




CORPORATE COLLEGE
A DIVISION OF
CUYAHOGA COMMUNITY COLLEGE



As a Project Manager, How do I effectively Manage Projects Virtually?

May 1, 2020
9:00 am EST



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INTRODUCTIONS . . .



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Agenda

- How to manage projects virtually
 - ✓ Inclusive Attitude
 - ✓ Frequent Communication
 - ✓ Team Norms and Accountability
 - ✓ Tools that Enable Collaboration
- PMI Certifications
- PMI Northeast Ohio Chapter



Managing Projects Virtually



- Project teams have the benefit of common goals and team spirit if the team is established in the right way.
- Virtual teams have the challenge of not being collocated where much osmotic communication can happen.

So how do we address reduced connectivity, build a high performing team and accomplish the project goals?



Inclusive Attitude

- You must consider the following to be inclusive for all members of the project team:
 - Are all the team members working for the same company?
 - Are there distinct cultural backgrounds and observed holidays for team members?
 - What are the time zones and work schedules where the team members work?
 - Are there common times where team members can meet for daily standups or weekly status meetings?
 - Can you divide and conquer work with sub-teams to maximize both productivity and inclusiveness?
 - Be careful not to alienate those in time zones or work conditions different for most of the team.



Get to Know The Team

- Use kickoff meetings to set ground rules for the project.
- Use icebreakers for people to get to know each other throughout the project not just at the beginning.
- Create “channels” where people can socialize virtually.
- Schedule project celebrations virtually.
- Use initial team meetings to set ground rules for the team and eventually create a Team Charter.



Create a Team Charter

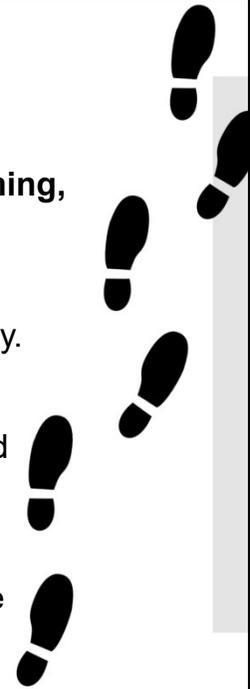
- The team should set their own ground rules.
- Use survey or polls to ask the team for input.
 - ✓ How we can work together?
 - ✓ What has worked well in the past?
 - ✓ What is your work schedule?
 - ✓ How we can visualize our work with Kanban or task list?
 - ✓ Communications – don't talk over each other. Work towards consensus. Most decisions are made at the local level closest to the work within the guardrails of the project.





Walk Before You Run

- Tuckman model: **Forming, Storming, Norming, Performing, Adjourning**
- *Start with smaller teams* or break into sub-teams.
- *Start with fewer rules* – build trust not walls or bureaucracy.
- *Continuously ask for input* and suggestions.
- *Continuously share progress*, motivational messages, and thanks.
- *Create team charter* – principle-based rules.
- *Leverage technology* to overcome distances and increase effective communications.



Leverage Collaboration Tools

- **Video and Audio Conferencing**
 - ✓ Zoom, WebEx, Skype for Business, Microsoft Teams, Slack, Jitsy, GotoMeeting
- **Instant Messaging vs. Calling**
 - ✓ Who uses phones any more?
 - ✓ Instant Messaging/communications via typed text messages. (Also you can start a 1:1 audio or video call if IM's are not working.)
- **Document Repository – share files**
 - ✓ SharePoint w/ Microsoft 365
 - ✓ Dropbox
 - ✓ OneDrive
 - ✓ Google Drive



Collaboration Tools

- Visual Management – Kanban

Microsoft Planner

Asana

ProjectManager.com

Azure

Smartsheet

DevOps

Trello

Jira

Wrike

Kanboard



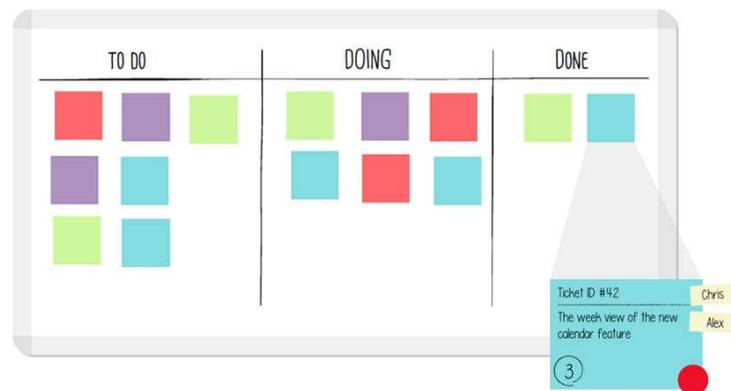
Visual Management - Kanban

Make work visible.

Team holds each other accountable for progress and helps each other.

Team members share progress and impediments.

Daily standups scheduled to walk through progress by person or by task (card).





Meeting Management



- Include everyone in the meeting
- Ask for feedback
- Ask questions
- Use online tools like 'raise hands', Q&A, polling, whiteboards in the collaboration software to gather ideas.
- Leverage the webcam and microphone so that you can see and hear everyone.
- Most people in a conference room and only a few remote creates distance between the participants. Difficult for remote team members to break into the conversation.



Product Reviews and Retrospectives

- Periodic show and tells (aka product reviews) allow team members to observe project artifacts and deliverables in a group setting.



- Periodic Retrospectives are good to collect feedback
 - What went well? What can we improve?
 - Good, bad, ugly
 - Three little pigs – house of straw (needs improvement), house of wood (getting better), house of bricks (solid)
 - Start, Stop, Continue
 - Visit funretrospectives.com, funretro.io, and retromat.org for tools and ideas.

Project Management Institute PMI®

- Project Management Institute (PMI) is the world's leading association for those who consider project, program or portfolio management their profession.
- PMI works in nearly every country around the world to advance careers, improve organizational success and further mature the project management profession through globally-recognized standards, certifications, communities, resources, tools, academic research, publications, professional development courses and networking opportunities.



PMI Certifications

- Project Management Professional (PMP)®
- Program Management Professional (PgMP)®
- Portfolio Management Professional (PfMP)®
- Certified Associate in Project Management (CAPM)®
- PMI Professional in Business Analysis (PMI-PBA)®
- PMI Agile Certified Practitioner (PMI-ACP)®
- PMI Risk Management Professional (PMI-RMP)®
- PMI Scheduling Professional (PMI-SP)®
- Disciplined Agile



Project Management Professional PMP®

The PMP is the gold standard of project management certification. Recognized and demanded by organizations worldwide, the PMP validates your competence to perform in the role of a project manager, leading and directing projects and teams.

PREREQUISITES

- Secondary degree (high school diploma, associate's degree or the global equivalent)
- 60 months of project management experience
- 35 hours of project management education **OR** CAPM certification
- **OR** —
- Four-year degree
- 36 months of project management experience within the last 8 years
- 35 hours of project management education **OR** CAPM certification

Tri-C offers PMP/CAPM prep courses throughout the year.



Certified Associate in Project Management CAPM®

The CAPM® demonstrates your understanding of the fundamental knowledge, terminology and processes of effective project management.

PREREQUISITES

- Secondary degree (high school diploma, associate's degree or the global equivalent)
- 1,500 hours of project experience
- **OR** —
- 23 hours of project management education completed by the time you sit for the exam.
- PMI's Project Management Basics online course fulfills this educational prerequisite.

Tri-C offers PMP/CAPM prep courses throughout the year.



PMI Agile Certified Practitioner PMI-ACP®

Created for those who believe in and apply agile principles and practices on projects. It requires a combination of training, experience and an exam. It also bridges agile approaches such as SCRUM, XP, LEAN and Kanban.

PREREQUISITES

- Secondary degree and 21 contact hours of training in agile practices
- 16 months of general project experience within the last 5 years. A current PMP® or PgMP® will satisfy this requirement but is not required to apply for the PMI-ACP and
- 12 months of agile project experience within the last 3 years

— OR —

- Four-year degree (bachelor's degree or the global equivalent)
- 12 months of general project experience within the last 5 years. A current PMP® or PgMP® will satisfy this requirement but is not required to apply for the PMI-ACP and
- 8 months agile project experience within the last 3 years

Take the exams virtually

- Once the world goes back to normal, we can take exams at the Pearson VUE testing center.
- Virtual testing is now available for the CAPM®, PMP® and PMI-ACP®
- You can take anyone of those three exams from home or office 24/7.



PMI Northeast Ohio Chapter

- PMI global members enjoy
 - discounts on events, and certifications
 - access to free project management standards, documents, templates, webinars and other content
- Local chapter members enjoy
 - networking with fellow professionals at meetings and social events
 - monthly tech webinars
 - monthly chapter meetings

You must be a PMI global member in order to also be a local chapter member. Visit <https://www.pmi.org/membership> to learn more and to join both the global and local chapter.



Visit <https://pmineo.org/> to view a list of upcoming chapter events so that you can connect with others locally and be part of the community.



PMI & PMI Northeast Ohio Chapter

Upcoming events:

- May 5 Social Event - Celebrate Cinco De Mayo! (Via Zoom)
- May 18 PMI Seminars World in Pittsburgh (Virtual Class Room)
- June 3 Agile Transformation-Is There a One-Size-Fits-All Solution? (via WebEx)
- June 10 PMINEO Social Event-Baseball Theme Party! (via Zoom)
- June 16 Disciplined Agile (via Zoom)
- July 15 Women in Project Management Book Club (all are welcome!)

Visit <https://www.pmineo.org> to view details and to register.



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Thank you for joining today!
Call or email us for more information and additional learning opportunities.

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