



PMP® EXAM PREP
PMI Authorized
Training Partner
BOOTCAMP
Session 1

Class times:
1:00 pm - 5:00 pm EDT
12:00 am - 4:00 pm CDT
11:00 am - 3:00 pm MDT
10:00 am - 2:00 pm PDT

Attendance Tracking Alert
Please log into Zoom with your correct first and last name.
Enter the same information for every session.

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

Instructor:
Susan Daniels,
MBA, PMP, DASSM, ATP-I

 This webinar will be recorded for quality purposes
Participant cameras and microphones are disabled

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Professional Background

Independent Consultant and Trainer 2016-current

 **Sr. Strategy Integrator**
a \$12 billion enterprise in the healthcare field

 **Executive Director**
a multimillion-dollar social services agency

 **District Program Coordinator**
a Florida state public assistance program

 **Executive MBA**
from Jacksonville University, Summa cum Laude


Susan Daniels
MBA, PMP, DASSM, ATP-I

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Project Management Acumen

PMI Global Consultant



- Certification Requirements Global Taskforce
- 7th edition PMBOK Standards
- PMP Core Curriculum Co-author
- Northeast Florida Chapter Board of Directors
- Authorized Training Provider – Instructor



College Instructor

- Davis College of Business
- Matthews College of Computing, Engineering & Construction



Director, Project Management Programs

- Director, Nonprofit Leadership Program
- Asst. Professor

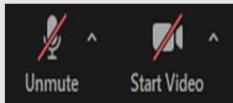


Susan Daniels
MBA, PMP, DASSM, ATP-I

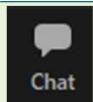
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Ways to Participate in a Webinar

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.

To: Everyone

Explore the Reactions option in your Zoom command bar



This is a fun way to provide quick and easy feedback

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Earning Certificate of Completion Video

Run time 6 minutes

PMP Bootcamp Attendance and Certificates of Completion

skillsoft[®]

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Best Practices for attendance!



You are here!

DOs

- When entering the classroom
 - Use your correct first and last name
 - Enter the same email address each time
 - Use that email address for pmi.org registration

DON'Ts

- Log in with a group of participants

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

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(Re)Logging In with Correct Name

Percipio Users

- Your name will be the same as the name displayed in your Account Information.
- Contact our Customer Support Team for help changing your account name

<https://support.skillsoft.com/percipio/>

Skillport Users

Joining via your Browser or a Zoom Link

- Your name will be the name you input before joining the Zoom session.

Joining through the Skillport Zoom client account

- Your name will be based on the name in your Zoom account.

Other Training Site Users

Please check with your training site administrator for assistance, if there is an issue

ALL

- If you post “test” in the Q&A you should see your name displayed.
 - We will not be responding to name checks in the Chat or Q&A.

Please do not use Chat to test

You will NOT see your name

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IS Live ATTENDANCE REQUIRED?

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

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



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IN CASE OF ABSENCE

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

Please indicate the following in your request:

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

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

REPLAY LIMIT:

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

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Commonly Asked Question

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

Attendance is not verified on a per-session basis. If you are in class, logged in with your proper name, and using the same email address for each session, the reporting from Zoom will be accurate.

Your attendance will only be verified once at the end of the cohort using the Zoom report when Skillsoft processes your certificate request.

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ATTENDANCE TRACKER

Session #	Date of attendance	Log in time (EST)	Log out time (EST)	Email address used for login (should be the same every time)	If absent for any period longer than 15 minutes, please note the reason (technical difficulties, etc..)

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

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Certificates of Completion

Will be discussed during Session 8. You may also refer to the course syllabus or the information video "PMP® Attendance and Certificates of Completion".



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Notice Change in Course Cadence

Aug
15

Project Management Professional (PMP) ATP Bootcamp: 8 Day NA Cohort
August/September/October 2022 Cohort (Sessions 1 to 8)

REQUIRED DATES AND TIMES

- Monday, Aug 15, 2022 01:00PM - 05:00PM EDT
- Monday, Aug 22, 2022 01:00PM - 05:00PM EDT
- Monday, Aug 29, 2022 01:00PM - 05:00PM EDT
- Monday, Sep 5, 2022 01:00PM - 05:00PM EDT
- Monday, Sep 12, 2022 01:00PM - 05:00PM EDT
- Monday, Sep 19, 2022 01:00PM - 05:00PM EDT
- Monday, Sep 26, 2022 01:00PM - 05:00PM EDT
- Monday, Oct 3, 2022 01:00PM - 05:00PM EDT



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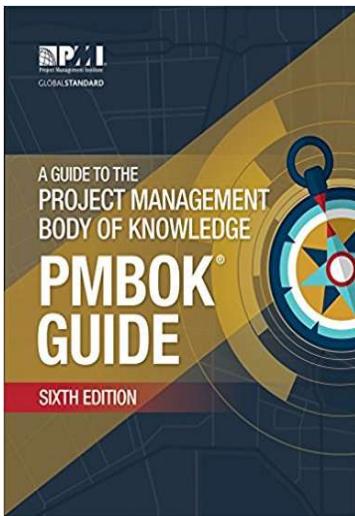
Class Schedule

	Example for Eastern Time
1 st hour Presentation	1:00-2:00
1 st Break	2:00-2:10
2 nd hour Presentation	2:10-3:00
2 nd Break	3:00-3:10
3 rd hour Presentation	3:10-4:00
3 rd Break	4:00-4:10
4 th hour Presentation	4:10-5:00

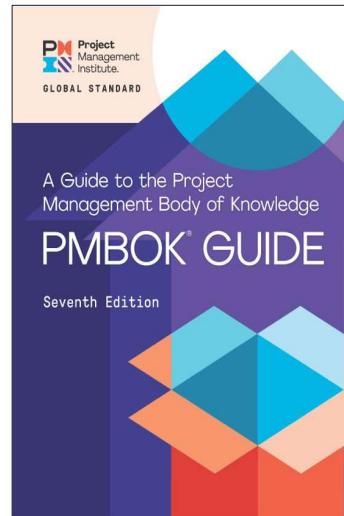
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PMBOK GUIDE IS NOT THE PMP® STUDY GUIDE

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



Digital version found on the PMI Standards+ platform



Digital versions found on PMI.org Standards and Guides



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Study Materials: Skillsoft - Percipio Platform

The screenshot shows the Skillsoft Percipio Platform interface. At the top, there's a search bar with "PMP ATP NA 8" and a magnifying glass icon. Below the search bar, a sub-header reads "project management professional (pmp) atm bootcamp: 8 day na cohort". The main area is titled "Resume Learning" and displays five course cards:

- Agile Organizations: Agile Models &...** by Bill Brooks, Senior Software Developer. Published on July 14, 2021.
- Scrum Guide Revisions** by Scrum.org. Published on July 14, 2021.
- Scrum Guide (2020 Update): An Overview...** by Scrum.org. Published on July 14, 2021.
- PMP Exam Tips Live Session Replay** by Professional Education. Published on July 14, 2021.
- BOOTCAMP CALENDAR** by Skillsoft. Published on July 14, 2021.
- Skillsoft Bootcamp Calendar** by Skillsoft. Published on July 14, 2021.
- Building and Training the Project Team...** by Professional Education. Published on July 14, 2021.

On the right side of the resume learning section, there's a "View all >" link. At the bottom right of the page, there's a "View all courses" link.

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Study Materials: Skillsoft - Percipio Platform

Project Management Professional (PMP) ATP Bootcamp: 8 Day NA Cohort

This Bootcamp provides Project Managers with the knowledge and skills needed to attain the Project Management Professional (PMP) certification. This course meets View More ▾

PMP ATP PMP ATP

PMP ATP 8 Day NA Cohort Jun/Jul/Aug 2022 Bootcamp Documents

PMP ATP 8 Day NA Cohort Aug/Sep/Oct 2022 Bootcamp Documents

Project Management Professional Certification (PMP) (2021 Update Aligned)

COURSE | 1h 59m 7s

PMBOK Guide Seventh Edition Replay Session

This is a replay of the live session on October 22nd at 11 AM Eastern. In this session Barb Waters

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Study Materials: Skillsoft - GITHUB Platform

<https://github.com/Skillsoft-Content/PMP8Day>

Skillsoft-Content / PMP8Day Public

Code Issues Pull requests Actions Projects Wiki Security Insights Settings

main · 1 branch · 0 tags

Go to file Add file Code

Skillsoft-Content Delete Test 48678ea now 65 commits

Aug 15 Specific Files

- *NA Cohort Aug Sep Oct 2022 Boot... Create Test 3 minutes ago
- *NA Cohort Jun Jul Aug 2022 Bootca... Delete Test 3 minutes ago
- *UK and APAC Cohort Jul Aug Sep 20... Delete Test now
- 8-Week Attendance and Certificates ... Add files via upload 2 months ago
- Class Links Add files via upload 21 days ago
- Documents (Syllabus, Exam Content ...) Add files via upload 2 months ago
- PMP Learner Kit Information Video Add files via upload 4 months ago
- PMP Vocabulary Add files via upload 4 months ago

Common Files

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PMP® Learner Kit

- Please note that **students pursuing their PMP certification** must have their own Learner Kit.
 - The Learner Kit vouchers must be purchased through Skillsoft and redeemed through PMI.
 - Please contact your corporate training staff/sponsor for more information before purchasing it yourself
- OR**
- You can purchase the PMI Learner Kit directly through Skillsoft.



Questions?

**Watch the 5-minute
Information Video**

(available in Percipio and SharePoint)

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Ordering Your Own Learner Kit

PMI/PMP LEARNER KITS

Congratulations on taking the next step in your career to get or renew your PMP Certification! Purchasing the Learner Kit is one step in the right direction. Here are the required things you'll need to receive the Authorized Training Program (ATP) certification to qualify for the PMP exam:

- ▶ Project Management Institute Membership
- ▶ 35 hours of LIVE PMI training by taking the Skillsoft PMP Bootcamps
[request a certificate here](#) | [Find a LIVE PMP Bootcamp](#)
- ▶ A PMP Learner Kit

[**Click Here to
Order Your
Learner Kit**](#)

[BUY A PMP LEARNER KIT NOW ▶
FOR \\$110 USD](#)

<https://www.skillsoft.com/pmp-voucher-offering>

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IS THE LEARNER KIT REQUIRED FOR EVERY STUDENT?

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

You do not need the learner kit to:

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

You do need the learner kit to:

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



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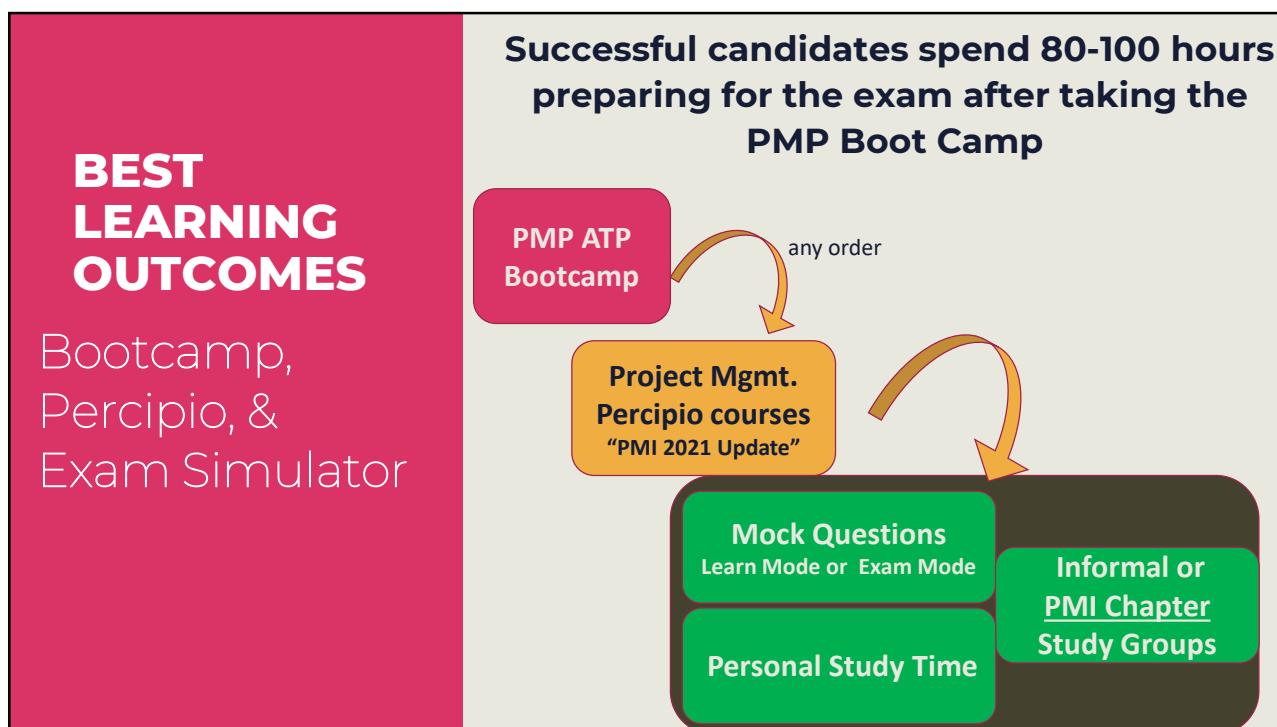
PMP® EXAM CONTENT RESOURCES

*This list represents over 5,000 pages of reading!
We distill this information to include only what the learner needs to know.*

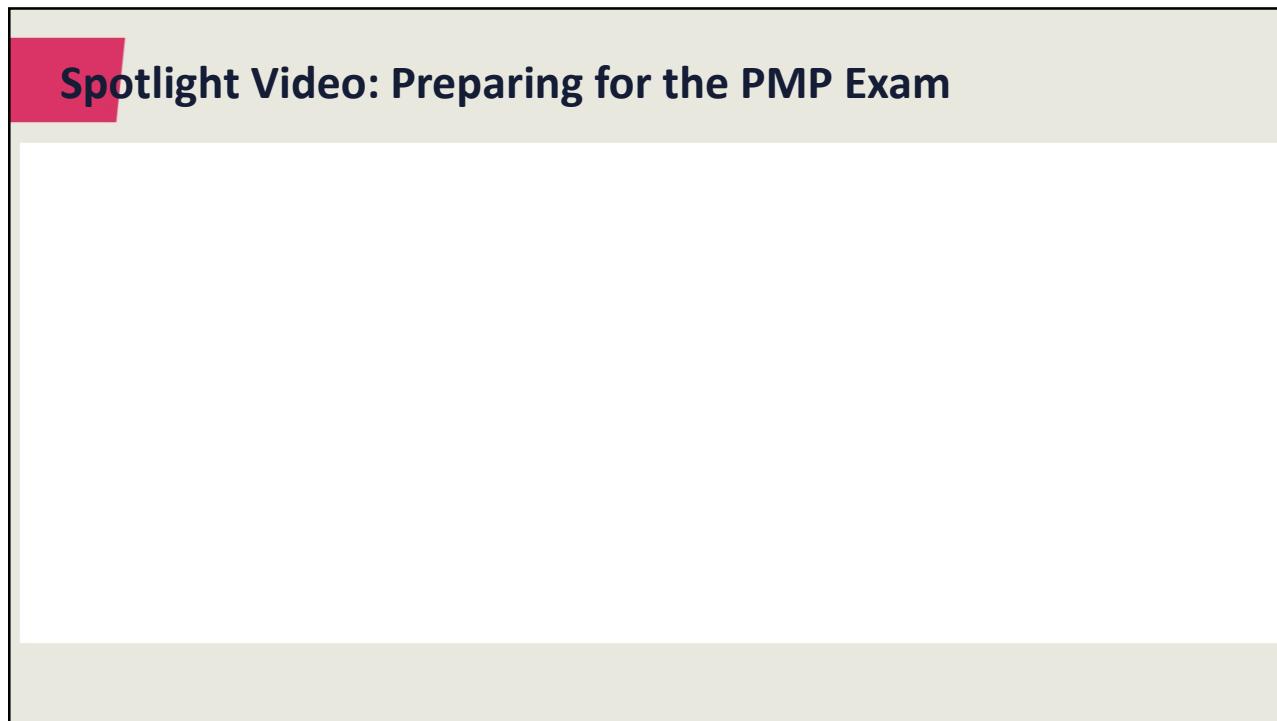
The Project Management Institute states that, "it should also be noted that the references identified herewith are but one element of a broader set of educational resources and texts that might possibly be utilized for exam and study preparation".

Book	Author
Agile Practice Guide	Project Management Institute
A Guide to the Project Management Body of Knowledge (PMBOK® Guide)	Project Management Institute
Project Management: A Systems Approach to Planning	
Effective Project Management: Traditional and Agile	
Fundamentals of Technology	
Project Managers Portable Handbook	
Information Technology Project Management	
Essential Scrum: A Practical Guide	Erika McCulloch
Project Management: The Manager's Guide	Tomás Ireland
The Project Management Toolkit	Ruth Rubin
	Erik Larson
	Tom Kendrick

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EXAM PREPARATION

For complete exam information, visit the
Project Management Institute at pmi.org

- Exam prerequisites
- Exam content outline
- Handbook



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PMISTANDARDS+™

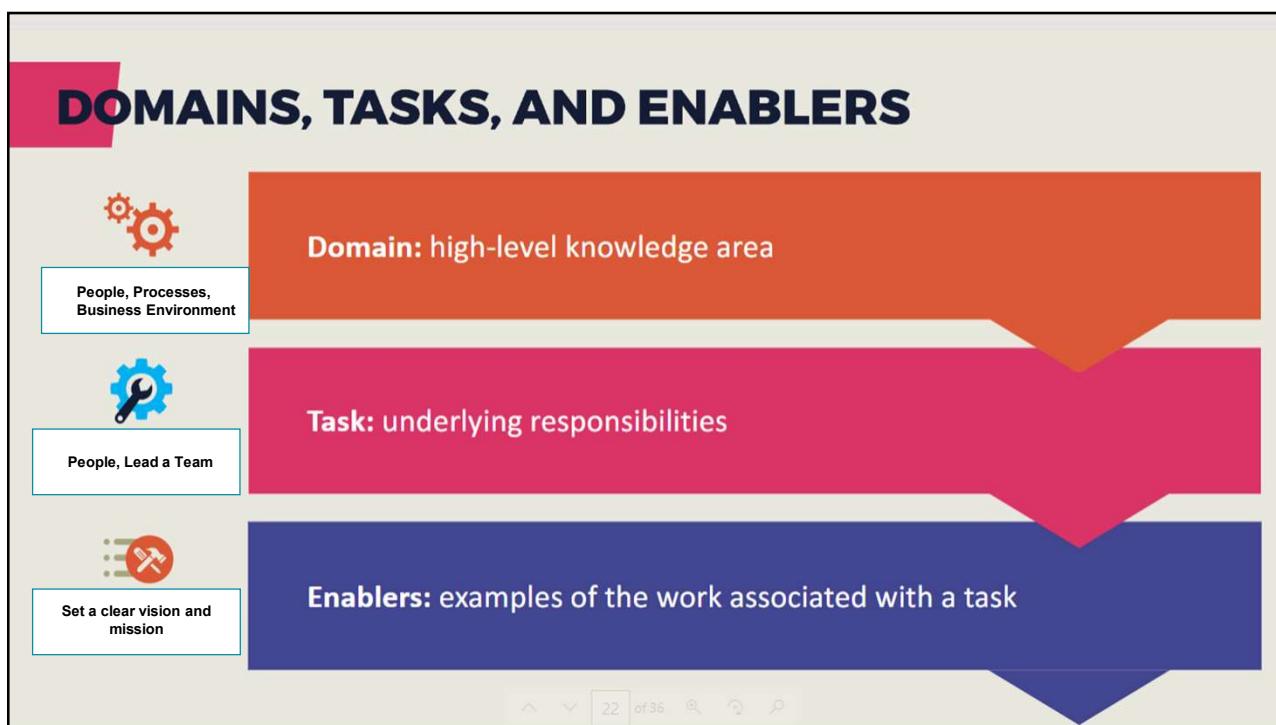
- The PMBOK Guide integrates with PMIstandards+™
- Included with PMI membership
- Access to PMI Standards and Guides
- Content that helps the user apply the PMBOK® Guide on the job.
 - “How To” articles
 - Case studies and videos
 - Downloadable templates
- PMIstandards+™ is a digital offering



PMIstandards+ is a trademark and the PMI® logo is a registered mark of Project Management Institute, Inc.

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PMP® EXAM CONTENT OUTLINE (ECO)

- PMP® Exam Content Outline is the *syllabus* of the PMP exam.
- Questions will come from these tasks and enablers.

TIP:
Print the PMP Exam Content Outline

Weekly identify your **STRENGTHS, AREAS OF IMPROVEMENT AND WEAKNESSES**

Domain I		People—42%
Task 1	Manage conflict	<ul style="list-style-type: none"> • Interpret the source and stage of the conflict • Analyze the context for the conflict • Evaluate/recommend/reconcile the appropriate conflict resolution solution
Task 2	Lead a team	<ul style="list-style-type: none"> • Set a clear vision and mission • Support diversity and inclusion (e.g., behavior types, thought process) • Value servant leadership (e.g., relate the tenets of servant leadership to the team) • Determine an appropriate leadership style (e.g., directive, collaborative) • Inspire, motivate, and influence team members/stakeholders (e.g., team contract, social contract, reward system) • Analyze team members and stakeholders' influence • Distinguish various options to lead various team members and stakeholders
Task 3	Support team performance	<ul style="list-style-type: none"> • Appraise team member performance against key performance indicators • Support and recognize team member growth and development • Determine appropriate feedback approach • Verify performance improvements
Task 4	Empower team members and stakeholders	<ul style="list-style-type: none"> • Organize around team strengths • Support team task accountability • Evaluate demonstration of task accountability • Determine and bestow level(s) of decision-making authority

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Exam Prep Curriculum Lessons



Lesson 1
Creating a High-Performing Team

Lesson 2
Starting the Project

Lesson 3
Doing the Work



Lesson 4
Keep the Team on Track



Lesson 5
Keeping the Business in Mind



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Your PMP ATP Bootcamp Course Syllabus

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

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Your PMP Bootcamp Course Syllabus

Today's topics are highlighted in yellow.

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

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LESSON 1

CREATING A HIGH-PERFORMING TEAM

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

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Build a Team

TOPIC A

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CREATING A HIGH-PERFORMING TEAM > BUILD A TEAM

Deliverables and Tools

	
Skills list Technology Resource Management Plan Rates Resource assignment	RACI matrix Pre-assignment tools Virtual teams

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Build a Team
 LESSON 1
 TOPIC A

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



Build a Team , LESSON 1, TOPIC A

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Project Teams

To assemble your high-performing project team:

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



Build a Team , LESSON 1, TOPIC A

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Project Team Member Requirements



Ensure relevant skill sets to perform work and produce the desired results.
Avoid single-points-of-failure
e.g. a single resource has a required skill.



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



Adequate physical resources
e.g. equipment
Other requirements
e.g. access rights

Build a Team
LESSON 1
TOPIC A



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Project Stakeholders



Build a Team
LESSON 1
TOPIC A



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Spotlight Video: Leading Without Authority

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Stakeholder Identification



Identify the People

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



Create the Register

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

Build a Team
LESSON 1
TOPIC A



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Stakeholder Identification - Tools & Techniques

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

Build a Team
 LESSON 1
 TOPIC A

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Stakeholder Register

STAKEHOLDER REGISTER

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

Build a Team
 LESSON 1
 TOPIC A

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Course: Building and Training the Project Team (2021 Update)
 Video: Stakeholder Identification and Collaboration(4:25 run time)

More about...

Stakeholder Identification and Collaboration

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RACI Chart - Example

Build a Team
 LESSON 1
 TOPIC A

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

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

PMI

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Spotlight Video: RACI Chart Creation

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Team Skills Appraisal

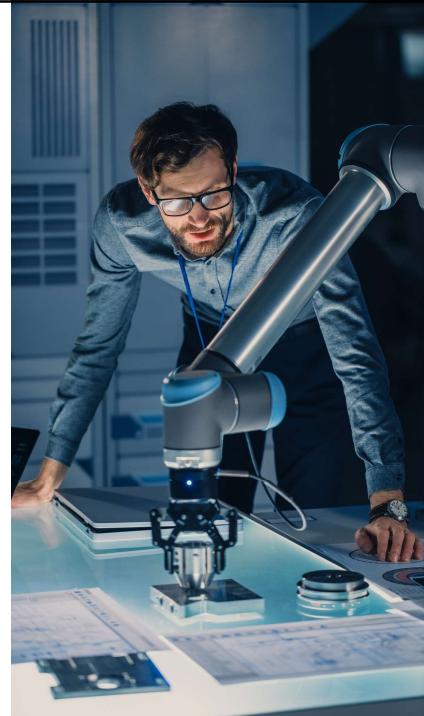
Appraisals enable the team to **holistically identify its strengths and weaknesses, assess opportunities for improvement, build trust, and establish effective communication.**

Appraisals might identify:

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



Build a Team
LESSON 1
TOPIC A



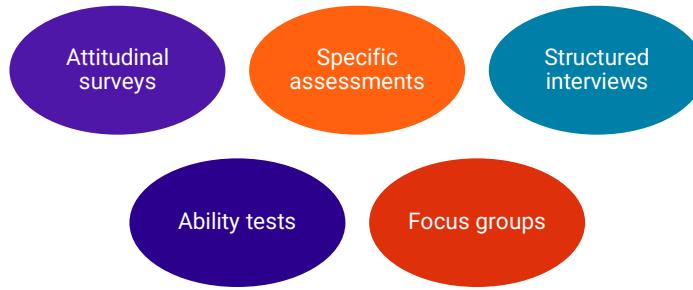
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Pre-Assignment Tools

Assess candidates before assigning and confirming team roles.



Build a Team
LESSON 1
TOPIC A

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Diversity, Equity and Inclusion

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

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

Team development objectives should:

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



Build a Team
LESSON 1
TOPIC A

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Resource Management Plan

Build a Team
LESSON 1
TOPIC A



Roles and Responsibilities

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



What's in the Plan

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



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Virtual Teams

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

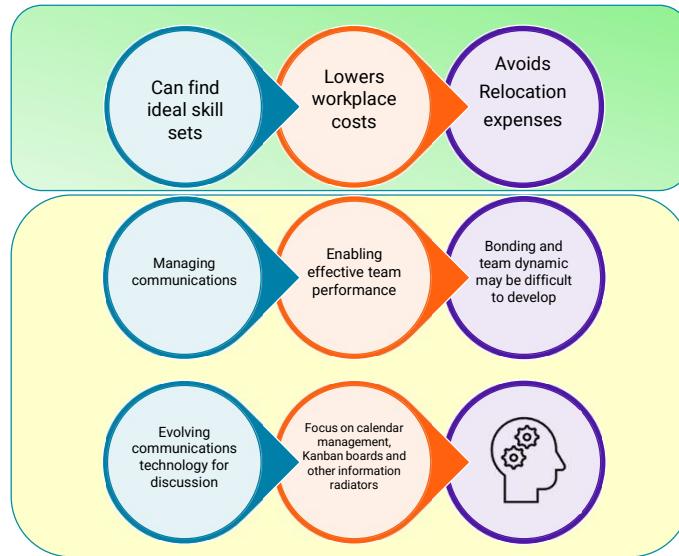


Build a Team , LESSON 1, TOPIC A

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Virtual Team Considerations



Build a Team
LESSON 1
TOPIC A

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Spotlight Video: Virtual Teams

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Assign Project Responsibilities

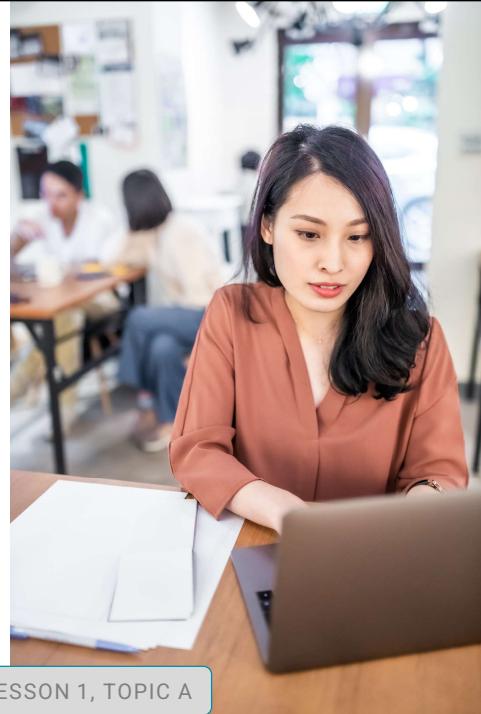
Tailor according to team, needs, project.

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

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

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

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



Build a Team , LESSON 1, TOPIC A

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Rates

The project manager is responsible for considering resource cost factors.

Meet resource requirements cost-effectively and based on:

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



Build a Team , LESSON 1, TOPIC A

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Resource Assignment

Create a project management plan that includes:

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



Build a Team , LESSON 1, TOPIC A

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Nurturing Team Performance

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

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

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

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



Build a Team , LESSON 1, TOPIC A

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Knowledge Transfer In and Between Teams



Facilitate collaboration and promote visibility of work.

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



Check the team charter for knowledge sharing methods, including:

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



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

Build a Team
LESSON 1
TOPIC A



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Define Team Ground Rules

TOPIC B



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CREATING A HIGH-PERFORMING TEAM > DEFINE TEAM GROUND RULES

Deliverables and Tools



Team charter
Team norms



Negotiation skills
Conflict management
Brainstorming
Ethics



Define Team
Ground Rules
LESSON 1
TOPIC B

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Team Norms

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

Enable teams to handle challenges as the project progresses.

Include guidelines and techniques for:

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

Align with PMI's Code of Ethics and Professional Conduct



Define Team Ground Rules, LESSON 1, TOPIC B

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PMI Code of Ethics and Professional Conduct

Define Team Ground Rules
LESSON 1
TOPIC B

PMI

Responsibility
Respect
Fairness
Honesty

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Team Charter

Includes:

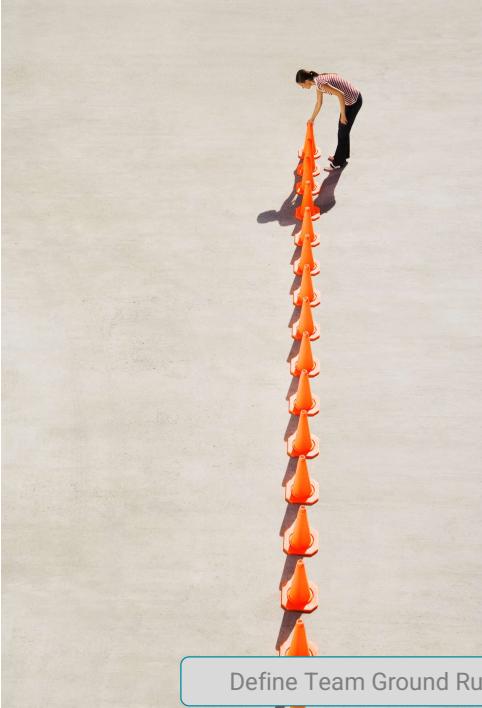
- ✓ Shared values
- ✓ Guidelines for communications and use of tools
- ✓ Decision-making guidelines
- ✓ Conflict resolution measures
- ✓ Meeting time, frequency, and channel
- ✓ Other team agreements e.g. shared hours, improvement activities

Define Team Ground Rules, LESSON 1, TOPIC B

PMI

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Ground Rules

Includes what's acceptable and unacceptable for team behavior

Benefits:

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

Define Team Ground Rules, LESSON 1, TOPIC B

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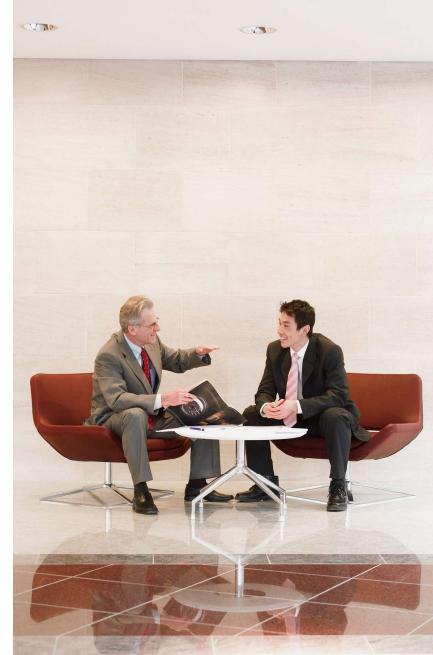
Negotiation Skills

Includes internal and external conversations towards reaching agreements.

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

Team members might negotiate:

- ✓ Roles and responsibilities
- ✓ Priorities
- ✓ Assignments



Define Team Ground Rules, LESSON 1, TOPIC B

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Internal and External Team Member Communication

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

Define Team Ground Rules, LESSON 1, TOPIC B

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Conflict Management

Apply strategies or resolution methods to deal with disagreements

- ✓ Leads to improved understanding, performance, and productivity
- ✗ Ineffective conflict management leads to:
 - Destructive behavior
 - Animosity
 - Poor performance
 - Reduced productivity



Define Team Ground Rules, LESSON 1, TOPIC B

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GUIDELINES

Manage and Rectify Ground Rule Violations

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



Define Team
Ground Rules
LESSON 1
TOPIC B



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Negotiate Project Agreements

TOPIC C

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CREATING A HIGH-PERFORMING TEAM > NEGOTIATE PROJECT AGREEMENTS

Deliverables and Tools



Service Level Agreement
Performance report
Resource calendars
Go-Live Blackouts



Negotiation skills
Expert judgment
Lessons learned



Negotiate
Project
Agreements
LESSON 1
TOPIC C

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Project Agreement Objectives

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

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

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

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

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



Negotiate Project Agreements, LESSON 1, TOPIC C

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Agreements

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

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



Negotiate Project Agreements, LESSON 1, TOPIC C

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Always aim to reach an agreement during negotiations.



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Negotiation Strategy

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

Project manager and project teams engage in negotiations.

Agile - Exact deliverables will vary as the customer modifies, adds, and reprioritizes items in the product backlog.

Therefore, define clearly delineated ways to ensure agreed performance levels.

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



Negotiate Project Agreements, LESSON 1, TOPIC C

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Negotiations

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

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



Negotiate Project Agreements, LESSON 1, TOPIC C

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Performance Reports



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



- Work performance data is integrated and contextualized to:
- ✓ Generate decisions
 - ✓ Raise issues, actions, and awareness



- Agile projects, include:
- ✓ Completed and accepted stories
 - ✓ Product backlog progress
 - ✓ Comparison of stories delivered and iteration plans



Negotiate Project Agreements, LESSON 1, TOPIC C

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Experts

Experts who can provide judgment include:

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



Negotiate Project Agreements, LESSON 1, TOPIC C

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Negotiate Project Agreements, LESSON 1, TOPIC C

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Resource Calendars

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

Use when **estimating project activities**.

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

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

More about...

Resource Estimates

skillsoft®

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Review team performance and identify lessons learned regularly

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Lessons Learned

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

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



Negotiate Project Agreements, LESSON 1, TOPIC C

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Special Intervals

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

For example:

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

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

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

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

Negotiate Project Agreements, LESSON 1, TOPIC C

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Empower Team Members and Stakeholders

TOPIC D

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CREATING A HIGH-PERFORMING TEAM > EMPOWER TEAM MEMBERS AND STAKEHOLDERS

Deliverables and Tools



Decisions
Estimates



Team decision-making tools
Brainstorming
Fist of Five
Roman voting
Polling
Planning poker
Dot voting
Retrospective

Empower
Team
Members
LESSON 1
TOPIC D



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Team Strengths

When forming teams, it's critical to understand the skills and competencies needed to perform project work and produce deliverables.

Identify team strengths and weaknesses to **organize around team strengths**.

As teams progress, leverage team members' skills to improve team performance.



Empower Team Members, LESSON 1, TOPIC D

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Team Decision-Making Tools

Deciding how you will work together is important. While the Team Charter addresses decision-making and conflict resolution criteria, the **team will establish their own norms**.

For example, seeking consensus may be highly desirable, but decide how to respond when consensus can't be reached.

The team can decide in advance to take the highest estimate in case of persistent disagreements.

Any project team should establish its own **Way of Working (WoW)**.

Empower Team Members, LESSON 1, TOPIC D

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Brainstorming

An **ideation technique** for teams.

A facilitator works with the team to identify potential solutions to a given problem.

Team performs various types of analysis to select the most appropriate alternatives.

Empower
Team
Members
LESSON 1
TOPIC D

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Estimates

People doing the work should be estimating tasks because they know:

- ✓ the risks
- ✓ the level of effort
- ✓ the potential pitfalls

Traditional - Use hours of effort.

- ✓ Three-point estimating asks the estimators to provide the most likely (tM); optimistic (tO); and pessimistic (tP) estimates then divide by three:

$$TE = (tO + tM + tP) / 3$$
- ✓ Other methods include analogous, parametric, bottom-up estimating

Agile - Avoid using absolute time estimates.

Story Point technique uses points, not time units, to estimate the difficulty of implementing a user story. It's an abstract measure of effort required to implement work.



Empower Team Members, LESSON 1, TOPIC D

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Course: Deep Dive into Project Costs and Estimates (2021 Update)

Video: Three-point Estimating (6:34 run time)

Watch from Start to 3:20

More
about...

Three-point Estimating

skillsoft®

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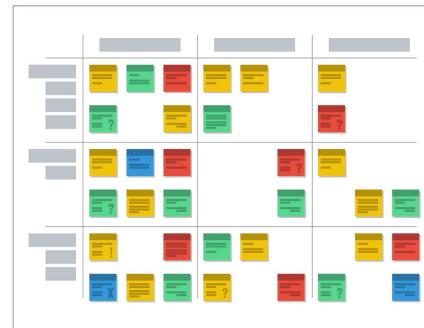
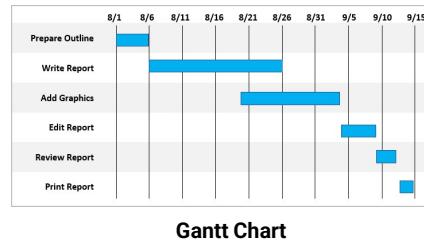
Team Task Accountability

Encourage team members to self-organize in determining:

- ✓ What work needs to be done
- ✓ How to perform the work
- ✓ Who should perform it

Use Gantt charts and Kanban boards to promote visibility and collaboration.

Agile - Team commits to performing work in an iteration.



Empower
Team
Members
LESSON 1
TOPIC D

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GUIDELINES

Evaluate Demonstration of Task Accountability

- Determine how to track and manage task accountability.
- Use a Work Breakdown Structure (WBS) to identify the tasks needed to produce the deliverables.
- Identify, track, and manage relevant tasks and assignees with a WBS dictionary (or work package).
- Agile – The team handles task identification and tracking as part of iteration planning.



Empower
Team
Members
LESSON 1
TOPIC D



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GUIDELINES

Determine and Bestow Levels of Decision-Making Authority

- Team members should identify, plan, and manage tasks
- Teams performing work should also perform estimates for the work
- Empower teams to drive their own improvement



Empower
Team
Members
LESSON 1
TOPIC D



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BOOTCAMP DAILY 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!

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Additional Resources

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MASTERY BUILDER

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

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



Creating a
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performing
team



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MASTERY BUILDER

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MASTERY BUILDER

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

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



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MASTERY BUILDER

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MASTERY BUILDER

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

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



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MASTERY BUILDER

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MASTERY BUILDER

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

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



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MASTERY BUILDER

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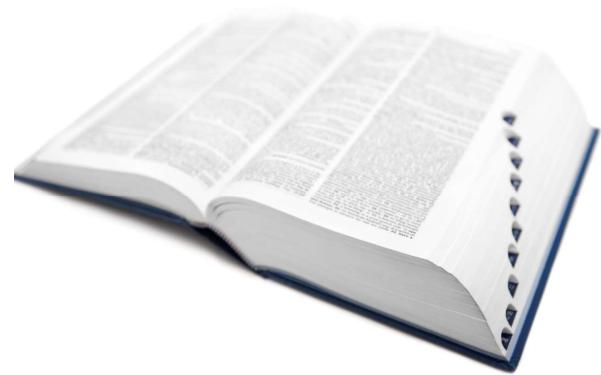


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VOCABULARY FROM TODAY'S SESSION



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Project Team



DEFINITION

A set of individuals who support the project manager in performing the work of the project to achieve its objectives.



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Stakeholder



DEFINITION

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, programs, or portfolio.



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Stakeholder Register



DEFINITION

A list of individuals or organizations who are actively involved in the project, whose interests may be negatively or positively affected by the performance or completion of the project and whose needs or expectations need to be considered.



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RACI Chart



DEFINITION

A common type of responsibility assignment matrix (RAM)

Responsible, Accountable, Consulted, and Informed statuses define the involvement of stakeholders in project activities.



106

Resource Management Plan



DEFINITION

The project document that identifies resources and how to acquire, allocate, monitor, and control them.



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Team Charter



DEFINITION

A document that enables the team to establish its values, agreements, and practices as it performs its work together.



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Ground Rules



DEFINITION

As defined in the team charter, clear expectations set, regarding the code of conduct for team members.



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Expert Judgment



DEFINITION

Judgment based upon expertise in an application area, knowledge area, discipline, industry, etc., as appropriate for the activity being performed. Such expertise may be provided by any group or person with specialized education, knowledge, skill, experience, or training.



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Resource Calendars



DEFINITION

Identify working days, shifts, and when specific resources are made available to the project.



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Lessons Learned Register



DEFINITION

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



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