



Project Management

In today's fast-paced, resource-constrained environment, organizations succeed or fail based on their ability to deliver results—on time, on budget, and in alignment with strategic goals. Hammond Educators' Project Management program equips professionals with the essential skills, tools, and leadership capabilities needed to manage projects with confidence, foster collaboration, and drive lasting impact.

This comprehensive suite of courses provides a progressive learning path for project professionals at every level. From mastering project planning and control techniques to developing agile mindsets and facilitative leadership skills, participants gain both the technical and interpersonal competencies required to guide teams through complex initiatives.

1. **Project Management Foundation (3 Days):** Prepares participants to manage projects from initiation through close while developing the leadership, communication, and stakeholder engagement skills that determine real-world project success.
2. **Communication and Leadership for Project Managers (2 Days):** Strengthens leadership presence through advanced communication, motivation, and ethical decision-making strategies, enabling project leaders to inspire teams and navigate organizational change with integrity.
3. **AI-Powered Project Management: Tools, Strategies, and Practical Applications (1 Day):** Equips participants with practical skills to use AI tools and prompting techniques to plan, execute, and monitor projects more efficiently while improving decision-making, communication, and overall project outcomes.
4. **Introduction to Agile Methods (1 Day):** Introduces the core values, principles, and practices of agile project management, showing participants how to apply flexible, adaptive approaches to improve responsiveness and results.
5. **Facilitative Leadership for Project Managers (3 Days):** Develops the collaboration, communication, and facilitation skills project managers need to engage diverse stakeholders, build alignment, and lead teams effectively in both in-person and virtual settings.



Project Management Foundation (3 Days)

Project success rarely turns on the mechanics of scheduling, budgeting, or scope control alone. It turns on whether the project manager can lead; building trust, surfacing honest disagreement, securing genuine commitment, and communicating clearly across stakeholders with competing interests. *Project Management Foundation* works on both sides of that equation.

Over three days, participants work through the full project lifecycle: initiate, plan, execute, monitor and control, close, building real artifacts as they go: a charter, an activity list with estimates, a stakeholder analysis, a risk assessment, etc. The leadership and communication frameworks that successful project managers rely on are introduced alongside the mechanics, so participants leave able to do the project work and able to recognize and discuss the interpersonal dynamics that surround it. *Project Management Foundation* is the first course in a two-part sequence; the interpersonal frameworks introduced here are developed in the companion course, *Communication and Leadership for Project Managers (C&L)*.

Objectives

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

1. Initiate a project by defining the problem and the objective and drafting a charter that authorizes the work and establishes project management authority
2. Manage project activities from project inception through close
3. Identify and analyze stakeholders, understand their interests and influence, and plan how to communicate with and engage them throughout the project
4. Identify, assess, and plan responses to project risks, including the early warning signs that tell you a risk is becoming real
5. Build a realistic project schedule and budget and establish a baseline that accounts for scope, cost, resources, and risk
6. Define and refine project scope and break the work down into manageable pieces that can be planned, assigned, and tracked
7. Produce credible duration and cost estimates at appropriate levels of precision for different points in the project lifecycle
8. Explain the leadership, communication, and team dynamics that determine whether projects succeed, and the role each plays in a project context



Communication and Leadership for Project Managers (2 Days)

Most project failures get blamed on schedules, scope, or resources. Look closer and what usually broke down was a conversation — one that didn't happen, happened too late, or happened badly. C&L is about the conversations.

Over two days, participants explore the interpersonal work that determines whether projects actually succeed: communicating with purpose, listening as a discipline, leading with questions rather than answers, flexing across different work styles, handling conflict effectively, and developing a project team.

The course is designed as the focused follow-on to Project Management Foundation. The project lifecycle, stakeholder landscape, and team dynamics from that course become the working context throughout. In this way, the interpersonal techniques get applied to real project moments rather than generic examples. **The frame throughout is that leadership is a choice, available to anyone in any role, and that the harder work of project leadership lives in the interactions, not in the artifacts.**

Objectives:

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

1. Explain the project lifecycle and how each phase produces interpersonal moments where leadership and communication determine whether the project succeeds
2. Explain how stakeholder identification and analysis set up the conversations that follow, and apply interpersonal techniques to specific stakeholder situations from their own work
3. Distinguish leadership from management and choose deliberately between them in their own practice
4. Apply communication and listening models that hold up under real-world pressure
5. Lead with questions rather than answers, using strategic questioning to develop people and surface their own thinking
6. Recognize their own communication and work style and flex toward the styles of others to communicate more effectively
7. Identify their default conflict mode using the Thomas-Kilmann framework and use any of the modes when the situation calls for it
8. Diagnose what stage a team is in using Tuckman's model and adjust their leadership behavior to match what the team actually needs
9. Apply Lencioni's pyramid to assess and strengthen team cohesion at the level of trust, conflict, commitment, accountability, and results



AI-Powered Project Management: Tools, Strategies, and Practical Applications (1 Day)

This one-day course provides a practical introduction to using artificial intelligence (AI) to improve project management outcomes. The course focuses on real-world applications of AI across the project lifecycle; from initial planning and resource allocation to execution, monitoring, and reporting.

Participants will explore how AI tools can streamline activities, reduce administrative burden, and support better decision-making. The course emphasizes hands-on learning, with guided demonstrations of how to use AI to generate project plans, automate meeting notes and status updates, analyze project risks, and enhance team communication. Participants will also learn how to craft effective prompts to interact with AI tools, enabling them to generate accurate, relevant, and actionable outputs for a variety of project management tasks.

Attendees will also learn how to integrate AI into both traditional and agile project management approaches without disrupting existing processes.

In addition to practical skills, the course addresses important considerations such as data quality, ethical use of AI, and the limitations of current tools. Participants will leave with actionable strategies and a clear understanding of how to begin incorporating AI into their own projects immediately.

Objectives:

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

1. Describe how AI enhances project management activities across planning, execution, and monitoring.
2. Identify and apply AI tools to support project planning, scheduling, and documentation.
3. Use AI to automate routine project tasks, including meeting summaries and status reporting.
4. Analyze project information with AI to identify risks, trends, and opportunities for improvement.
5. Improve team collaboration and communication using AI-assisted tools and techniques.
6. Develop a practical plan to integrate AI into their current project management practices.



Introduction to Agile Methods (1 Day)

Agile concepts, tools and techniques provide an alternative to traditional approaches. More and more there is pressure on teams to produce high quality products and services quickly. This course is designed to provide participants with the requisite knowledge to explore how agile concepts can be employed to enhance project performance. It is ideal for members of the operating components interested in learning about agile methods.

Participants will learn the roots of the agile movement, key concepts, definitions, and various tools and techniques. Group discussions will be augmented with intriguing activities designed to reinforce fundamental agile principles.

Objectives

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

1. Define the characteristics of agile methods
2. Cite the major values of agile methods
3. Explain when to use traditional vs. agile methods
4. List the costs and benefits of agile methods
5. Identify the major types and kinds of agile methods
6. Contrast agile processes and practices
7. Dispel common agile myths and misconceptions
8. Apply agile methods at the organizational level
9. Determine the strengths and weaknesses of agile vs. traditional lifecycles
10. Locate agile training, certification, and resources



Facilitative Leadership for Project Managers (3 Days)

Leaders of all types, particularly project managers, know that collaboration is necessary. Many, however, because they are “the leader,” assume the role of facilitator without having the necessary skills. They wrongly assume that facilitation means simply, managing a meeting (an activity that, in itself, is often a challenge.) This can be frustrating for the project manager and the participants, and costly for the project and the organization. And the virtual working environment intensifies this reality.

Facilitative Leadership for Project Managers is about giving project managers the skills and techniques to fully engage their team and project stakeholders to build, implement and use the new products and services that result from their projects. It is about delivering value more rapidly.

Project managers will walk away with proven approaches and best practices for building teams, gaining project alignment, and getting stakeholder buy in. They will learn collaboration methods for planning, problem-solving, decision-making, generating and evaluating ideas, and achieving consensus. They will also learn how to manage dysfunction and difficult participants, and how to prepare the organization to adopt the results.

Perhaps most importantly they will be able to create an environment that benefits from diversity and inclusion.

The workshop uses discussion, role-playing exercises, and individual and team activities that allow for experimenting and for practice. A significant portion of the workshop focuses on the virtual working environment. Lastly, it’s fun.

Objectives

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

1. Use different methods for planning, problem-solving, decision-making, innovative thinking, and achieving consensus
2. Encourage a diversity of perspectives
3. Increase group participation
4. Control difficult participants
5. Recognize dysfunction and tangents and maintain focus
6. Build an effective team outside of the working sessions
7. Engage Stakeholders to obtain alignment and to defuse resistance
8. Acknowledge and celebrate team accomplishments
9. Plan, prepare for and facilitate large group sessions
10. Leverage the knowledge and experience and creativity of your people to make sound decisions and implement effective action
11. Engage stakeholders, internal and external, in ways that move the organization toward with a culture of participation