

This innovative 2 day course is targeted at those in project leadership roles. The most recent research by the Project Management Institute (PMI) indicates that the personal style and competencies of project managers is crucial to project success. These are the so-called 'soft' skills of project management and have been a much neglected element of project management training and education.

The importance of our emotional dimensions – our ability to lead, influence, persuade, negotiate, motivate – are more and more been seen as the essential ingredients in achieving success in general business and now also in project management. We commonly know these dimensions as Emotional Intelligence (EI).

Transactional leadership, or focus on methodology and process, may be sufficient for simple projects. However, this is not enough for the majority of projects that are of medium to high complexity. Here, it is transformational leadership, or focus on people and relationships, that makes the difference. This course focuses on a transformational leadership approach to project management with a special emphasises on the role of EI in achieving project success.

Like all our training events, this course is offered only on a company in-house basis. Our unique training approach is to provide for the individual project management needs of companies by undertaking a training needs analysis. This needs analysis is designed to capture key information to allow us to design and develop an effective Project Management course for your company and employees. Organisational, project management and employee needs are carefully considered and factored into training delivery.

Our unique in-house training approach has a number of advantages:

- Course content and delivery is tailored to your specific requirements and key concepts are applied to projects that are underway in your organisation
- Training will reflect the needs and experience of your project people
- Training is conducted on your premises or any other suitable training venue
- You choose the course dates
- You benefit from lower costs

Course Benefits

You will learn about the latest research from the PMI and the implications for project managers. You will be provided with frameworks to enable you to become aware of and to develop the key behaviours that are necessary for leadership in a project context and that research has shown to be the key to project success. Your organisation will benefit as your ability to deliver complex projects will add greatly to its vitality, growth and long term survival.

Who Should Attend?

The programme is designed for all those who lead teams. While there is an emphasis on leadership within a project team context, all those in leadership positions will benefit. Typically, you are a project manager who wants to get to the next level, an emerging project manager, a functional or line manager or simply someone who wants to improve their general leadership capabilities.

Entry Requirements

There are no formal entry requirements. However, you should have several years work experience ideally with knowledge of or exposure to a project related role. Alternatively, you may be in an existing leadership role or be an emerging leader in a project or general management context.

Course Overview

The course is 2 days long and is designed to teach the much neglected 'soft' skills that have been found to be the key to successful project delivery. Programme materials are based on the very latest research into project leadership and practical models are presented that will allow existing and emerging leaders to become aware of and develop appropriate behaviours for success. Delivery style is interactive with participants working in small teams to complete exercises and to reaffirm the key learnings of the course.

A unique feature of this course is that participants emotional intelligence is assessed and baselined using the Emotional Quotient Inventory (EQ-i®). This test instrument is the first scientifically validated and most widely used emotional intelligence assessment in the world. Based on more than 20 years of research worldwide, the EQ-i examines an individual's social and emotional strengths and weaknesses. A one hour coaching session is included with the course during which feedback is provided to participants on their EI profile and strategies are suggested for EI development. If deemed necessary and valuable, further EI coaching sessions are available at a reduced rate.

Course Objectives

On completion of this course, participants will be equipped with a set of models and frameworks that can be used to improve their leadership capabilities in projects and other settings. In addition, they will go away with a baseline measurement of their emotional intelligence and a set of strategies for enriching those areas with potential for development.

Course Contents

Module 1 – Project Leadership

- What is Leadership?
- The difference between leadership and management
- The unique context of projects and project leadership
- A model for Project Leadership (adapted from Kouzes & Posner)

Module 2 – The Emotionally Intelligent Project Leader

- Recent research by PMI
- Correlation between Emotional Intelligence (EI) and project success
- The results and implications for project managers
- The Bar-on EQ-i instrument and using the Bar-on EQ-i instrument to measure your EI
- Feedback on your EI profile and strategies for EI development (incl. 1 hour feedback and coaching on EI)

Module 3 – Leading Project Teams

- Teams versus groups
- A model of Team development
- Belbin team roles incl. determining and understanding your preferred team roles
- Motivating the team and a model of motivation (Maslow)

Module 4 - Influence, Persuasion and Negotiation in a Project Context

- Influence , persuasion and negotiation in a project context
- A model of Influence and Persuasion (adapted by Cialdini)

Trainer

Tom Ferguson, MPM, B.Sc. (IT), Dip. IT, Dip. Exec Coach, PMP, CTP.

Tom has over fifteen year's project management experience across both the public and private sectors. He has managed significant and complex projects for the organisations in which he has worked - mostly within the IT and engineering domains.

Tom holds a Masters in Project Management from the University of Limerick, a B.Sc. in Information Technology from Dublin City University and a Diploma in Executive Coaching from the Irish Management Institute (IMI). In addition, Tom is a fully accredited Executive Coach and is certified in the use of the BarOn Emotional Quotient Inventory EQ-i[®] instrument. In addition, he has been certified as a Project Management Professional (PMP) by the Project Management Institute (PMI) and as a Certified Training Professional (CTP) by the Irish Computer Society.

Tom is the founder and CEO of PM Edge and has applied his unique experience and insights to the design and delivery of practical and innovative training courses that help organisations make their projects work.

We would be delighted to discuss this course and other ways we can work together to make your projects work.

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