



## Agenda

Click [here](#) for additional training and schedules.

### Building a Team in a Virtual, Nonvirtual, or Hybrid Environment: Mastering Office Politics and Emotions in the Workplace

**Instructor(s):** Lisa Hammer, DASSM, PMP      **Length:** 2 days  
David Newman, PMI-ACP, DASSM, PMP      **CEUs:** 1.4/see below for PDU breakdown

**Prework:** None

**Level:** Intermediate

**Training Topic:** Communication and Presentation Skills

**Subtopics:** Power Skills, Project Management/Process Integration

#### Training Description:

Thriving in The Project Economy means defining project success criteria in two ways: short-term objectives and long-term goals. Short-term objectives include customary performance measures such as on-time and on-budget performance. We are used to managing those, but the longer-term goals, such as employee engagement and retention, have long been the realm of human resources.

The new era is here! These strategic goals have become a focus for successful project managers as the realization has taken hold that projects succeed through people using processes that make sense within their business environment. Whether your project team is working in a virtual, in-person, or hybrid environment, you are accountable for results. Our teams are working in circumstances that are increasingly unusual and often unbearable. We need to care about them—and for them—every day.

The business environment is an existential reality for project managers. Office politics may be good; people can be helpful and supportive of one another. At the other end of the continuum, things may not be quite as pleasant. In this training, we focus on what is, rather than what should be. Project managers are often not able to change the culture or environment in which we are working. Instead, we are asked to drive results, often despite the environment.

In this training, we will explore various factors that influence the culture including:

- Virtuality: Where Are We Now?
- Emotional Intelligence
- People and Personalities
- Stakeholder Engagement
- Interpersonal Communications

As we say in the world of Disciplined Agile® (DA™): Context counts! In our classes we often hear “this shouldn’t be this way.” If we are going to succeed in our current position, we are often faced with situations that should not exist but do. That is what office politics are and this training is all about how to drive project results and earn wins for our teams in any environment—virtual, nonvirtual, or hybrid!

#### Learning Objectives:

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

- Understand how office politics and the business environment impact project execution.
- Ensure that diversity, equity, and inclusion (DE&I) are priority values within their project team.
- Learn to drive project success in any business environment.
- Be able to effectively collaborate with people of various backgrounds and personalities.
- Understand the positive impact of including all stakeholders in the team charter.

## AGENDA - DAY 1

- Dealing With Different Personalities
  - Complainer
  - Gossiper
  - Bully and Others
- Build a Culture of Collaboration
  - Listen and observe your employees
  - Be diplomatic
  - Keep private matters private
- Be Nice to Everyone (Not Just Those Who Can Help You)
  - Stay neutral
  - Don't get involved in office gossip or hype
  - Monitor how you approach employees and delegate
- Be a Team Player

- Dealing with rumors, gossip, and half-truths
- Effects on morale
- Employees can start to fear coming to work
- Reinforce the Truth With Facts
  - Pull groups together to talk about the incident
  - Speak with your employees and answer any questions
  - Do not participate
- Deal With It Swiftly
  - If needed, have a meeting with the office and address a group of employees at once
  - The quicker problems are approached, the sooner the grapevine will stop
  - Try to keep their views in perspective

## AGENDA - DAY 2

- Getting Support for Your Projects
  - Gain trust through honesty
  - Be polite and honest with coworkers
  - Be open with others and don't be afraid to "tell it like it is" rather than beat around the bush
- Conflict Resolution
  - Neutralizing emotions
  - Offer solutions you can personally provide
  - The benefits of a resolution
- Listening and Hearing: They Aren't the Same Thing
  - Communicating with power
  - Body language
  - It's not what you say, it's how you say it
- The Levels of Conversation
  - Remembering names

- Creating a powerful introduction
- Project warmth and confidence
- Influencing Skills
  - Building a bridge
  - Sustained communication
  - Giving in without giving up
- Emotional Intelligence
  - Reading your own emotional state
  - Understanding the positive and negative impacts of emotions
  - Managing emotions under pressure
- Happiness
  - Self-assessment
  - Self-motivation
  - Work toward a cause

**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
<b>CAPM® / PMP® / PgMP®</b>	0	7	7	14.00
<b>PMI-ACP® / Agile*</b>	0	7	7	14.00
<b>PMI-SP®</b>	0	7	7	14.00
<b>PMI-RMP®</b>	0	7	7	14.00
<b>PfMP®</b>	0	7	7	14.00
<b>PMI-PBA®</b>	0	7	7	14.00

\*Please note that the asterisked row above applies to the PMI® Agile Certification Journey and includes the DASM™, DASSM™, DAC™, and DAVSC™ certifications.