Interpersonal Skills for Project Managers

28 November – 2 December Dubai, UAE

INTRODUCTION:
In a recent survey, the international Project Management Institute asked leading project managers around the world to rank the competencies they regard as being vital to the successful outcome of a project. *Interpersonal skills* was listed in second place after planning skills!

Project personnel are often technically gifted and well-experienced. However, as those of us know who have worked on project teams, the reality is that pressure and competitiveness often brings out the worst side in people! We just don’t naturally work together very well in teams. We need help in managing our relationships and in learning to function collectively to secure those important project goals.

Successful and effective project team members and leaders have learned how to communicate and interact constructively and powerfully with those they meet on a daily basis.

These interaction skills do not come naturally. We unconsciously use a style of interacting that is a product of our personalities and background. We need help in learning how to consciously adapt our styles and apply effective interactive and communications skills, in order to further our careers and achieve business goals.

This course addresses these issues in a sensitive, yet challenging way. Participants will gain insight into their own styles, and will be shown how to work in diverse project teams in a co-operative, constructive and satisfying way.

The course has been developed in line with the internationally accepted PMBOK - the standard adopted by project managers worldwide. Participants who intend to write the international PMI examinations will be given credit for their attendance on this course.
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**Needs & Benefits**
Candidates who successfully complete this course will:-

- be able to work autonomously and collaboratively with others, build relations, make positive contributions, interact with others and explain project team dynamics
- be capable of demonstrating an understanding of criteria for working as a member of a project team
- work autonomously and collaborating with other project team members
- contribute to building relationships between project team members and stakeholders
- make a positive contribution to project team coherence, image and spirit
- respect personal, ethical, religious and cultural differences to enhance interaction between project team members
- be able to distinguish between various interaction and communication styles
- be able to achieve a more positive and effective outcome in their various interpersonal contacts
- be equipped to develop their emotional intelligence
- know how to handle conflict situations more constructively than before
- understand how to maximise trust levels in interpersonal situations
- be able to increase versatility in adapting their styles of interaction to suit a particular situation’s requirements
- gain insight through role plays, group discussions and personalised feedback to enable them to achieve successful interactive outcomes – a constructive, win-win interaction with their colleagues, subordinates, managers, suppliers and other stakeholders

**WHO SHOULD ATTEND?**
The course is designed for project team members at all levels. The course will benefit all personnel whose jobs rely on successful interpersonal interactions with others. It is suggested that the course should be specifically directed towards those project personnel and others in supporting roles whose interaction skills directly influence the success of company projects, including:-

- project team leaders
- project team members
- project administrators
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- project controllers
- communications personnel
- procurement personnel
- negotiators
- technical specialists
- contract managers
- line department managers
- mentors and career coaches
- training personnel
- human resources personnel

In fact, anyone who is keen to further their personal growth and career success will benefit from this interesting and informative course.

COURSE METHODOLOGY:
This course is interactive, allowing for lively participation and sharing of experience during sessions. There will be several short lectures, followed by case studies, videos, role plays, group discussions and practical assignments.

Course Director

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Management Consultant & Trainer. Professor in Management & Dean Academic Affairs, University of Wollongong

Interpersonal Skills for Project Managers

- MBA. Major: Finance. Mercer University, Atlanta, GA, USA.
- BBA (Management), Yarmouk University, Irbid, Jordan
- Dean Academic Affairs, UOWD, Professor, College of Graduate Studies
- Middle East Editor, Journal of Internet Banking and Commerce.
- Member, Academy of International Business
- Lead Assessor. King Abdullah II Excellent Award. Royal Court, Amman, Jordan.
- Lead Assessor. Dubai Excellence in Government Award. Executive Office, Dubai, UAE.
- Planner & Facilitator of Corporate Management Programs - Strategic Planning & Management, Executive Leadership, and Communications.

Course Curriculum:

*Day One*

1. The “soft” side of project management
   - official agendas and hidden agendas
   - goals, roles and responsibilities in project teams
   - qualities of effective project teams
   - stages project teams go through
   - establishing team purpose and goals
   - determining team strategies
   - gaining commitment
   - motivating team members
   - productive working relationships in a cohesive team

2. The need for well-developed interpersonal skills
Interpersonal Skills for Project Managers

- emotional intelligence (EQ)
- self-awareness
- self-regulation
- motivation
- social skills
- empathy
- building an emotionally-intelligent workplace
- organising and managing one's self and one's activities to maintain autonomy and that the same time to collaborate with others while exercising self-control

3. Communication within a project team
   - how communication sometimes fails us
   - straight talk
   - handling criticism constructively
   - giving criticism constructively
   - meetings
   - progress reporting
   - performance management and appraisals
   - planning sessions

Day Two

4. Know yourself and understand others!
   - appropriate leadership styles
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- how personality plays a part
- interpersonal problems
- identifying one’s social style
- profiling the social styles of others
- adapting one’s style to maximise interpersonal impact
- developing flexibility in one’s style

5. **What is negotiation?**
- the nature of negotiation
- types of negotiations:
  - various objectives
  - various relationships
  - various styles of negotiations
  - various issues and content to be negotiated

6. **Preparing to negotiate**
- negotiation is a process, not a result
- how to start and end
- what role does conflict play?
- deciding objectives
- analysing the situation
- identifying the issues
- analysing your opposing negotiators
Day Three

7. The climate for negotiating
   - phases in negotiations
   - the changing agenda
   - what affects the climate during the negotiation:
     - perceptions
     - space and layout
     - proximities
     - group size
     - roles
     - groupthink
     - colour
     - location
     - manners and mannerisms
     - noise
     - time

8. Trying to find common ground
Day Four

9. Communicating persuasively
- openings and proposals
- presenting information
- the characteristics of the communicator

10. How to handle conflict and aggression
- how dysfunctional conflict originates
- intergroup conflict
- social and psychological causes of conflict
- consequences of conflict
- handling conflict and aggression
- how networking can improve conflict and promote co-operation
- constructive guidelines for managing a conflict situation effectively
- negotiation strategies
- identifying and solving problems which could have a negative effect on the coherence, spirit and image of the team
- coping with the inevitable changes that take place within a project team

Day Five
11. **Interacting persuasively**
   - persuasive communication techniques
   - dealing effectively with customers
   - checking for understanding
   - summarising discussions
   - three universal rules for effective interpersonal interactions

12. **Building trust**
   - building and maintaining trust, positive ethics and support amongst team members
   - is trust earned?
   - trust as a risk
   - trust as a choice
   - three universal components for building trust

13. **Skills practice**
   - practical assignments with personalised feedback will take place continuously throughout the course, with each new topic

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