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بروجاكس للتدريب والتطوير
Projacs Training and Development

# Project Negotiation, Leadership and Team Building (MCPM Workshop 2) – Certified Program*

# تقنيات التفاوض والقيادة الفعالة وبناء فرق عمل إدارة المشاريع – معتمد عالمياً*

**12 – 16 October 2020**

**Kuala Lumpur / Malaysia**

**Approved and Sponsored Program by the:**

University of Colorado

A Member of:

PROJACS ACADEMY

ProjacsAcademy.com

## Introduction

This five-day program will help you develop the personal and professional "soft" skills needed to lead your project team. The first part of the program covers vital general management skills such as motivation, feedback, and delegation. Other topics include how to develop agreement on roles and responsibilities, when to emphasize task behaviors over relationship behaviors, and how to build a team that sees itself as a team.

The second part of the program is devoted to building the skills you will need to craft constructive, win-win agreements within the project team as well as between the project team and the other stakeholders. Exercises will help you master basic concepts such as positions vs. interests, how to prepare for a negotiation, and how to behave during the negotiation. The material is equally applicable to internal negotiations and contract negotiations.

Approximately 50% of class time is devoted to casework and experiential learning. During hands-on exercises, you will work as part of a team to solve a technically challenging project, and to apply the techniques of win-win negotiating to a challenging case study.

**This program is taught in English.**

## Objectives

**Upon completion, you will be able to:**

- Define the characteristics of an effective leader
- Create a motivating work environment
- Provide useful feedback to team members
- Communicate more effectively with your team
- Surface and deal with conflict
- Describe the four types of negotiations
- Describe the five styles for negotiating
- Prepare for your negotiations using a structured negotiating plan
- Craft win-win agreements that preserve your relationship with your counterpart

## Who Should Attend?

These programs are designed for individuals who have or expect to have responsibility for leading or managing a project, subproject, or project phase. Newcomers will learn new skills. More experienced managers will enhance their ability to apply what they already know.

## Course Outline

**Day One**

**Introduction**

- Leadership, management, and team building
- Characteristics of a leader
- Three leadership models
- "The Four House"

**Motivation**

- Skill vs. will: the importance of knowing the difference
- Herzberg's view: motivation vs. satisfaction
- Ideas for motivating your project team members

**Feedback**

- Establishing the context
- How and when to provide reinforcing feedback
- How and when to provide redirecting feedback

**Day Two**

**Delegation**

- Delegation vs. assignment
- S.M.A.R.T. delegation
- A six level delegation model

**Team Building Basics**

- Stages of team development
- The importance of trust
- Understanding and accommodating personality styles

**Telling Better Business Stories**

- Why use stories
- Good stories and bad stories
- How to use stories to improve team performance

**Day Three**

**Dealing with Conflict**

- Differences vs. conflicts
- The role of emotions
- Three common causes of conflict (and how to deal with them)

**High Performance Teams**

- Characteristics of a high performance team
- What's needed to create high performance
- Exercise: LEGOkid

**Day Four**

**Negotiation Concepts**

- Four types of negotiations
- Five negotiating styles
- Win-lose vs. win-win negotiation
- The style preferred by successful negotiators (and why)

**Positions and Interests**

- Your interests, their interests, shared interests
- Finding the interest behind the position
- Finding hidden interests

**Developing Options**

- Targets and baselines
- What is your Best Alternative? (BATNA)
- Using a Currently Perceived Choice Chart
- Completing an Issues Matrix

**Day Five**

**Face-to-face Behavior**

- Choosing your attitude and style
- Ultimatums: when they are okay and when they aren't
- Common errors

**Leverage**

- The difference between leverage and power
- Sources of leverage
- Using leverage to improve your results

**Follow-through**

- Keeping your commitments
- Monitoring compliance

## Training Method

- Pre-assessment
- Live group instruction
- Use of real-world examples, case studies and exercises
- Interactive participation and discussion
- Power point presentation, LCD and flip chart
- Group activities and tests
- Each participant receives a binder containing a copy of the presentation
- slides and handouts
- Post-assessment

## Program Support

This program is supported by interactive discussions, role-play, case studies and highlight the techniques available to the participants.

## Schedule

**The course agenda will be as follows**:

- Technical Session 08.30-10.00 am
- Coffee Break 10.00-10.15 am
- Technical Session 10.15-12.15 noon
- Coffee Break 12.15-12.45 pm
- Technical Session 12.45-02.30 pm
- Course Ends 02.30 pm

## Course Fees*

- **2,950USD**
  **VAT is Excluded If Applicable*

## مقدمة

سيساعدك هذا البرنامج الذي يستغرق خمسة أيام على تطوير المهارات "الشخصية" والمهنية اللازمة لقيادة فريق مشـــروعك. يغطي الجزء الأول من البرنامج مهارات الإدارة العامة الحيوية مثل التحفيز والتغذية المرتدة والتفويض. وتشمل الموضوعات الأخرى كيفية تطوير اتفاق حول الأدوار والمسؤوليات ، ومتى يتم التركيز على سلوكيات المهام على سلوكيات العلاقات ، وكيفية بناء فريق يرى نفسه كفريق.

الجزء الثاني من البرنامج مخصص لبناء المهارات التي ستحتاجها لصياغة اتفاقيات بناءة ومربحة في فريق المشروع وكذلك بين فريق المشروع وأصحاب المصلحة الآخرين. ستساعدك التمارين على إتقان المفاهيم الأساسية مثل المواقف مقابل الاهتمامات ، وكيفية الاستعداد للتفاوض ، وكيفية التصرف أثناء التفاوض. تنطبق المواد بالتساوي على المفاوضات الداخلية ومفاوضات العقود.

ما يقرب من ٥٠ ٪ من وقت الفصل الدراسي مخصص لأعمال القضايا والتعلم التجريبي. أثناء التدريب العملي، ستعمل كجزء من فريق لتطوير حالة عمل، وهيكل تفصيل للعمل، وتقديرات النطاق، ومخطط منطقي للشبكة، وخطة الاستجابة للمخاطر.

**يتم تدريس هذا البرنامج باللغة الإنجليزية.**

## الاهداف

**عند الانتهاء من هذه البرامج، سوف تكون أكثر قدرة على:**

- تحديد خصائص القائد الفعال
- خلق بيئة عمل محفزة
- تقديم ملاحظات مفيدة لأعضاء الفريق
- التواصل بشكل أكثر فعالية مع فريقك
- السطحية والتعامل مع الصراع
- وصف الأنواع الأربعة للمفاوضات
- وصف الأساليب الخمسة للتفاوض
- التحضير للمفاوضات الخاصة بك باستخدام خطة تفاوض منظم
- صياغة الاتفاقات الرابحة التي تحافظ على علاقتك مع نظيره

## الحضور

تم تصـــميم هذه البرامج للأفراد الذين يتوقعون أو يتوقع منهم تحمل مســـؤولية قيادية أو إدارة مشـــروع أو مشروع فرعي أو مرحلة المشروع. سوف يتعلم القادمون الجدد مهارات جديدة. سوف يعزز المدراء الأكثر خبرة من قدرتهم على تطبيق ما يعرفونه بالفعل.