- Create opportunities for the organization:
  - Better skills at lower costs
  - Avoids relocation expenses
  - Work/life balance
- Rely on communication technology
- May have bonding challenges

Colocated Team*

- Interaction is easy
- Better bonding is facilitated
- Use of physical tools, collaboration and boards possible

Virtual Team Challenges

- Individual performance tracking
- Diversity - language, technological skill
- Solo working prohibits bonding



Running Virtual Teams

- Check in with people individually as often as possible
- Conduct positive network-building activities

What are your tips for creating a positive virtual team experience?

Virtual Team Communication Technology

- Plan team communication and collaboration methods
- Consider working hours, geographical dispersion and security requirements
- Use appropriate tools:
    - Task boards
    - Messaging and chat
    - Calendars
    - Document storage
    - Knowledge repositories
    - Videoconferencing

Address Virtual Team Member Needs

Facilitate and ensure collaboration as a priority

Address the basic needs of a virtual team, including:

- Cohesion
- Shared goals
- Clear purpose
- Clarity on roles and expectations

ECO Coverage

1.4 Empower team members and stakeholders

- Organize around team strengths (1.4.1)

2.16 Ensure knowledge transfer for project continuity

- Discuss project responsibilities within team (2.16.1)
- Outline expectations for working environment (2.16.2)

1.11 Engage and support virtual teams

- Examine virtual team member needs (e.g., environment, geography, culture, global, etc.) (1.11.1)
- Investigate alternatives (e.g., communication tools, colocation) for virtual team member engagement (1.11.2)

DAILY PMP BOOTCAMP SURVEY

LOOK FOR THE SURVEY LINK IN THE CHAT

Our goal is to provide the best possible Bootcamp experience for a live streaming webinar, with hundreds of participants.

For each Bootcamp session,

- Let us know **what you liked** about the experience – your comments really matter.
  - Please include a thank you **to the mentor(s)** working off camera.
- If you have **recommendations**, share those too!

We sincerely value your opinion!

Survey Scale

This Scale: 0 not at all likely- 10 extremely likely

skillsoft

On a scale of 0-10, how likely are you to recommend this bootcamp to someone else?

This Scale: 0 not at all likely - 10 extremely likely

0	1	2	3	4	5	6	7	8	9	10
○	○	○	○	○	○	○	○	○	○	○

CHANGE MANAGEMENT

A comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organizations from a current state to a future state in which they realize desired benefits. It is different from project change control, which is a process whereby modifications to documents, deliverables, or baselines associated with the project are identified and documented, and then are approved or rejected.

THRESHOLD

A predetermined value of a measurable project variable that represents a limit that requires action to be taken if it is reached.

TOLERANCE

The quantified description of acceptable variation for a quality, risk, budget, or other project requirement.

ESCALATE

The act of seeking helpful intervention in response to a threat that is outside the scope of the project or beyond the project manager's authority.

PROJECT LIFE CYCLE

The series of phases that a project passes through from its start to its completion.

PHASE

Refers to a collection of activities within a project. Each project phase is goal oriented and ends at a milestone.

Lesson 1 Vocabulary

PHASE GATE

A point review at the end of a phase in which a decision is made to continue to the next phase, to continue with modification, or to end a project or program.

MINIMUM VIABLE PRODUCT (MVP)

The smallest collection of features that can be included in a product for customers to consider it functional. In Lean methodologies, it can be referred to as “bare bones” or “no frills” functionality.

SEQUENTIAL RELATIONSHIP

Refers to a consecutive relationship between phases; phases occur in procession and without overlap.

OVERLAPPING RELATIONSHIP

A type of phase-to-phase relationship characterized by phases that start prior to the ending of the previous phase. Therefore, activities in different phases run concurrently with one another.

QUALITY POLICY

The basic principles that should govern the organization's actions as it implements its system for quality management.

STAKEHOLDER

STAKEHOLDER

An individual, group or organization that may affect, be affected by or perceive itself to be affected by a decision, activity or outcome of a project, program or portfolio.

STAKEHOLDER ANALYSIS

STAKEHOLDER ANALYSIS

A technique of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be considered throughout the project.

STAKEHOLDER REGISTER

STAKEHOLDER REGISTER

A project document including the identification, assessment, and classification of project stakeholders.

STAKEHOLDER ENGAGEMENT PLAN

STAKEHOLDER ENGAGEMENT PLAN

A component of the project management plan that identifies the strategies and actions required to promote productive involvement of stakeholders in project or program decision-making and execution. Used to understand stakeholder communication requirements and the level of stakeholder engagement in order to assess and adapt to the level of stakeholder participation in requirements activities.

COMMUNICATIONS MANAGEMENT PLAN

COMMUNICATIONS MANAGEMENT PLAN

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 MODEL

COMMUNICATION MODEL

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

CROSS-FUNCTIONAL TEAM

CROSS-FUNCTIONAL TEAM

Teams that have all the capabilities to deliver the work they've been assigned. Team members can specialize in certain skills, but the team is capable of delivering what they've been called on to build. See also "self-organizing teams".

GENERALIZING SPECIALISTS

GENERALIZING SPECIALISTS

Refers to a project team member who has a particular area of deep expertise but also has experience in many other areas that may not be directly related to their core area. These team member types are valued on agile projects because of their ability to be interchangeable.

T-SHAPED

T-SHAPED

Refers to a person whose skill set comprises one area of specialization and broad ability in other skills required by the team.

TEAM CHARTER

TEAM CHARTER

A document that records the team values, agreements, and operating guidelines as well as establishes clear expectations regarding acceptable behavior by project team members.

GROUND RULES

GROUND RULES

Expectations regarding acceptable behavior by project team members.

VIRTUAL TEAM

VIRTUAL TEAM

A group of people with a shared goal who fulfill their roles with little or no time spent meeting face-to-face.

COLOCATION

COLOCATION

An organizational placement strategy in which the project team members are physically located close to one another to improve communication, working relationships, and productivity.