



# Business Tools for Career Readiness



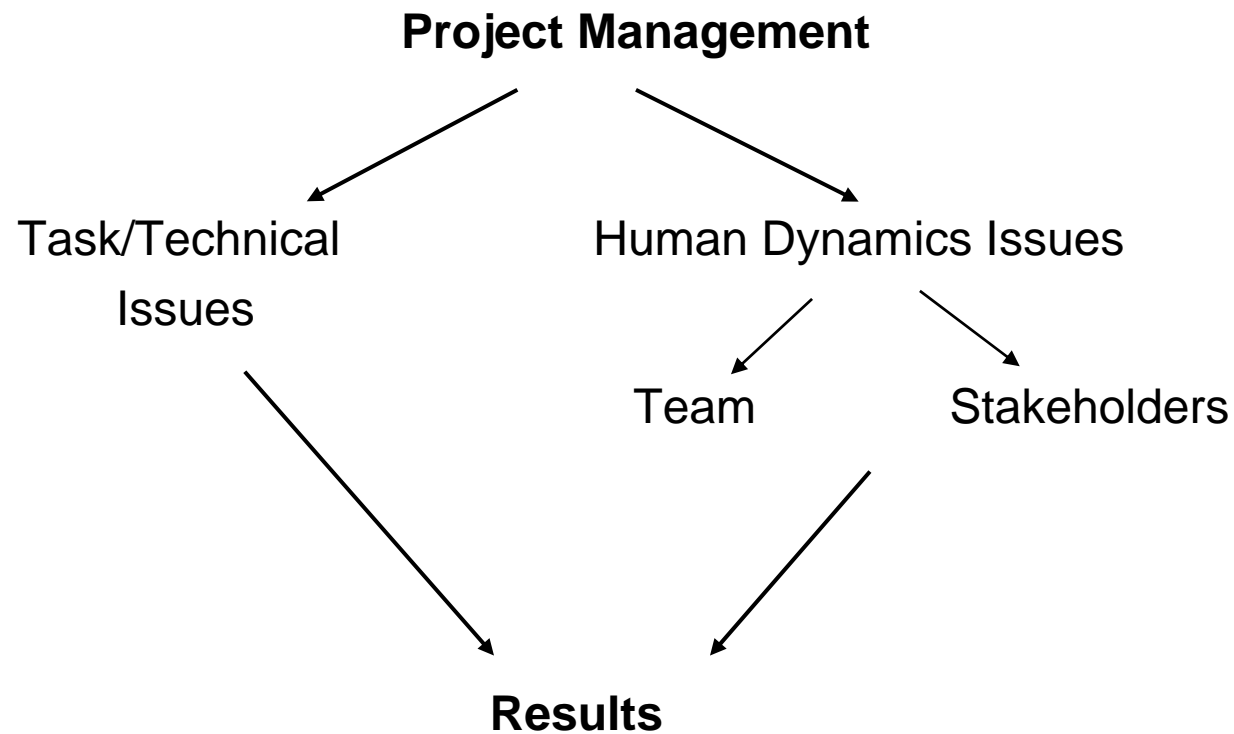
# Project Management: The Basics for Success



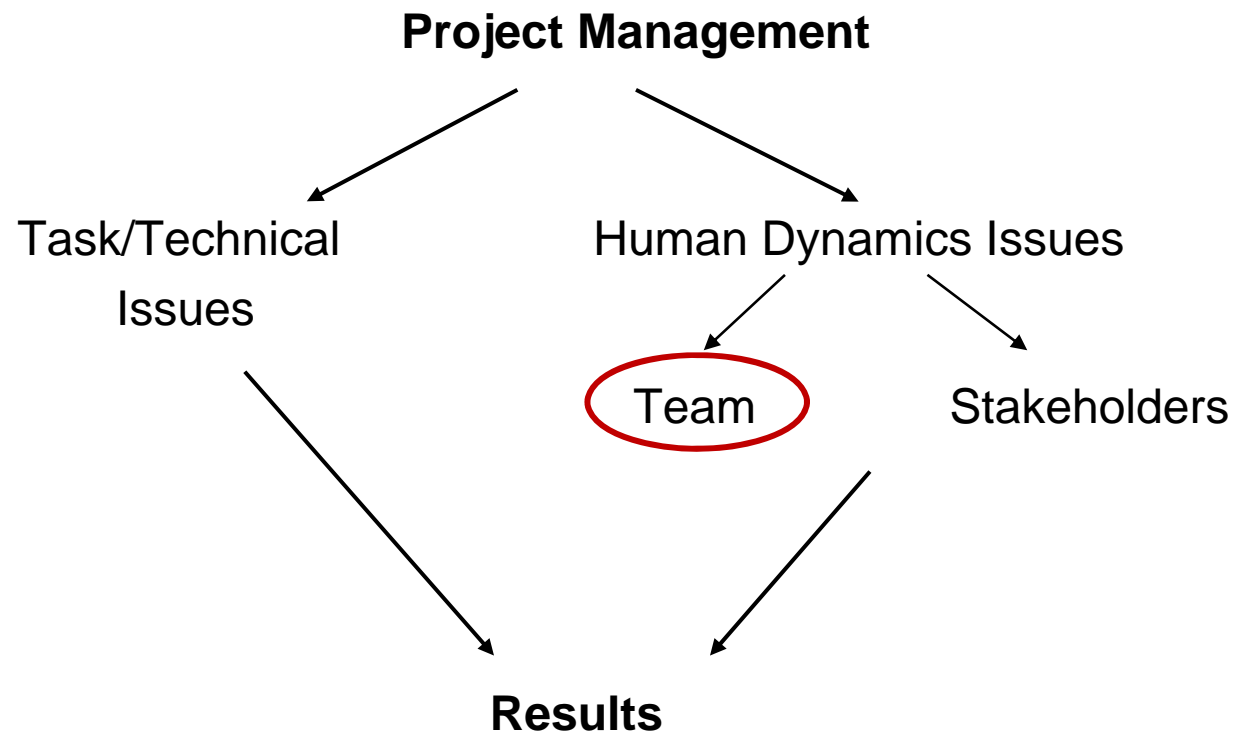
with Rob Stone, M.Ed., PMP

# Working with Difficult People

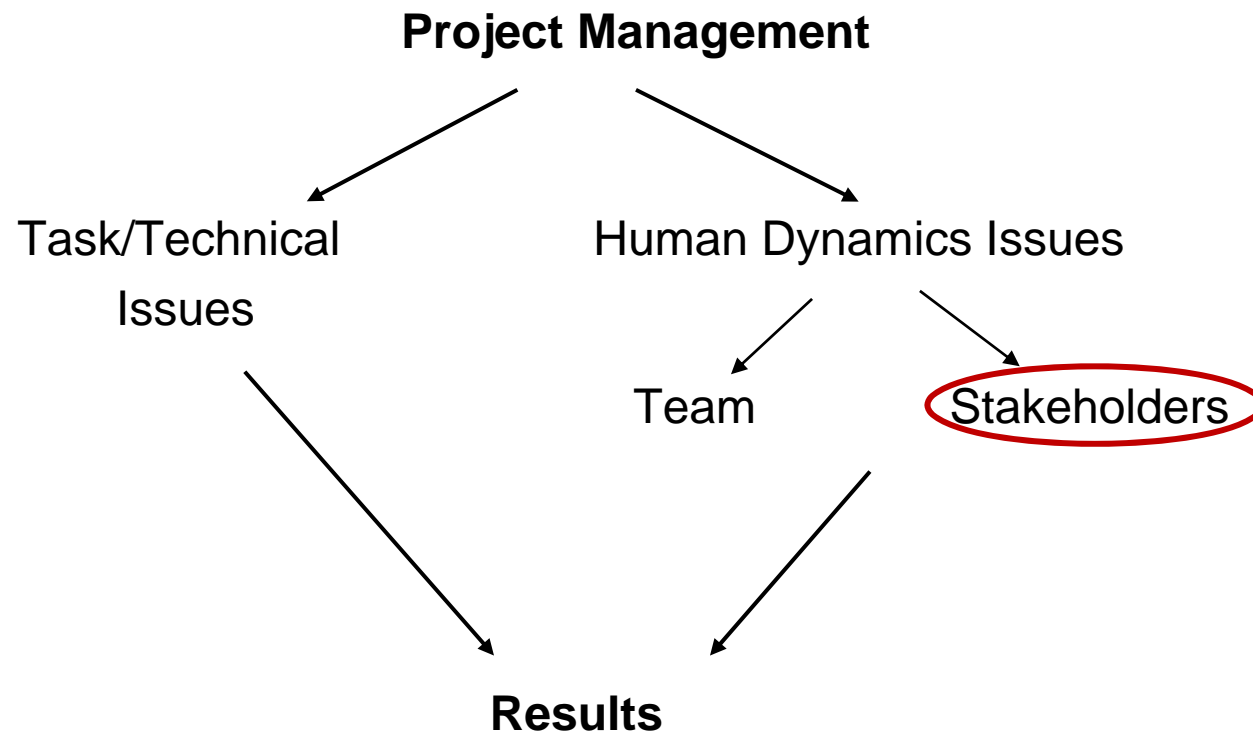
# Overview of Project Management



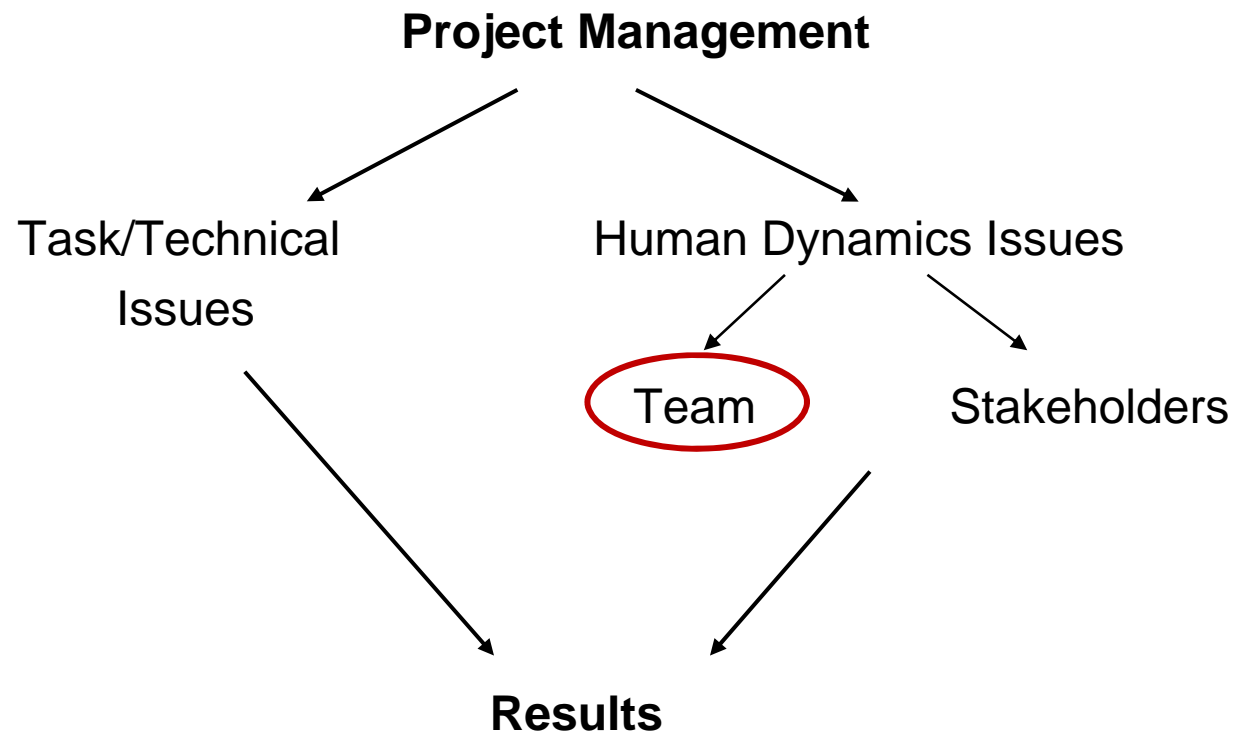
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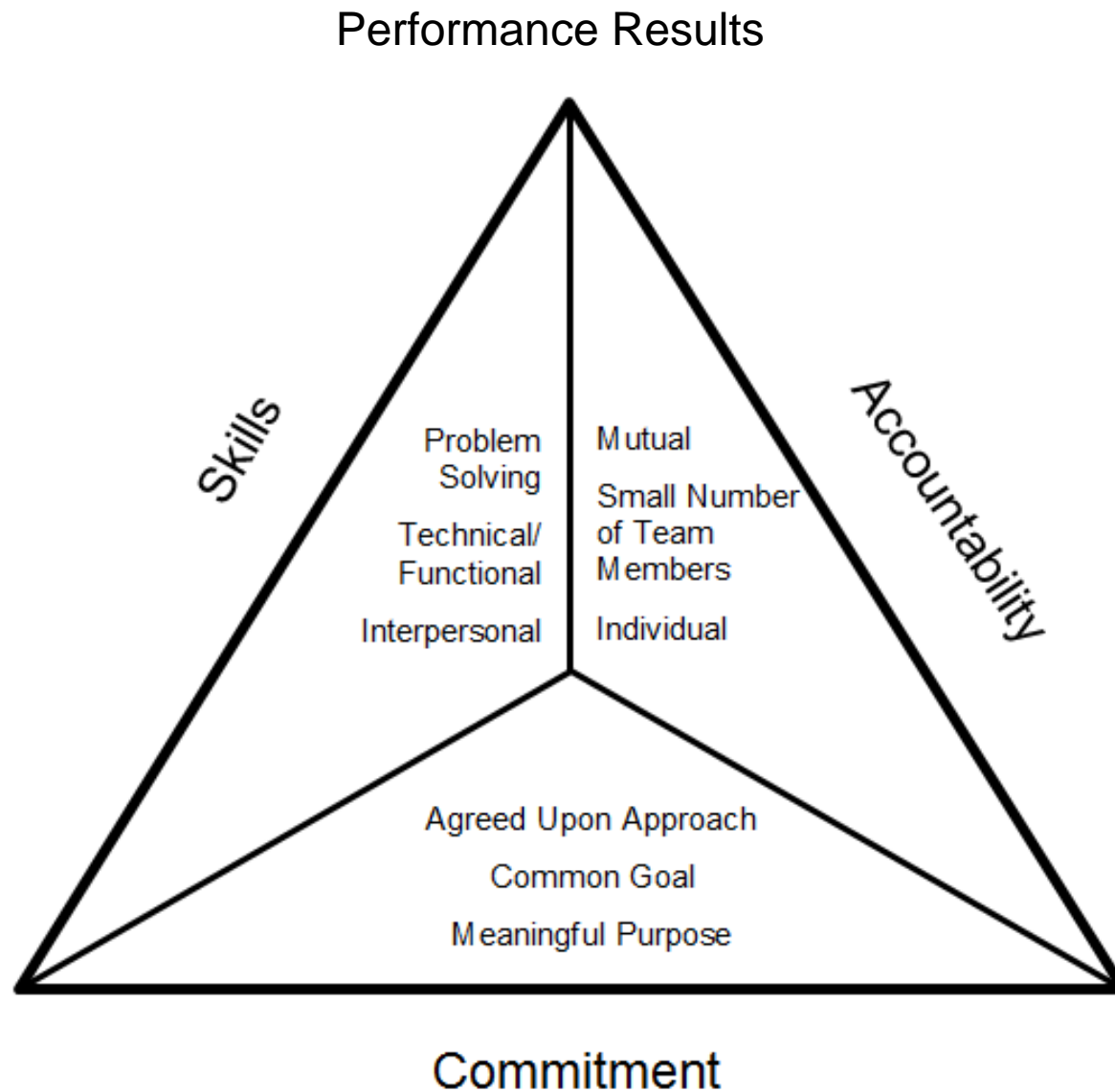
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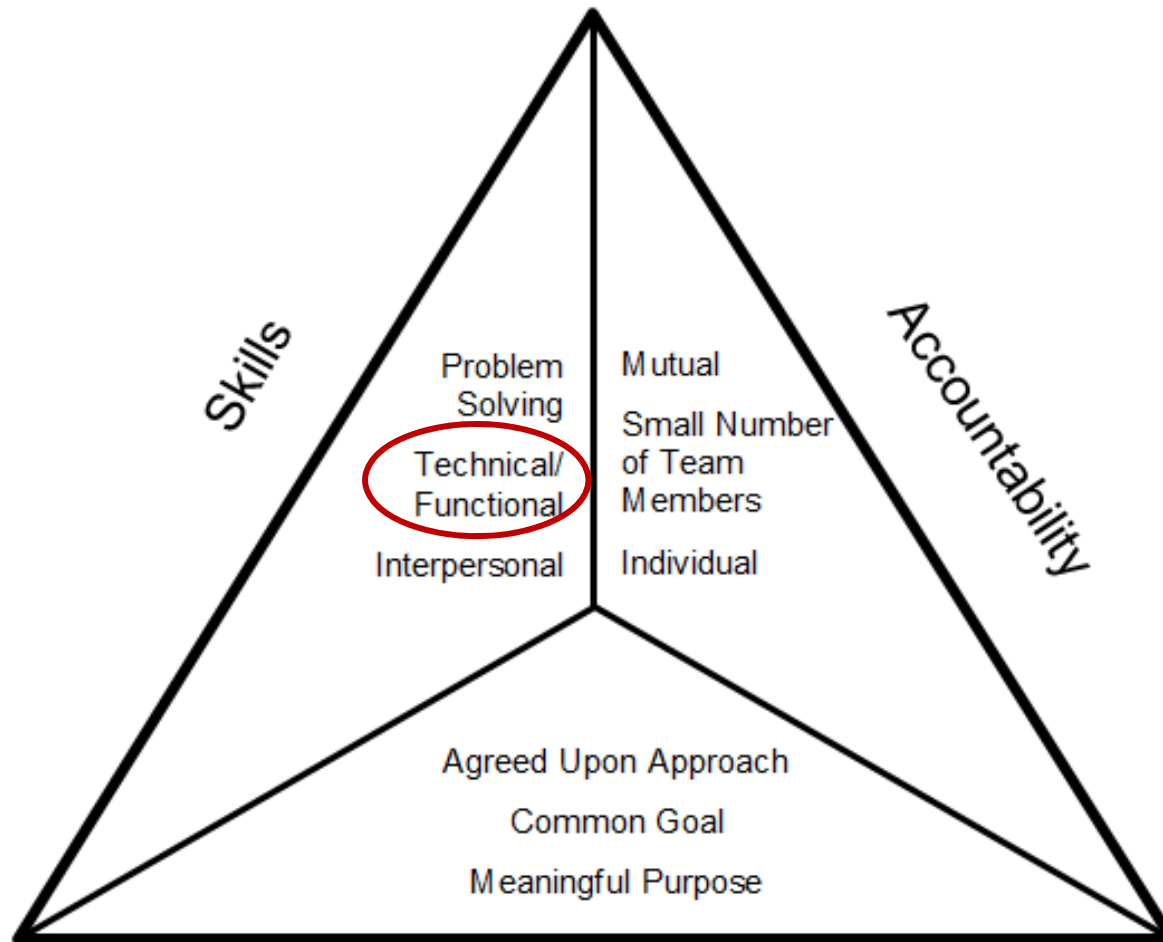
# Team Foundations





# Team Foundations

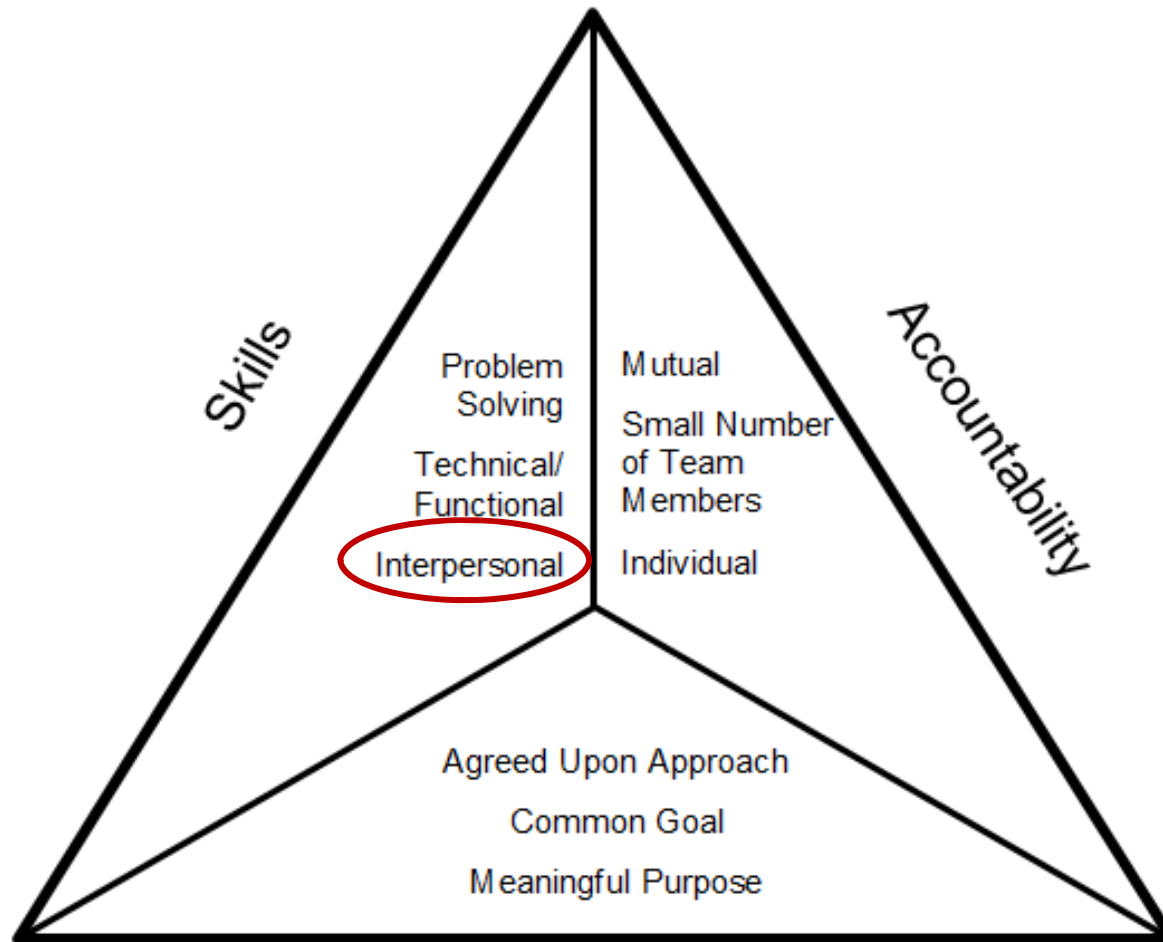
Performance Results



Commitment

# Team Foundations

Performance Results



Commitment

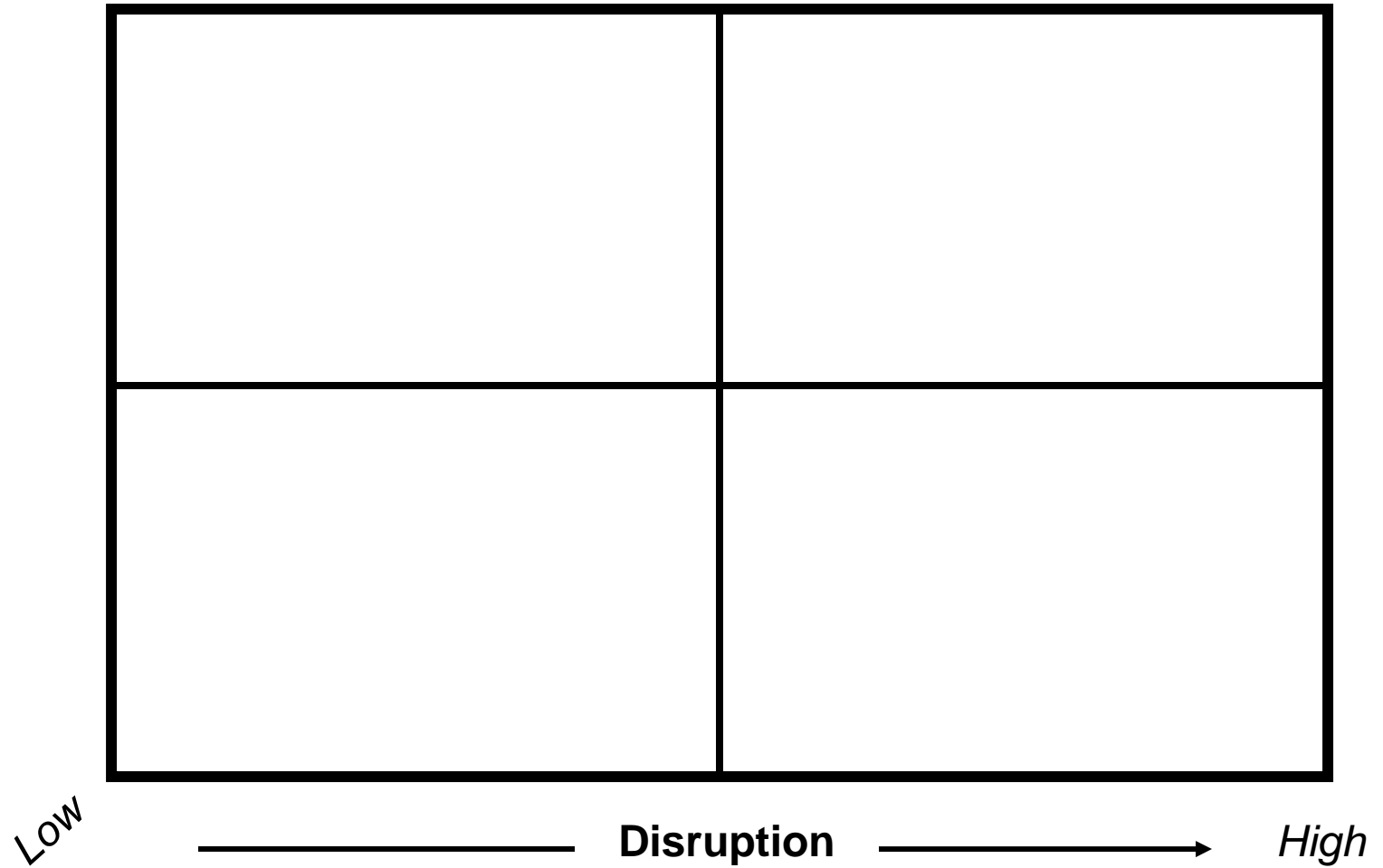
# Examples of Behaviors in Groups

# Radar Dysfunctional Team Behaviors

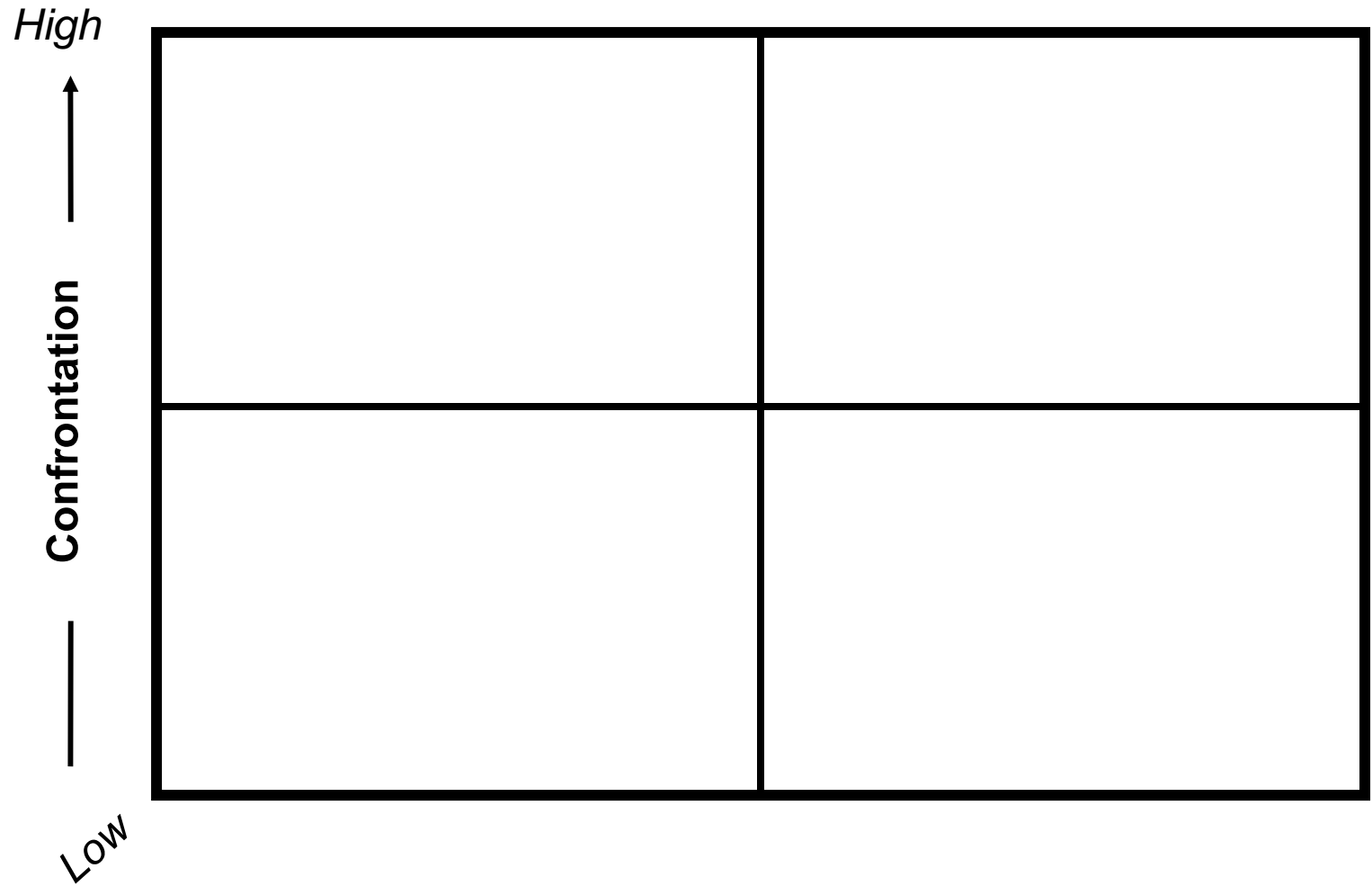
- Ignoring others
- Having side conversations
- Distracting
- Withdrawing
- Dominating
- Stating opinion as fact

# Intervention Grid

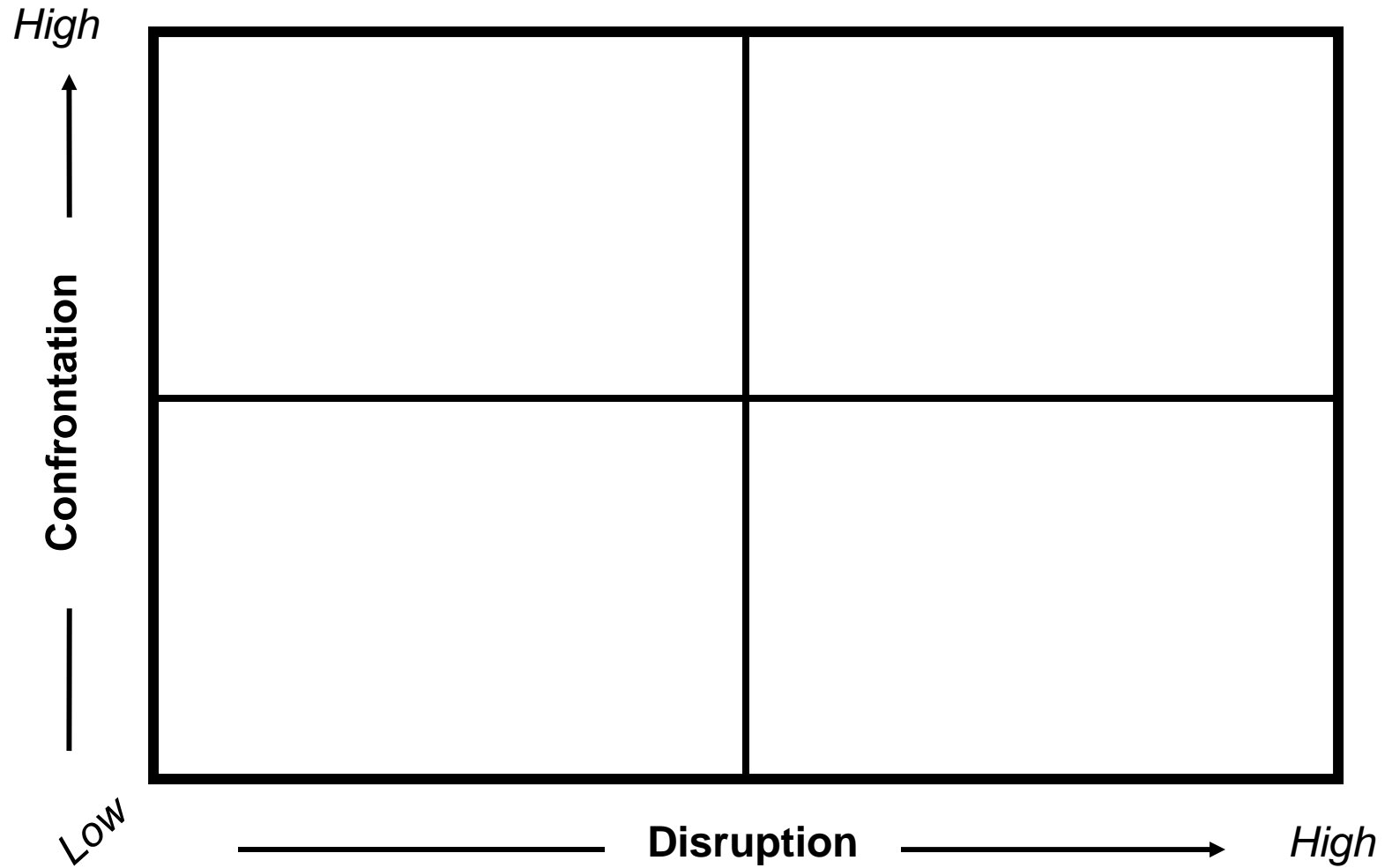

# Intervention Grid



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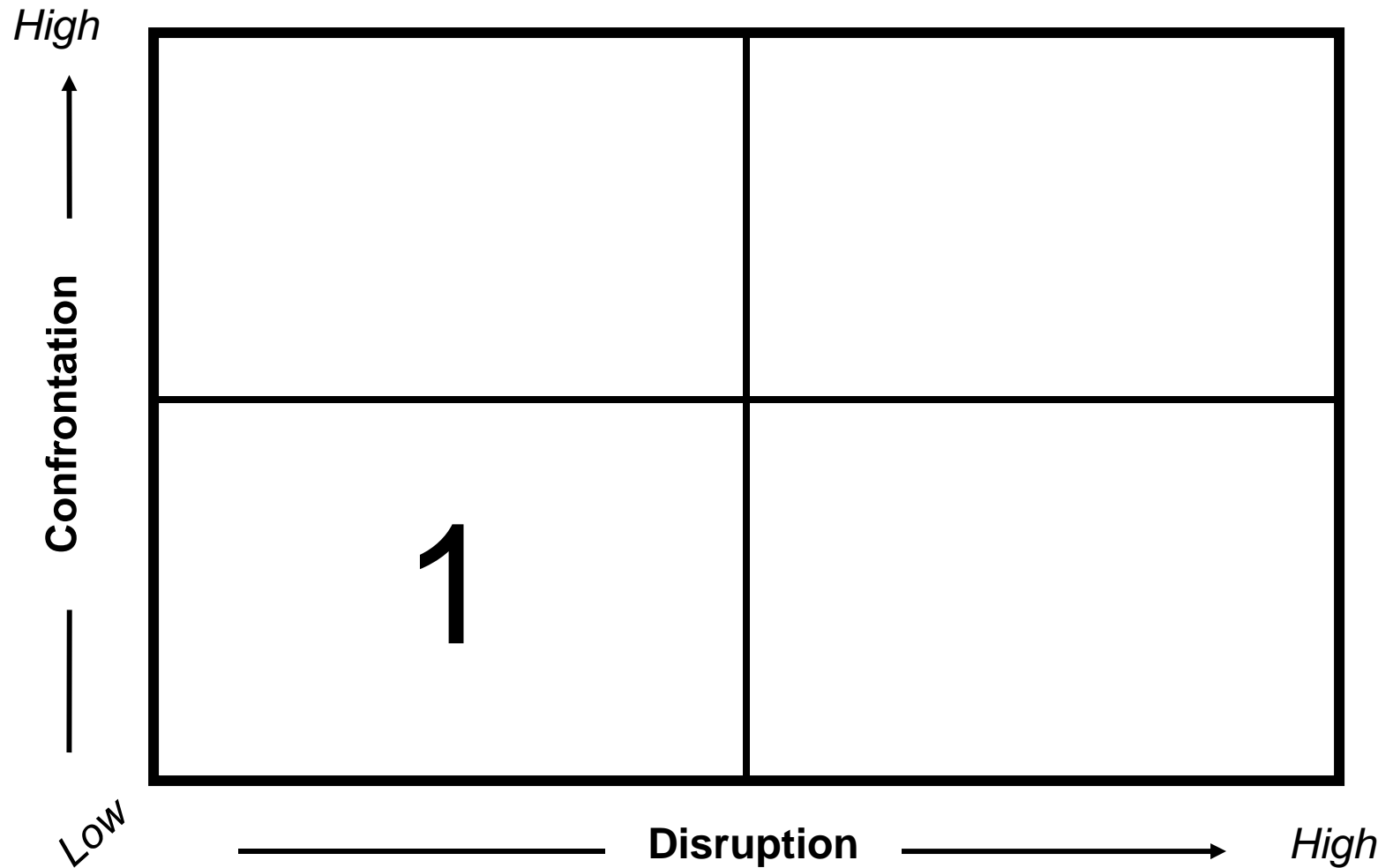


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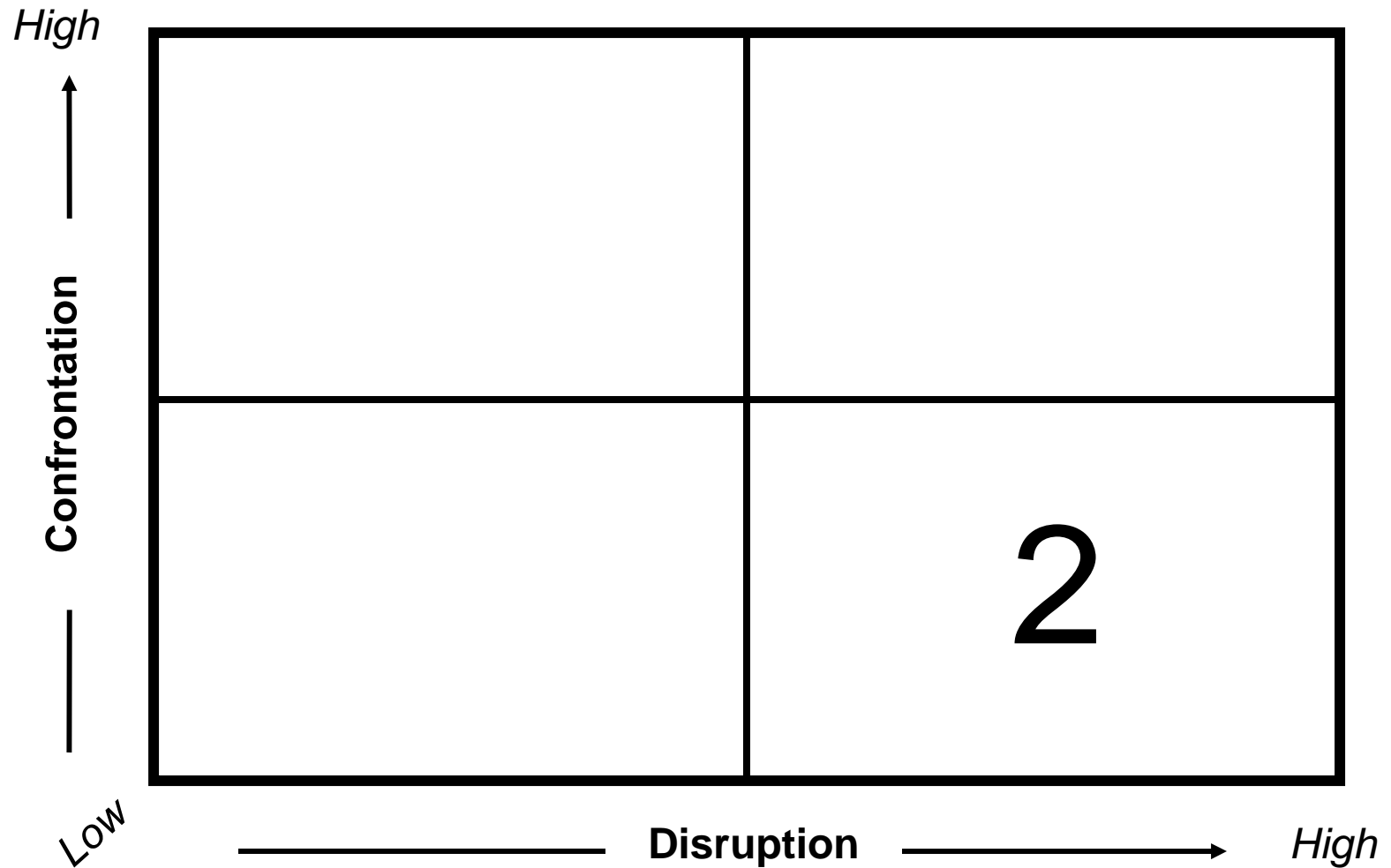




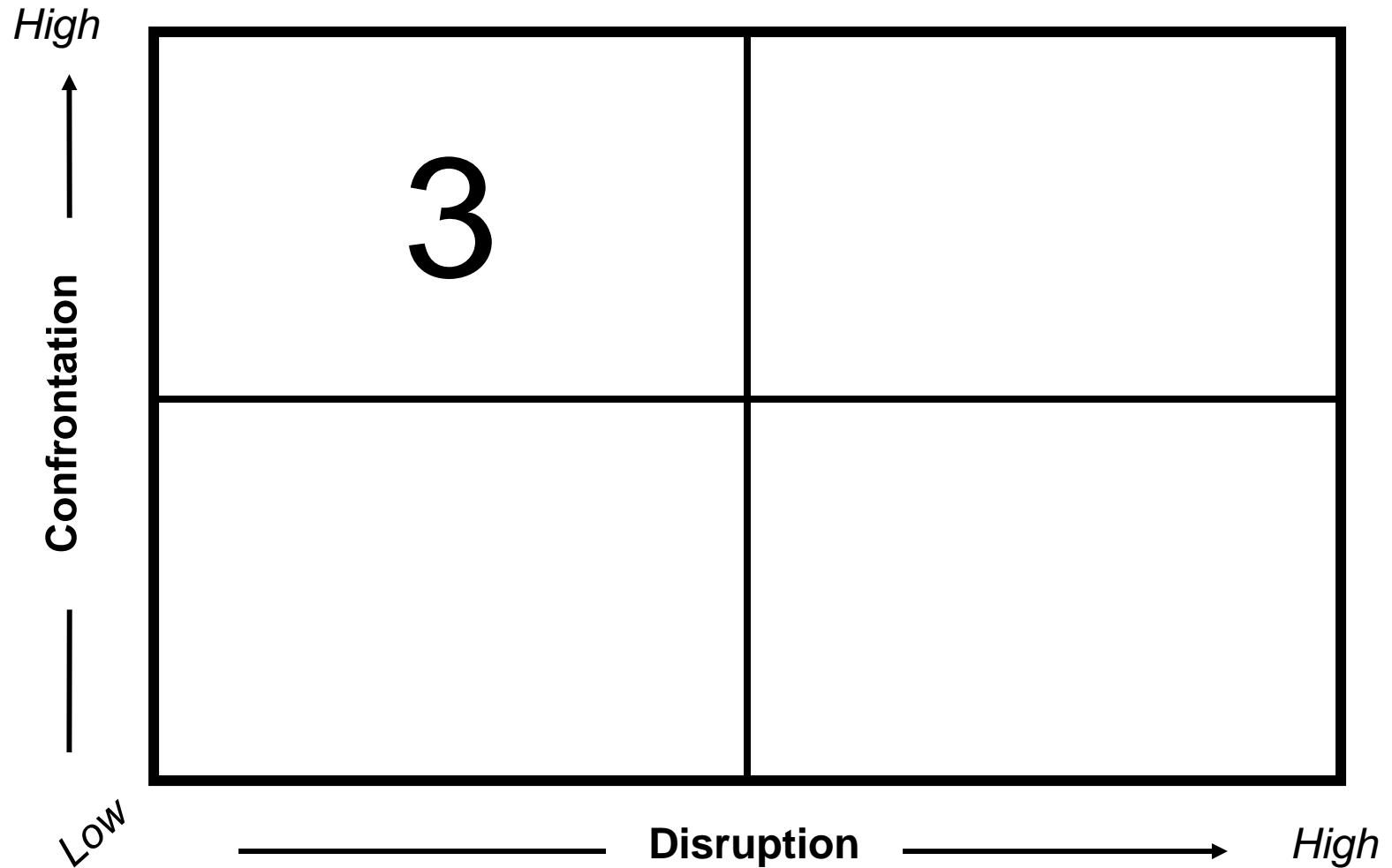
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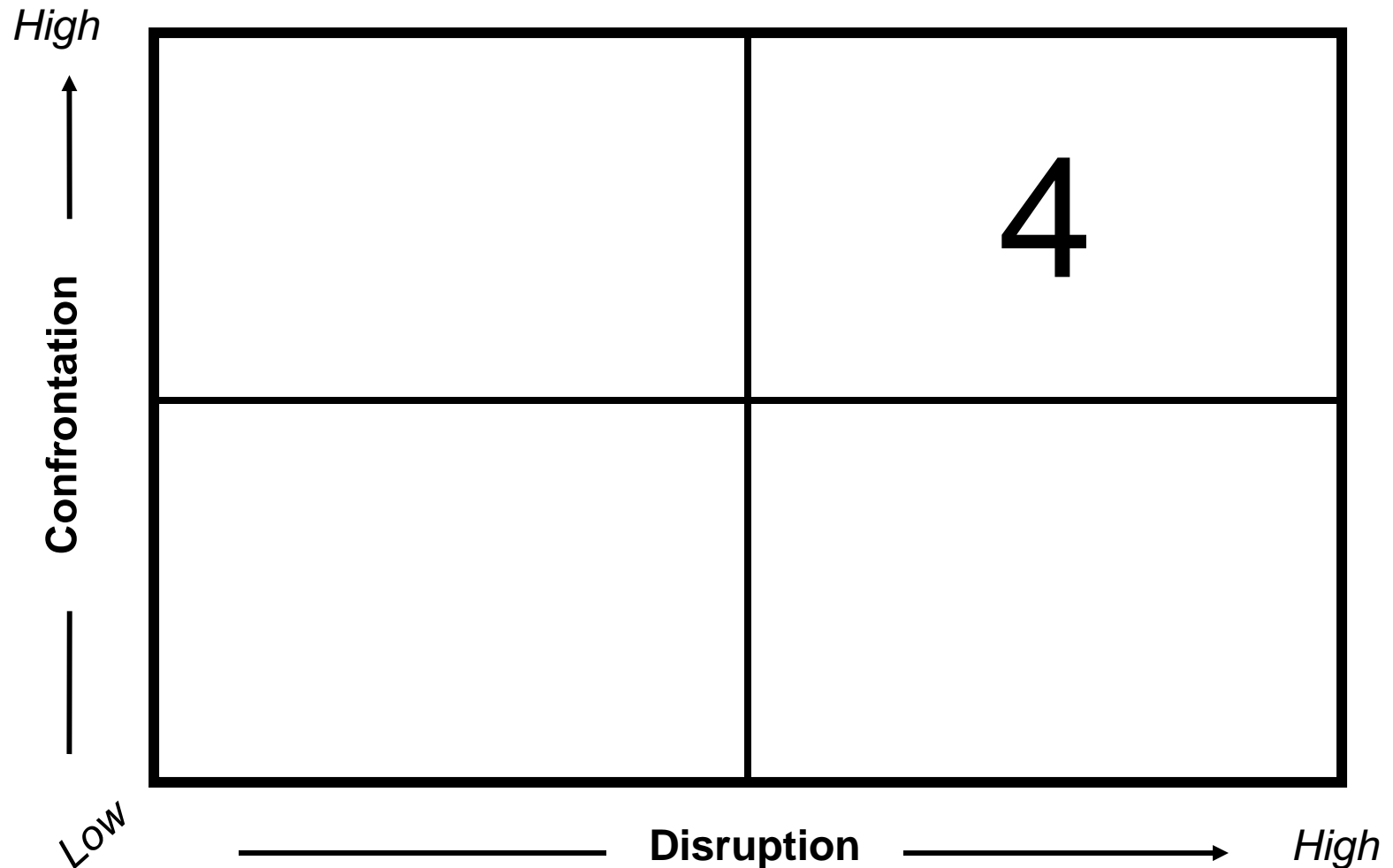
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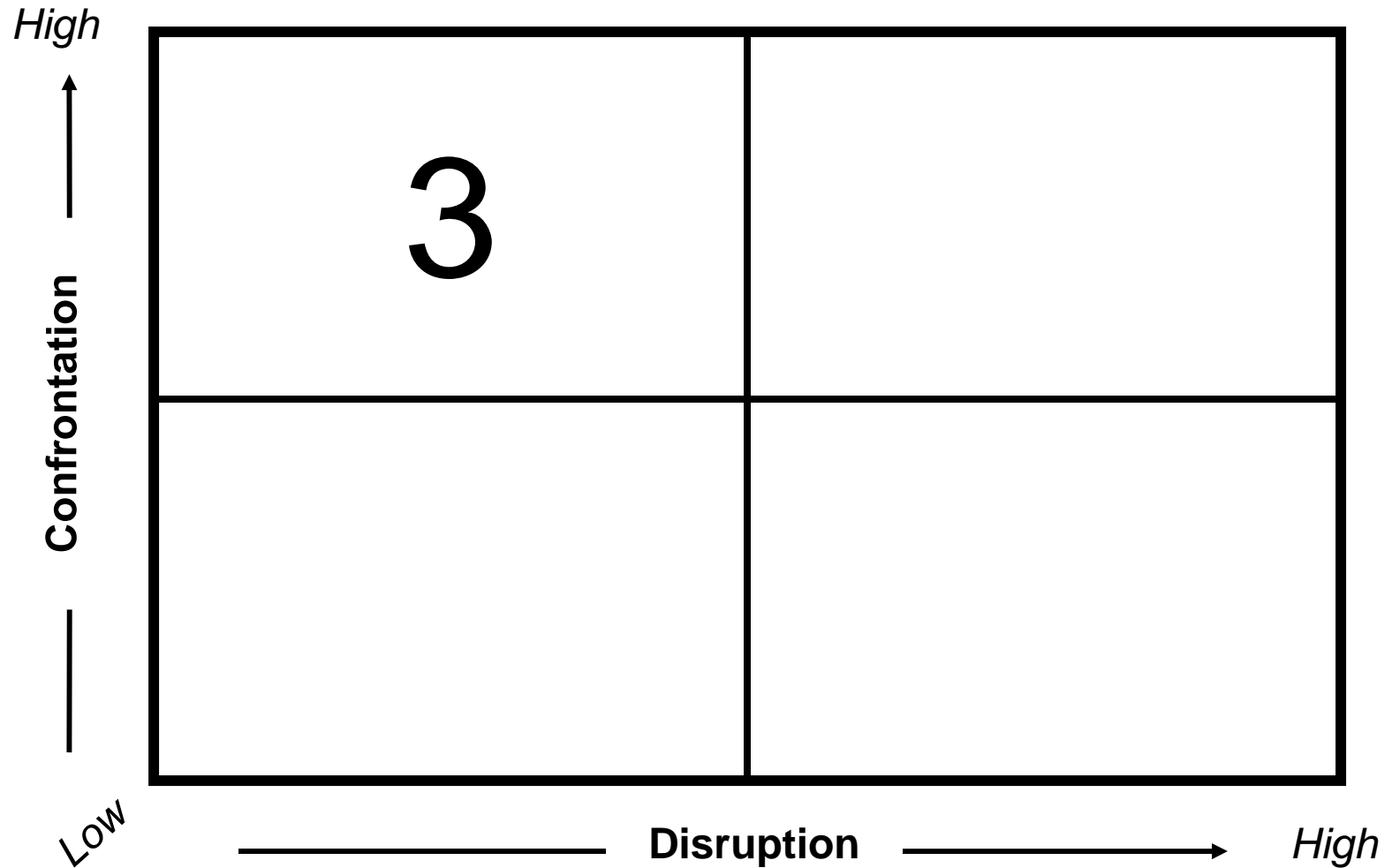
# Intervention Grid



# Intervention Grid



# When It Is Number 3



# Seven Step Feedback Model

1.

2.

3.

4.

5.

6.

7.

# Seven Step Feedback Model

1. When you...

2.

3.

4.

5.

6.

7.

# Seven Step Feedback Model

1. When you...

2. I feel...

3.

4.

5.

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# Seven Step Feedback Model

1. When you...

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# Seven Step Feedback Model

1. When you...
2. I feel...
3. Because...
4. *Pause for a response (Optional)*
- 5.
- 6.
- 7.

# Seven Step Feedback Model

1. When you...
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- 6.
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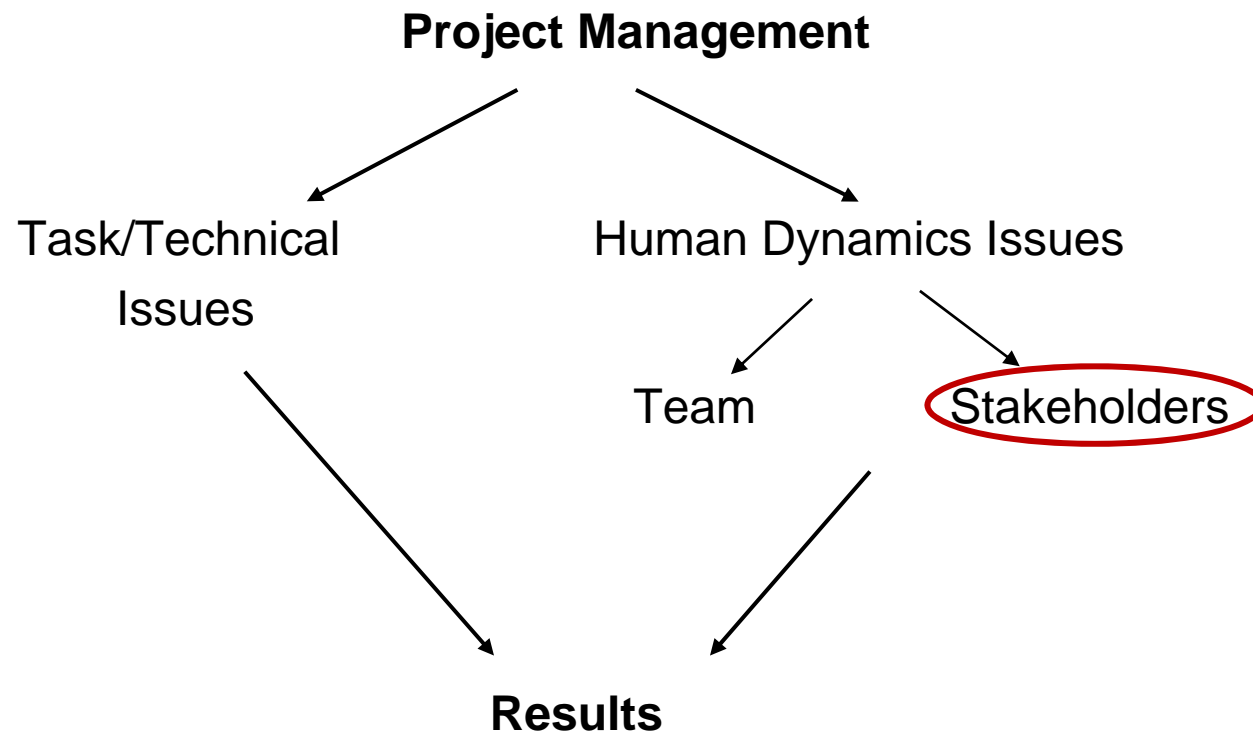
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1. When you...
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3. Because...
4. *Pause for a response (Optional)*
5. What I would like is...
6. Because...
7. *What do you think?*

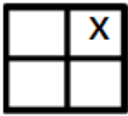
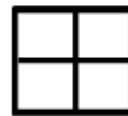
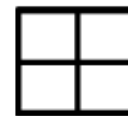
# Overview of Project Management



# Stakeholder Analysis

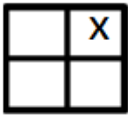
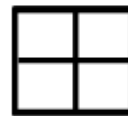
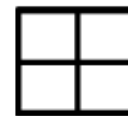
Stakeholder Analysis Matrix			
Stakeholder: <i>Name and Contact Information</i>	Stakeholders Interest in the Project	Assessment of Impact: <i>(Interest, Power)</i>	Potential Strategies for Gaining Support or Reducing Obstacles
		<div> <div> HIGH (P) </div> <div> <div> <div></div> <div></div> <div></div> <div></div> </div> <div> Low (I) HIGH </div> </div> </div>	
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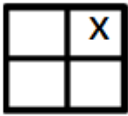
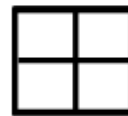
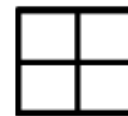
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		<p>HIGH (P)</p>  <p>Low (I) HIGH</p>	
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# Use the Tools

- Project charter
- Scope statement
- Work breakdown structure
- Schedule
- Resource assignments

# Project Charter

- Project purpose or justification
- Measureable project objectives and related success criteria
- High-level requirements
- High-level project description; product characteristics
- Summary milestone schedule
- High-level risks

# Project Charter

- Summary budget
- Project approval requirements (what constitutes success, who decides it, who signs off)
- Assigned project manager, responsibility and authority level
- Name and responsibility of the person authorizing project charter
- Stakeholder list

# Scope Statement

- Product scope description (progressively elaborated)
- Project deliverables
- Product user acceptance criteria
- Project exclusions
- Project constraints
- Project assumptions

Agreement

**Done Looks  
Like This**

# Project Parameters



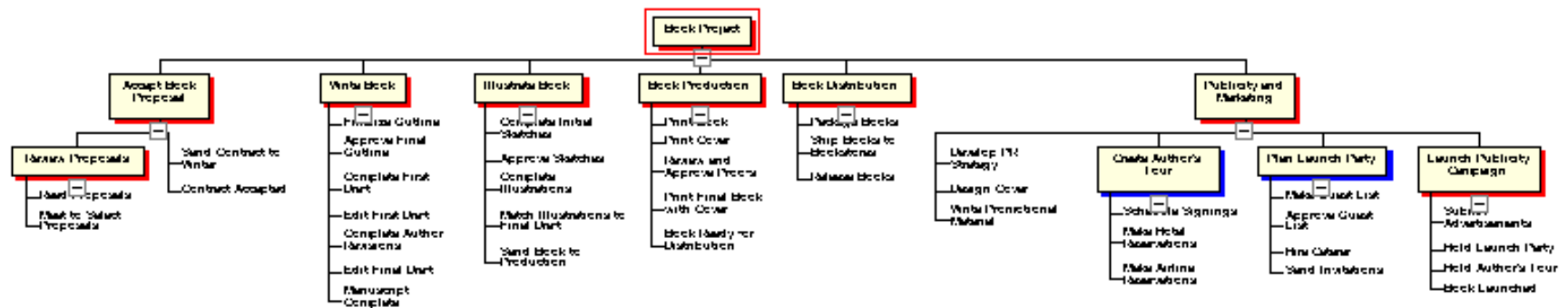


# Areas of Difficulty

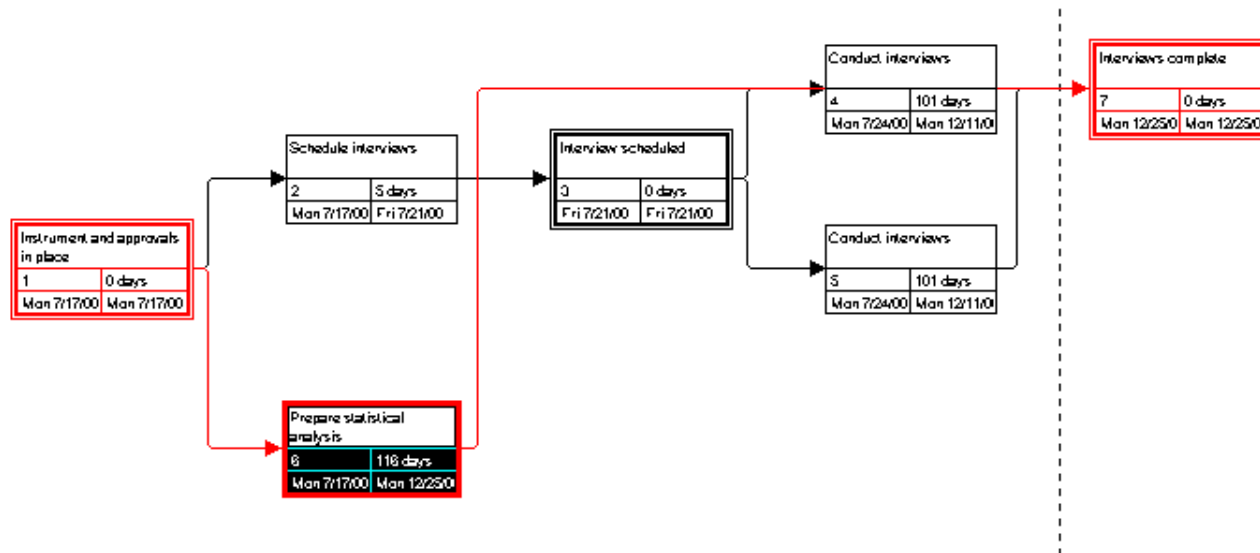


# Work Breakdown Structure

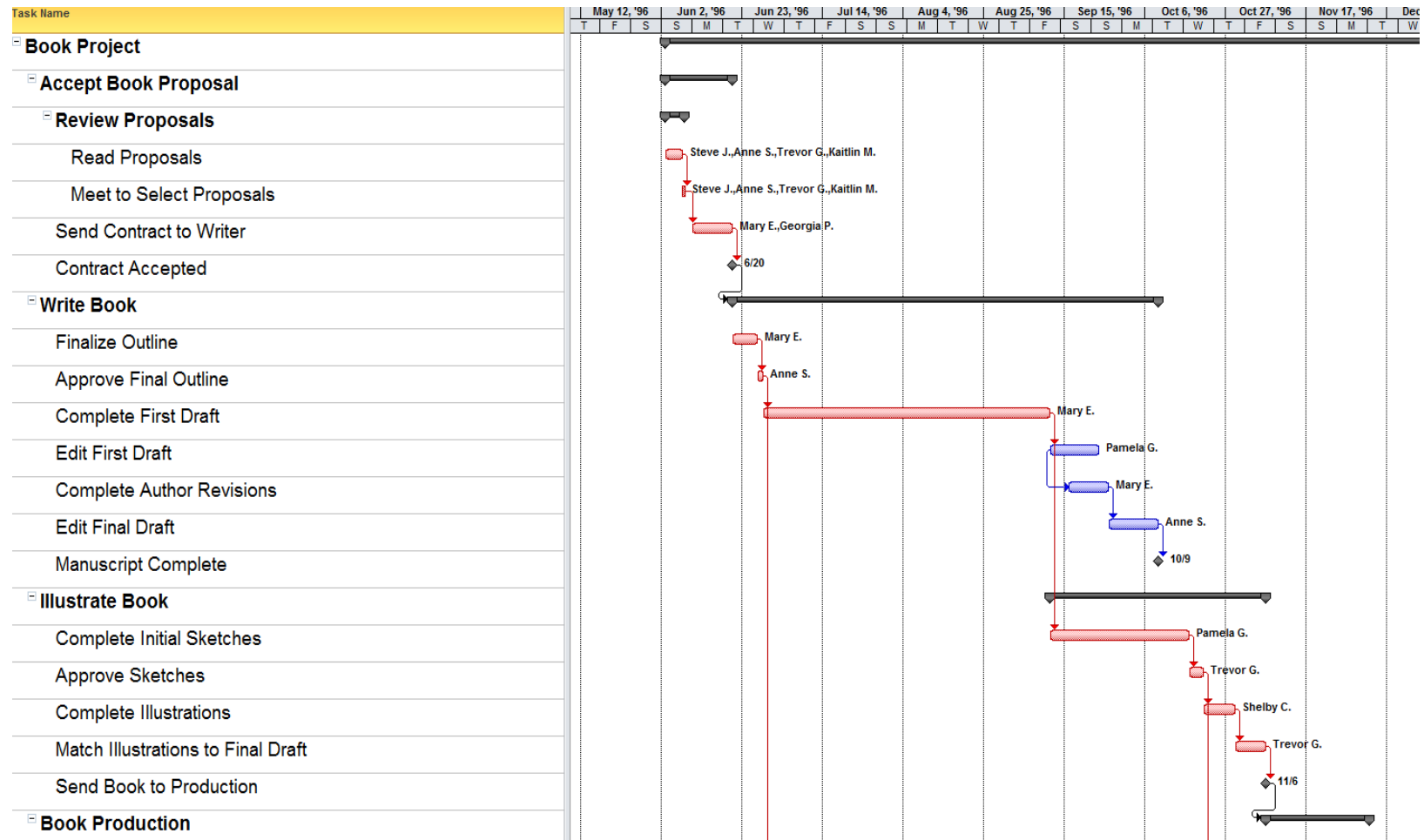
All the deliverables and all the work



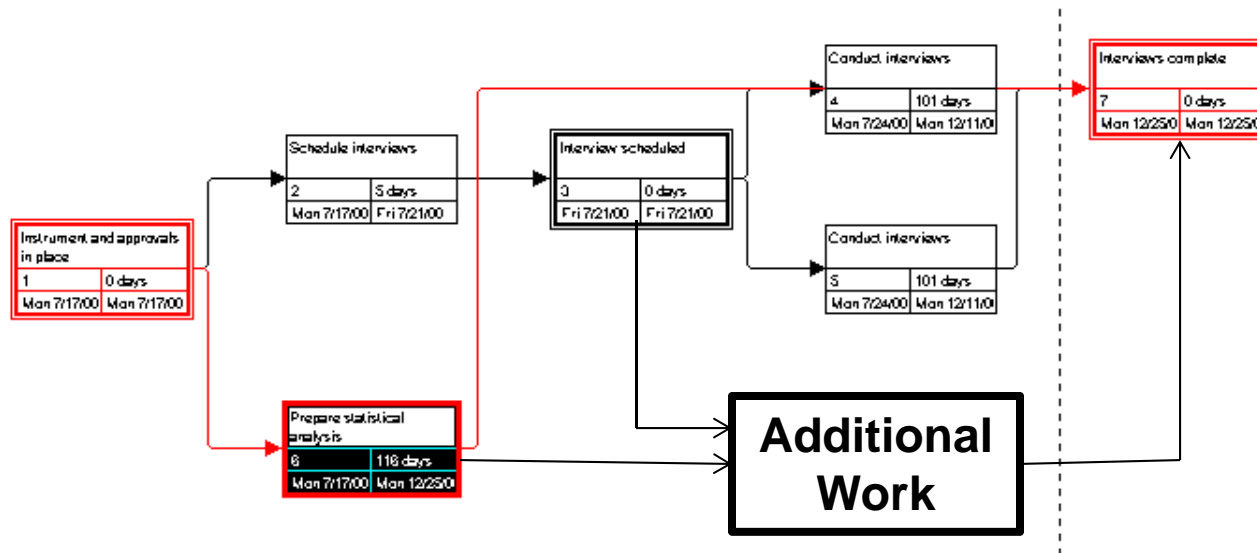
# The Schedule



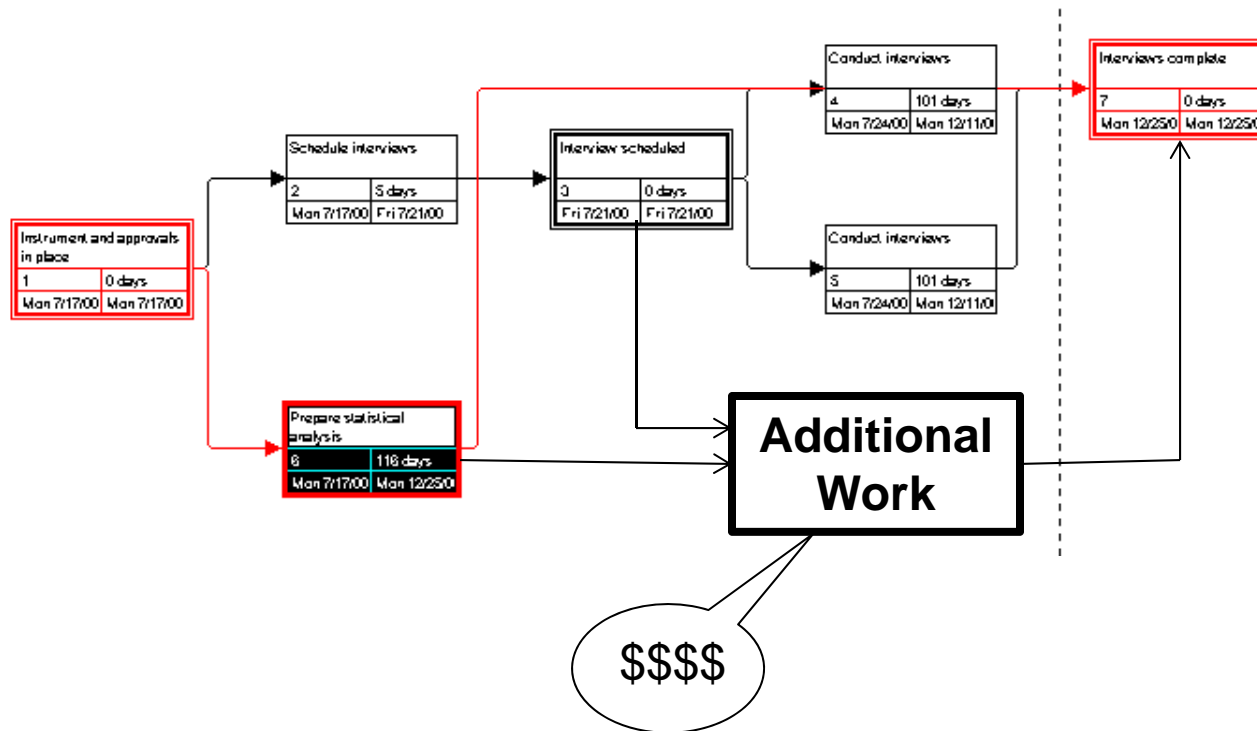
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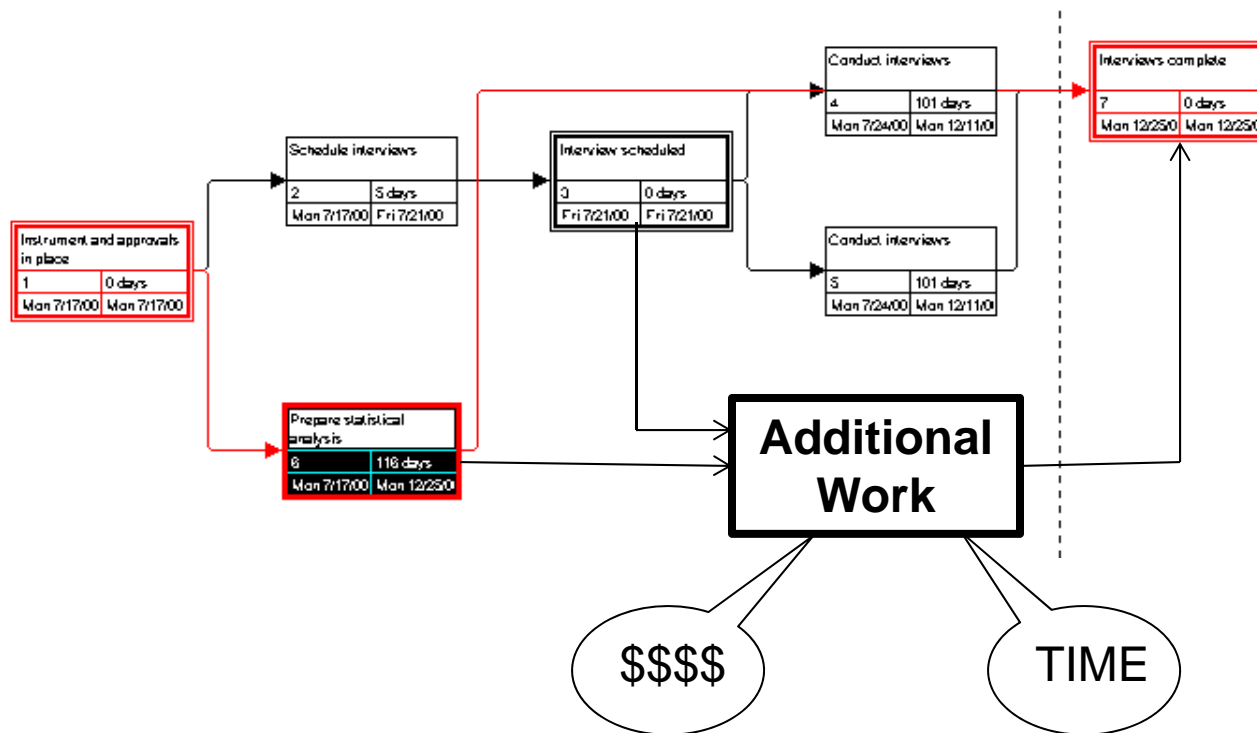
# The Schedule



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# Resource Assignments

<b>Remodel Bathroom</b>	
Install new sink	Plumber
Retile floor	Sue
Install new shower fixtures	Plumber
Build new storage closet	Kaz
Install new shower tile	Sue
Build new shelves	Kaz
Install new medicine cabinet	Sue
Paint	Painter



# Six Other Ways To Deal With Difficult Stakeholders:

Persuasion and Influence

# Six Other Ways To Deal With Difficult Stakeholders

- Reciprocity

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- Reciprocity
- Scarcity

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- Reciprocity
- Scarcity
- Authority
- Consistency
- Liking
- Consensus

# Reciprocity

Others will do things for us if we have first done things for them.



# Scarcity

What you do for this stakeholder must be seen as:

- Beneficial
- Unique

The stakeholder must also understand what they can potentially lose

# Authority

If you are seen as not just the person with “authority,” but as an authority or expert on what you are attempting to do in the project, people are more likely to agree with you and support what you are doing.

# Consistency

- Consistency throughout the project in how things are done
- Consistency in how the project integrates with and adheres to organizational processes, procedures, guidelines, and policies
- Both of these can help deal with difficult Stakeholders.

# Liking

- People will agree more often with people they like.
- Take the time to build positive relationships with stakeholders.

# Consensus

As it is within the team, listening to all viewpoints and building consensus on which is the best idea or action that will help the project move forward is also important to stakeholders.

# In Summary

- Listen to team members and stakeholders
- Treat everyone on the team and every stakeholder with respect

...And you will have a solid foundation for  
*Dealing With Difficult People.*

# UCI Extension

## Continuing Education