

Relationship Management for Project Managers

Key Relationship & Communication skills for Project Managers



Project Managers are Accountable for Project Results. They require effective Relationship & Communication skills as they are often Managing Projects with little or no formal control over many of the contributors

- Those Project Managers who know how to influence people are able to make things happen
- This course focuses on the key Relationship & Communications skills and provides techniques which will enhance the Project Manager's ability to succeed in situations where clear direct lines of authority are absent
- Project Managers will learn how to create and sustain commitment and mutual trust by using influence rather than authority to achieve Project goals



Delegates will Explore & Learn:

- ✦ Key Relationship Management Skills & Techniques which will enhance success when direct lines of authority are absent
- ✦ To build a Comprehensive Relationship Map to establish widespread Commitment
- ✦ How to Engage Stakeholders by the appropriate use of Influence
- ✦ To apply the multiple Communication facets
- ✦ The effective use of the Influence Model
- ✦ Powerful Conflict Management techniques

This course is invaluable to Programme & Project Managers, Senior Managers, Executives, Line Managers, Project Team Members and Consultants who seek to apply Potent Relationship Management and Communication techniques in a multi-functional organisational environment, where direct line authority cannot be used

This course has been
Designed & Created
and is Managed & Organised by



The Course is aligned to the
Project Management Institute
Body of Knowledge



Relationship Management for Project Managers

Contents

SESSION 1 - Managing Relationships

Introduction

- Brief synoptic of Project Management
- The Project Manager's Challenges
- Organisational Structures and Projects
- Environmental Factors - Internal & External Issues
- Achieving Results through Other People's Efforts

The Project Manager's Relationships

- The Need for Relationship Management
- The Project Manager's Communicating Needs
- Information Flow
- Establishing the Project Manager's Relationship Map
- Paths & Patterns on the Relationship Map
- Assessment and Analysis of Relationship channels
- Direct and Indirect Relationships
- The Informal Network
- The Project Manager's limits

Relationship Strategies in Project Management

- Analysis of the Project Manager's Authority & Responsibility
- Identifying Areas of Strengths and Weaknesses
- Practicing Leadership
 - *Setting Direction and Applying Vision*
 - *Motivating & Inspiring*
 - *Aligning People & Enabling Action*
 - *Adapting Leadership Styles to the Situation*
- Networking for Results : Leveraging from Sponsors & Key Stakeholders
- Leadership Styles with the Project Core Team
- Special Considerations for Contractors & Suppliers
- Leveraging from Communication Strengths
 - *Addressing Organisational Politics*
 - *Applying Political Strategies Effectively*
 - *Aligning to Cultural Norms*
 - *Converting Resistance and Disinterest*
 - *Practicing Scalability and Flexibly to tough Situations*
- Application in Different Project Situations
 - *Business Value Drivers and Senior Management*
 - *Stakeholders and End-Client Relationship Management*
 - *Project Initiation*
 - *Project Analysis, Engineering, Bidding, Planning*
 - *Project Implementation & Delivery to Close Out*
 - *Partners, Sub-Contractors, Suppliers & Third Parties*

SESSION 2 - High-Impact Communication

Managing without direct Authority

- Introspection : Relationship with Oneself and with Others
- Understanding the Power Model
- Empowerment, Control & Support
- The Project Manager's Leadership Styles
- Review of Motivational Theory

Effective Communications

- Key Communications Principles
- Using the appropriate Communication Medium
- Developing Open Communication & Rapport
- Active Listening & Empathy
- Challenges & Breakdowns
- Communicating with Peers, Superiors & Subordinates
- Communicating as a representative of the company

The Principles of Influence

- Key Elements : Influence vs Manipulation
- Value Creation with others
- The Influence Model – Foundation & Structure
- Building the Foundation
 - *Worth*
 - *Likelihood, Opportunities & Threats*
 - *Effort*
- Factors that Influence Behaviour & Performance
- Promoting, Achieving and Maintaining Commitment
- Gaining Support from Others : Peers & Upper Management

Dealing with Conflicts

- Managing Different Behaviours
- Conflict Management Techniques
- Approaches & Remedies for Difficult Situations
- Avoiding Pitfalls

The Obstacles due to Resistance

- Understanding & Addressing the different Reasons for Resistance
- Converting Confrontation into Collaboration
- Applying Positive Techniques
- Seeking and Sustaining Agreement

Delegates will receive a
Comprehensive Binder
and a Certificate of Training

