



Agenda

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Tools and Techniques for Project Managers: Facilitating Creative Problem Solving!

Instructor(s): Teresa Lawrence, PMP
Roger Firestien

Length: 2 days
CEUs: 1.4/see below for PDU breakdown

Pework: None

Level: Intermediate

Training Topic: Business Skill Enhancement

Subtopics: Resource Management, Problem-Solving

Training Description:

Projects come with problems. Now more than ever, the problems that project managers encounter demand that they be creative. High-performing project managers convert problems into challenges then skillfully generate, develop, and implement novel solutions to solve those problems.

In this interactive training, attendees will learn the Creative Problem Solving (CPS) process and how to apply it to solve problems they encounter in their project, program, and portfolio management work.

Project managers who consistently deliver on time, within budget, and to the desired scope solve problems differently. These project managers excel in their ability to draw from the capacity of their teams, stakeholders, and themselves to be deliberately creative.

In this training, learners will gain the skills to ignite creativity at will instead of waiting for ideas to happen. This training is based on the seminal work of Alex Osborn, the inventor of brainstorming, and Sidney Parnes, the developer of the Creative Problem Solving (CPS) process. As a result of the training, learners will become savvy enough to assess any challenge or opportunity and apply the most dependable creativity tools to best resolve the project challenges they encounter.

Learning Objectives:

Upon completion of this training, learners will be able to:

- Practice creativity tools and techniques described in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* and other standards—but rarely explicitly taught.
- Learn techniques to shorten the amount of time it takes to solve problems and implement solutions.
- Learn techniques to strengthen the capacity, performance, and productivity of their teams.
- Experience tools to identify the real problems inhibiting project success.
- Practice tools to develop novel and useful solutions to the project challenges they face.

AGENDA

Day 1:

- Creativity—What It Is and What It Isn't
- The Origins of Brainstorming and Other Creativity Tools
- Two Types of Thinking
- Guidelines for Generating Ideas and Evaluating Ideas
- Turning Problems Into Challenges

- When Creativity Meets Project Management
- What the Research Says
- The Power of the Intersection
- *PMBOK® Guide*/Standards and the Multiple References to Creativity Tools and Techniques
- Knowledge Areas Versus Thinking Tools
- The Value in Explicitly Learning Creativity Tools Described in the *PMBOK® Guide*/Standards
- The CPS Process
- The Three Overarching Traits of the Creative Problem-Solver
- The Seven Cognitive and Affective Thinking Skills Associated With Problem-Solving
- The Seven Steps of the Problem-Solving Process and Their Objectives
- Facilitating Decision-Making Versus Leading a Meeting
- The Inhibitors of Successful Project/Program/Portfolio Management
- Identifying Where Projects Encounter Problems
- Creativity Tools in Practice for Identification of Inhibitors
- Classification of the Inhibitors
- Prioritizing Inhibitors
- Remedy Identification
- Remedy Realization Plan

Day 2:

- The Application of the CPS Process to Project Management
- Assessing the Situation (Diagnostic Thinking)
- Defining the Purpose and Objective of Projects
- Determining Strategic Alignment and Business Need
- Assessing Variance in Schedule, Cost, and Scope
- Practical Application of Creativity Tools in Use
- Clarification: Exploring the Vision (Visionary Thinking)
- Articulating a Project Vision of Desired Outcomes
- Clarifying Project Challenges
- Identifying Future Opportunities
- Practical Application of Creativity Tools in Use
- Clarification: Formulating Challenges (Strategic Thinking)
- Identifying Gaps Between Current and Desired State in Project Objectives
- Assessing “What-If” Scenarios
- Performing Alternative and Root Cause Analysis
- Managing Change
- Practical Application of Creativity Tools in Use
- Transformation: Exploring Ideas (Ideational Thinking)
- Generating Novel Ideas to Address Project Challenges
- Performing Innovative Thinking
- Prioritizing Alternatives and Risks
- Building Team and Stakeholder Synergy
- Practical Application of Creativity Tools in Use
- Transformation: Formulating Solutions (Evaluative Thinking)
- Assessing Reasonableness of Alternatives to Achieving Outcomes
- Clearing Obstacles for Project Teams
- Negotiating Conflict
- Practical Application of Creativity Tools in Use
- Implementation: Exploring Acceptance (Contextual Thinking)
- Understanding the Interrelated Conditions and Circumstances That Will Support or Hinder Success
- Assessing Tolerance and Increasing Buy-in Among Project Team and Stakeholders
- Developing Acceptance Criteria

- Conducting Scenario Analysis
- Practical Application of Creativity Tools in Use
- Implementation: Formulating a Plan (Tactical Thinking)
- Devising Plans That Include Specific and Measurable Activities and Timelines
- Understanding How Activities Sequence and Interact
- Planning Project Processes
- Determining Sources of Assistance and Resistance When Implementing Plans
- Practical Application of Creativity Tools in Use

Professional development units (PDUs) are 1-hour blocks of time spent learning, teaching others, or volunteering. By attending this training, you will be able to achieve the following PDUs as learning hours to apply for PMI certification or to maintain your certification status with PMI. [View](#) how your PDUs align with the PMI Talent Triangle®.

	Technical	Leadership	Strategic	Total
CAPM® / PMP® / PgMP®	1	10	3	14.00
PMI-ACP® / Agile*	0	10	3	13.00
PMI-SP®	0	10	3	13.00
PMI-RMP®	0	10	3	13.00
PfMP®	0	10	3	13.00
PMI-PBA®	0	10	3	13.00

