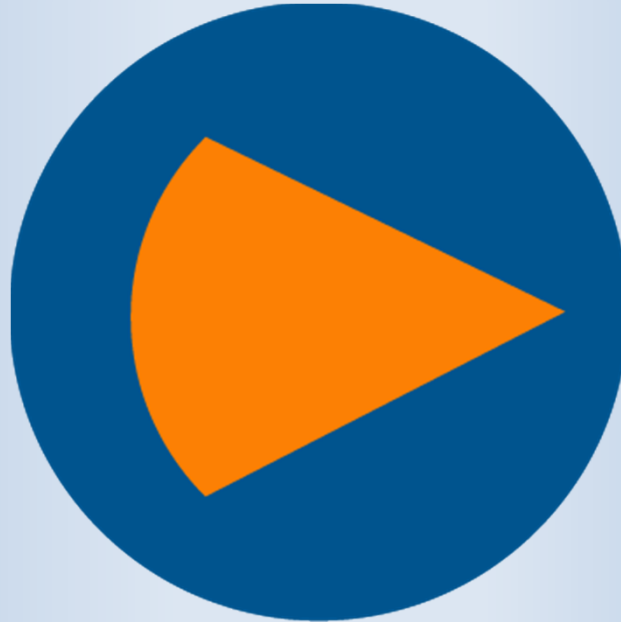


Advanced Project Management Series



4 Questions Leaders Overlook

PROJECTinsight®

Project & Portfolio Management Software

Initiate Project Intelligence®

Moderator

Janelle Abaoag

Project Insight

Marketing, Public Relations

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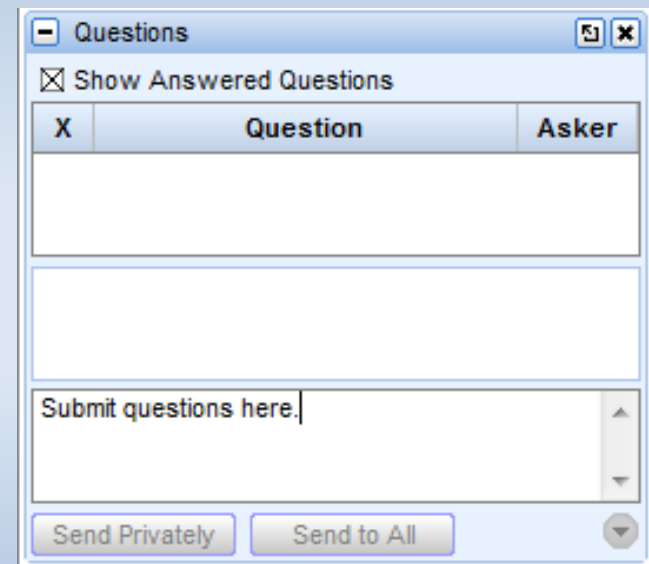
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Things to Know...

- ▶ All participants will be on mute
- ▶ Questions are welcome
 - ▶ Please use the questions box to ask questions
 - ▶ The moderator will select questions
 - ▶ All questions will be answered today or by email at info@projectinsight.net
- ▶ Webinar recording available in the PI Community



A screenshot of a web-based 'Questions' interface. The window has a title bar with a minus sign, a maximize button, and a close button. Below the title bar is a checkbox labeled 'Show Answered Questions' which is checked. The main area contains a table with three columns: 'X', 'Question', and 'Asker'. Below the table is a large text input area with the placeholder text 'Submit questions here.'. At the bottom of the window are two buttons: 'Send Privately' and 'Send to All', and a small circular icon on the right.

X	Question	Asker

Submit questions here.

Send Privately Send to All

Presenter

Diane C. Altwies, MBA, PMP

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Growth, fun and ROI.”*

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Poll: Who's on the Call?

► Are you:

- A Project Manager without your PMP certification?
- A PMP in the role of a Project Manager?
- A program manager?
- Just looking for ways to use Project Insight more effectively?



Goals of the Advanced Series

- ▶ Expand your knowledge of more complex tools and techniques
- ▶ Build leadership skills to manage people more effectively
- ▶ Identify practical ways to begin using advanced techniques
- ▶ Explore other methodologies or techniques that enhance project management competency

Objectives of the Webinar

- ▶ At the end of this webinar, you will be able to:
 - Use 4 direct and high impact questions useful to leaders
 - Connect with team members
 - Build good questioning skills

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4 Questions Leaders Overlook



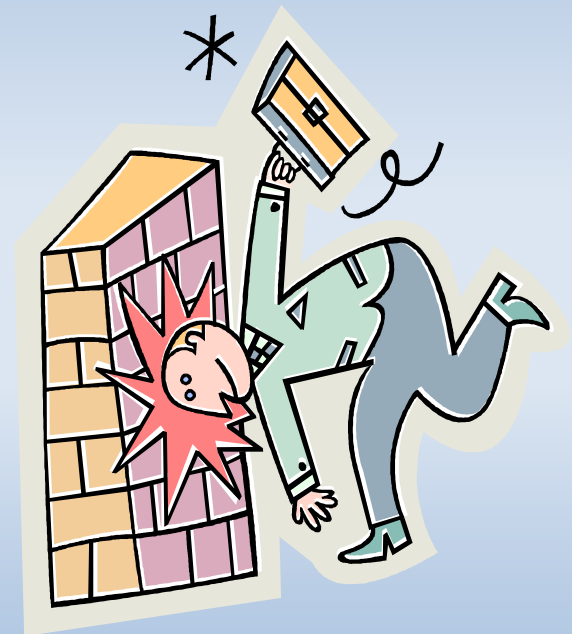
- ▶ Challenges of managing team members
- ▶ Reasons leaders overlook the 4 questions
- ▶ The FOUR questions
- ▶ Effective questioning
- ▶ Follow up

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Challenges of Managing Team Members

- ▶ People start out with high motivation
- ▶ They run into problems, issues, roadblocks, difficulties, glitches, complications, snags, obstacles, setbacks.
- ▶ Then...



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Question for YOU



- ▶ What happens to your team members' attitudes when you run into problems?

Please submit your ideas through the question box

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The Goal of the 4 Questions

► How can we:

- Recognize
- Learn
- Improve
- Do a better job at dealing with the people issues?

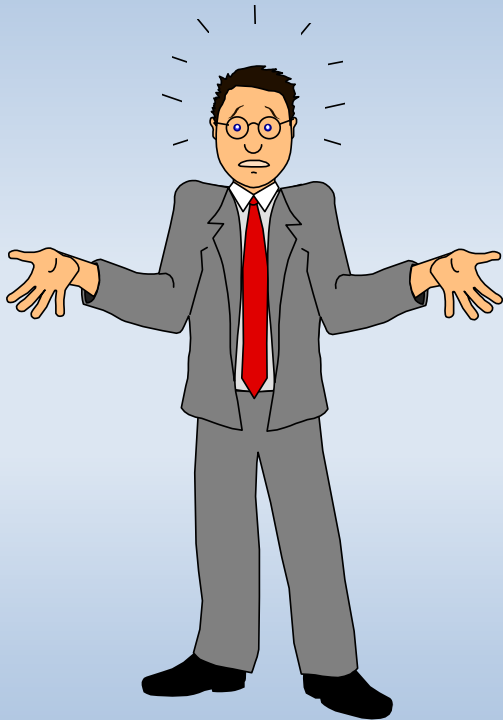


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Reasons Leaders Overlook the 4 Questions



- ▶ Don't know
- ▶ Don't know how
- ▶ Don't want to

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Don't Know

Don't know

- What questions to ask
- Where or when to ask
- What to expect
- What to do with the answers

Need to get information so you can help team members

Ask 4 questions



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Question #1

- ▶ *What is going well for you, here at the company, right now?*
- ▶ Find out what's going well first and celebrate the wins.



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Question #2

- ▶ *What can be improved for you, here at the company right now?*
- ▶ Show you care.



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Question #3

- ▶ *What keeps you here?*
- ▶ Try to determine their aspirations.



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Question #4

- ▶ *What would cause you to leave?*
- ▶ This is the hardest question to hear the answers to!



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Question for YOU



- ▶ Which of these questions have you asked your team members?

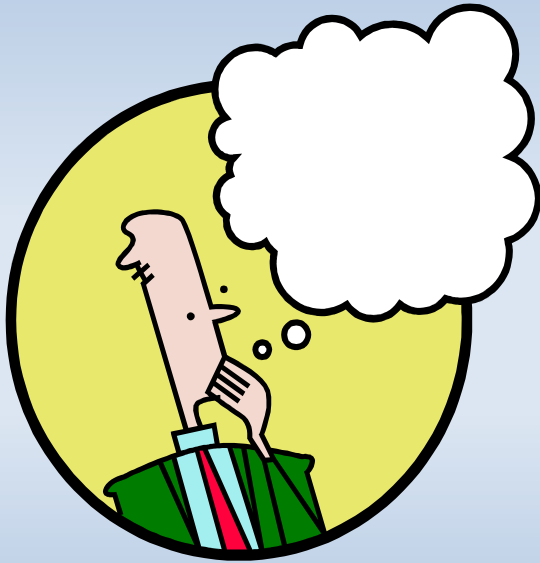
Please submit your ideas through the question box

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Don't Know How



- ▶ Don't know how to:
 - Use the right words and tone
 - Maintain a professional atmosphere
- ▶ Questioning has much to do with how, when, where and for what reason you ask as it does with what you ask!
- ▶ **Need to** be trained or coached

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Effective Questioning

- | | |
|--|--|
| <ul style="list-style-type: none">▶ Timing<ul style="list-style-type: none">▪ Private vs. public▪ Not just after a “high” or “low” | |
| <ul style="list-style-type: none">▶ Location<ul style="list-style-type: none">▪ On-site▪ Off-site▪ Minimize distractions | |
| <ul style="list-style-type: none">▶ Confidentiality<ul style="list-style-type: none">▪ No wrong answer▪ Express it | |

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Effective Questioning (cont.)

▶ Timing

- Private vs. public
- Not just after a “high” or “low”

▶ Tone

- Start with a positive attitude
- Be firm and fair

▶ Location

- On-site
- Off-site
- Minimize distractions

▶ Words

- No why questions
- Use what and how
- Don't offer a defense

▶ Confidentiality

- No wrong answer
- Express it

▶ Listening

- Be prepared
- Be present

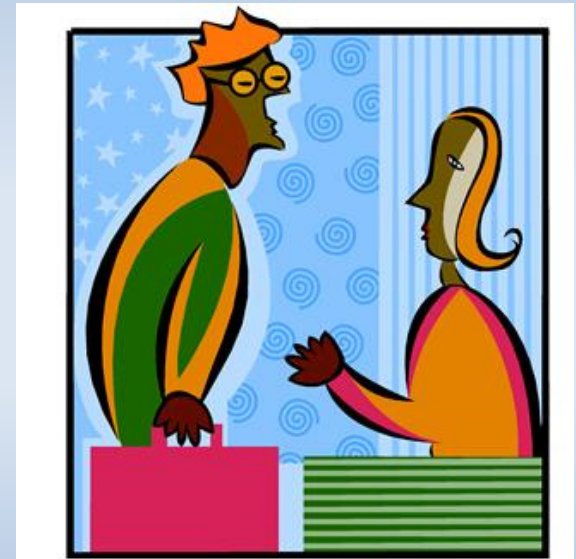
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Don't Want To

- ▶ Don't want to because we
 - Fear confrontation
 - Fear the answers to questions
 - Or???
- ▶ Need to look for mutual benefits



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Question for YOU



*Please submit your ideas
through the question box*

- ▶ Would you be uncomfortable asking any of the 4 questions?
- ▶ If so, why?

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Adjusting Attitudes

▶ Hearing

- Want to hear
- Be open minded
- Paraphrase and repeat back
- Put preconceived ideas to the side

▶ Empathizing

- Consider other points of view
- Watch “I understand” or defense
- A smile & sincerity are your biggest assets



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Follow Up



- ▶ Control your own frustrations
 - Breathe, tilt, smile
 - Ground yourself against something solid
- ▶ Examine the information
 - Look at the complaints for validity
 - Billy Bean at the Oakland A's and the Coke machine
- ▶ Take action based on input
 - Respond to what you hear
 - Ask: *If you were in my shoes, what would you do?*

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Review

- ▶ What are the 4 questions leaders overlook?
- ▶ Would you be able to ask the 4 questions?
- ▶ What can you do to improve your ability to ask questions effectively?
- ▶ When will you ask one of the 4 questions?
- ▶ *Questions & Answers???*

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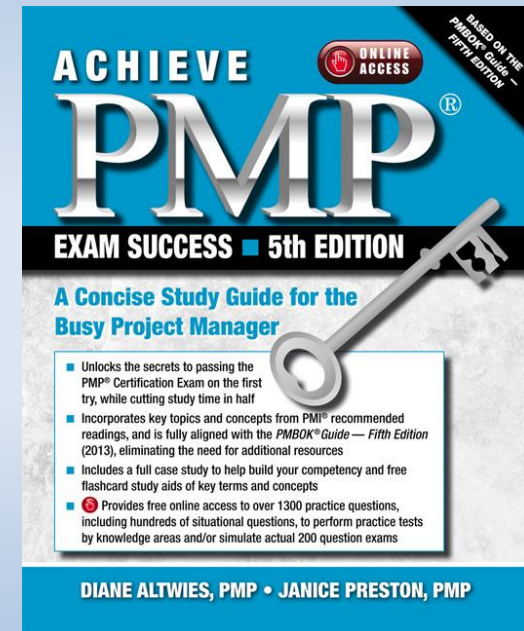
Books for Credentials

- *Achieve PMP® Exam Success*
- *Achieve CAPM® Exam Success*

Now updated for the

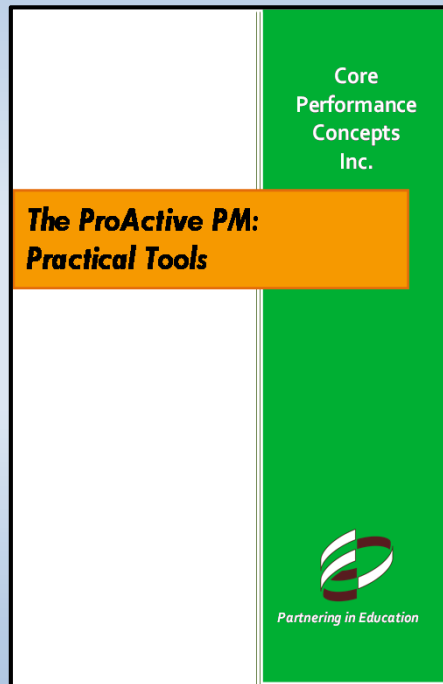
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2013 Advanced Webinar Series

▶ The 4th Wednesday of Every Month - 8:00am PT

▶ Topics

- Jan – Validating Requirements
- Feb – Skills for This Century (NEW!)
- Mar – Communication without Generational Bias
- April – Mental Agility for Project Managers (NEW!)
- May – Team Building in a Virtual World (NEW!)
- June – Perspectives on Agile Concepts & Techniques
- July – 4 Questions Leaders Overlook
- Aug – Managing Your Boss & Sponsor (NEW!)
- Sept – Change Management (NEW!)
- Oct – The Art of Getting **IT Done (NEW!)
- Nov – Difficult Conversations
- Dec – no webinar; enjoy the holidays!

Register Ahead of Time

- ▶ Go to www.projectinsight.net
- ▶ 2 ways to register:
 - ▶ Free Project Management Training
 - ▶ Training & Webinar Calendar



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Earn PDUs

- ▶ You will automatically receive your PDUs via email after the webinar
- ▶ For further questions: Janelle.Abaoag@projectinsight.com
- ▶ Earn 1 PDU for each webinar session attended
- ▶ To register your PDUs go to www.pmi.org
- ▶ Login as a member of PMI
- ▶ Select Category B – Continuing Education
- ▶ Knowledge Areas: Human Resources, Communication
- ▶ Process Groups: Executing
- ▶ Enter the information provided on your proof of attendance
- ▶ Click continue