



PMP® EXAM PREP

PMI Authorized Training Partner

BOOTCAMP

Session 6

Attendance Alert

Percipio Users: Name is based
on your information in
Percipio

Using Zoom: Enter your first
and last name

PMP® Exam Prep

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

Scheduled Breaks



Session

Periodic breaks

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



House Keeping

- If you haven't attended a previous session, please do the following.
- Please use the Q&A **only** to get help with technical issues, to locate your resources or recordings for the sessions, to ask about attendance requirements and how to get the PMP Learner Kit, to ask questions about the content, or for any other questions. As the session comes to an end the survey link can be provided in the Q&A. The Q&A maybe closed and reopened throughout the session to address posts in a timely manner.
- Use the chat before the session starts for salutations. Once the session begins the chat may be closed throughout the session to minimize disruptions and to provide important information. The chat will be opened periodically to respond to the instructor's questions. As the session comes to an end the survey link can be provided in the chat. The chat may be opened to allow for goodbyes.

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.**
- **A missed session means** you are logged out of a session for **more than 15mins**.
- If you miss more than 15 mins at any time (including during breaks) beyond the two sessions allowed, you will need to make it/them up by attending the live session(s) in a different 8-day cohort*.

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



IN CASE OF ABSENCE

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

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

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

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

pmpB00tcampReplay!

Step 4. Locate the worksheet that corresponds with the Cohort you attended and use the provided link and passcode on the worksheet to access the Replay through your browser.

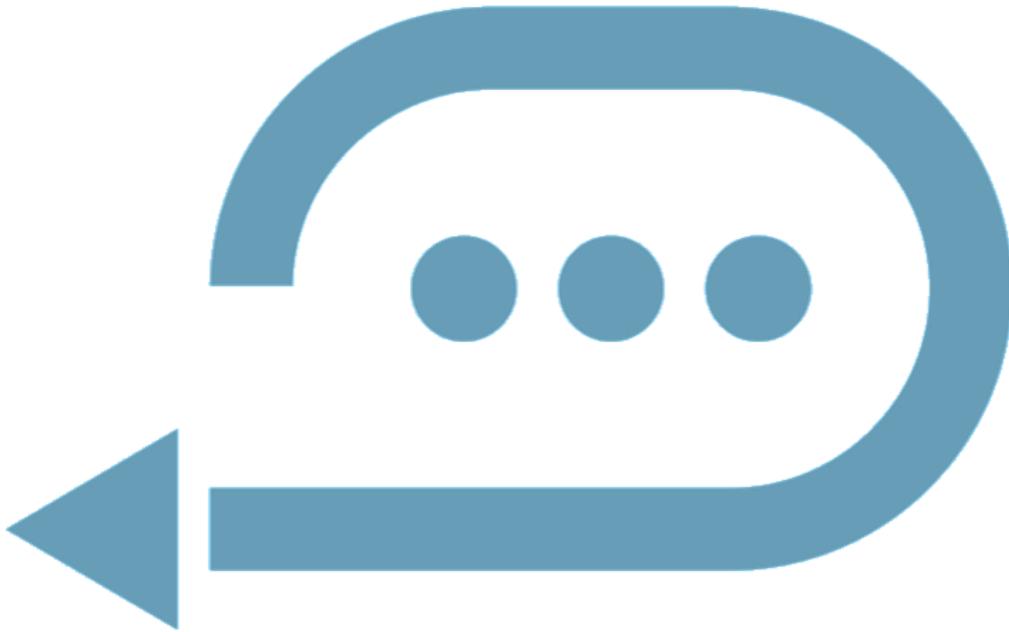
Note: The password to open the Excel file is NOT the passcode to access the replay.

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

NO LIMIT FOR REPLAYS:

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

Recap Session 5



Mapping this course to the Student Workbook

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

LESSON 3

PLAN THE PROJECT

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



Learning Objectives

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



Quality

TOPIC G

Quality

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

Include:

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



Cost of Quality (CoQ)

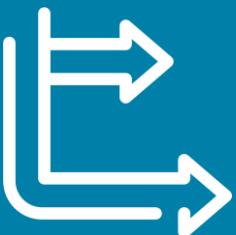
Money spent during project to avoid failure

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

Money spent during/after project because of failures

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

Stakeholder and Customer Expectations of Quality



PRODUCT/DELIVERABLE

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

PROCESSES

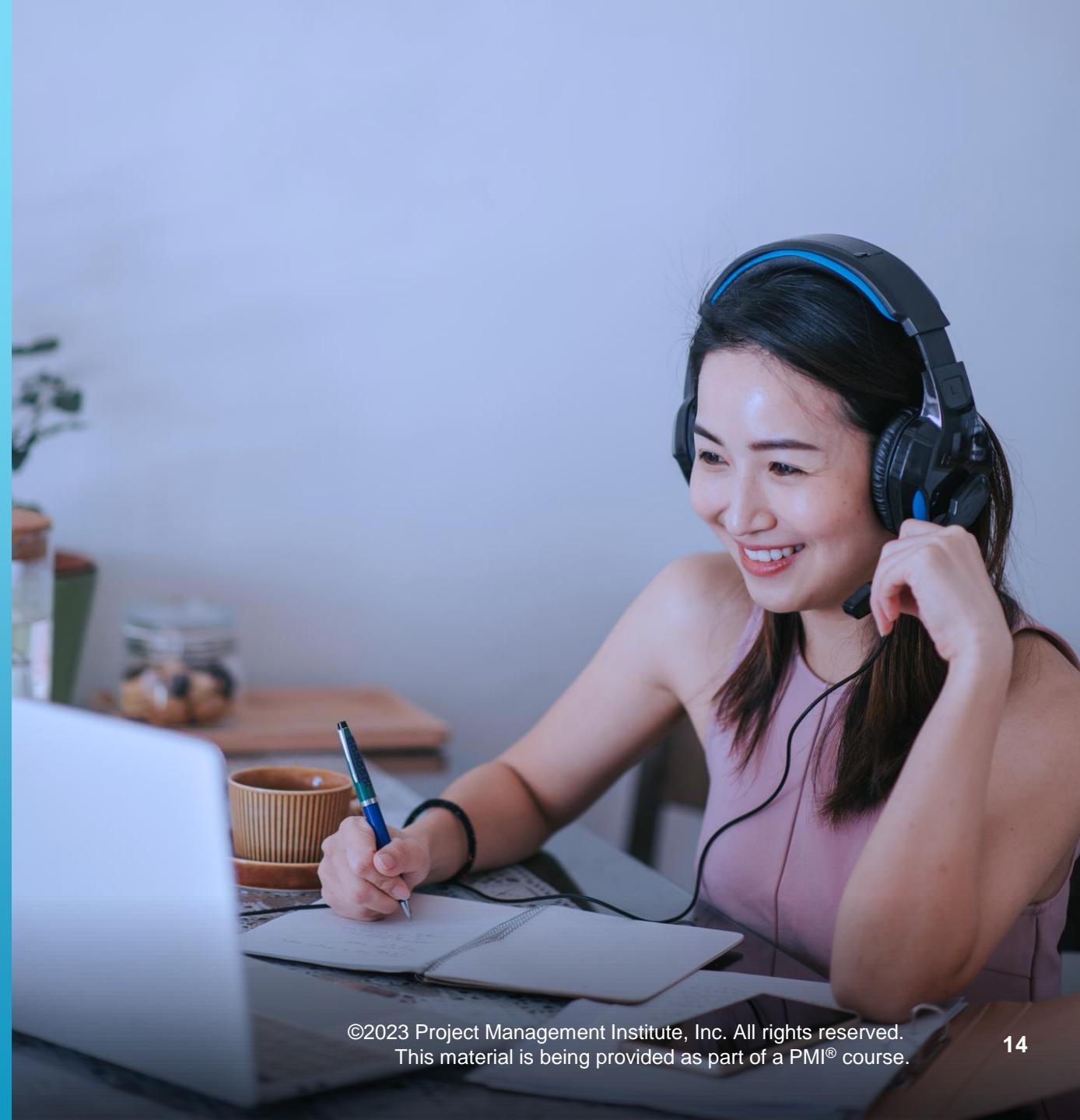
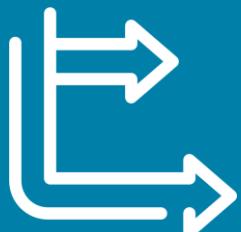
Ongoing observation and checking of processes stated in quality management plan; overseen by a **quality policy**.



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

Quality Management Plan

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



Compliance Requirements

Internal and external standards, such as:

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

Compliance actions:

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

Quality Standards and Regulations

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



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

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

Discussion

Quality Standards and Regulations

What standards and regulations are relevant in your industry?



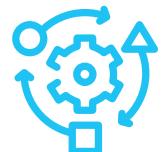
Quality Metrics, Checklists, and Processes



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

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

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



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

Quality Methods for Continuous Improvement

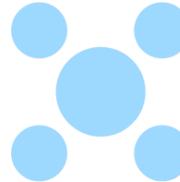
Six Sigma (aka Lean Six Sigma) – DMAIC framework (Define, Measure, Analyze, Improve, Control) – focus on removing waste

Kaizen – “change for better/improve”

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

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

ECO Coverage

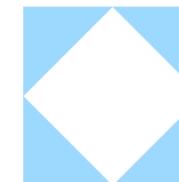
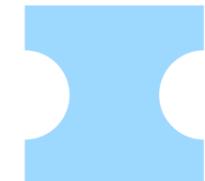
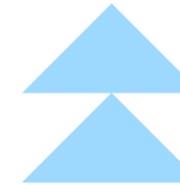
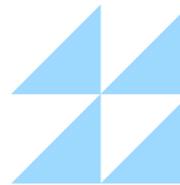
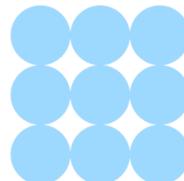


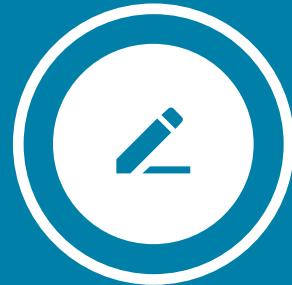
2.7 Plan and manage quality of products / deliverables

- Determine quality standard required for project deliverables (2.7.1)

3.1 Plan and manage project compliance

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



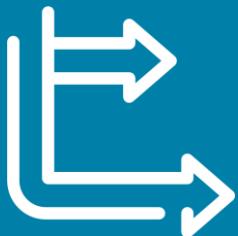


Integrate Plans

TOPIC H

Integrating Plans

An Important Step



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

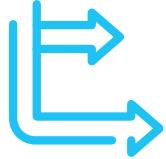
An integrated view of all plans can:

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



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

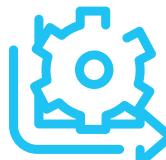
Integrate Plans



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



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



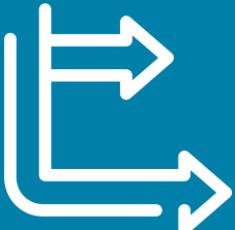
Reframe the approach to “plan integration” and figure out a way forward to work with the various planning elements – adapt it while working!



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

Change Control

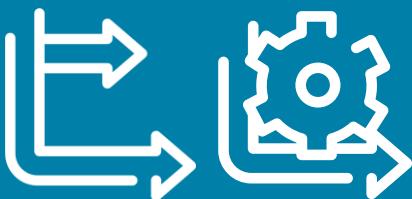
Use a **change management plan** to set a process and assigned roles for change



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

Plan for Complexity and Change

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



Systems-based

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

Reframe the Problem

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

Process-Based

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

How to Approach Complex Plans

Fail Fast and Self-Correct!

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

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



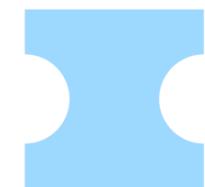
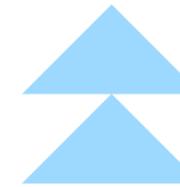
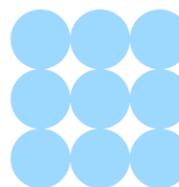
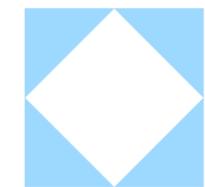
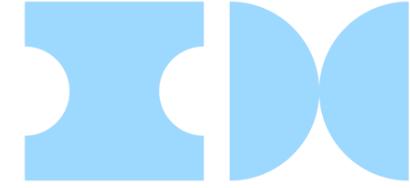
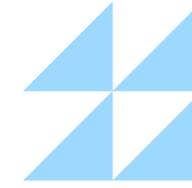
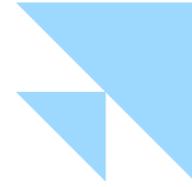
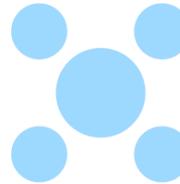
ECO Coverage

2.9 Integrate project planning activities

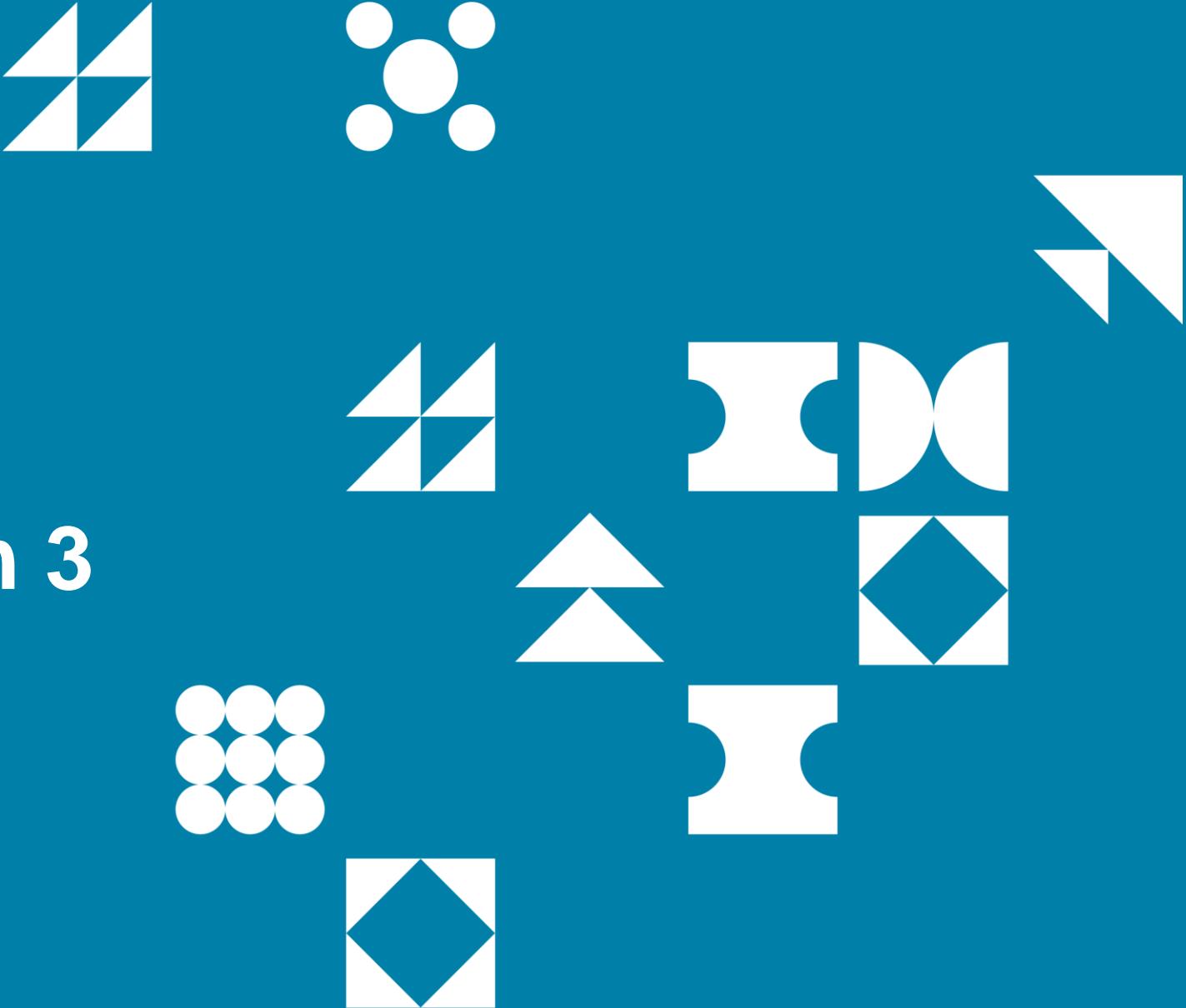
- Consolidate the project/phase plans (2.9.1)
- Assess consolidated project plans for dependencies, gaps, and continued business value (2.9.2)
- Analyze the data collected (2.9.3)
- Collect and analyze data to make informed project decisions (2.9.4)
- Determine critical information requirements (2.9.5)

2.10 Manage project changes

- Determine strategy to handle change (2.10.2)



End of Lesson 3



LESSON 4

LEAD THE PROJECT TEAM

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



Learning Objectives

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



Craft Your Leadership Skills

TOPIC A

Power Skills

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

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



Guidelines for Developing Inclusive Leadership Competencies

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

Leadership Skills & Competencies

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



Interpersonal and Team Skills

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



Leadership Styles

Tailoring Considerations

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

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

Leadership ≠ Management

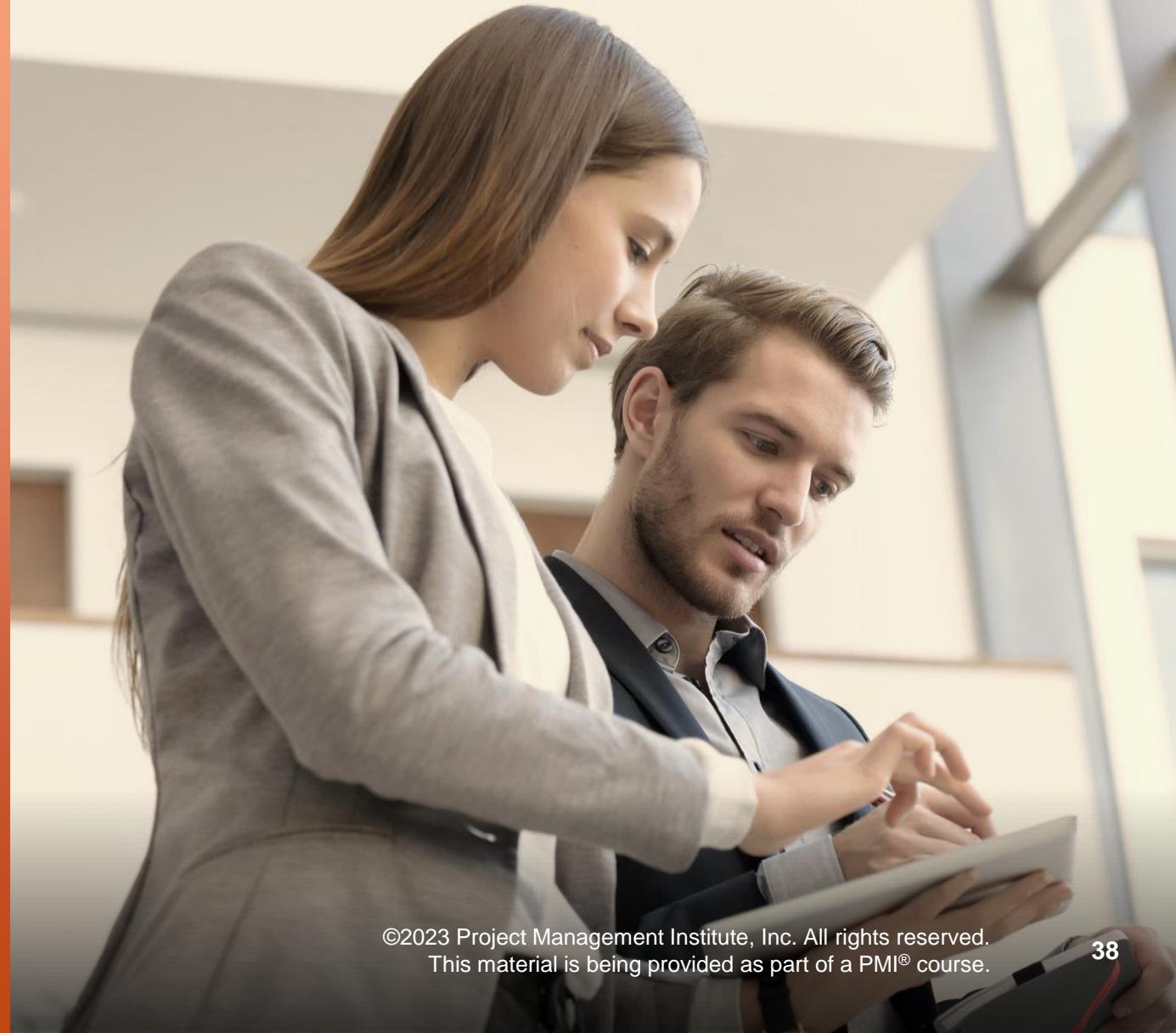
Leadership - Guiding the team by using discussion and an exchange of ideas

Management - Directing actions using a prescribed set of behaviors

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

Servant Leadership*

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



Adopt a Growth Mindset*

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

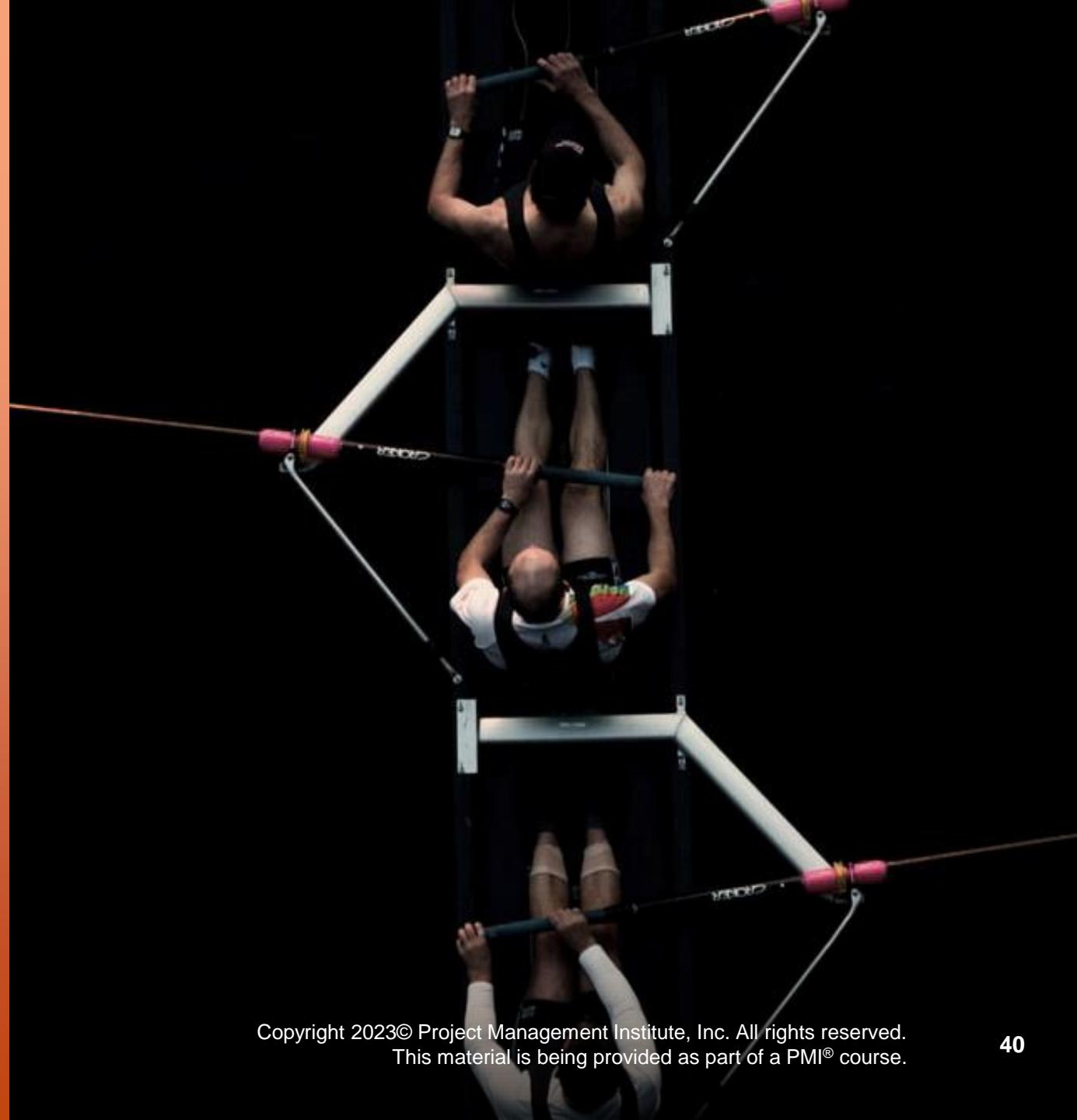


Team-Building

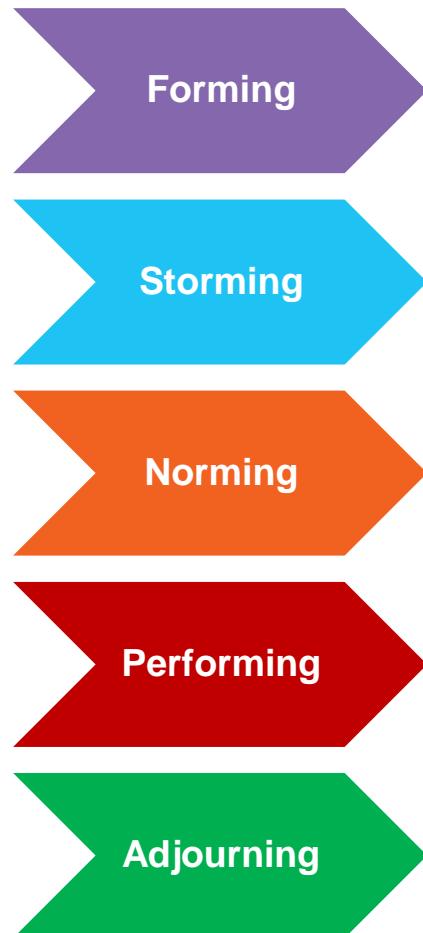
- Cohesion and solidarity help teams perform better.
- Good leadership facilitates bonding between project team members.
- Team-building activities build unity, trust, empathy and focus on the team over the individual. They can be:
 - Formal or informal
 - Brief or extended
 - Facilitated by yourself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



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



Tuckman Stages of Team Development



Team members meet and begin to trust one another.

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

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

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

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

Source: Dr Bruce Tuckman

Balance Team Tone with Sense of Urgency



TONE

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

URGENCY

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

Virtual Team Member Engagement

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

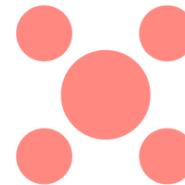
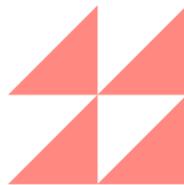


Virtual Team Best Practices

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

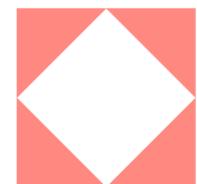
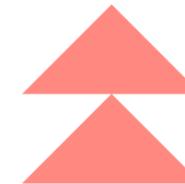
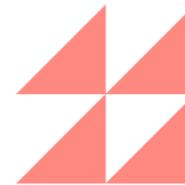


ECO Coverage



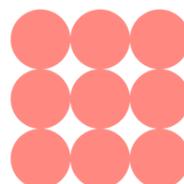
1.2 Lead a team

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



1.11 Engage and support virtual teams

- Implement options for virtual team member engagement (1.11.3)



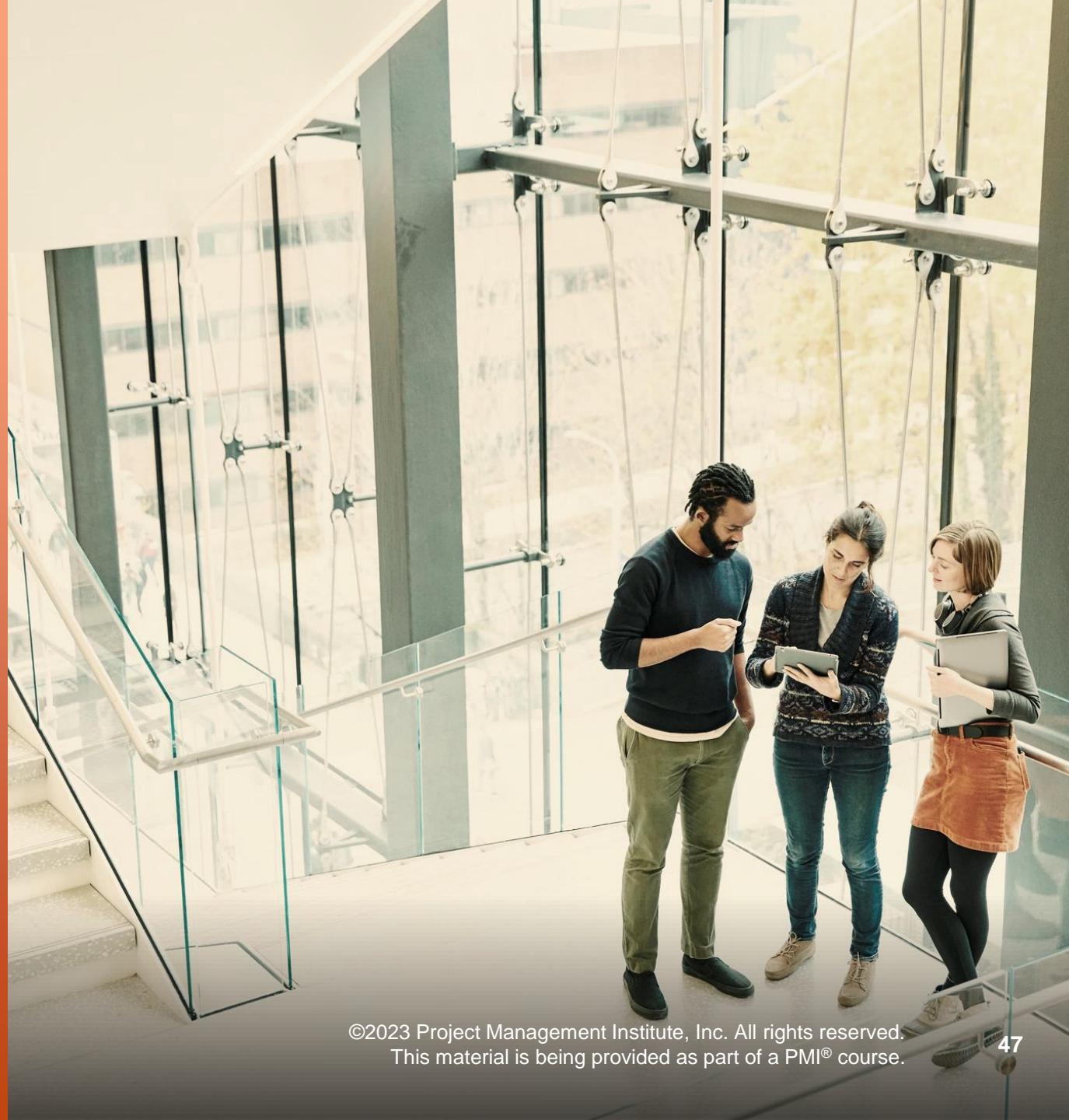


Create a Collaborative Project Team Environment

TOPIC B

Where and How the Team Works

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



“Agile” Space for Hybrid Teams



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

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

Work Information Management Systems

Project Management Information System (PMIS)

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

Microsoft Project or similar



Artifacts Management Systems

Store and maintain project artifacts

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

Importance of Artifacts



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.

Information Storage and Distribution Good Practices

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



Standardize Artifacts

What to Include

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



Tailor Artifacts



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

Tailor the artifact type
and use to your project.



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



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

Configuration management plan

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

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



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

For each update, include:

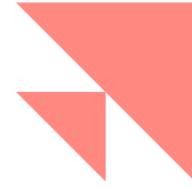
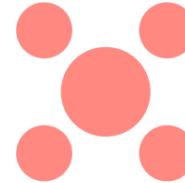
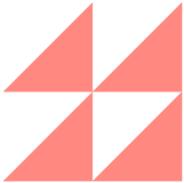
- A new **version number**
- A **date/time stamp**
- **Name** of user who made the changes



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

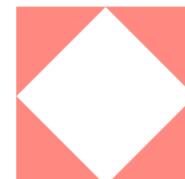
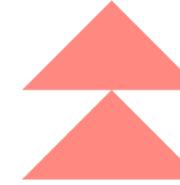
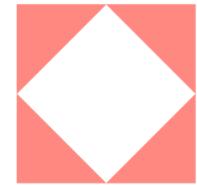
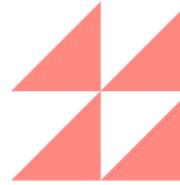
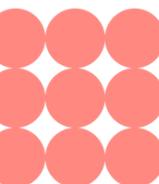


ECO Coverage



2.12 Manage project artifacts

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





Empower the Team

TOPIC C

Empower Teams with EI and Fluid Communication

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



Empowerment, Unity, Autonomy

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

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



Support Diversity, Equity & Inclusion (DE&I)

- Empower teams as a cohesive unit, but respect individuals
 - Create an environment that acknowledges diversity in a positive way and builds mutual trust by:
 - Following organizational or other relevant standards for DE&I
 - Supporting trust- and morale-building initiatives
 - Fostering a collaborative culture
 - Acting and leading with empathy



Create Psychological Safety and Embrace Diversity

Psychological safety is a psychosocial condition, required for high-performing project teams.

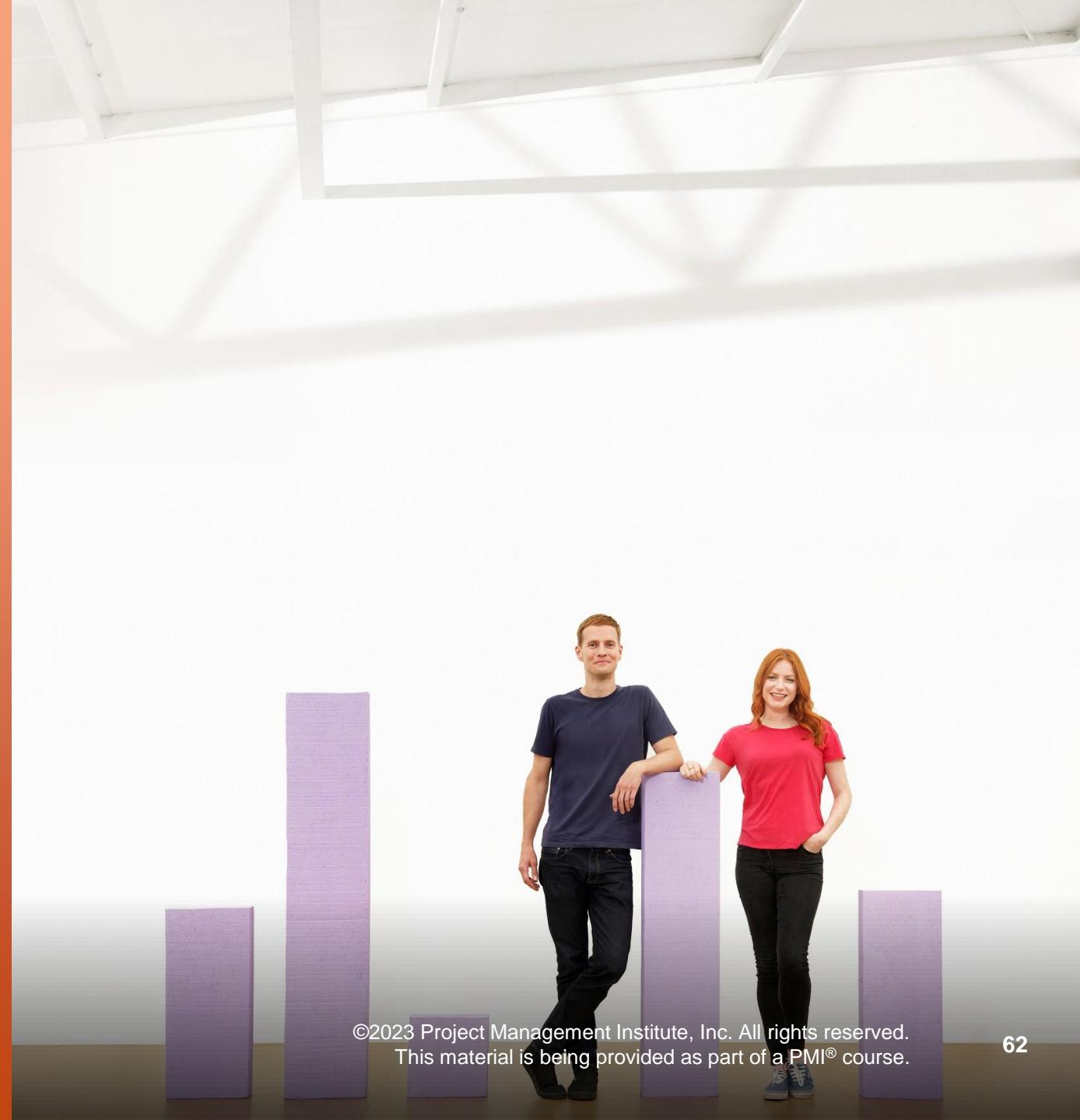
Team members should be comfortable being themselves at work.

Healthy work settings:

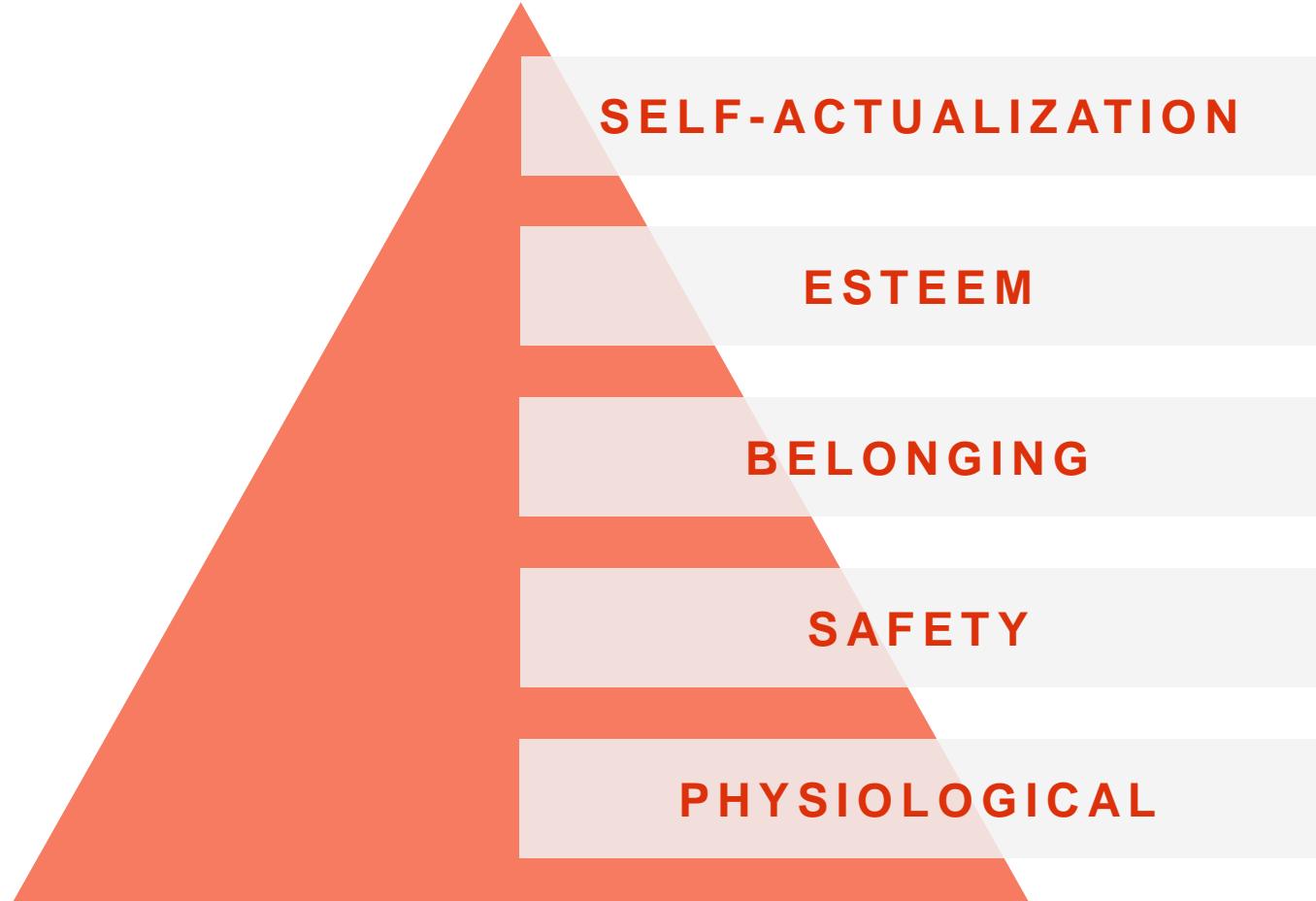
- Embrace **diversity**
- Are built on **trust and mutual respect**
- Ensure **ethical decision-making**

Motivational Theories/ Approaches

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

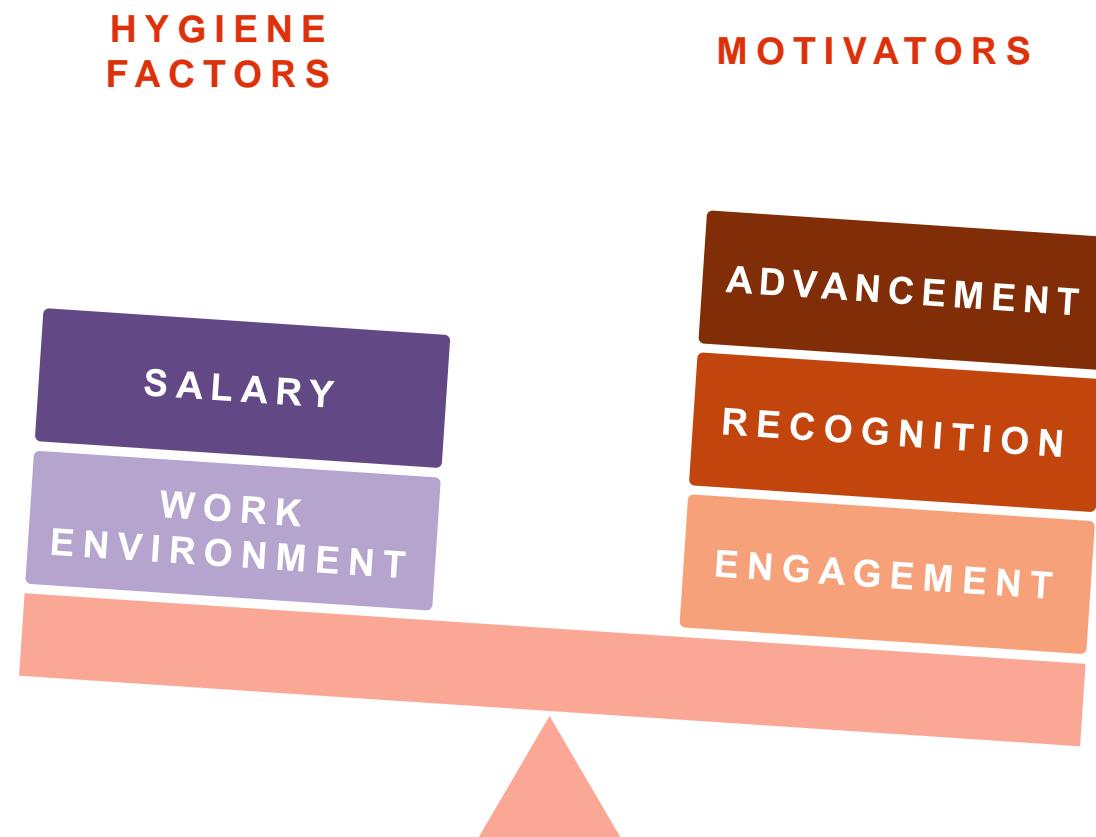


Maslow's Hierarchy of Needs



Herzberg's Motivation-Hygiene Theory

aka Two-Factor Theory



McGregor's Theory X and Theory Y



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

Theory X (authoritarian)

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

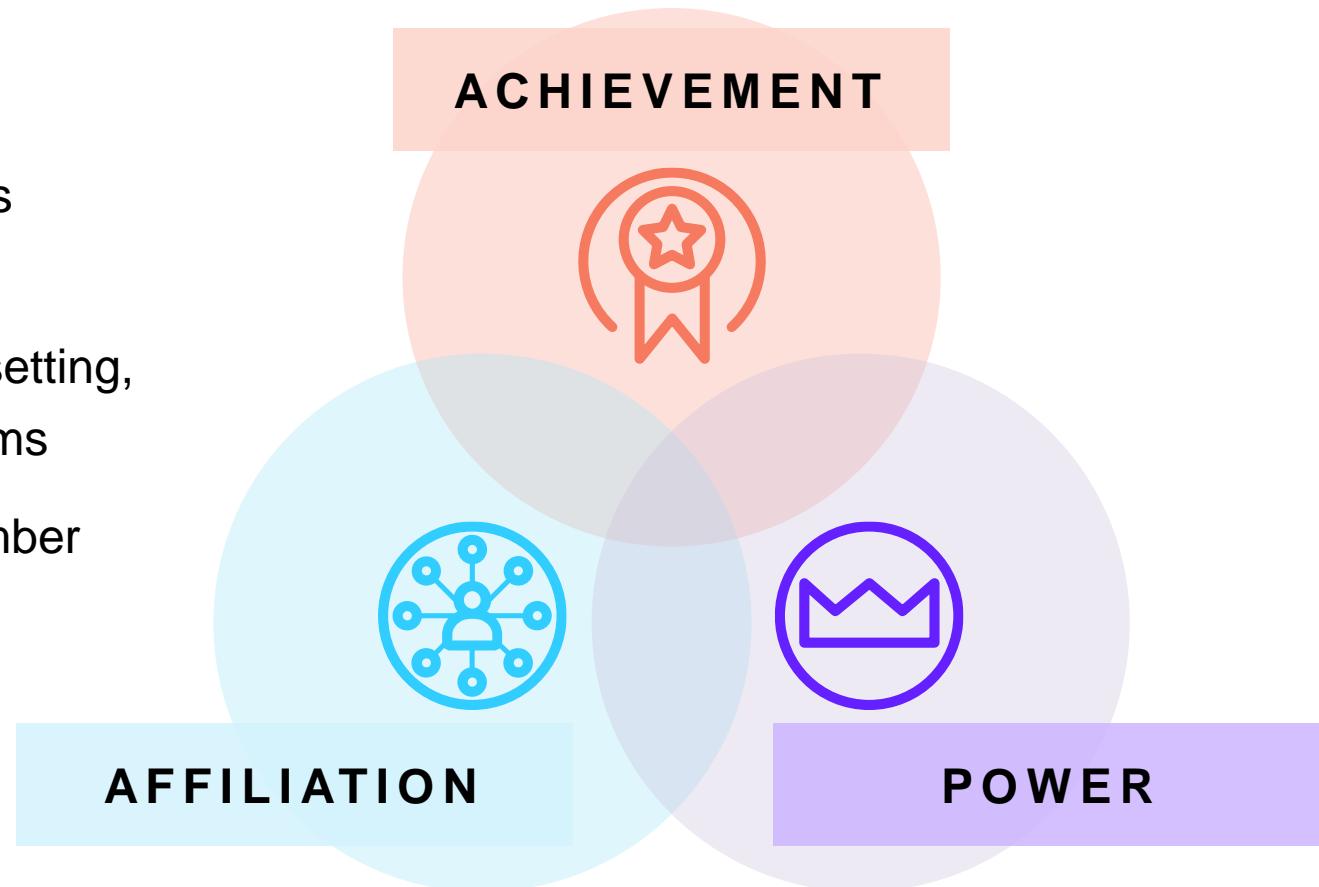
Theory Y (participative)

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

McClelland's Achievement Motivation Theory

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

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



Uphold Team Charter and Ground Rules

CHECKLIST

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



Team goes through the “forming” stage after any change

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

Use Rewards and Recognition

REWARDS

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

RECOGNITION

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



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

Decision-Making

Empower the Team to Act

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



Decision-Making:

Opportunities to Empower the Team



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

Activities

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

Risks

- Classification
- Response/action

Decision-Making Methods

Voting

Consensus-driven, based on data

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

Multicriteria decision analysis

Data-driven

Autocratic decision making

Leadership-driven, based on data

One team member decides for the group.

Decision-Making Methods

Voting

UNANIMITY

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

Example: Delphi technique

MAJORITY

Decision reached with > 50% of group support

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

PLURALITY

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



Voting methods to reach consensus

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

Display Task Accountability

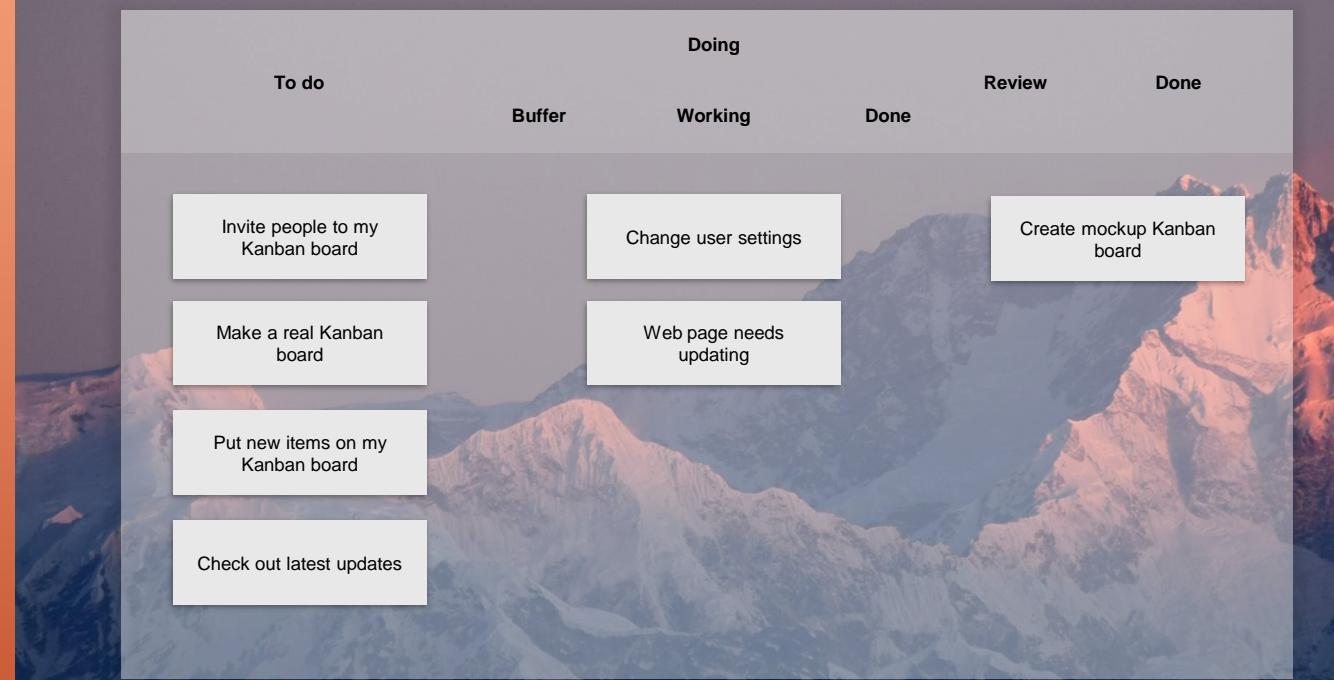


Keep work and progress visible to demonstrate transparency of work completed.

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

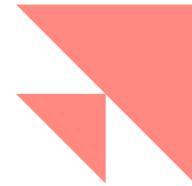
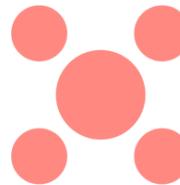


Encourage team members to self-organize continuously in determining accountability standards.



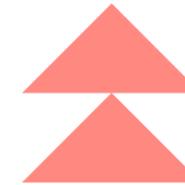
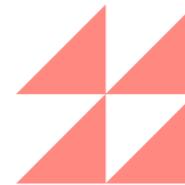
*Kanban board mockup

ECO Coverage



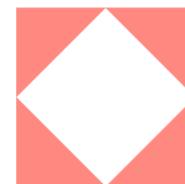
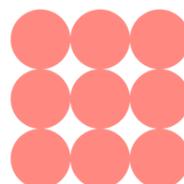
1.2 Lead a team

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



1.4 Empower team members and stakeholders

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





Support Team Member Performance

TOPIC D

Manage and Lead

Management by Objectives

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

Servant Leadership

Three steps:

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

Assess Team Member Performance to...

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



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



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

Performance Assessment Tasks

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



Personality Indicators

Look Beyond Introvert / Extrovert



Commonly used Measurement Tools

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

DO

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

DON'T

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

Use Personality Research to Coach Team Members



(Optional)

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

Personality can affect:

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

Psychological team roles:

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

Emotional Intelligence

Five main components:



Emotional self-awareness



Self-regulation



Motivation



Empathy



Social skills

Emotional Intelligence: Overview



Empathy*

Provides a foundation for understanding the motivations of other people.

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

Inward (helps individuals)

- Understanding of others
- Service orientation

Outward (helps teams)

- Develop others
- Leverage diversity
- Have political awareness



Social Skills

High-performing team members are adept at:

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



Motivation Elements



Achievement/Drive

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



Commitment

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



Initiative

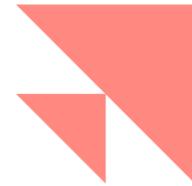
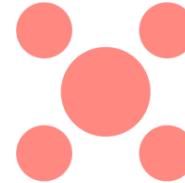
- Work hard toward goals
- Inspire others through extraordinary feats
- Seize opportunities



Optimism

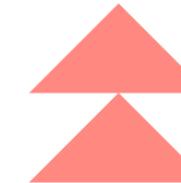
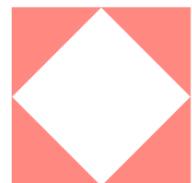
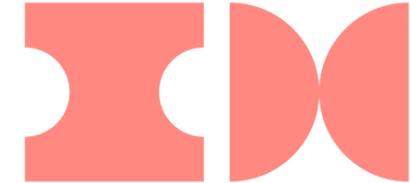
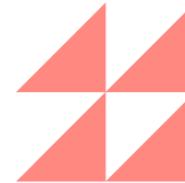
- Hope to succeed; don't fear failure
- Perceive reversals as under your control
- Work toward goals regardless of barriers

ECO Coverage



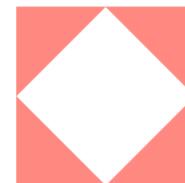
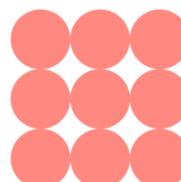
1.3 Support team performance

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



1.14 Promote team performance through the application of emotional intelligence

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



DAILY PMP BOOTCAMP SURVEY



LOOK FOR THE SURVEY LINK IN THE CHAT

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

For each Bootcamp session,

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

We sincerely value your opinion!

Survey Scale

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



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

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



QUALITY MANAGEMENT PLAN

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



QUALITY POLICY

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



CHANGE MANAGEMENT PLAN

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



CHANGE REQUEST (CR)

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



ACTIVE LISTENING

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



COMMUNICATION STYLES ASSESSMENT

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



SERVANT LEADERSHIP

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



GROWTH MINDSET

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



TRANSPARENCY

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



CONFIGURATION MANAGEMENT PLAN

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



CONFIGURATION MANAGEMENT SYSTEM

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



VERSION CONTROL

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



PSYCHOLOGICAL SAFETY

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



CONSENSUS

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



EMPATHY

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