



# **PMP® EXAM PREP BOOTCAMP**

## **Session 6**

**PMI  
Authorized Training Partner**

### **ATTENDENCE TRACKING**

**Percipio Users:**  
Name is based on your log in information in Percipio

**Using Zoom:**  
Enter your first and last name

# BREAKS

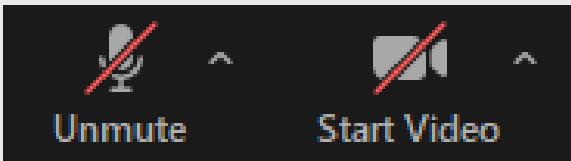


**Yes! We will have periodic breaks.**

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

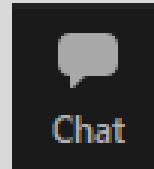


**We are saving  
everyone's  
bandwidth  
usage  
by  
disabling  
cameras and  
microphones**



## WAYS TO PARTICIPATE

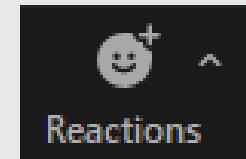
Find the **Chat option** in your Zoom command bar



Change the **To: field** 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

# CHAT vs Q & A

Please use the **Chat** for:

- **Greetings** before the session starts and during breaks
- Once the session starts , the chat may be closed or changed to *Hosts & Panelists Only* to minimize disruptions and focus on important information.
- The instructor may open the chat during the session for student **to respond to the instructor's questions** and create a group dialog.

# CHAT vs Q & A

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
- The Q&A may be open and closed throughout the session to allow us to address questions/issues in a timely manner.
- **Please be very patient, the support team responds to many inquiries per session**

# IS LIVE ATTENDANCE REQUIRED?

- **YES**, if you are taking this training to register for the PMP exam
- You are **allowed to miss up to two sessions IF** you make up the sessions by **watching the video replays**.
- A **missed session means** you were disconnected for **more than a total of 15 mins** for the duration of the session.
- If you **miss three or more sessions**, you will need to make up the missed time by **attending live in another 8-day cohort**.
- \*Please see the Bootcamp Calendar for information about upcoming sessions at: <http://calendar.skillsoft.com/>



# ACCESSING THE

# VIDEO REPLAYS

1. Go to: <https://github.com/Skillsoft-Content/PMPReplay>
2. Replays will be available within 2 business days after the session ends.
3. Click on the Excel file for the year you attended the Bootcamp. You won't see a *file open* option, but it is selected.
4. Click the *Download raw file* button on the far left-hand side.
5. Open the downloaded file using this password: pmpB00tcampReplay!



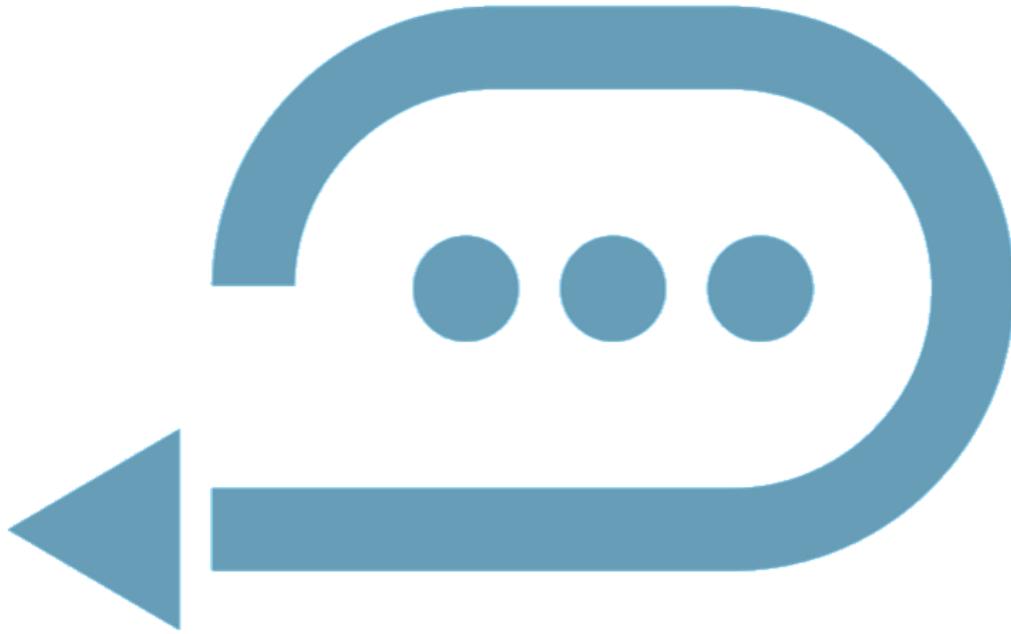
Those are zero's not the letter O. The password is case sensitive.

7. Locate and open the worksheet tab that corresponds with the bootcamp you attended
8. Make a note of the passcode.
9. Paste the provided link into your browser.
10. Complete the required registration steps
11. Input the passcode when prompted  
The password to open the Excel file is NOT the passcode to access the replay.

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

**No limit to watch replays to study**

## Recap Session 5



# Mapping this course to the Student Workbook

	<b>Business Environment Lesson 1</b>	<b>Start the Project Lesson 2</b>	<b>Plan the Project Lesson 3</b>	<b>Lead the Project Team Lesson 4</b>	<b>Support Project Team Performance Lesson 5</b>	<b>Close the Project/Phase Lesson 6</b>
Topic A	(1A) Foundation	(2A) Identify and Engage Stakeholders	(3A) Planning Projects	<b>(4A) Craft Your Leadership Skills</b>	(5A) Implement Ongoing Improvements	(6A) Project Phase/Closure
Topic B	(1B) Strategic Alignment	(2B) Form the Team	(3B) Scope	<b>(4B) Create a Collaborative Project Team Environment</b>	(5B) Support Performance	(6B) Benefits Realization
Topic C	(1C) Project Benefits and Value	(2C) Build Shared Understanding	(3C) Schedule	<b>(4C) Empower the Team</b>	(5C) Evaluate Project Progress	(6C) Knowledge Transfer
Topic D	(1D) Organizational Culture and Change Management	(2D) Project Approach	(3D) Resources	<b>(4D) Support Team Member Performance</b>	(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			<b>(3G) Quality</b>	(4G) Manage Conflict		
Topic H			<b>(3H) Integrate Plans</b>			

LESSON 3

# PLAN THE PROJECT

- Planning Projects
- Scope
- Schedule
- Resources
- Budget
- Risks
- Quality
- Integrate Plans



# Learning Objectives

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- Explain the importance of a project management plan.
- Provide an overview of scope planning in both predictive and adaptive projects.
- Provide an overview of schedule planning in both predictive and adaptive projects.
- Discuss resource planning for a project, including human and physical resources and the role of procurement.
- Determine the budgeting structure/method for a project
- Explain the importance of tailoring a budget.
- Identify strategies for dealing with risks and risk planning.
- Assemble a toolkit of possible responses to risks.
- **Define quality and how it relates to the outcomes and deliveries for a project.**
- **Discuss the importance of integrating project management plans and tailoring a change management process.**



# Quality

## TOPIC G

# Quality

The degree to which a set of inherent characteristics fulfill requirements.

Include:

- Stakeholder expectations and end-user satisfaction
- Compliance with standards and regulations
- Continuous improvement



# Cost of Quality (CoQ)

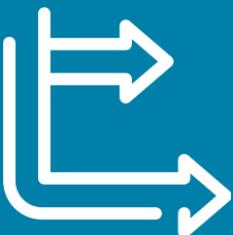
**Money spent during project to avoid failure**

- **Prevention costs (Build a quality product)**
  - Training
  - Document processes
  - Equipment
  - Time to do work “right” – resources, infrastructure expenses
- **Appraisal (quality assessment)**
  - Testing
  - Inspections

**Money spent during/after project because of failures**

- **Internal failure costs**
  - Rework
  - Scrap
- **External failure costs**
  - Liabilities
  - Warranty work
  - Lost business

# Stakeholder and Customer Expectations of Quality



## PRODUCT/DELIVERABLE

Identify quality requirements during requirements elicitation; create **quality management plan**.

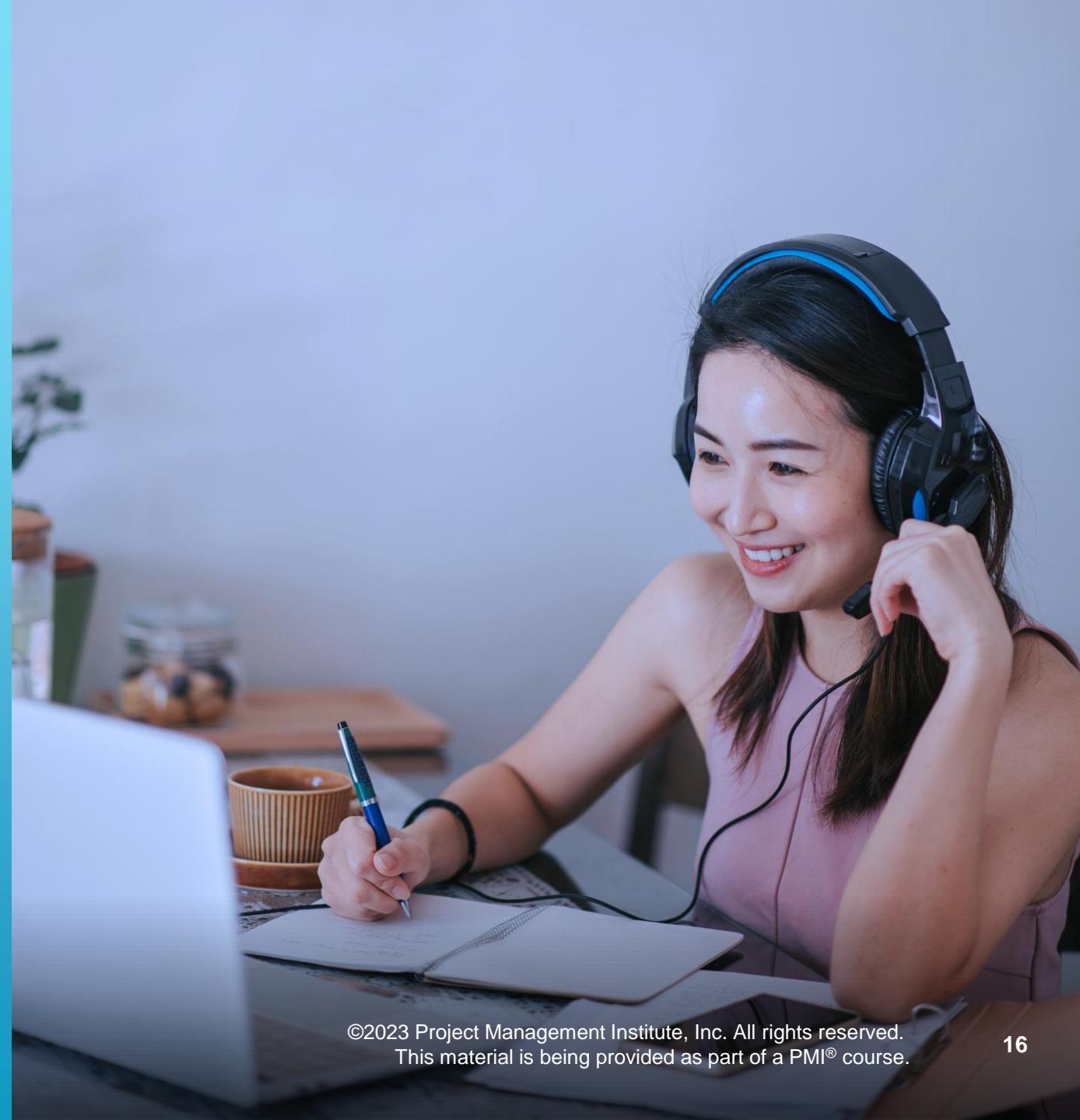
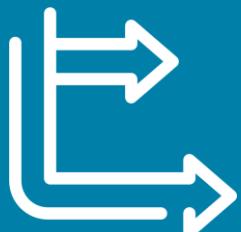
## PROCESSES

Ongoing observation and checking of processes stated in quality management plan; overseen by a **quality policy**.

*Your organization should have a **quality policy** which applies to all projects. If your organization does not have a quality policy, then your project needs to create one.*

# Quality Management Plan

- Activities and resources that achieve the quality objectives
- Formal or informal, detailed or broadly framed
- Reviewed throughout the project
- Benefits:
  - Sharper focus on the project's value proposition
  - Cost reductions
  - Mitigated schedule overruns from rework



# Compliance Requirements

Internal and external standards, such as:

- Appropriate government regulations
- Organizational policies
- Product and project quality requirements
- Project risk

Compliance actions:

- Classify compliance categories
- Determine potential threats to compliance
- Analyze the consequences of noncompliance
- Determine necessary approach and action to address compliance needs

# Quality Standards and Regulations

		Example
<b>Standards</b>	Documents established as a model by an authority, custom, or by general consent.	Dictionary
<b>Regulations</b>	Requirements that can establish product, process, or service characteristics, including applicable administrative provisions with government-mandated compliance.	Language rules
<b>De facto standards or regulations</b>	Widely accepted and adopted through use, but not yet. . . .	Words are used widely in groups, like slang or jargon.
<b>De jure standards or regulations</b>	Mandated by law or approved by a recognized body of experts.	Word enters dictionary and becomes a defined word.



A number of *international institutes* are devoted to quality, including:

- *American Society for Quality (ASQ) - ISO 9000 Series*
- *The Chartered Quality Institute (CQI)*
- *ASTM International*

# Discussion

## Quality Standards and Regulations

What standards and regulations are relevant in your industry?



# Quality Metrics, Checklists, and Processes



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**Metrics** measure desired quality attributes for your product or project through testing, use of tools, processes.

Include a tolerance level that factors in what the customer will accept and describe the desired quality level in the acceptance criteria and DoD.

Include **checklists**, **templates** and **quality artifacts** in the quality management plan.



Adaptive teams use retrospectives and small batch cycles to ensure quality.

# Quality Methods for Continuous Improvement

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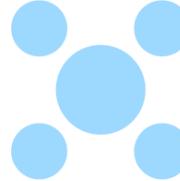
**Six Sigma (aka Lean Six Sigma)** – DMAIC framework (Define, Measure, Analyze, Improve, Control) – focus on removing waste

**Kaizen** – “change for better/improve”

**(PDCA) Plan – Do – Check – Act** – Shewhart/Deming

**Agile methods - Scrum, Kanban, Crystal Methods** (software), etc.

# ECO Coverage

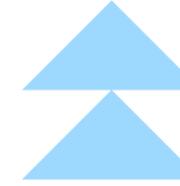
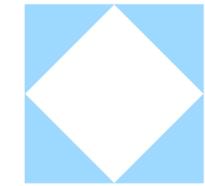
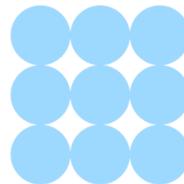


## 2.7 Plan and manage quality of products / deliverables

- Determine quality standard required for project deliverables (2.7.1)

## 3.1 Plan and manage project compliance

- Use methods to support compliance (3.1.4)
- Measure the extent to which the project is in compliance (3.1.7)



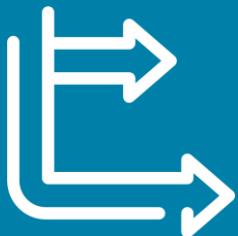


# Integrate Plans

TOPIC H

# Integrating Plans

## An Important Step



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Overall, the scope, schedule, budget, resources, quality and risk plans must support desired outcomes.

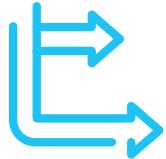
An integrated view of all plans can:

- Identify and correct gaps or discrepancies
- Align efforts and highlight how they depend on each other — so your team works better!
- Help assess and coordinate the project during its life cycle



*The result of this step is an **integrated project management plan!***

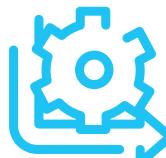
# Integrate Plans



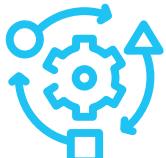
At the end of the planning stage, combine all planning results from knowledge areas.



*Specific to project manager role, this task cannot be delegated.*



Reframe the approach to “plan integration” and figure out a way forward to work with the various planning elements – adapt it while working!



Adaptive processes and agile ceremonies provide a structure to continuously integrate plans or aspects of a project.

# Change Control

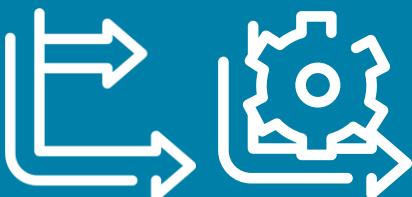
Use a **change management plan** to set a process and assigned roles for change



Questions about Change	Typical Answers
Who can propose a change?	Roles are assigned
What exactly constitutes a change?	A change is proposed or an event changes one of the project baselines or measures
What is the impact of the change on project objectives?	Recommend evaluation method
What are steps to evaluate a <b>change request</b> before approving or rejecting it?	Required steps per quality policy
Who has the authority to approve various types and levels of change?	Change control board, other approvals
When a change request is approved, what project documents will record the next steps (actions)?	Change log
How will you monitor these actions to confirm completion and quality?	Quality metrics, RAM/RACI charts, information radiators

# Plan for Complexity and Change

- Organization's system
- Human behavior
- Uncertainty or ambiguity



## Systems-based

- **Decoupling:** Disconnect parts of the system to simplify it and reduce the number of connected variables
- **Simulation:** Use similar, unrelated scenarios to try to understand the complexity

## Reframe the Problem

- **Diversity:** View the system from different perspectives
- **Balance:** Reconsider the type of data used

## Process-Based

- **Iterate:** Plan iteratively or incrementally; add features one at a time
- **Engage:** Really engage with stakeholders
- **Fail safe:** Plan for failure

# How to Approach Complex Plans

Fail Fast and Self-Correct!

Instead of planning, rely on **tailoring, adaptability and resilience**

Adopt mindsets and frameworks that prioritize **collaboration** over instruction and control



# ECO Coverage

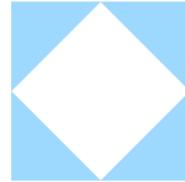
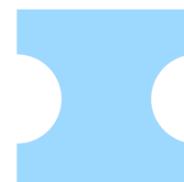
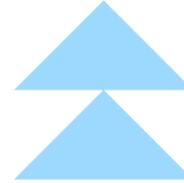
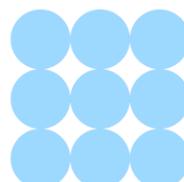
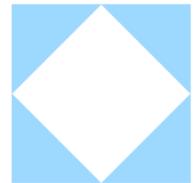
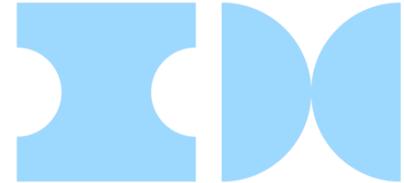
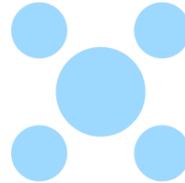
## 2.9 Integrate project planning activities

- Consolidate the project/phase plans (2.9.1)
- Assess consolidated project plans for dependencies, gaps, and continued business value (2.9.2)
- Analyze the data collected (2.9.3)
- Collect and analyze data to make informed project decisions (2.9.4)
- Determine critical information requirements (2.9.5)

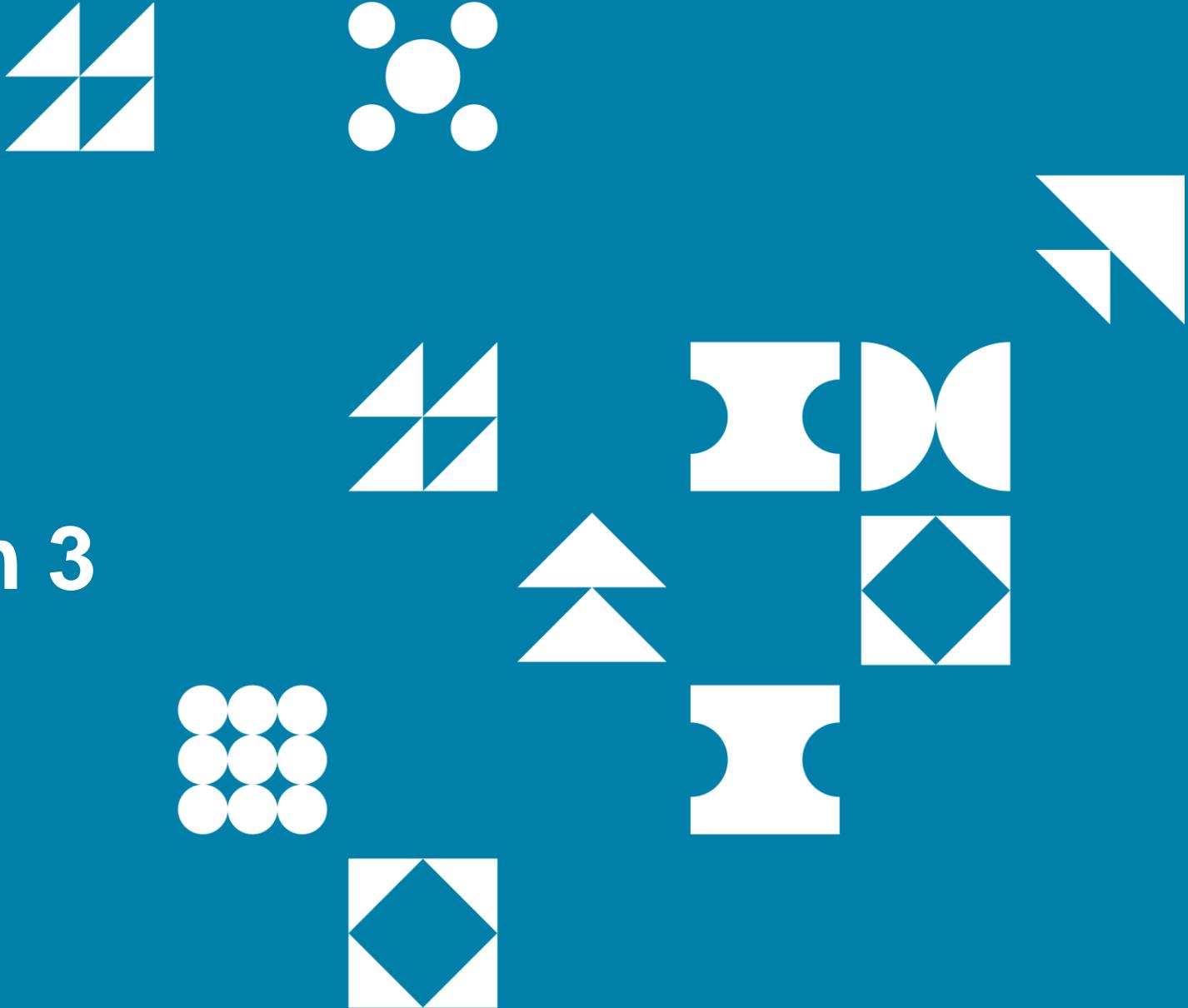


## 2.10 Manage project changes

- Determine strategy to handle change (2.10.2)



# End of Lesson 3



LESSON 4

# LEAD THE PROJECT TEAM

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



# Learning Objectives

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



# Craft Your Leadership Skills

## TOPIC A

# Power Skills

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

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



# Guidelines for Developing Inclusive Leadership Competencies

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

# Leadership Skills & Competencies

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



# Interpersonal and Team Skills

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



# Leadership Styles

## Tailoring Considerations

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

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

# Leadership ≠ Management

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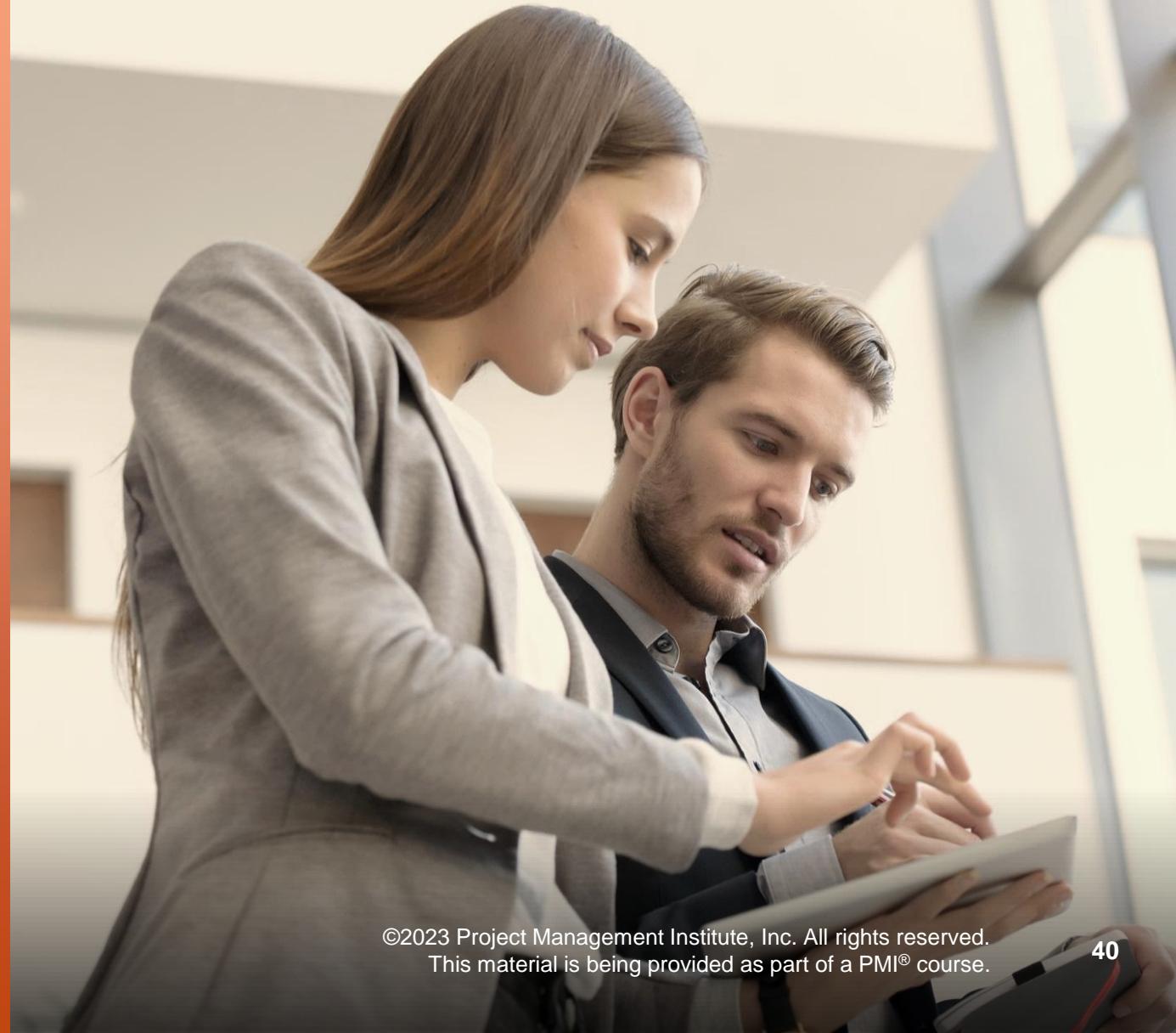
**Leadership** - Guiding the team by using discussion and an exchange of ideas

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

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

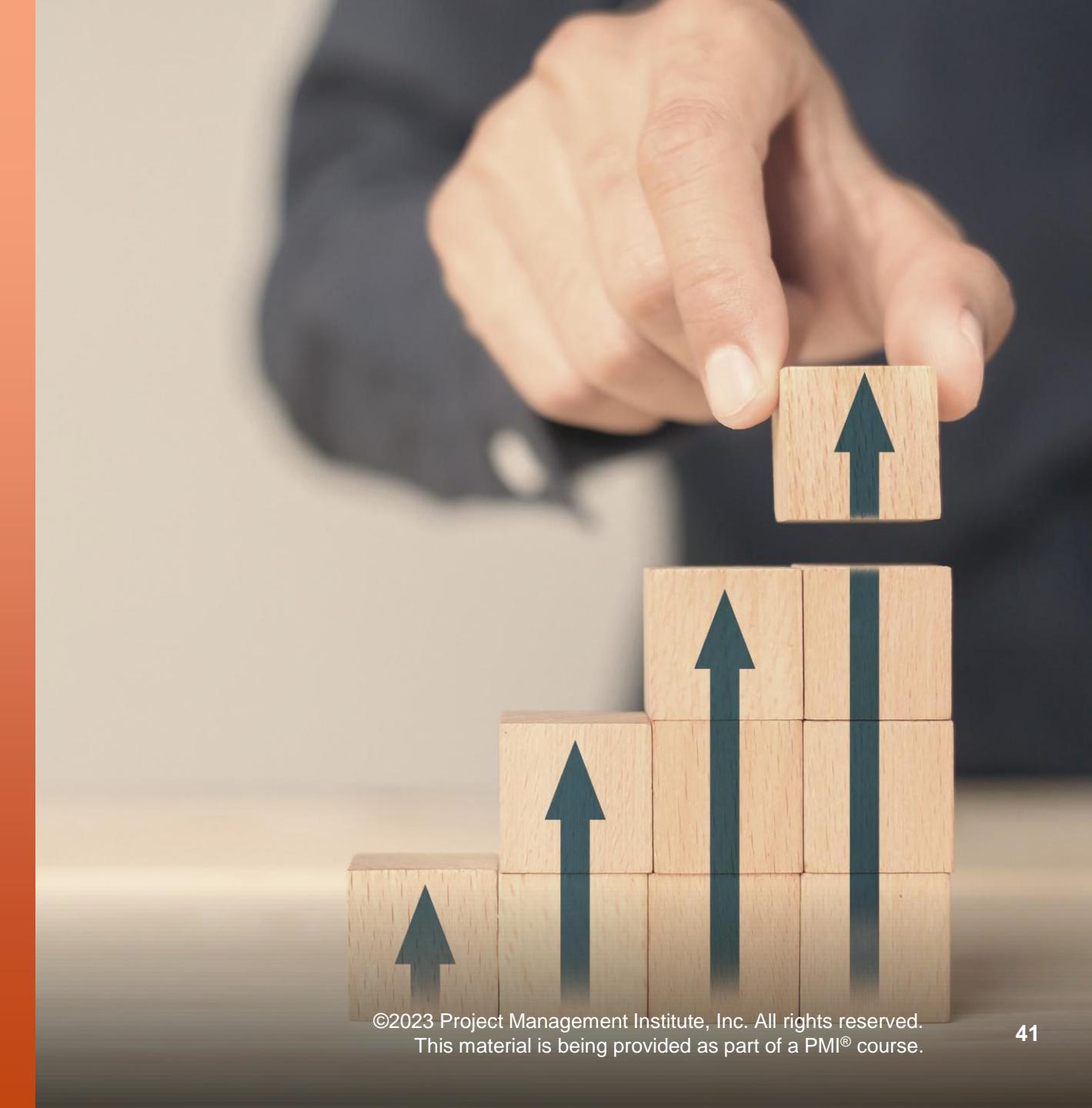
# Servant Leadership\*

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



# Adopt a Growth Mindset\*

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

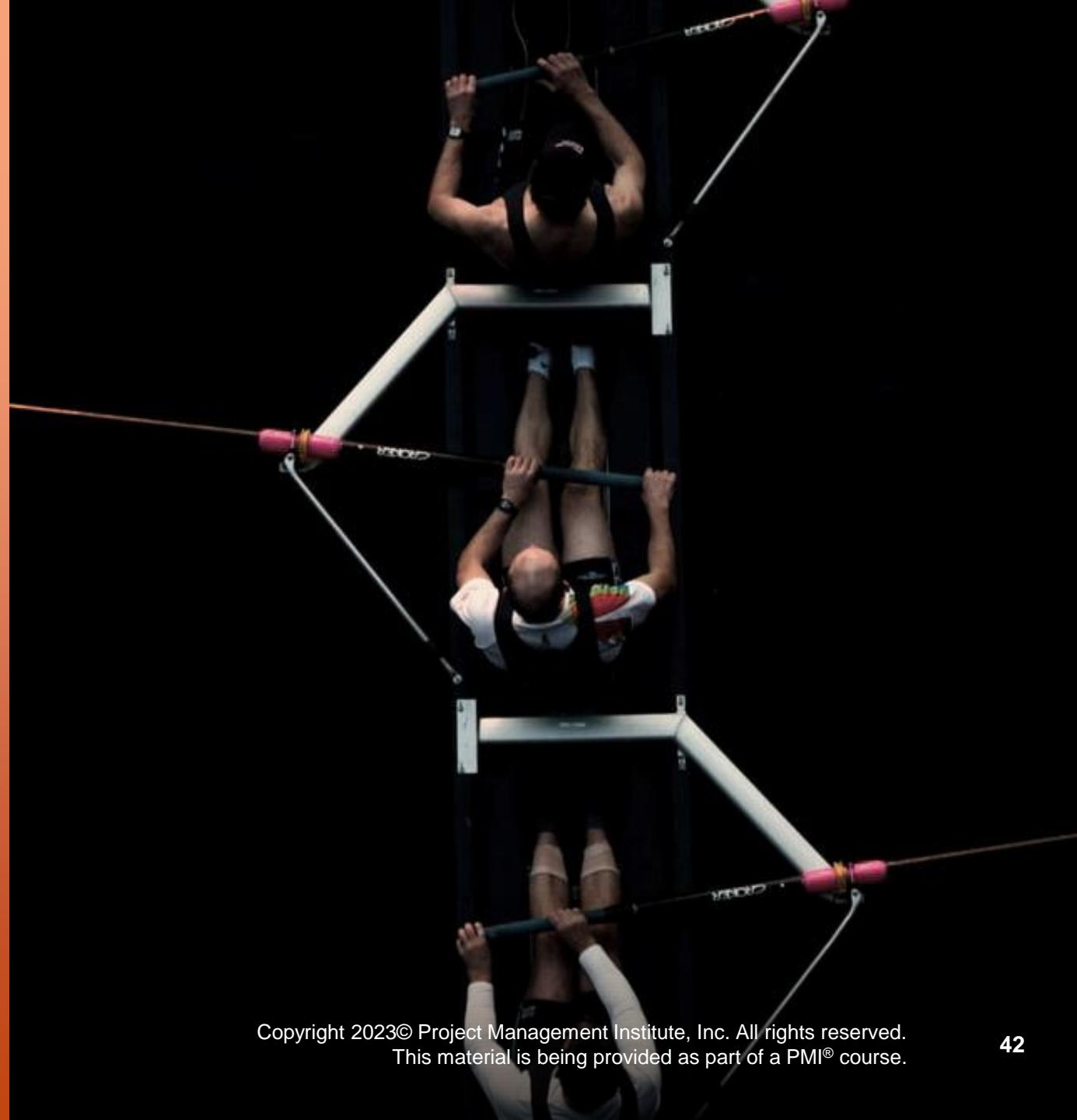


# Team-Building

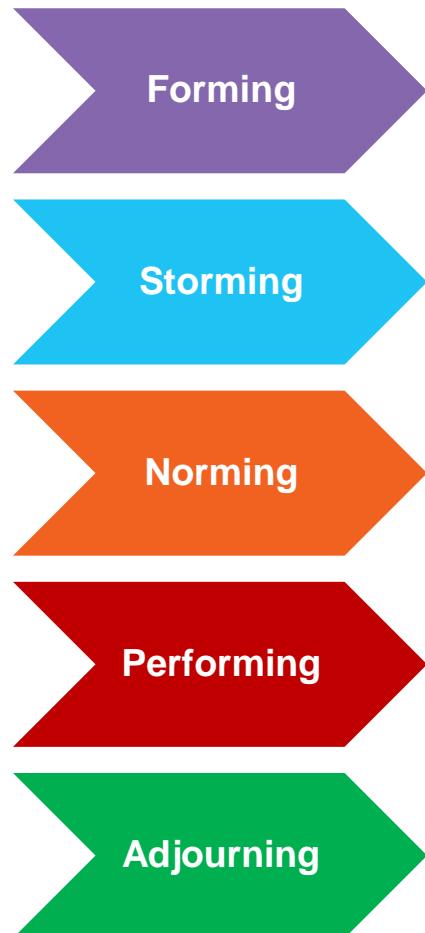
- Cohesion and solidarity help teams perform better.
- Good leadership facilitates bonding between project team members.
- Team-building activities build unity, trust, empathy and focus on the team over the individual. They can be:
  - Formal or informal
  - Brief or extended
  - Facilitated by yourself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



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



# Tuckman Stages of Team Development



**Team members** meet and begin to trust one another.

**Team members** begin to assert themselves and take control of emerging issues.

**Team** begins to work productively, without worrying about personal acceptance or control issues.

**Team** is working at optimum productivity and is collaborating easily, communicating freely, and solving its own conflicts.

**Team members** complete their assigned work and shift to the next project or assigned task.

*Source: Dr Bruce Tuckman*

# Balance Team Tone with Sense of Urgency



## TONE

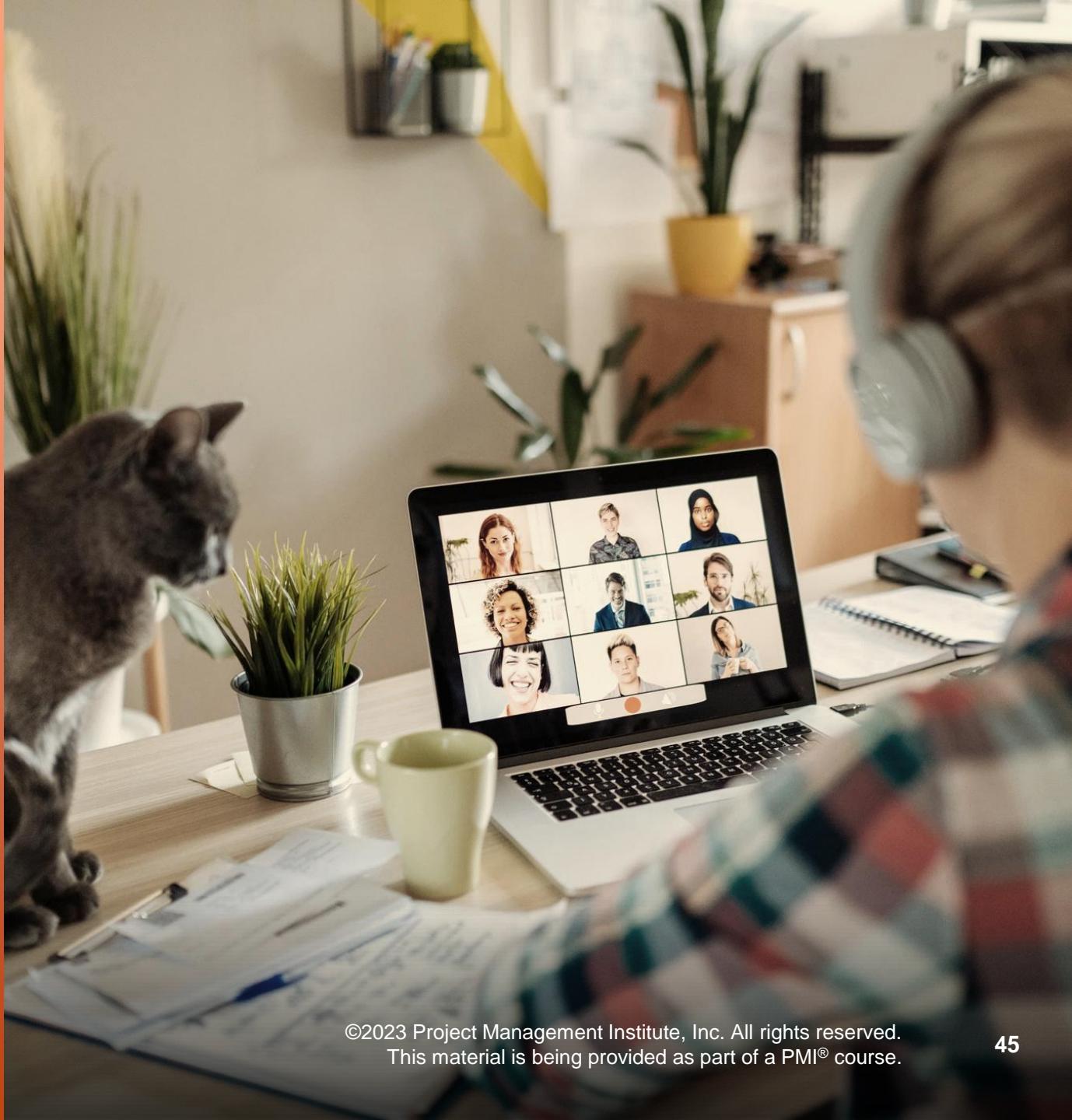
- Use **fluid communication** and engagement
- Promote **positive interactions**

## URGENCY

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

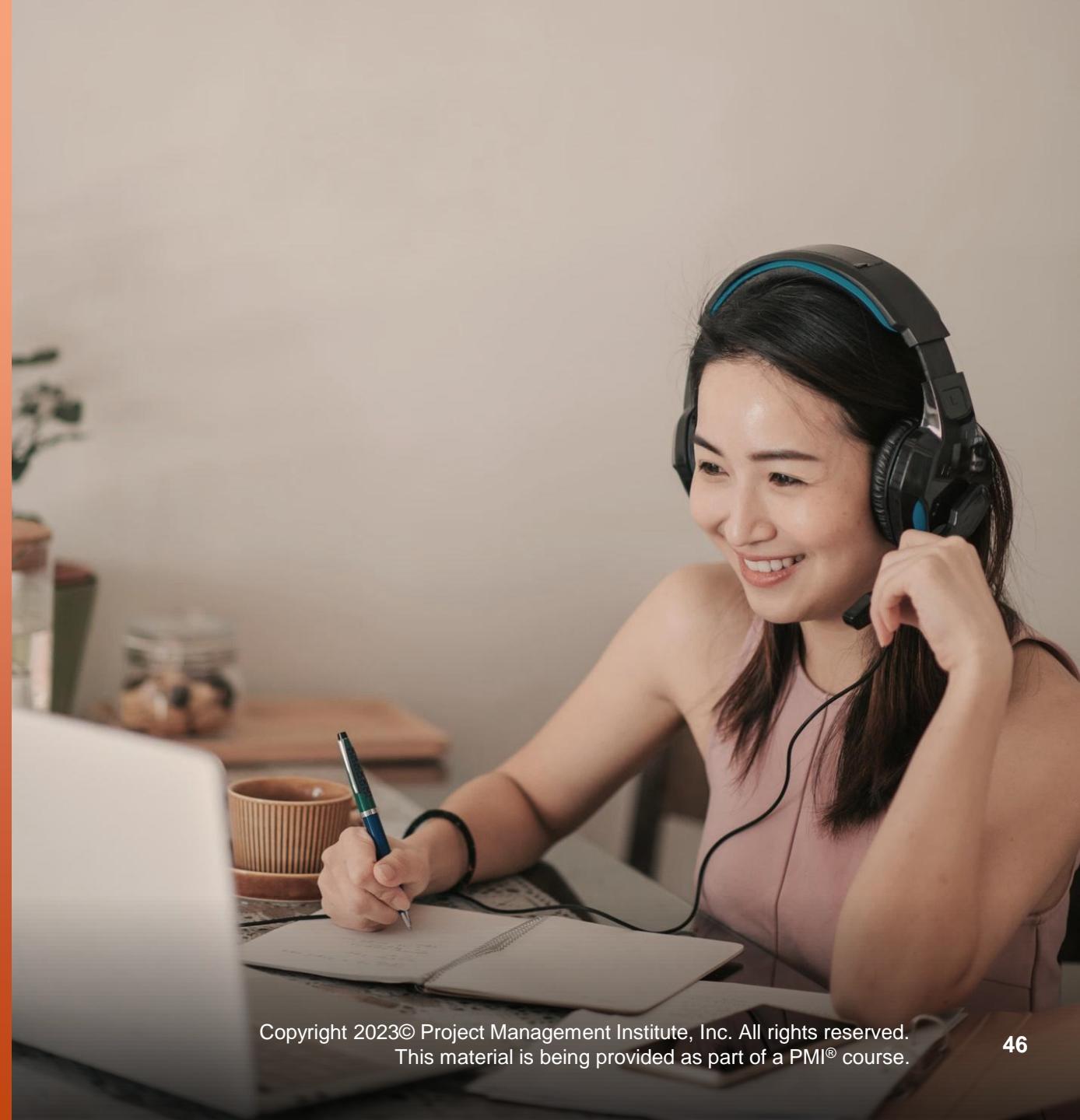
# Virtual Team Member Engagement

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

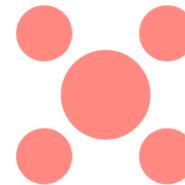
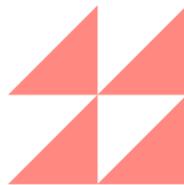


# Virtual Team Best Practices

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

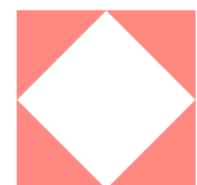
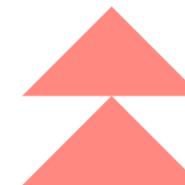
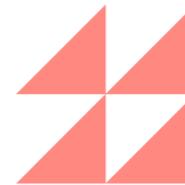


# ECO Coverage



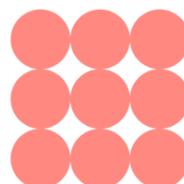
## 1.2 Lead a team

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



## 1.11 Engage and support virtual teams

- Implement options for virtual team member engagement (1.11.3)





# Create a Collaborative Project Team Environment

TOPIC B

# Where and How the Team Works

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



# “Agile” Space for Hybrid Teams

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

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

# Work Information Management Systems

## Project Management Information System (PMIS)

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

*Microsoft Project or similar*



## Artifacts Management Systems

Store and maintain project artifacts

- *Microsoft SharePoint or Teams*
- *Google Drive*

# Importance of Artifacts



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



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

# Information Storage and Distribution Good Practices

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



# Standardize Artifacts

## What to Include

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



# Tailor Artifacts



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

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



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



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

## Configuration management plan

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

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



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

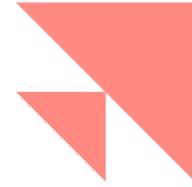
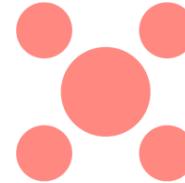
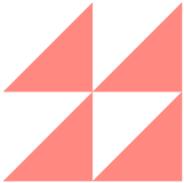
For each update, include:

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



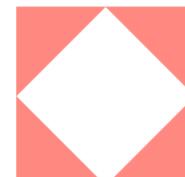
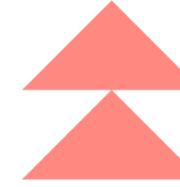
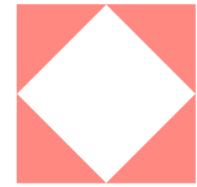
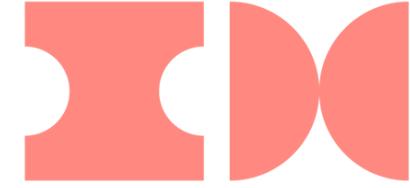
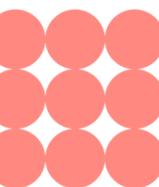
*Apply version control to all artifacts, especially important ones, like the project management plan.*

# ECO Coverage



## 2.12 Manage project artifacts

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





# Empower the Team

## TOPIC C

# Empower Teams with EI and Fluid Communication

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



# Empowerment, Unity, Autonomy

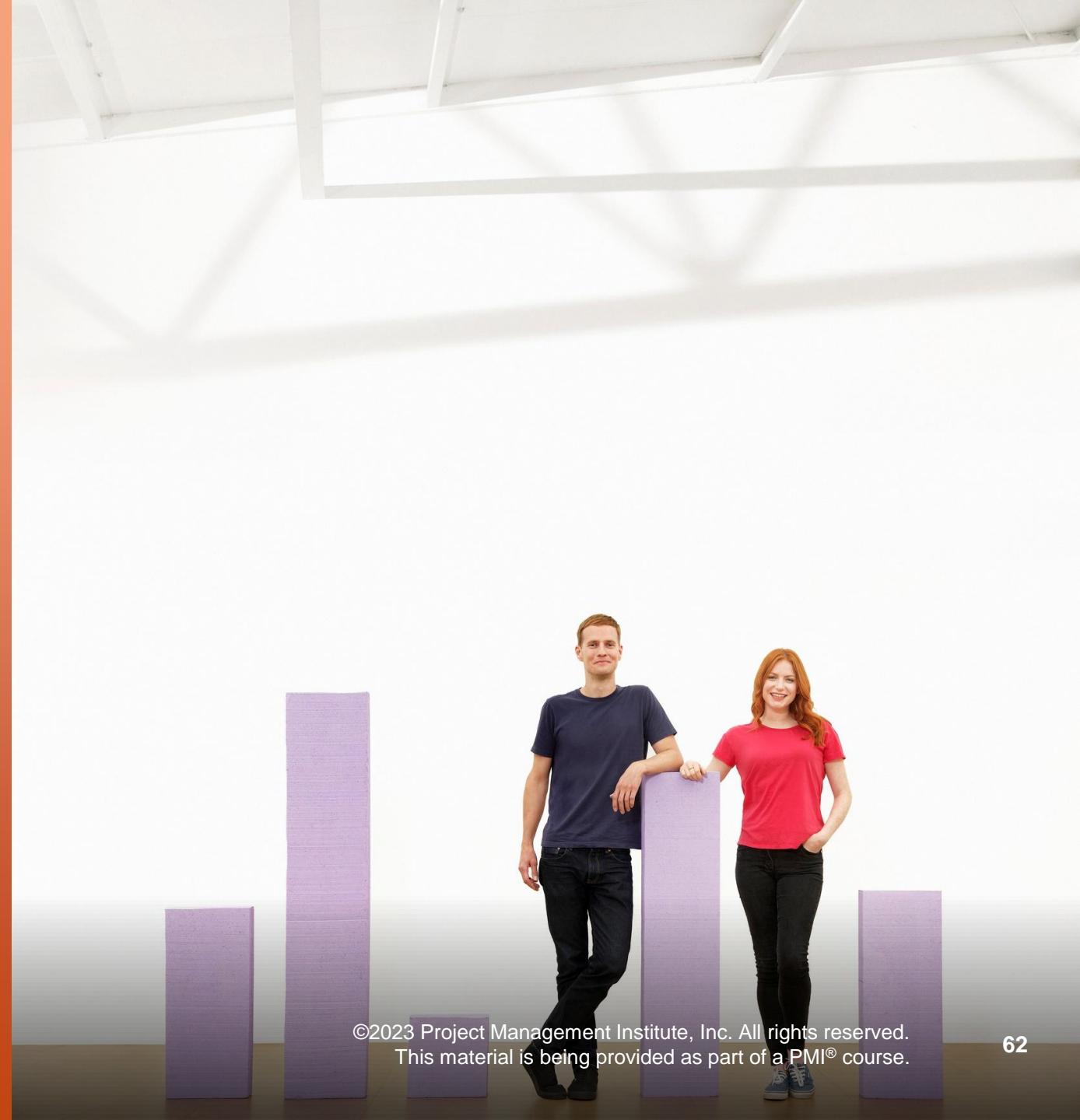
- Empower teams to feel a sense of ownership of work, make decisions collaboratively and share responsibility
- Prioritize team unity over individual contributions
- Grant autonomy to teams to show trust, inspire and boost productivity

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

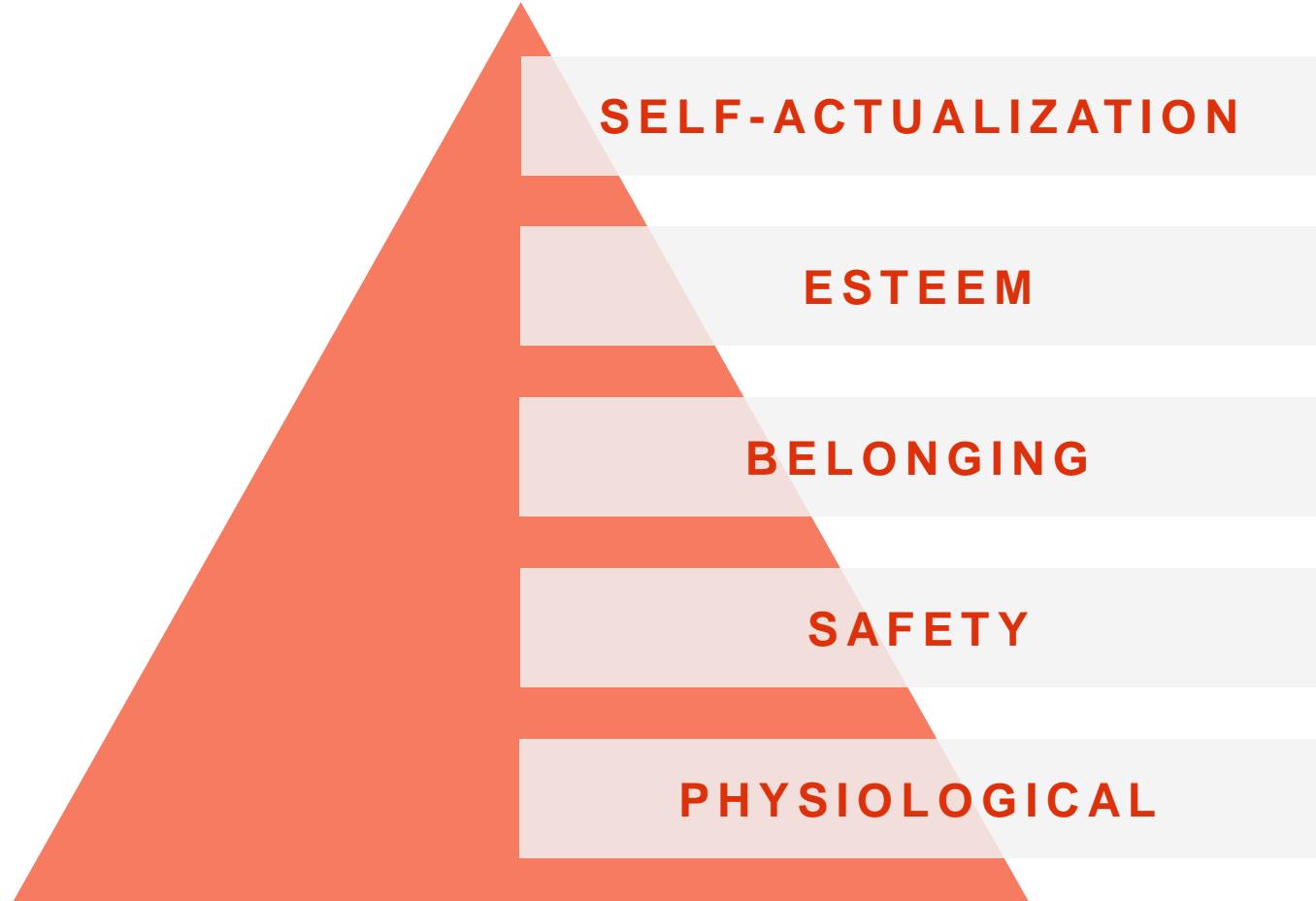


# Motivational Theories/ Approaches

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

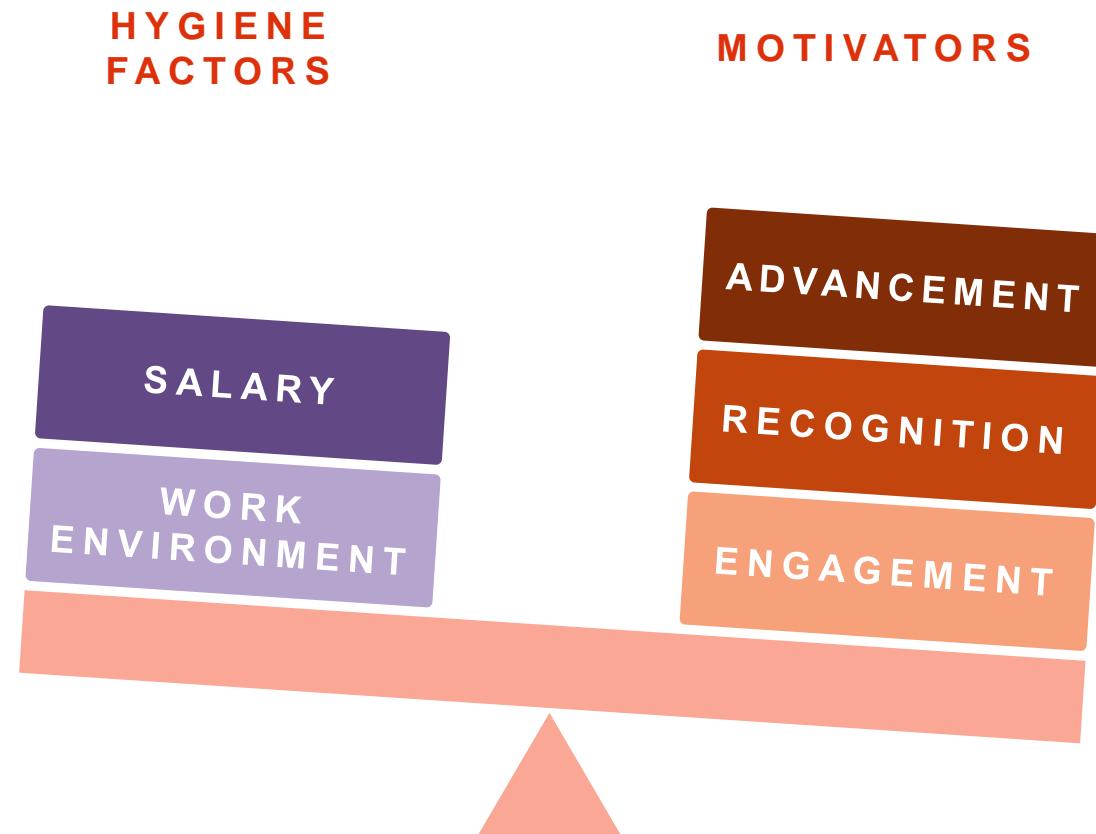


# Maslow's Hierarchy of Needs



# Herzberg's Motivation-Hygiene Theory

aka Two-Factor Theory



# McGregor's Theory X and Theory Y



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

## Theory X (authoritarian)

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

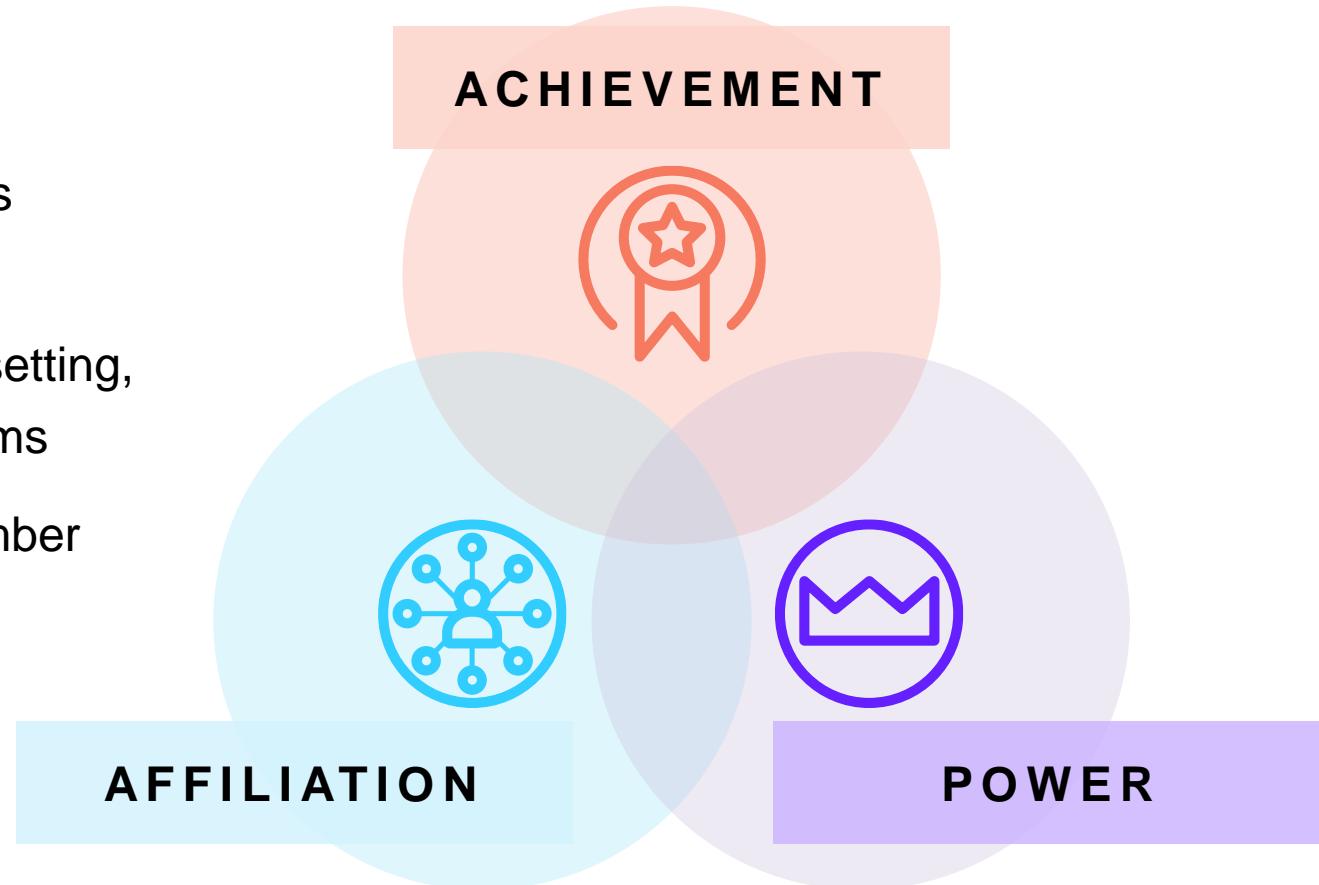
## Theory Y (participative)

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

# McClelland's Achievement Motivation Theory

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

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



# Uphold Team Charter and Ground Rules

## CHECKLIST

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



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

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

# Use Rewards and Recognition

## REWARDS

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

## RECOGNITION

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



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

# Decision-Making

## Empower the Team to Act

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



# Decision-Making: Opportunities to Empower the Team



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

## Activities

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

## Risks

- Classification
- Response/action

# Decision-Making Methods

## Voting

*Consensus-driven, based on data*

- Collective decision-making and assessment
- Determines several alternatives, with future actions as the expected outcome
- Use to generate, classify, and prioritize product requirements
- Method - Establish criteria in decision matrix – e.g. *risk levels, uncertainty and valuation*
- Uses a systematic, analytical approach
- Evaluate and rank many ideas

## Multicriteria decision analysis

*Data-driven*

## Autocratic decision making

*Leadership-driven, based on data*

One team member decides for the group.

# Decision-Making Methods

## Voting

### UNANIMITY

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

*Example: Delphi technique*

### MAJORITY

Decision reached with > 50% of group support

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

### PLURALITY

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



### Voting methods to reach consensus

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

# Display Task Accountability

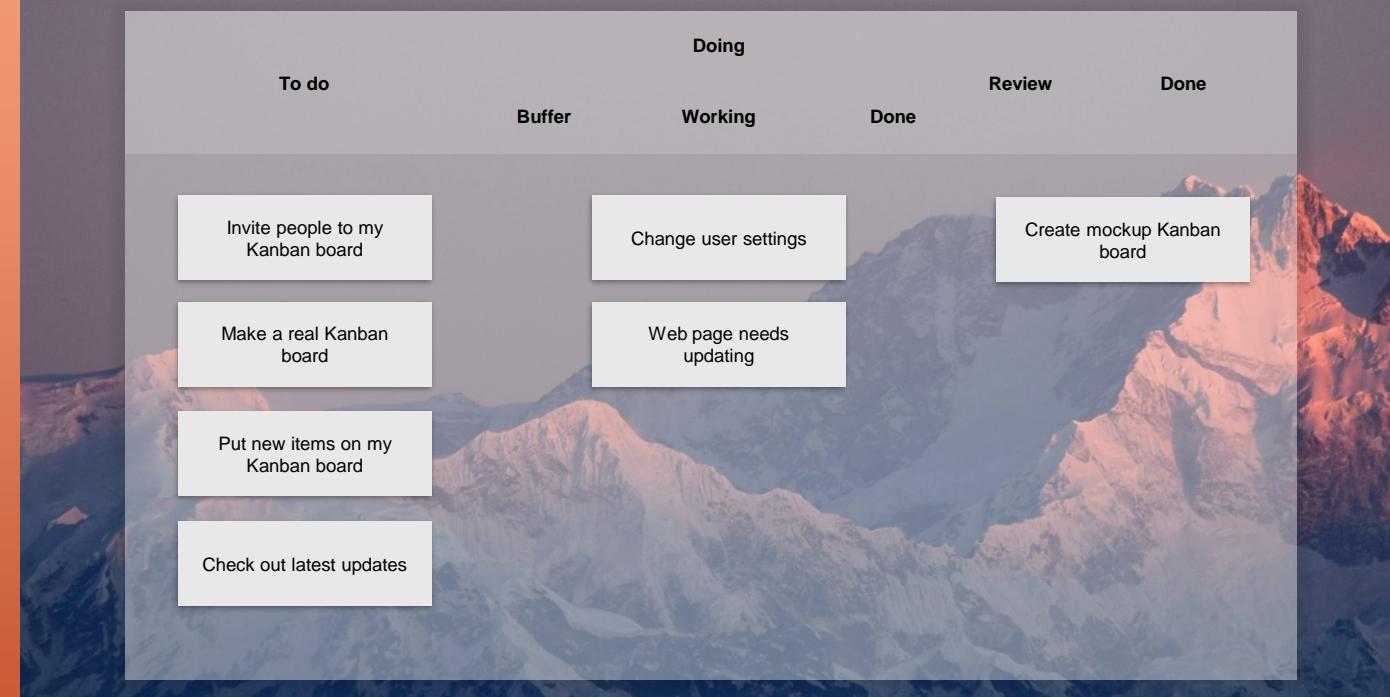


Keep work and progress visible to demonstrate transparency of work completed.

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

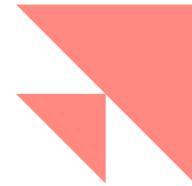
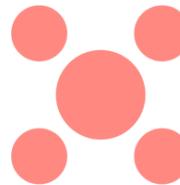


Encourage team members to self-organize continuously in determining accountability standards.



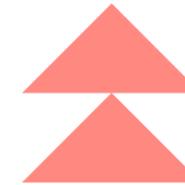
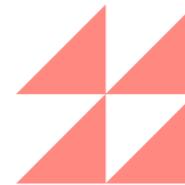
\*Kanban board mockup

# ECO Coverage



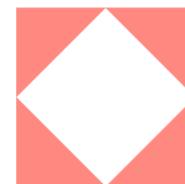
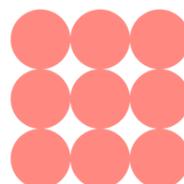
## 1.2 Lead a team

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



## 1.4 Empower team members and stakeholders

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





# Support Team Member Performance

## TOPIC D

# Manage and Lead

## Management by Objectives

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

## Servant Leadership

Three steps:

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

# Assess Team Member Performance to...

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



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



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

# Performance Assessment Tasks

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



# Personality Indicators

## Look Beyond Introvert / Extrovert



### Commonly used Measurement Tools

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

### DO

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

### DON'T

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

# Use Personality Research to Coach Team Members



(Optional)

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

---

Personality can affect:

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

---

Psychological team roles:

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

# Emotional Intelligence

---

Five main components:



Emotional self-awareness



Self-regulation



Motivation



Empathy



Social skills

# Emotional Intelligence: Overview



# Empathy\*

Provides a foundation for understanding the motivations of other people.

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

## Inward (helps individuals)

- Understanding of others
- Service orientation

## Outward (helps teams)

- Develop others
- Leverage diversity
- Have political awareness



# Social Skills

High-performing team members are adept at:

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



# Motivation Elements



## Achievement/Drive

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



## Commitment

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



## Initiative

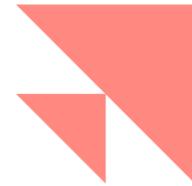
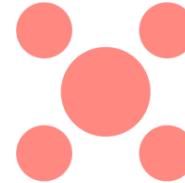
- Work hard toward goals
- Inspire others through extraordinary feats
- Seize opportunities



## Optimism

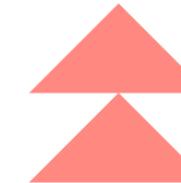
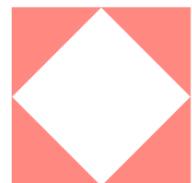
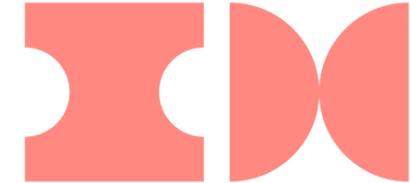
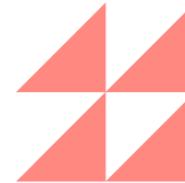
- Hope to succeed; don't fear failure
- Perceive reversals as under your control
- Work toward goals regardless of barriers

# ECO Coverage



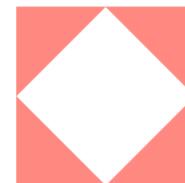
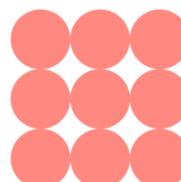
## 1.3 Support team performance

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



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

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



# 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



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



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## **QUALITY MANAGEMENT PLAN**

A component of the project or program management plan that describes how applicable policies, procedures, and guidelines will be implemented to achieve the quality objectives.



---

## QUALITY POLICY

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



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## **CHANGE MANAGEMENT PLAN**

A component of the project management plan that establishes the Change Control Board, documents the extent of its authority, and describes how the change control system will be implemented.



---

## **CHANGE REQUEST (CR)**

Request for change sent to upper management or the Change Control Board (CCB) for its evaluation and approval.



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## ACTIVE LISTENING

A communication technique that involves acknowledging the speaker's message and the recipient clarifying the message to confirm that what was heard matches the message that the sender intended.



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## COMMUNICATION STYLES ASSESSMENT

A technique to identify the preferred communication method, format, and content for stakeholders for planned communication activities.



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## SERVANT LEADERSHIP

A leadership style used in agile and other types of projects which encourages the self-definition, self-discovery, and self-awareness of team members by listening, coaching, and providing an environment that allows them to grow.



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## GROWTH MINDSET

A growth mindset, as conceived by Stanford psychologist Carol Dweck and colleagues, is the belief that a person's capacities and talents can be improved over time.



## **TRANSPARENCY**

One of the three pillars of empirical process (transparency, inspection, and adaptability) that promotes real-time, accurate progress on every aspect of the project. See also “Visibility”.



---

## **CONFIGURATION MANAGEMENT PLAN**

A component of the project management plan that describes how to identify and account for project artifacts under configuration control, and how to record and report changes to them.



---

## **CONFIGURATION MANAGEMENT SYSTEM**

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



---

## VERSION CONTROL

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



---

## PSYCHOLOGICAL SAFETY

Being able to show and employ oneself without fear of negative consequences of status, career, or self-worth—we should be comfortable being ourselves in our work setting.



---

## **CONSENSUS**

Group decision technique in which the group agrees to support an outcome even if the individuals do not agree with the decision.



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## EMPATHY

Part of emotional intelligence (EQ or EI). The ability to understand others' viewpoints and be a team player. It enables us to connect with others and understand what moves them.