

Project management

Leading a project team



A Video Arts production
featuring Dawn French, Jaye Griffiths,
Julian Kerridge, Jeremy Swift and the
voice of Tony Hawks.

Project management

Leading a project team

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Titles in this series:

Absence minded: managing absenteeism

An inside job: meeting internal customer needs

Building the perfect team: Belbin's team role theory in action

Can you spare a moment?: counselling skills for managers

Demanding customers: customer care made perfect

Does the team work?: improving effectiveness through teamwork

First among equals: leading a team

Going to a meeting, part 1: messing up a meeting

Going to a meeting, part 2: meeting menaces

How am I doing?: the performance review

How to lose customers without really trying: keeping the customer satisfied

I wasn't prepared for that: overcoming the fear of making presentations

I'd like a word with you: the discipline interview

If looks could kill: the power of behaviour

It's your choice: selection skills for managers

Meetings, bloody meetings: making meetings more productive

More bloody meetings: the people side of meetings

Negotiating - tying the knot: a skill for life

No complaints?: complaints and the customer

Not my type: valuing diversity

On the receiving end: making call centres more effective

Performance matters: the importance of praise

Performance matters: the need for constructive criticism

Project management: leading a project team

Report writing: the art of writing a good report

Selecting the perfect team: utilising internal and external resources

Sell it to me! parts 1 & 2: essential skills for a salesperson

Straight talking: the art of assertiveness

Talking to the team: how to run a team meeting

Team spirit?: how to be an effective team member

Telephone behaviour: the rules of effective communication

The balance sheet barrier: the basics of business finance

The best of motives, parts 1 & 2: informing and involving

The dreaded appraisal: both sides of the appraisal interview

The grapevine: communicating in a world of change

The helping hand: coaching skills for managers

The paper chase: cutting back on paperwork

The unorganised manager, parts 1 & 2: damnation and salvation

The unorganised manager, part 3: divine intervention

The ultimate change show: managing change

The ultimate stress show: managing stress

Who sold you this, then?: effective after-sales service

You'll soon get the hang of it: the techniques of one-to-one training

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GTW-1-GTW-12 Group training workbook*

SSW-1-SSW-22 Self-study workbook*

OHP-1-OHP-7 Presentation 'slides'/OHPs*

Certificate*

*Copies of these resources are available on enclosed computer discs to allow you to customise them to your specific requirements and to print the required number of copies from the master for the sole purpose of the training envisaged by the programme, and not for any commercial purpose.

Video-based training from Video Arts

Congratulations on choosing **Project management** from Video Arts to help develop the skill in your organisation. Video Arts is recognised as the world leader in video-based training, with over 30 years' experience in staff development. With more than 250 programmes on video, DVD and e-learning/on-line covering all the essential skills of business, you can remain confident that training with Video Arts is the most effective way to improve the skillset of the people within your organisation.



With the help of a computer program, Liz (Dawn French) completes her project on time.

Why train?

Train hard, fight easy - Marshal Zhukov

These days, it is difficult for organisations to become successful and stay that way. The pace of change is faster, competition is tougher, customers are more demanding, innovation is more prized, but harder to achieve.

Part of the response has been to create leaner, flatter, more flexible structures, but structures don't run organisations and create success, people do - intelligent people, energetic people, reliable people and, most of all, people with the right mix of up-to-date knowledge and skills.

That means people who are trained, not for a lifetime's work, not just once in a while, but as a central, continuing part of their working lives.

Why use video-based training?

Video is familiar. Television is how most people find out what is going on in the world. It is not surprising that this is a medium they are comfortable to learn from when they are being trained.

Video makes demonstration easy. We can show situations being handled badly. We can contrast that with how to handle them well.

Video is flexible. It can be the cornerstone of a course run for a group by a specialist trainer. It can quickly provide simple, clear lessons for a team whenever it is convenient for them. It can bring interest and enlightenment to a self-study programme.

Video injects realism. It lets us present those being trained with emotional, as well as rational, problems to solve. Ask a group '*how would you deal with an angry customer?*' and you will get a tidy, textbook answer. Use video to confront them with an angry customer and you will get a much more realistic reaction.

Video provides variety. Different people learn in different ways and none of us have an infinite attention span. Video provides us with a powerful means of injecting variety into our training.

Why use Video Arts' programmes?

Winston Churchill once said that he loved to learn, but hated being taught.

That is the secret of successful training: how to help people who want to learn. We do it by combining:

A storehouse of professional knowledge and expertise, developed over 25 years and drawing on some of the best minds in the business.

The highest possible production values, both in the videos we produce and in the support material that goes with them.

The magic ingredient - humour - which can make a delight of the dullest subject.

Introduction

All of us manage projects throughout our lives - both at work and at home. Yet many of us don't manage projects as well as we should. In fact, project mismanagement is prevalent and organisations throughout the world waste vast amounts of time and money.

However, a well-planned and executed project will not only save your organisation time and money, but will also improve its credibility by finishing on time and within budget.

Teaching the key techniques of project management to employees will also help to encourage more effective team working and improve communication.

Finally, by evaluating a project once it has been completed your organisation will benefit by improving its internal control and feedback systems.

Objectives

Those who work their way through the **Project management** training programme will be able to:

- Understand the importance of managing an effective project
- Define the objectives of projects they manage in future
- Plan the projects, identifying key tasks, allocating resources and setting milestones
- Communicate effectively with the project team in order to implement the project
- Evaluate the success of the projects they run, and identify areas where improvements can be made
- Devise an Action plan to enhance their project management skills

Using Project management

- **Dual use.** The programme can be used either as a conventional training course with a small group, or for self study by individuals. The pack contains guidance and appropriate materials for each use
- **Resources on disk.** Most of the support materials, such as OHPs and the workbooks, are supplied electronically. This makes it easy for you to customise them to your specific requirements and allows you to print as many copies as you need for group or individual use

The target audience

The programme is designed for anyone running a project, whatever its size.

Eight to twelve is the ideal group size.

The course leader

You do not have to be a professional trainer to lead a group through the programme. Line managers will be able to deliver this course with confidence by using the materials and detailed guidance provided.

Further resources

To manage successful projects you will need a variety of skills. Other titles available from Video Arts that will help improve the way you manage projects include:

- **More Bloody Meetings** This programme focuses on the people management skills needed to run an effective meeting
- **Meetings, Bloody Meetings:** focuses on the organisational skills needed to prepare and run an effective meeting
- **Negotiating: Tying the Knot** This programme is presented by Trevor Phillips and features Dawn French and Neil Flynn. It uses their attempts to negotiate a pre-nuptial agreement as a vehicle for demonstrating the three critical stages of any negotiation - What's this negotiation about?; The negotiating see-saw; How to behave when things go wrong
- **Report writing:** Demonstrates the skills required to write and present an easy-to-read, informative and forward-thinking report.
- **I wasn't prepared for that:** Will give staff at all levels the confidence and skills to prepare and deliver effective presentations
- **Project Management Pocketbook** This is one of the hugely successful Management pocketbook series

What the pack contains

Project management video

Project management tells the story of Liz, who is placed in charge of a project team that must manage an office move.

Unfortunately, the project soon begins to run late and over budget. However, with the help of an interactive software programme, which Liz discovers by chance, she is able to learn the key stages of managing a successful project and with the help of the team brings the project in on time and within budget.

Summary video

A short summary of the key lessons for use at the end of a course, or for subsequent refresher sessions, is included on this second video.



Getting a project to work means utilising the team.

Course leader's guide

- An outline of a half-day programme
- How to prepare the programme
- A detailed session plan. This tells the course leader precisely what to do and which resources to use in each session of the programme

Group training workbook

This workbook allows those taking part in a group training course to record the conclusions they reach during the various sessions and the actions they propose to take as a result of the course. The workbook is supplied on computer disc.

It also contains a copy of the course objectives and programme and a set of notes which summarise the main points of **Project management**.

Self-study workbook

This workbook, which is supplied electronically for use on a computer, contains detailed instructions which enable individuals to work systematically through the programme. Users are prompted to record their answers to questions about what they have seen and to produce an Action plan.

The workbook also contains a set of notes which summarise the main points from **Project management**.

Links to NVQs

Both workbooks contain a checklist of material which those who have taken part in the programme should collect, such as details of their own tasks and responsibilities within the team in which they work. These will form a portfolio of evidence which they can use to support a claim for competence in elements of NVQs.

Presentation 'slides'/OHPs

These are master copies supplied on computer disc in Microsoft® PowerPoint® on computer disk for printing onto acetate or for use as a computer-driven 'slide' show.

Certificate

Also included electronically is a blank certificate which users can customise and issue to those who have completed the course based on **Project management**.

Computer disks

As explained above, the computer disks contain copies of:

- Objectives and programme (Microsoft® Word®)
- Group training workbook (Microsoft® Word®)
- Self-study workbook (Microsoft® Word®)
- Presentation 'slides'/OHPs (Microsoft® PowerPoint®)
- Certificate (Microsoft Word)

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Course leader's guide

Course programme

How to prepare the programme

Session 1 Introduction

Session 2 The importance of managing
an effective project

Session 3 Define the project

Session 4 Plan the project

Session 5 Implement the project

Session 6 Evaluate the project

Session 7 Action plan



Course programme

This is a suggested programme for a half-day course based on Project management.

You may choose to incorporate additional sessions to cover key points specific to your organisation, or just take elements of the course and run a series of short sessions covering each aspect of **Project management** individually.

If you would like help in facilitating this course or in adapting it to your specific requirements, call Video Arts Training Services. An experienced training consultant can advise you or, for an agreed fee, design and run a course for you.

Video Arts Training Services can be contacted at:

Video Arts Limited

Tel: 020 7400 4800

email: info@videoarts.co.uk

The programme overleaf is an outline of the course.

Each session is covered in detail later in the Course leader's guide.



The video features Dawn French as Liz.

Session no.	Session content	Approx. timing
Session 1	Introduction <ul style="list-style-type: none"> • Welcome and housekeeping • Objectives • Structure of the course 	<i>10 mins</i>
Session 2	The importance of managing an effective project <ul style="list-style-type: none"> • Video excerpt • Discussion 	<i>30 mins</i>
Session 3	Define the project <ul style="list-style-type: none"> • Video excerpt • Exercise • Video excerpt • Discussion 	<i>40 mins</i>
Session 4	Plan the project <ul style="list-style-type: none"> • Exercise • Video excerpt • Discussion 	<i>25 mins</i>
Break		<i>15 mins</i>
Session 5	Implement the project <ul style="list-style-type: none"> • Video excerpt • Discussion: project control 	<i>30 mins</i>
Session 6	Evaluate the project <ul style="list-style-type: none"> • Video excerpt • Exercise • Discussion 	<i>30 mins</i>
Session 7	Action plan <ul style="list-style-type: none"> • Video summary • Action plan 	<i>15 mins</i>
Total:		<i>3¼ hours (including break)</i>