

## Course Description

Title:	<b>Leading Project Managers</b>
Course Purpose:	This course will make the leader of a project manager capable of growing, selecting and evaluating Project Managers for projects within your organization.
Course Description:	<p>Project Managers progress in their understanding of the project process in a predictable way. When they following a defined project process it will aid in gaining process speed and effectiveness. This course equips a Project Manager Leader with the tools and processes to grow capabilities in their project management team.</p> <p>The leader will be provided with specific tools intended to reinforce project management process, roles, and soft skills needed for your project management team to be effective. The same techniques can be used to improve and influence the development of other project roles like Project Champions and Process Owners. The sections will provide insight into the steps necessary to find and develop Project Managers:</p> <ul style="list-style-type: none"> <li>• Grow – A planning approach that recognizes the value of having good work and behavior examples and assures accountability to the process and for each team member.</li> <li>• Select – An approach for determining which Project Manager is best for a given project and how to develop a support plan for their performance when capability growth is needed.</li> <li>• Support / Evaluate – An approach for leveraging the project management process guides to support and evaluate performance on an assigned project or capability growth area.</li> </ul> <p>Consistently and objectively reinforcing the project process will aid in developing the Project Manager more quickly and efficiently. The Project Manager Leader role supports a Project Manager in gaining an understanding of the project process and gaining confidence in it. The Project Manager Leader role reinforces the process by reviewing both the performance and the outputs that the project management process produces.</p>
Target Audience:	<p>The student will be performing or preparing for the one of the following role:</p> <ul style="list-style-type: none"> <li>• Project Manager Leader – A person who is responsible for the development of project managers and staff or who is responsible for improvements to the project management process.</li> </ul>
Student Job Aids:	<p>The student will be provided with the following job aids and class materials:</p> <ul style="list-style-type: none"> <li>• Student Guide</li> <li>• Key Reference Materials:             <ul style="list-style-type: none"> <li>○ <u>Project Process Overview Chart</u> – A chart describing the key facilitations and deliverables on a project.</li> <li>○ <u>Project Process Chart</u> – A chart describing the processes within each project facilitation</li> <li>○ <u>Project Roles &amp; Responsibilities</u> – A document describing project key roles and their key responsibilities</li> <li>○ <u>Project Management Guides</u> – A chart for each facilitation that describes the inputs, processes steps, and outputs</li> </ul> </li> </ul>

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	<ul style="list-style-type: none"> <li>○ <u>Glossary of Project Terms</u></li> <li>○ <u>Project Manager Leader Guide</u> -             <ul style="list-style-type: none"> <li>▪ Selection – allows the Project Manager Leader the opportunity to identify which resources will best fit a project and structure a way to support them.</li> <li>▪ Evaluation – allows a Manager the ability to review performance of a Project Manager on a project.</li> </ul> </li> <li>○ Project Manager Team Development Tool – A tool developed to assure the target process or behavior is producing good results and holding individuals accountable.</li> </ul>
Objective:	<p>Following this session the leader will be able to:</p> <ul style="list-style-type: none"> <li>• Describe the key roles in the project process and how the project process helps solve their project challenges</li> <li>• Describe the Project Manager Leader role in the project process</li> <li>• Characterize and recognize a "good" performance outcome (e.g. charter, plan, status, control log and scorecard) for a Project Manager on a particular project.</li> <li>• Describe how to grow, select and evaluate Project Manager performance</li> </ul>
Benefits:	<p>Employing these new skills will result in:</p> <ul style="list-style-type: none"> <li>• Improved Project Manager performance by following the process</li> <li>• Less intervention needed in the project life cycle by the Project Manager Leader</li> <li>• Development of Project Managers to handle larger more complex projects</li> </ul>
Requirements:	<p>Prior to the course, the student,</p> <p>Should have:</p> <ul style="list-style-type: none"> <li>• Reviewed any pre-read or case study materials</li> <li>• Been familiar with the organizations review, evaluation and employee development process</li> <li>• Reviewed the project process roles and responsibilities</li> <li>• Supervisory leadership experience prior to class</li> </ul> <p>Must have:</p> <ul style="list-style-type: none"> <li>• Attended the Project Management for Process Owners class</li> </ul> <p>Student should bring to class:</p> <ul style="list-style-type: none"> <li>• A laptop capable of accessing the project management process and template documents</li> </ul>
Duration:	½ - day classroom training
Agenda Outline:	<p>The course outline is as follows:</p> <ul style="list-style-type: none"> <li>• Overview of the Project Process and Roles</li> <li>• Growing a Project Manager</li> <li>• Selecting a Project Manager for a project</li> <li>• Supporting and Evaluating Project Manager performance</li> </ul>

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	<ul style="list-style-type: none"><li>• Recap</li></ul>
Instructor:	<ul style="list-style-type: none"><li>• Mark Swiderski, PMP</li><li>• Marlene Dryja, PMP</li><li>• Tony Wickham</li><li>• Lee Young, PMP</li></ul>