

Getting Project Results without Authority

Course Summary

Description

Many projects fail because the project manager lacks sufficient control to keep things moving forward on the project. One of the causes for insufficient control may be Lack of Authority. Often projects are taken on in environments where the project manager has little formal authority. As the leader of your project, you must assume control, even if you don't have the formal organizational authority. This course discusses ways to improve project success, address conflicts and get past the "project manager's lament" of having limited authority. The level of training for this course is intermediate to advanced.

Objectives

After taking this course, students will be able to:

- Understand the concepts of Leadership vs. Management and how both influence authority
- Understand what authority is and the sources of authority
- Understand how Emotional Intelligence, Personality types and Conflict management all play into authority
- Bring together PMI's processes and techniques for gaining control

Topics

- Overview
- Control through influence
- Gaining control through process
- Using the PMI processes to assist in control
- Practical Application work sessions

Audience

This course is designed for those wanting to learn ways to improve project success, address conflicts and get past the "project manager's lament" of having limited authority.

Prerequisites

There are no prerequisites for this course.

Duration

One day
7 PDUs

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Course Outline

- I. Overview**
 - A. What is project control
 - B. How to gain control without formal authority
- II. Control through influence**
- III. Gaining control through process**
- IV. Using the PMI processes to assist in control**
 - A. Building control through planning
 - B. Maintaining control during execution
 - C. Tracking and monitoring for project control
 - D. Using project closure to enhance control
- V. Practical Application work sessions**
 - A. Identify authority project problems with corresponding solutions
 - B. Identify metrics to help with project control
 - C. Identify solutions to help with authority on distributed (virtual) teams