Managing by projects is all about how people work and interact when they set out to create something like a new service or product.

Whilst this approach to management has become the norm over the last ten years in manufacturing, service and the public sector, many managers and project team members are still learning the skills of what may be, for them, a very new way of working. These three volumes of Training for Project Management drawing on the extensive experience of Ian Stokes will help.

The activities in the collection cover five distinct areas:
- Project Management Principles
- Setting Objectives and Assessing Requirements
- Creativity and Problem-Solving
- Communication, Negotiation and Co-ordination
- Motivation, Teamwork and Leadership
Since you will be emphasizing the importance of setting objectives, it is vital to get off to a good start. This volume focuses particularly on the people and leadership aspects. This manual contains exercises and activities which stimulate learning about managing projects, focusing particularly on the people and leadership aspects. They are intended not only to make learning more fun, but also to speed up the process.

The activities in the collection cover five distinct areas:

- Project Management Principles
- Setting Objectives and Assessing Requirements
- Creativity and Problem-Solving
- Communication, Negotiation and Co-ordination
- Motivation, Teamwork and Leadership

Background material on project management principles, methodologies and learning techniques support a diverse collection of activities including icebreakers, design exercises, questionnaires and assessments, project plans, brainteasers and enigmas, team challenges, and discussion exercises.

CONTENTS:

Introduction*

Part One Project Management Principles:
- My personal projects; Seven skills – learning objectives; Blueprint for project management; Requirements analysis; Jigsaw puzzle; Course evaluation; Memory game.

Part Two Setting Objectives and Assessing Requirements:
- Project dossier; Meta plan for project start up; Good and bad objectives; Work breakdown structures; Domino tower; My best shot; Tree structure.

Part Three Creativity and Problem Solving:
- Left brain/right brain; Ten left-brain teasers; Ten right-brain teasers; Ten enigmas; A whirl through the kitchen; Morphological analysis; Pipe dreams; Practising empathy.

Part Four Communication, Negotiation and Co-ordination:
- Office move communications plan; Ten reasons to leave things fuzzy; Five Bayes-type negotiating simulations; Listening hard; ‘Prose’ – project progress meeting; Communicards; Crystal clear instructions; Handling objections.

Part Five Motivation, Teamwork and Leadership:
- Project leadership skills; Projects and motivation; Excellence in teamwork; Personal styles assessment; Leadership styles assessment; Secondary styles assessment; Core team circles; Team observation; Teamwork charter.

*The full introduction including: guiding principles; the challenge of project management; A short history of project management; The nature of project management; Approaches to project management; Learning techniques; Project meta-skills; How to use the activities and exercises; Skills matrix; Activity and exercise skills grid, is available as a FREE DOWNLOAD on our website www.gowerpublishing.com/isbn/9780566088698

No two projects are the same. This is certainly true, but the last 15 years have seen a tremendous evolution in the depth and scope of project management. Generic proven techniques have evolved for managing projects, and these have been shared across the frontiers of business. At the same time, the frontiers of project management itself have expanded to the point where managing projects has come to be synonymous with managing change.

Having spent several years working with some of the most successful suppliers of project management software, chiefly in the field of major projects (petrochemical, nuclear, construction, transport, aviation and space), author Ian Stokes has since developed methodologies and training courses for companies in many technology sectors (telecommunications, electronics, consumer products, pharmaceuticals, finance). He has managed consulting companies and worked with both small and large companies to facilitate courses based on active learning, simulations, ‘micro-projects’ and team development activities. He is active in the promotion and development of methods for better business analysis and customer-focused innovation.

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- Measuring Progress, Testing and Validation
- Managing Priorities and Organizational Objectives
- Integrating Project Management Skills

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This brand new collection of activities will appeal to project leaders, workshop facilitators and team coaches as it enables your project managers and team members to improve the performance of their projects by exploring topics such as:
- Benefit and Value Management
- Stakeholder Relations
- Risk Exploration and Evaluation
- Design and Usability Proficiency
- Estimating and Forecasting Skills
- Critical and Innovative Thinking, and much more

The collection is a natural companion volume to Training for Project Management Volumes 1 and 2, which seek to develop the basic human and technical skills associated with working in projects.

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Family Life
The Project Management Game
Paul Girling

'Chris Jones, editor of Family Life Magazine and four of his staff have been called in by the magazine's owner and summarily dismissed. You joined the staff of the magazine, as deputy editor, three months ago and are now presented with your big break. You have just three weeks (represented by 1 hour 45 minutes, in real time) in which to plan and prepare the next month's issue. Make a good job of it and the editorship is yours for the asking.'

This is the scenario that opens Family Life, a simulation for developing project management skills.

The simulation, which takes between three and four hours (including the debrief), can be run with one or more teams or as an exercise for individuals and explores a wide range of project management techniques and skills including:

- Agreeing goals
- Analysing information
- Breaking a project into phases
- Planning a project
- Project estimating
- Optimum resource levels
- Monitoring progress and re-planning
- The impact of changes on the project team
- Planning for contingencies and managing risk
- Working as a team
- Judging project success

In order to make sure that the next issue of the magazine is a success, teams have three sessions, representing the three weeks before the magazine goes to print. During this time, they'll need to identify which articles and features to produce; what mix of internal and freelance staff to use; how to maximize advertising revenue; what marketing strategy to pursue to boost circulation; and how many copies to print.

There are also a number of complications they'll need to wrestle with, such as whether to agree to the suggestions of the magazine's designer, to undertake a major redesign for the next edition. Plus of course, they'll need to balance their editorial and production expenses against their income; to reach or exceed the level of profit the magazine's owner has specified for the next edition.

The simulation includes all of the material you need to brief and debrief the participants. There is also a CD ROM containing colour versions of the participants' materials along with a pre-prepared Excel spreadsheet into which you will enter the teams' decisions and which will provide you with a print-out of their results and their profit (or loss).

Family Life is an enjoyable simulation that is simple to run and which puts project management skills into the realistic and tense context of the frantic preparations for the issue of a monthly magazine. You can use the simulation for training in the skills of project management, planning and decision making, budgeting and team-working.

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