



Operating in Cross Functional Teams

Course Overview

One of the biggest challenges facing the project manager today is being able to influence and motivate others without formal organization authority. This challenge is essentially an issue of leadership. Project managers are regularly confronted with the need to create, manage, support, inspire, and direct cross functional teams in order to achieve successful project results. The leadership challenge for project managers today is how to get these cross functional resources to act and perform as a team. This class provides participants with techniques and strategies to build, organize, and sustain highly effective teams composed of resources throughout their organization. The use of simulations, exercises, and simple assessment instruments will enable the participants to develop effective strategies for managing cross functional teams.

Key Outcomes

Upon completion of this course, participants will be able to:

- » Describe the characteristics of a team
- » Create an effective team charter
- » Utilize an effective resource roles and responsibility matrix
- » Describe the difference between management of a team and leadership of a team
- » Define the attributes of a high performing team
- » Demonstrate an understanding of the role of leadership for a cross functional team
- » Demonstrate an understanding of the Relationship Awareness Theory
- » Apply the concepts of motivational patterns in a project team environment

Course Outline

The Leader in a Project Environment

- » How to influence
- » Roles of leadership on a project
- » Types of power
- » Types of organizations
- » Roles and responsibilities
- » Management vs. leadership

At-a-Glance:

Course Length:

1 day

Course Number & Level:

203.MCT1 – Development

Professional Development Units (PDUs): 7

Continuing Education Units (CEUs):

.7

PMBOK® Guide Knowledge Areas Covered:

- » Project Communication Management
- » Human Resource Management

- » Critical project manager attributes
 - » Communication
 - » Negotiation
 - » Problem Solving
 - » Influencing

Leading Teams

- » Definition of a team
- » Research findings on teams
- » Factors effecting team development
- » Stages of group development (Tuckman)
- » Virtual teams
- » Diagnosing team behavior
- » Facilitation roles
- » Measuring team performance

Relationship Awareness Theory

- » Completing the Personal Strength Inventory
- » Relationship Awareness Theory
- » Patterns of motivation
- » Understanding conflict

Conflict and Resolution

- » Developing an approach to conflict
- » Understanding conflict
- » Sources of conflicts on projects
- » Problem solving or confrontation
- » Negotiating