

Managing & Leading Project Managers

Effective Leadership for Managers of Projects



Programme Managers or Line Managers of Project Managers know that they are accountable and responsible for the individual Project results. Achieving these results from Project Managers requires Leadership, Effective Communication and Relationship Skills

- Those Managers who know how to influence people are also able to make things happen
- Those Managers are able to ensure the co-operation of others and maintain efficient and harmonious working Relationships
- This course explores Key Management, Leadership, Communication & Relationship skills that will enhance the Manager of Project Managers ability to succeed



Delegates will Explore & Learn How to:

- ✦ Take on full accountability & responsibility for project results
- ✦ Influence Project Managers to guarantee positive results
- ✦ Ensure the co-operation of others and maintain efficient working relationships
- ✦ Develop strong communication and relationship skills
- ✦ Use conflict management techniques confidently
- ✦ Understand and be able to address the different reasons for resistance

This course is particularly suitable for managers, programme managers and project managers who wish to improve their communication and relationship skills in technical and non-technical environments. In particular Senior executives with business planning responsibilities; new & functional managers; Systems, Technology & Research managers

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



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



Managing Project Managers

Contents

SESSION 1

The Manager of Project Managers' (MPM) Role

- The Project environment
- The Manager's Challenges
 - *Meeting Client/Management Expectations*
 - *Scope & Change Management*
 - *Team Dynamics*
- Achieving Results through Other People's Efforts
- Knowing the organisation's Project Management process

Managing In A Multi-Project Environment

- The role of the MPM throughout the Project Life Cycle
- Project selection
- Project charter
- Project funding
- Stakeholder considerations
- Resource allocation & Resource pool considerations
- Issue resolution

Leading and Managing Project Managers

- Challenges of leading and managing Project Managers
- Management styles
- Practicing Leadership
 - *Setting Direction and Applying Vision*
 - *Motivating & Inspiring*
 - *Aligning People & Enabling Action*
 - *Adapting Leadership Styles to the Situation*
- Mentoring/coaching
- Understanding the Power Model
- Empowerment, Control & Support
- The MPM's Leadership Styles
- Review of Motivational Theory
- Challenges & Breakdowns
- Developing and evaluating Project Managers
- Recognising & Rewarding success

The MPM's Role in Project Planning and Delivery

- Schedule development & Resource allocation
- Risk management
- Communication management
- Project plan review & approval
- Change Request management
- Project reviews
- Understanding signs of trouble
- Project Close-Out evaluation & Lessons learned

SESSION 2

Managing Relationships

- Introspection : Relationship with Oneself and with Others
- The PMP's Communicating Needs
- Key Communications Principles
- Developing Open Communication & Rapport
- Active Listening & Empathy
- The Principles of Influence
- Value Creation with others
- Understanding & Channelling Resistance
- The Influence Model – Foundation & Structure
- Building the Foundation
- The Three Structural Components
 - *Worth; Likelihood, Opportunities & Threats; Effort*
- Factors that Influence Behaviour & Performance
- Promoting, Achieving and Maintaining Commitment
- Communicating across the organisation
- Managing expectations
- Conducting effective meetings
- Supporting project managers of virtual teams
- Supporting diversity and cross-cultural teams
- Conflict/resolution
- 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*

Dealing with Conflicts

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

Obstacles due to Resistance

- 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

