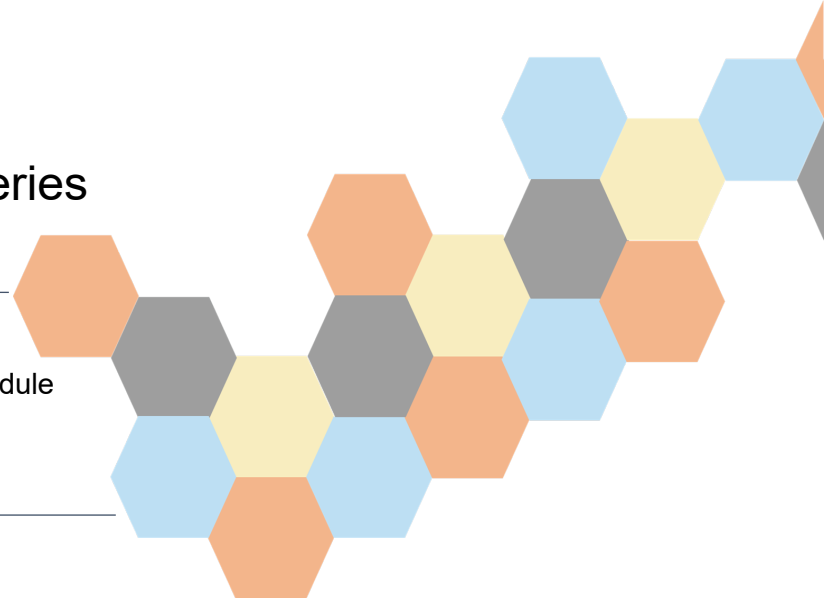# pmcollege®

PM College's Virtual Learning Series

Virtual Instructor-Led Training

Course Length: Three hours per module

Professional Development Units (PDUs): 3 per module

Benefits: Support the growth of project managers by building a tailored learning program.

Series Overview

PM College's *Virtual Learning Series* focuses on both leadership and technical skills – two areas where project managers need to excel to support their team and achieve overall objectives of their projects. The *Developing the Adaptive Leader Series* and the *Mastering Methodologies Series* consist of highly engaging and interactive Virtual Instructor-Led Training (VILT) modules to support the growth of your project managers. Your team can attend this training together, no matter where they are located.

Each module within the series is three hours in length, awards three PDUs or Contact Hours, and is virtually facilitated by one of our experienced instructors at a time that works best for the participants. Select modules from each series to build a tailored program that includes the most relevant technical and leadership skills that fit your audience.

How It Works

These modules are Virtual Instructor-Led Training (VILT) sessions are led by one of our talented facilitators during a scheduled time using the AdobeConnect platform. Session materials, including certificate of completions, are distributed to participants using PM College's learning management system (LMS). Participants achieve three PDUs or Contact Hours for each module they successfully complete.

Developing the Adaptive Leader Series

Being a leader requires a variety of skills, tools, and talents. With PM College's *Developing the Adaptive Leader Series*, leaders can choose what soft skills to focus on and hone. These 3-hour modules can be scheduled individually or combined with other modules to build a more comprehensive program.

Relationship Assessment

Stakeholder relationships are a major challenge for the project leader especially in the virtual environment. Understanding your leadership style and the leadership styles of others using the Strength Deployment Inventory will equip the leader to more effectively interact with project stakeholders.

- Gain a working knowledge of Relationship Awareness® Theory and Strength Deployment Inventory®
- Assess your leadership style
- Identify the characteristics of each leadership style
- Facilitated discussions/ exercises

- o What is important to my leadership style
- o How to identify and interact with other leadership styles

Conflict Management

In today's business world, project leaders are often challenged with identifying stakeholders' potential problematic behaviors in the virtual project environment. This module presents tools and discussions for recognizing situations and approaches for managing conflict.

- Determine the difference between motivation, intention, and behavior
- Identify when personal strengths become weaknesses
- Identify behaviors under conditions of conflict
- Discuss the changing focus during conflict
- Identify difficult stakeholders
- Discuss a plan for coping difficult stakeholders
- Facilitated discussions/ exercises
    - o Create a strategy for dealing with difficult stakeholders

Communication within the Team Environment

Communication is always a major challenge for the project leader. This challenge is magnified within the virtual environment. Through the use of discussions and lecture, participants will gain a better understanding of recognizing and managing communication issues.

- Understanding communication
- Managing dysfunctional meeting behaviors
- Determining when to hold a difficult conversation
- What to do if the difficult conversation goes badly
- Interpreting and using body language
- Using voice for impact
- Facilitated discussions/ exercises
    - o Develop a plan for the difficult conversation
    - o Practice/ role play/ coaching for the difficult conversation

Effective Stakeholder Engagement

Inadequate stakeholder engagement is a major cause of troubled projects. This module explores the causes and potential solutions to effectively identify and manage stakeholders.

- Identify project stakeholders
- Identify items to consider when analyzing stakeholders
- Perform a stakeholder analysis
- Determine key stakeholders and analyze their impact on the project
- Contrast roles of the project manager versus the project sponsor
- Develop a Stakeholder Engagement Assessment Matrix
- Identify questions to ask the stakeholders
- Facilitated discussions/ exercises
    - o Identify organizational stakeholders
    - o Determine questions to ask the key stakeholders

Mastering Methodologies: Enhanced Competencies for the Project Manager Series

PM College's *Mastering Methodologies Series* allows leaders to choose what skills they want to further build across multiple project management approaches. Each 3-hour module focuses on a different topic to support the success of both the leader and the organization. These modules can be scheduled individually or combined with other modules to build a more comprehensive program.

Adaptive Project Management

Today's projects need to be responsive to customers' needs at the speed of business. Changes to requirements, markets, and regulatory environments that affect the project are becoming more common; and adaptive project management is a major part of delivering value in this fluid environment. This module offers an overview of adaptive project management approaches including incremental, iterative, agile, and hybrid.
- Define adaptive project management
- Describe when to use adaptive project management
- Overview the types of adaptive project management approaches
- Discuss the Lean tools commonly used in adaptive project management activities
- Facilitated discussion
  - Advantages and disadvantages of adaptive project management approaches
  - Experiences with Lean tools

Defining the Project Scope

Poorly defined scope is a frequent cause of troubled projects. This module provides tools and techniques to better define project scope.
- Define product scope
- Define project scope
- Describe the elements of a scope statement
- Describe rolling wave planning
- Identify characteristics of a work package/product backlog items
- Facilitated discussions/ exercises
  - Develop a project scope statement
  - Develop a high level WBS/ roadmap

Developing the Project Schedule in the Predictive (Waterfall) Environment

While many organizations are pushing to go "agile," predictive project management (and the waterfall approach) is still superior for certain types of projects and in some phases of hybrid projects. This module overviews an approach to use the work packages to develop the project schedule, which can result in better schedule management.
- Describe schedule terminology
- Identify the relationship between the WBS and the schedule
- Describe techniques for time estimation
- Identify how to construct a precedence diagram method (PDM) network diagram
- Identify the critical path and its uses
- Facilitated discussions/ exercises
  - Estimate time for WBS work packages for a portion of the WBS
  - Construct a precedence diagram method (PDM) network diagram

Estimating the Schedule in Adaptive and Hybrid Environments

Adaptive project management and hybrid project management require different approaches to scheduling than traditional project management. This module provides an overview of a variety of approaches to use in multiple environments.

- Identify the difference in scheduling in an adaptive project management compared to predictive project management
- Describe scheduling techniques in adaptive approaches
- Explain what estimating and scheduling techniques are used in hybrid project management
- Facilitated discussions/ exercises
    - o Contrast the strengths and weaknesses of the various estimating techniques in adaptive project management

Risk Management

Risk management is an integral part of successfully managing projects.This module reviews the steps in the risk management process and identifies tools, techniques, and methods to implement an effective risk management process.

- Describe the seven steps of the risk management process
- Identify tools and techniques used for developing a list of risks
- Describe how to relate each risk to the WBS
- Define the process for prioritizing risks
- Describe the risk responses for both positive and negative risks
- Facilitated discussions/ exercises
    - o Risk identification
    - o Prioritizing risks and developing strategies for dealing with the top risks

For more information or to schedule a course, contact info@pmcollege.com.
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