

PROJECT MANAGEMENT TRAINING MANAGEMENT REINFORCEMENT SUMMARY

Training is a great investment of time and resources, and our goal is to ensure that the investment is rewarded with performance improvement. Research shows that the single most influential factor in application of training is the involvement of one's manager in the training process. One of your direct reports recently attended a workshop on Project Management. During that workshop, they learned how to define the scope of a project, develop a realistic project plan, and manage project implementation.

You can help reinforce the training by taking these actions:

Meet with the individual to discuss the training.

What did they learn? What tools did they receive that they can use on the job? What objectives did they set for improving their project management practices (Application Plan)? What can you do to support their development? How do you expect them to use the training and improve the results of the projects they manage?

Require a written Project Scope.

Establish an expectation that they will provide you with a written Project Scope document for each major project they manage. Major projects are those that will involve a team of people to complete and will extend for more than one month duration. When you receive the Project Scope, take time to review it and provide feedback (add detail, correct errors, etc.).

Require a Project Plan for all major projects.

During training, the individual learned the elements of a complete project plan. Agree about which of those elements are important to you and establish an expectation that they will provide you with that information before they begin project implementation.

Schedule progress meetings.

Plan to meet with the individual once a month to review progress on their Application Plan, discuss any project challenges they are facing, and establish new targets for improving how they manage projects.

Give feedback.

Make it a point to notice their work on projects. Be specific about what you like (*"The Project Scope you wrote really captured the essence of this project and helped people understand why this is important."*). Be encouraging when they stumble (*"This is a frustrating setback. How could you have anticipated it? What can you do to recover?"*). Remember how they want to improve, and how you want them to improve, and continually look for opportunities to give feedback in those areas.

With your help, we can improve how projects are managed in this organization. We can reduce rework, improve the quality of our outcomes, and meet budget and time constraints. Help us get a return on our investment in Project Management training.