



PMP® EXAM PREP
PMI Authorized
Training Partner
BOOTCAMP
Session 5

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)

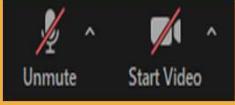
Instructor:
Susan Daniels,
MBA, PMP, DASSM, ATP-I

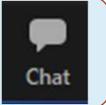
 This webinar will be recorded for quality purposes

Participant cameras and microphones are disabled

1

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



Find the Chat option in your Zoom command bar 

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

Explore the Reactions option in your Zoom command bar 
This is a fun way to provide quick and easy feedback

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Q&A vs Chat Feature



Use Q&A to ask for

- Technical assistance
- Guidance on how to access course material – Percipio Y or N?
- Clarification on lecture points, if not answered by instructor
 - Please avoid asking for consulting services that are aligned to a highly specific situation.



Use Chat to

- Respond to instructor's questions
- Share examples of tools and techniques discussed
- Ask questions to clarify a concept, term or technique
- Instructor and Mentors will use ** NAME** when responding

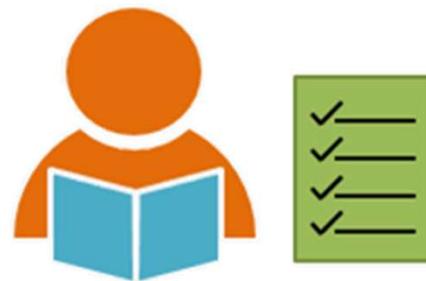
**Please be very patient,
Mentors respond to hundreds of inquiries per session.**

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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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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

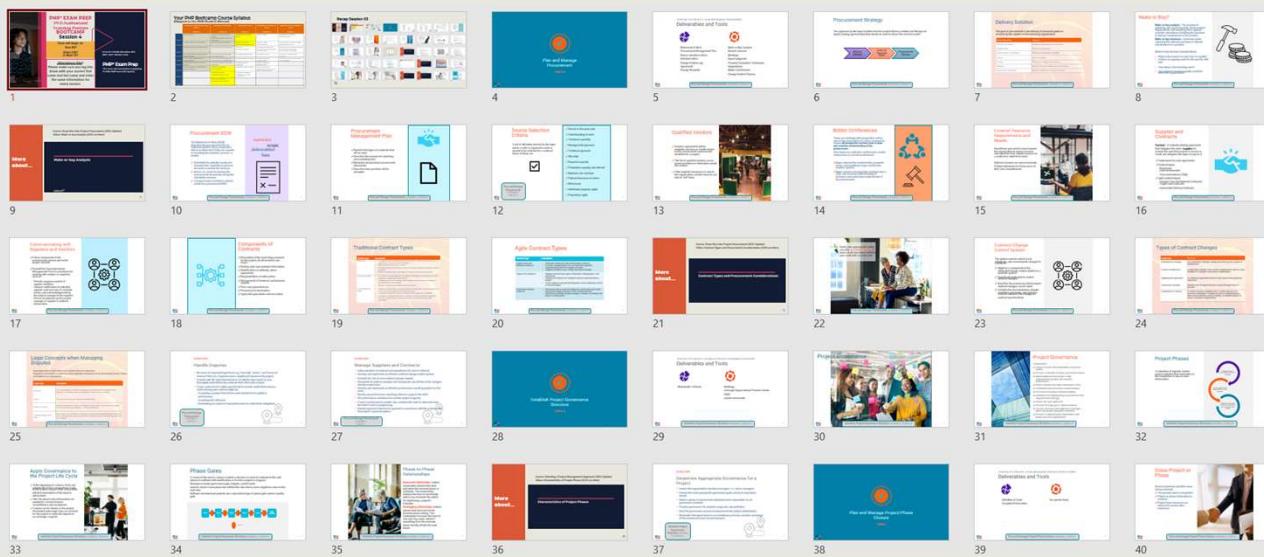
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Your PMP Bootcamp Course Syllabus (Mapped to the PMP Student Manual)

	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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Recap Session 04



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Manage Communications

TOPIC C



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DOING THE WORK > MANAGE COMMUNICATIONS

Deliverables and Tools



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



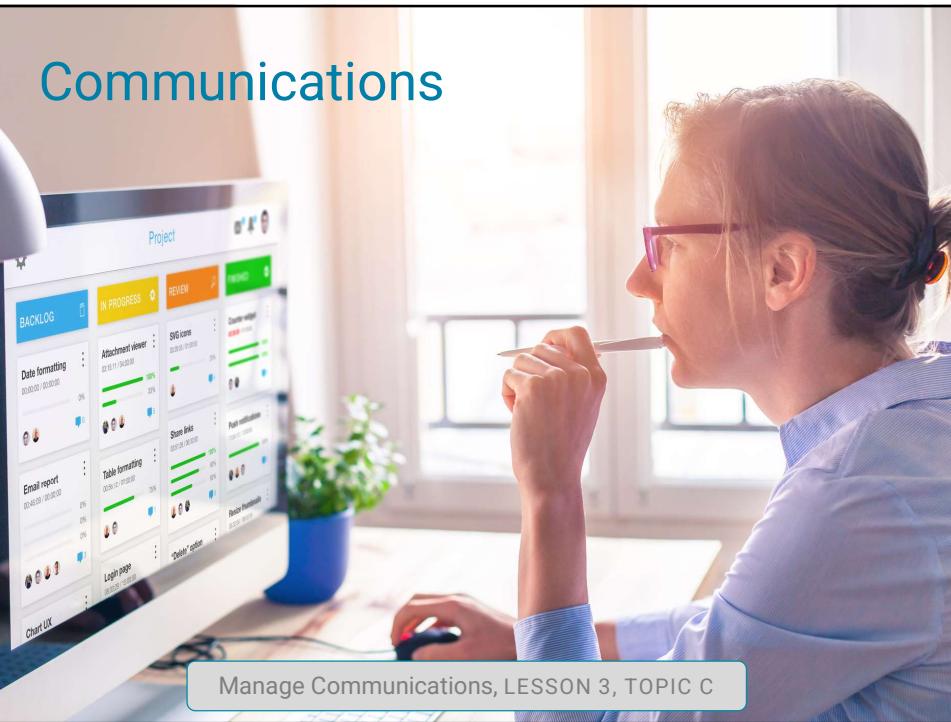
Stakeholder analysis
Create and update project communications plan
Update documents
Understand and practice Sender-Receiver Model



Manage Communications, LESSON 3, TOPIC C

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Communications



Manage Communications, LESSON 3, TOPIC C

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Project Communications

Consider these dimensions:

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



Manage Communications, LESSON 3, TOPIC C

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Spotlight Video: Communication Channels

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Communications Management Plan Example

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

Manage
Communications,
LESSON 3, TOPIC
C



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Communications Management Plan - Components

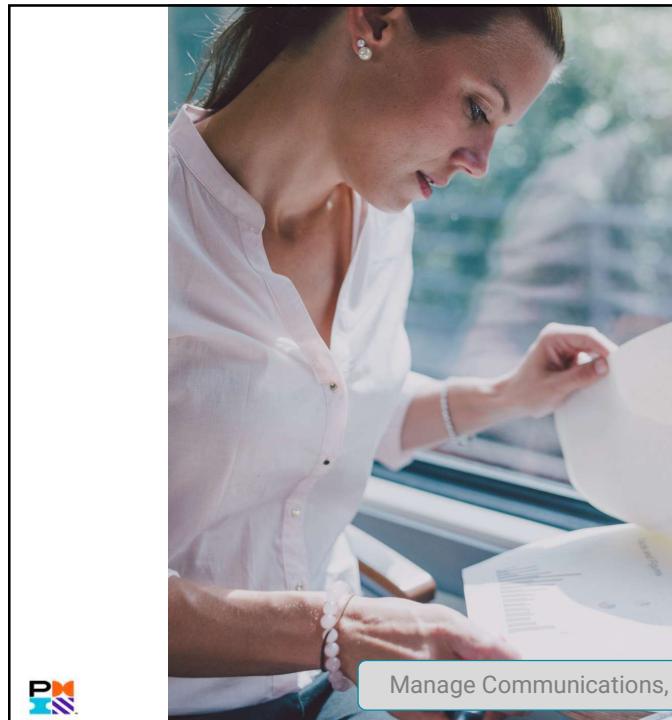
- ✓ Stakeholder communications requirements
- ✓ Information to be communicated, including language to be used
- ✓ Reason
- ✓ Time frame and frequency
- ✓ Responsible person – i.e. release of confidential information
- ✓ Receivers
- ✓ Methods or technologies of conveyance
- ✓ Time and budget allocation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



Manage Communications, LESSON 3, TOPIC C

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Communication Requirements Analysis

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

Manage Communications, LESSON 3, TOPIC C

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Communication Types

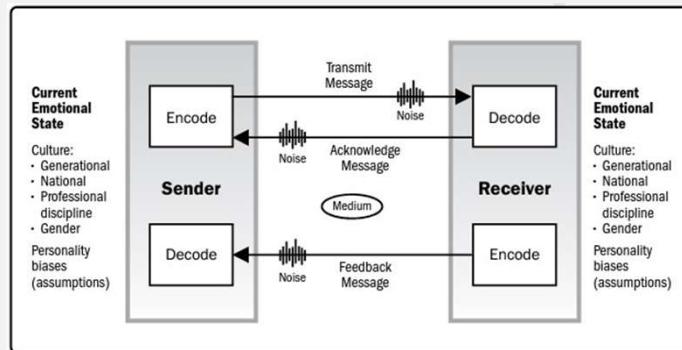


Manage Communications, LESSON 3, TOPIC C

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Spotlight Video: Project Status Reports

Communication Model



Sender-Receiver Model

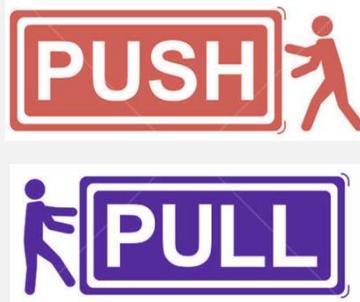


Manage Communications, LESSON 3, TOPIC C

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Communication Methods



Manage Communications, LESSON 3, TOPIC C

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Feedback

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



Manage Communications, LESSON 3, TOPIC C

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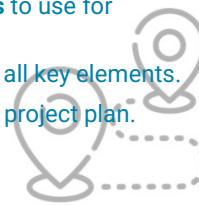
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GUIDELINES

Effectively Manage Communication

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

Manage
Communication
s, LESSON 3,
TOPIC C



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Engage Stakeholders

TOPIC D



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DOING THE WORK > ENGAGE STAKEHOLDERS

Deliverables and Tools



Stakeholder Register
Stakeholder Engagement Plan
Work performance information assessment



Organizational Process Assets
Expert judgment
Meetings
Power or Influence vs. Impact Grid
Interpersonal skills
Management skills
Stakeholder Register



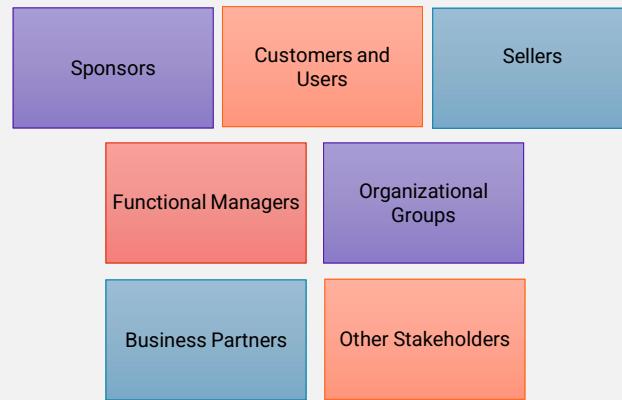
Engage Stakeholders, LESSON 3, TOPIC D

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Stakeholder Categories



Engage Stakeholders, LESSON 3, TOPIC D

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Stakeholder Register

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



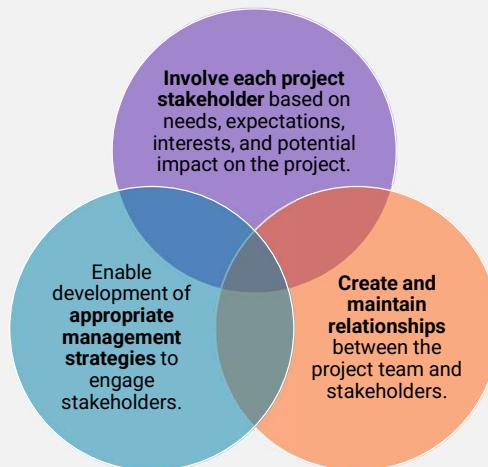
Engage Stakeholders, LESSON 3, TOPIC D

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Stakeholder Engagement Strategy



Engage Stakeholders, LESSON 3, TOPIC D

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Stakeholder Engagement Assessment Matrix - Example

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

C = Current engagement level

D = Desired engagement level



Engage Stakeholders, LESSON 3, TOPIC D

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GUIDELINES

Develop, Execute, and Validate a Strategy for Stakeholder Engagement

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

Engage
Stakeholders,
LESSON 3, TOPIC
D



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Create Project Artifacts

TOPIC E



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DOING THE WORK > CREATE PROJECT ARTIFACTS

Deliverables and Tools



No specific deliverables



No specific tools



Create Project Artifacts, LESSON 3, TOPIC E

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Artifacts vs. Deliverables and Project Documents

Create
Project
Artifacts,
LESSON 3,
TOPIC E

Artifacts

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

Project Documents

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

A Deliverable

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



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Project Artifact



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

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

Create Project Artifacts, LESSON 3, TOPIC E

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Project Artifact Examples

Project artifacts might include:

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

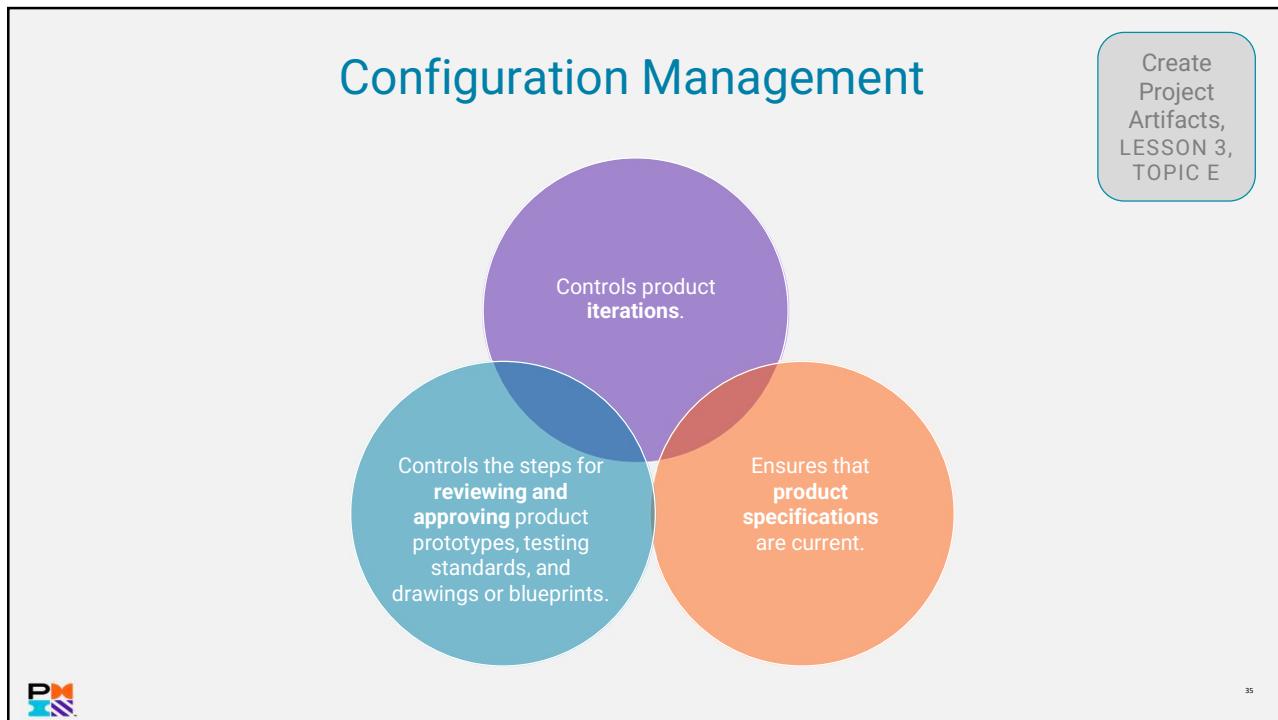


Create Project Artifacts, LESSON 3, TOPIC E

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Version Control

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

Create Project Artifacts, LESSON 3, TOPIC E

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Storage and Distribution of Artifacts

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

Create Project Artifacts, LESSON 3, TOPIC E

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Project Artifact Management

An effective archive management system includes:

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

Create Project Artifacts, LESSON 3, TOPIC E

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Manage Project Changes

TOPIC F



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DOING THE WORK > MANAGE PROJECT CHANGES Deliverables and Tools



Issues Log
Risk Register
Stakeholders Register
Updated Issues Log



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



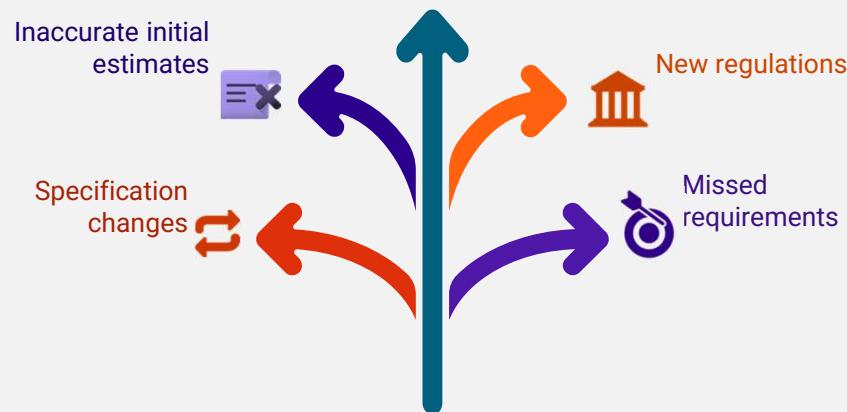
Manage Project Changes, LESSON 3, TOPIC F

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Causes of Project Changes



Manage Project Changes, LESSON 3, TOPIC F

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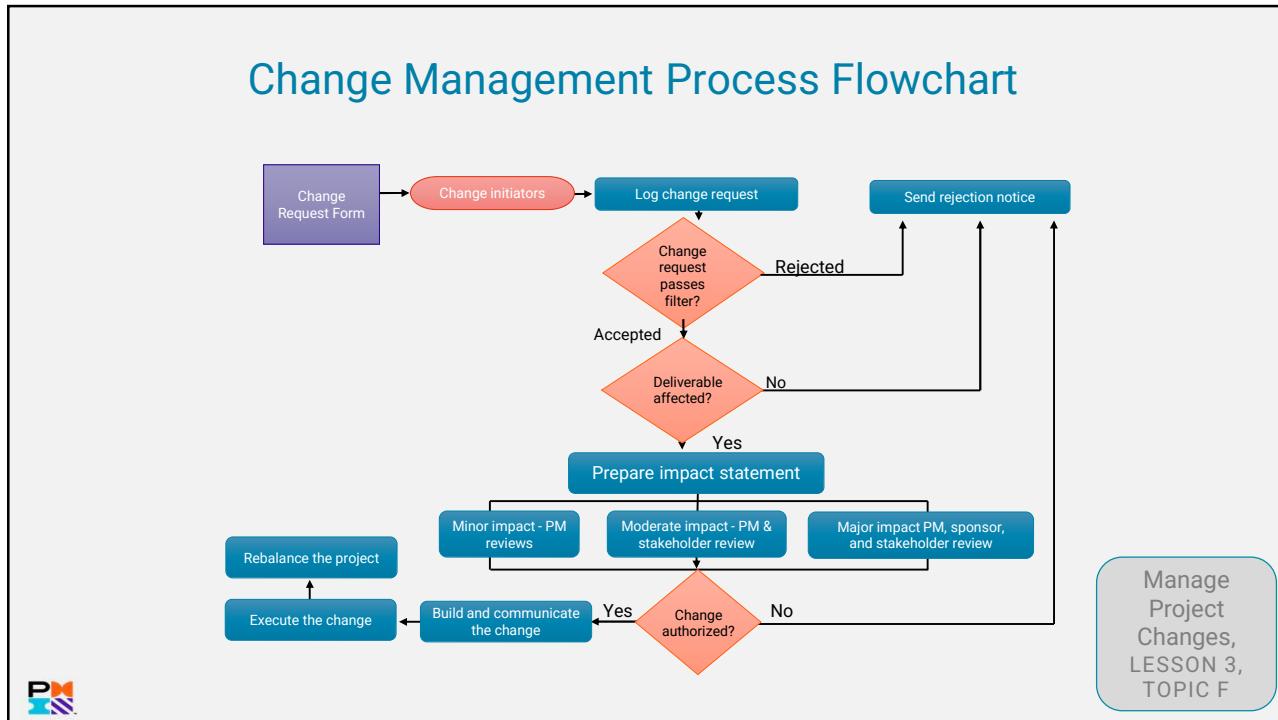
Change Control Systems



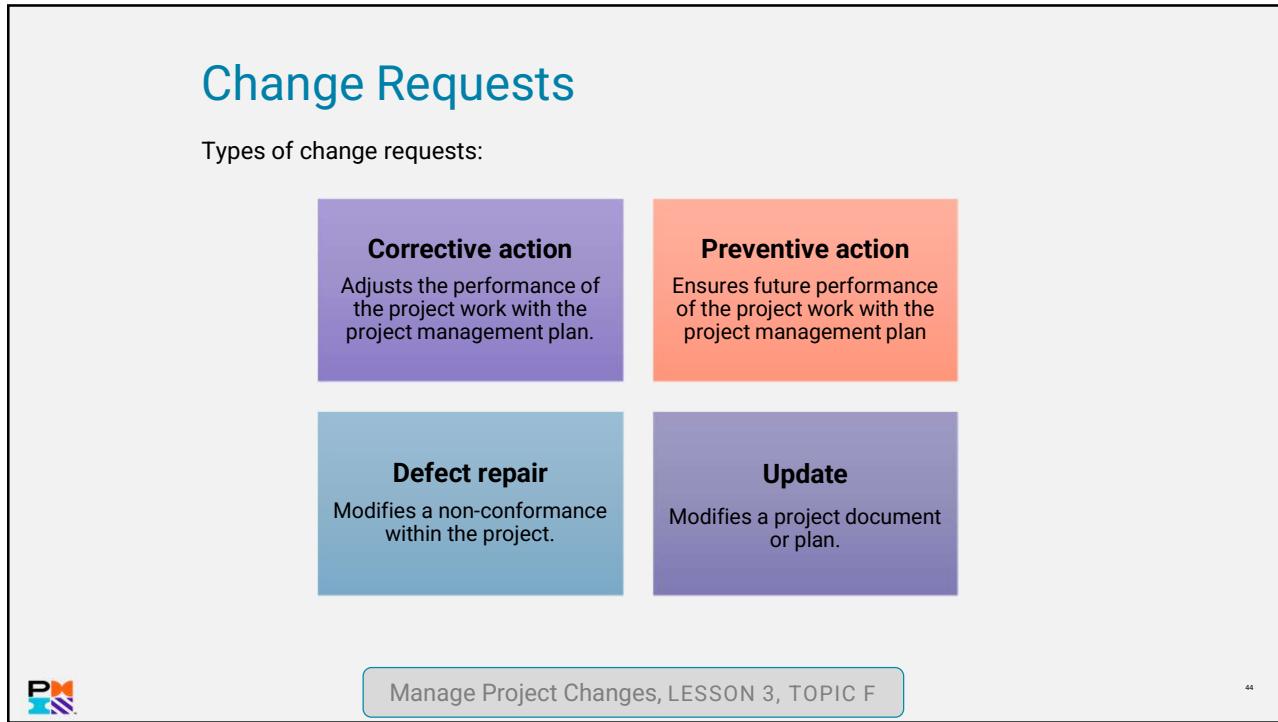
Manage Project Changes, LESSON 3, TOPIC F

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Manage Project Issues

TOPIC G



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DOING THE WORK > MANAGE PROJECT ISSUES

Deliverables and Tools



Issue log



No specific tools



Manage Project Issues, LESSON 3, TOPIC G

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Issues

The diagram illustrates the various types of issues that can arise during a project. A central sphere labeled "ISSUES" is surrounded by nine interconnected nodes, each representing a different type of issue:

- Quality** (Orange): Represented by a checklist icon.
- Risk**: Represented by a radioactive symbol icon.
- Schedule control** (Blue): Represented by a calendar icon.
- Cost Control** (Purple): Represented by a money bag icon.
- Project variance analysis** (Blue): Represented by a chart icon.
- Scope change control** (Blue): Represented by a target icon.
- Procurement** (Purple): Represented by a people icon.
- Communications** (Blue): Represented by a megaphone icon.
- Quality** (Orange): Represented by a checklist icon.

Manage Project Issues, LESSON 3, TOPIC G

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Risks and Issues

The diagram compares Risks and Issues, showing how they differ in focus and documentation:

- Risks** (Orange):
 - Focused on the future
 - Can be positive or negative
 - Are documented in the Risk Register
 - Response is called a "risk response"
- Issues** (Purple):
 - Focused on the present
 - Will always be negative
 - Are documented in the Issue Log
 - Response is called a "workaround"

Manage Project Issues, LESSON 3, TOPIC G

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Issue Log

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

Manage Project Issues, LESSON 3, TOPIC G

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

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Issue Resolution

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



Manage Project Issues, LESSON 3, TOPIC G

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GUIDELINES

Resolving Issues

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

Manage
Project
Issues,
LESSON 3,
TOPIC G



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Ensure Knowledge Transfer For Project Continuity

TOPIC H

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DOING THE WORK > ENSURE KNOWLEDGE TRANSFER FOR PROJECT CONTINUITY

Deliverables and Tools



Lessons Learned Register



No specific tools

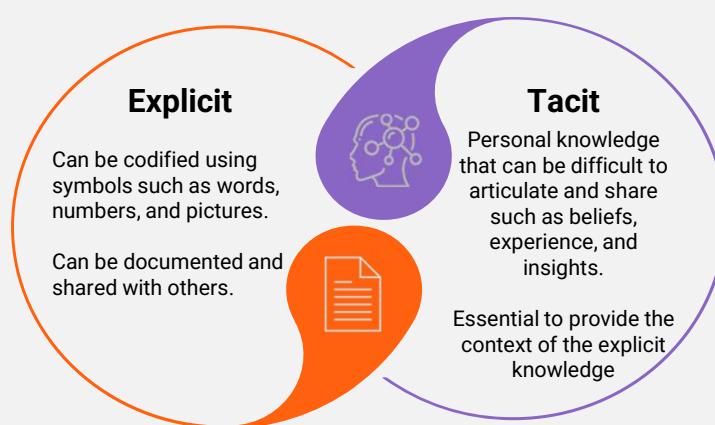


Ensure Knowledge Transfer For Project Continuity, LESSON 3, TOPIC H

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Knowledge Types



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

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Knowledge Management

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

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

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Lessons Learned

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

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



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Considerations for Lessons Learned

Schedule at the right time

Include topics on:

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



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

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Project Responsibilities Within the Team



Leadership to communicate the organization's vision and inspire the project team to focus on the goals of the project.



Facilitation to effectively guide a group to a successful solution to a problem.



Political awareness to keep the project manager aware of the organization's political environment.



Networking to facilitate relations among project stakeholders so that knowledge is shared at all levels.



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

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Working Environment Expectations

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



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

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Knowledge Transfer Approach

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



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

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Knowledge Transfer Techniques

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

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

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GUIDELINES

Maintain Team and Knowledge Transfer

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

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



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LESSON 4

KEEPING THE TEAM ON TRACK

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

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

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Lead a Team

TOPIC A

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KEEPING THE TEAM ON TRACK > LEAD A TEAM

Deliverables and Tools



Vision / Mission document
Charter
Product box
Reward and Recognition Plan



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



Lead a Team, LESSON 4, TOPIC A

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Leadership

The project manager is the visionary leader for the project.

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

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



Lead a Team, LESSON 4, TOPIC A

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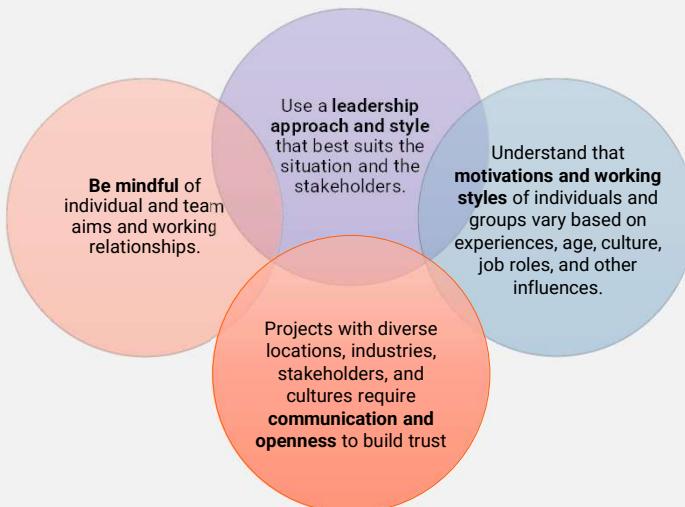
Leadership Skills

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

Lead a Team, LESSON 4, TOPIC A

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Diversity Awareness and Cultural Competencies



Lead a Team, LESSON 4, TOPIC A

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Lead a Team, LESSON 4, TOPIC A

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Lead and Manage

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

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

Lead a Team, LESSON 4, TOPIC A

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Leadership Traits



Strong personal ethics, integrity, and trustworthiness



Interpersonal skills (communicator, collaborator, motivator)



Conceptual and analytical skills



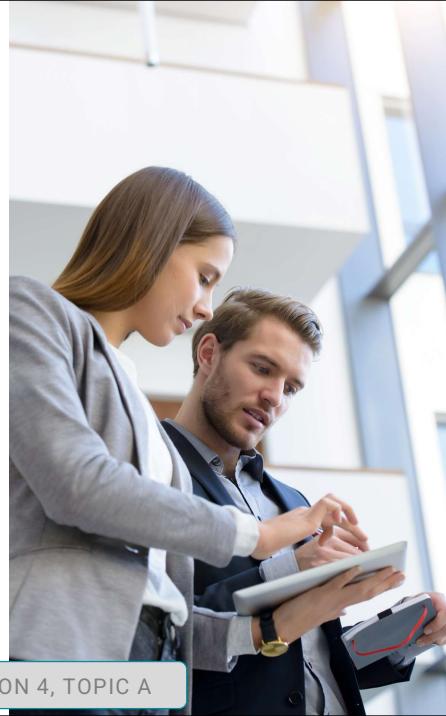
Lead a Team, LESSON 4, TOPIC A

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Servant Leadership

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



Lead a Team, LESSON 4, TOPIC A

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Lead a Team, LESSON 4, TOPIC A

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Challenge the Status Quo

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

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Spotlight Video: Successful Persuasion

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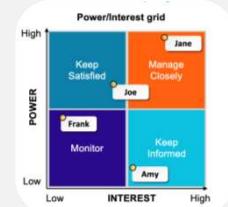
37

360 View of Stakeholders

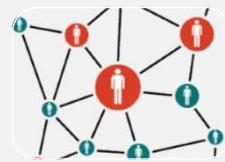
- ✓ Good leadership is based partially on your influence and the influence of the other project stakeholders.
- ✓ Use tools and techniques to ensure that you understand your stakeholders. Some examples:



Salience Model



Power/Impact/Interest Grid



Directions of Influence



Lead a Team, LESSON 4, TOPIC A

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Team Building

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



Lead a Team, LESSON 4, TOPIC A

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Team Building

Use rewards and recognition to keep teams motivated.

Rewards

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



Motivate towards a specific outcome; never without recognition too.

Recognition

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



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

Lead a Team, LESSON 4, TOPIC A



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GUIDELINES

Lead a Team

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

Lead a Team,
LESSON 4,
TOPIC A



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Support Team Performance

TOPIC B



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KEEPING THE TEAM ON TRACK > SUPPORT TEAM PERFORMANCE

Deliverables and Tools



- RACI matrix
- Management by Objectives
- Benchmarking
- Performance reports



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



Support Team Performance, LESSON 4, TOPIC B

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

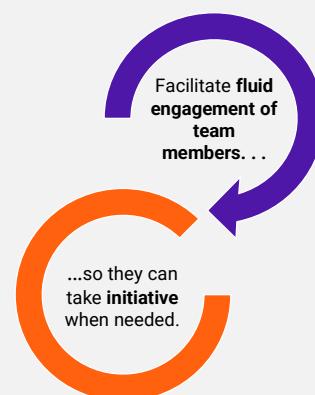


Support Team Performance, LESSON 4, TOPIC B

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Team Structure and Workspaces

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

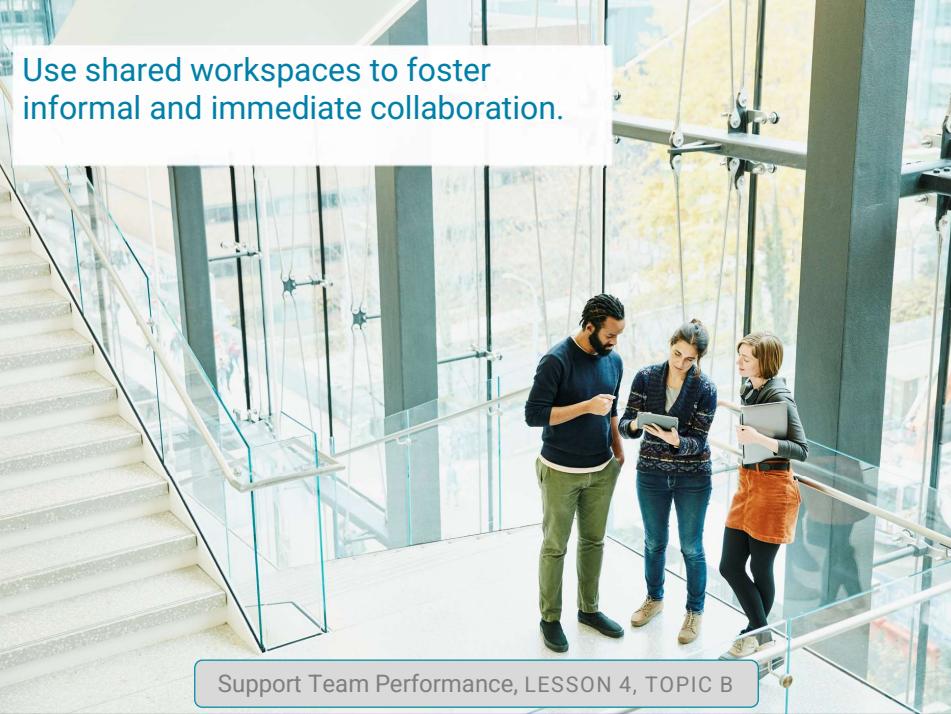


Support Team Performance, LESSON 4, TOPIC B

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Use shared workspaces to foster informal and immediate collaboration.



Support Team Performance, LESSON 4, TOPIC B

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



Support Team Performance, LESSON 4, TOPIC B

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Empowerment and Unity

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



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Support Team Performance, LESSON 4, TOPIC B

85

Autonomy and Teamwork

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

Include the team in:

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



Support Team Performance, LESSON 4, TOPIC B

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Keep the Tone Positive and Fluid

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

Support Team Performance, LESSON 4, TOPIC B

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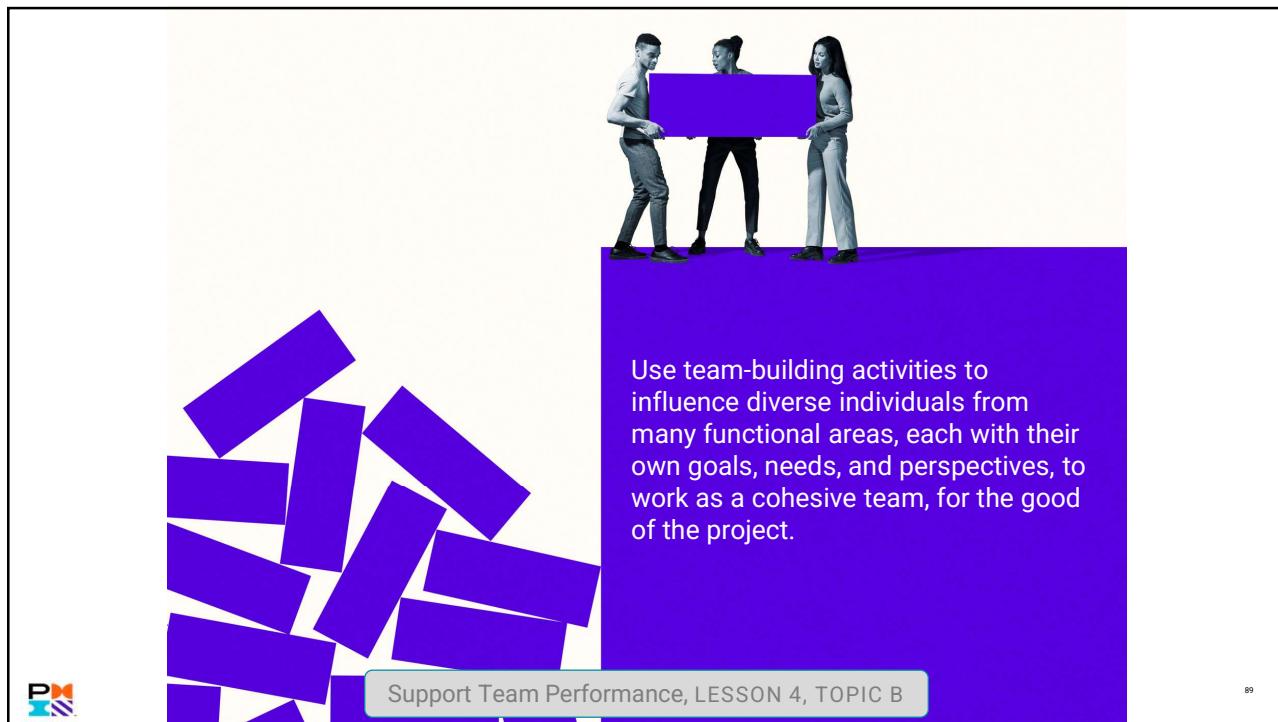
Team Building Activities

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

Support Team Performance, LESSON 4, TOPIC B

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

Support Team Performance, LESSON 4, TOPIC B

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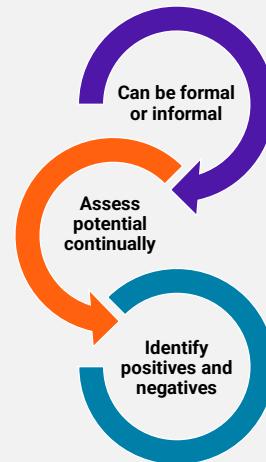
Spotlight: Using Social Skills to Build Relationships

90

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Team Performance Assessments

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



Support Team Performance, LESSON 4, TOPIC B

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Performance Assessment Tasks

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



Support Team Performance, LESSON 4, TOPIC B

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Team Development

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

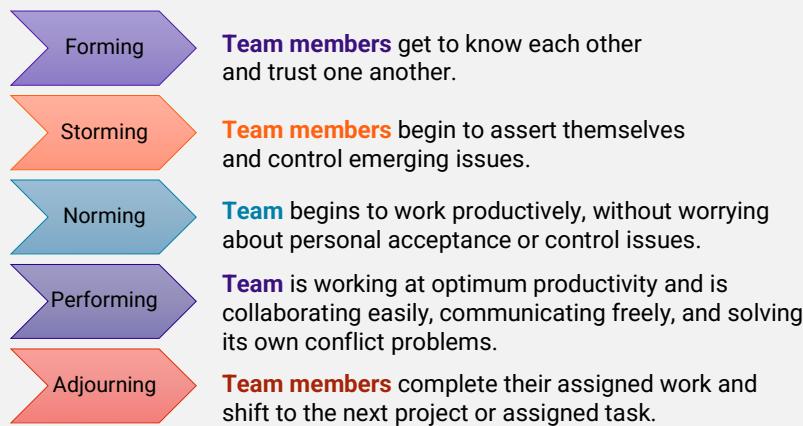
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Support Team Performance, LESSON 4, TOPIC B

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Team Development Stages (Tuckman ladder)



Support Team Performance, LESSON 4, TOPIC B

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More about...

Course: Leading the Team (2021 Update)
Video: Stages of Personal and Team Development (8:49 run time)
Watch: Start to 3:48 and 5:33 to end

Stages of Personal and Team Development

skillsoft®

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Manage with Objectives

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



Support Team Performance, LESSON 4, TOPIC B

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Feedback

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

Splendid work!

Let's ask the team for suggestions to improve!



Support Team Performance, LESSON 4, TOPIC B

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Your PMP Bootcamp Course Syllabus (Mapped to the PMP Student Manual)

	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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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!

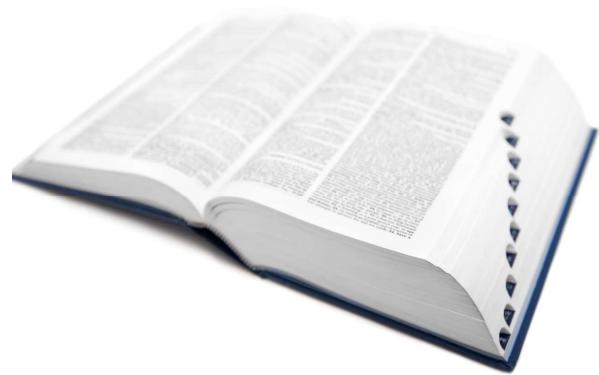
We sincerely value your opinion!

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Additional Resources

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VOCABULARY
FROM TODAY'S SESSION



102

Communications Management Plan



DEFINITION

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



103

Communication Models



DEFINITION

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



104

Communication Methods



DEFINITION

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



105

Stakeholder Engagement Assessment Matrix



DEFINITION

A matrix that compares current and desired stakeholder engagement levels.



106

Configuration Management



DEFINITION

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



107

Configuration Management System



DEFINITION

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



108

Version Control



DEFINITION

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



109

Change Control Systems



DEFINITION

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



110

Change Control Board (CCB)



DEFINITION

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



111

Approved Change Requests



DEFINITION

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



112

Issues



DEFINITION

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



113

Issue Log



DEFINITION

A document where information about issues is recorded and monitored.



114

Lessons Learned



DEFINITION

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



115

Lessons-Learned Register



DEFINITION

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



116

Lessons-Learned Repository



DEFINITION

A store of historical information about lessons learned in projects.



117

Servant Leadership



DEFINITION

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



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