

MGMT 8030 Managing the Project Team - 12 hours (1.2 CEUs)

COURSE OBJECTIVES

After completing this course, students will know:

- What the processes of project communications management are
- How to define project team roles and responsibilities
- Tools and techniques to enhance project team productivity
- The dynamics of project teams
- How to address project team conflicts

PREREQUISITE None

TEXTS

A Guide to the Project Management Body of Knowledge (PMBOK® Guide), 6th Edition, Project Management Institute, 2017

The Team® Handbook, Third Edition, Oriel, 2003

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Module 2

Module Objectives

The objectives of this module are:

- Learn guidelines for improving the effectiveness of project meetings
- Learn what should be addressed at kickoff meetings
- Learn guidelines for team presentations
- Learn recommended actions for closing a project

Reading Assignments

The Team Handbook, Chapter 3

Meetings

Meetings are an important element of managing the project and communicating with other team members. On p. 3-2, *The Team Handbook* has four guidelines for good meetings:

1. Prepare for the meeting
2. Start on time
3. Fill key meeting roles
4. Improve the meeting process

Meetings are more productive when the meeting agenda is sent out in advance, so the meeting participants can prepare for the meeting. As listed on p. 3-2, meeting agendas should contain the following information:

1. The purpose of the meeting
2. The meeting topics
3. Who will lead each topic
4. A timeline for each topic

P. 3-4 of *The Team Handbook* has a worksheet for a team meeting agenda. This worksheet can be used as a template for meeting agendas.

Some key meeting roles and their responsibilities are listed on p. 3-5 through 3-8 of *The Team Handbook*. Some of the responsibilities of the meeting facilitator are:

1. Review the agenda with the team members
2. Keep the team focused on the agenda items
3. Help the team make good decisions
4. Help evaluate the meeting
5. Gather ideas for the next meeting

Some of the responsibilities of the timekeeper are:

1. Keep track of time during the meeting
2. Alert the team when the time for an agenda item is almost up

Some of the responsibilities of the notetaker are:

1. Record topics
2. Record decision
3. Record action items
4. Distribute meeting minutes

Some of the responsibilities of the scribe are:

1. Post ideas on a flipchart or whiteboard
2. Capture non-topic related issues for future consideration

A template that can be used for documenting meeting minutes is shown on p. 3-7 of *The Team Handbook*.

Meetings should be evaluated so that improvements can be made for future meetings.

Several ways to evaluate meetings are shown at the bottom of p. 3-9:

1. Round-robin comments
2. Written evaluations (a written meeting evaluation form is shown at the top of p. 3-9 of *The Team Handbook*)
3. Open discussion
4. Thumbs up, sideways, down

One of the standard meeting evaluation techniques is known as Plus/Delta. Pluses are the items in the meeting that were done well. Deltas are the items that could be improved for future meetings.

Project Kickoff Meetings

The first team meeting is sometimes called a kickoff meeting. Some of the items that should be addressed at the project kickoff meeting are listed on p. 3-51 through 3-53 of *The Team Handbook*. A sample agenda for the kickoff meeting is shown on p. 3-54. Some of the most important items to be discussed at the meeting are:

1. Review the agenda
2. Review the purpose of the team/project charter
3. Define roles and responsibilities
4. Discuss team members' experience and expertise
5. Set ground rules for discussions, decision-making, and meeting evaluations
6. Review assignments and action items
7. Evaluate the kickoff meeting

Team Presentations

During the project, the team will be presenting information to different stakeholders, such as upper management and customers. Some of the guidelines for these presentations are listed on p. 3-60 through 3-61 of *The Team Handbook*:

1. Assess listener needs
2. Write out a clear purpose or theme
3. Develop main points
4. Create visuals
5. Organize a logical sequence for all the information
6. Develop an introduction
7. Write a summary/conclusion
8. Prepare handouts

Closing the Project

Pages 3-65 through 3-68 of *The Team Handbook* discuss the process of closing a project.

The following table summarizes the recommendations:

Closing Element	Recommendations
Evaluate the team's work	List key lessons learned Review strengths and achievements Discuss weaknesses and achievements Discuss how improvements could be used elsewhere in the organization Discuss ideas for improving the next project
Complete documentation	Document work and results
Share results	Give presentation on project's results Write newsletter article Post project highlights on web site
Celebrate team efforts	Have party Give out reminders of project

Project Closing Recommendations

A checklist for closing the project is shown on p. 3-68 of *The Team Handbook*, including evaluating the team's product and the team's process, documenting the team's improvement, communicating the project ending, and celebrating the project closing.

Module 2 Summary

In Module 2, we learned:

- Guidelines for Improving the effectiveness of project meetings
- What should be addressed at kickoff meetings
- Guidelines for team presentations
- Recommended actions for closing a project

Communications Management Plan Assignment

This assignment is to create a Communications Management Plan for a project that you are working on or are familiar with. Create the Communications Management Plan for the project from start to finish in the form of a table that includes at least the following columns:

- Communications item – what information is being distributed to the stakeholders
- Purpose – the reason for the distribution
- Stakeholders – what stakeholders will receive the communications item
- Frequency – how often to distribute the communications item
- Start/end dates – the time frame for the information distribution
- Format – layout of the communications item (letter, report, presentation, etc.)
- Medium – method of distribution of the communications item (meeting, mail, email, etc.)
- Responsibility – the project team member assigned to distribute the communications item

The Communications Plan should include items prior to the start of the project through the completion of the project, as shown in the following example:

Communications	Purpose(s)	Stakeholders	Frequency	Start	End	Format	Medium	Responsibility
Project Initiation Document	Request initial approval from Senior Leadership	Senior Team, Department Director, Vendor, Project Management, MVA, Facilities Project Manager & Team Members	Once	1/9/2017	1/18/2017	PID document	Meeting	Department Director
Project Plan/Charter	Establish Scope and Budget		Once and then maintain	1/23/2017	3/31/2017	Scope sheet	Meeting	Project Manager
PID Final Approval	Request final approval from Senior Leadership	Senior Team, Department Director, Vendors, Project Management, MVA, Facilities Project Manager & Facilities Manager	Once	4/3/2017	4/7/2017	PID document	Meeting	Project Manager/Director
Start Bid for Construction	Get Contractor in Contract	Project Manager, Contractor	Once	4/20/2017	4/25/2017	Bid document	Email/Meeting	Project Manager/Architect/Contractor
Construction Documents	Manage all information of architect and contractor	Project Manager, Contractor and Architect	Daily	5/1/2017	10/30/2017	Construction documents	Email/Meeting	Project Manager/Architect/Contractor
Operations Plan	Procure operational materials and staffing	Director, Project Manager, HR	Weekly	7/30/2017	10/30/2017	Spreadsheet and FPM		
CCRF Inspection	Get approval from the state for operation	Director, Project Manager, HR, Unpending	Once	11/20/2017	12/1/2017	Inspection document	Inspection	Director, Project Manager, HR, Unpending
Open for Business	Start leasing patients	Director, Project Manager, New Staff	Once	12/4/2017	12/4/2017	Item documents	Meeting	Director, Project Manager, New Staff
Close Project	Finalize project, conduct lessons learned	Director, Project Manager	Once	1/22/2017	1/25/2017	Close out documents	Meeting	Director, Project Manager

Submit this Communications Plan by the date shown in the Syllabus.

Discussion Postings

Post your discussion posting by the date shown in the Syllabus. Discussion postings must be a minimum of 100 words. In order to obtain full credit, review and comment on a minimum of two other students' discussion postings within two days after the scheduled posting date. Please respond to comments on your discussion postings.

The discussion posting for Module 2 is:

1. You've probably been involved or been familiar with a project that had significant difficulties in communication. Without mentioning specific names, describe those problems. What did you learn from being involved in that project?
2. Of all the communication channels, which one do you think is most often misused on projects in your organization? Why do you think this happens? What guidelines would you suggest for correcting this?
3. In your organization, what activities have been conducted to document successes and areas for improvement?
4. In projects that you have been involved in or are familiar with, was there a lessons learned session? If yes, what benefits were received from participating in it? Did the session have any downsides? If a lessons learned session was not held, why not? What would some of the benefits from one being held?