

# Project Negotiation, Leadership and Team Building

(MCPM Workshop 2) – Certified Program\*

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

17 – 21 September 2017, Dubai

## Overview

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 two challenging case studies.

## Key Learning 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 basic styles of negotiation
- Use a structured process to negotiate
- Craft agreements that preserve your relationship with your counterpart
- List ten useful tactics for negotiating

## Course Outline

### Day 1 Introduction

Leadership, management, and team building

Characteristics of a leader

Three leadership models

“The Four House House”

### Storytelling

Why use stories

Good stories and bad stories

How to use stories to improve team performance

### Motivation

Skill vs. will: the importance of knowing the difference

Herzberg’s view: motivation vs. comfort

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 2 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

### **Communicating with Your Team**

Tone management  
Dealing with stated — and unstated! — assumption  
Understanding and accommodating personality styles

### **Day 3 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

### **Review of Key Concepts**

Multiple choice quiz

### **Day 4 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 5 Face-to-face Behavior**

Choosing your attitude and style

Asking questions the right way  
Ultimatums: when they are okay and when they aren't  
Common errors: starting too high or too low, splitting the difference

### **Leverage**

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

### **Follow-through**

Keeping your commitments  
Monitoring compliance

### **Capstone Exercises**

Case study: negotiating for scope, time, and resources  
Multiple choice quiz

**Course Fee :**

US\$ 2,950

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

• القيادة وبناء فريق العمل  
(ورشة العمل الثانية وتستمر ل3 أيام)

### مقدمة:

هذا البرنامج سيساعدك على تطوير المهارات الشخصية والمهنية اللازمة لقيادة فريق المشروع الخاص بك. سوف تتعلم كيفية خلق رؤية مشتركة ، وكيفية الحفاظ على فريقك لتتماشى مع هذه الرؤية. ويغطي البرنامج المهارات الإدارية العامة الحيوية مثل الدفاع، وردود الفعل، والوفد المرافق. مواضيع أخرى تشمل كيفية تطوير الاتفاق على الأدوار والمسؤوليات ، وعندما نؤكد على السلوكيات المهمة أكثر من السلوكيات في العلاقات ، وكيفية بناء الفريق الذي يرى نفسه كفريق واحد ، والتعامل مع أحد أعضاء الفريق الصعب الطباع.

### أهداف التعلم الرئيسية

- عند الانتهاء، سوف تكون أكثر قدرة على :
- تحديد خصائص القائد الفعال
- استخدام "رؤية" باعتباره أداة لإدارة المشاريع
- خلق بيئة عمل محفزة
- توفير معلومات مفيدة لأعضاء الفريق
- مندوب وتعيين الأنشطة بشكل مناسب
- التعرف على فريق عالي الأداء
- تواصل أكثر فعالية مع فريقك
- التعامل مع النزاع