

# FPM 234: Applied Leadership in Projects & Programs Course

This course helps mid-level program and project managers enhance their leadership and interpersonal skills to guide high-performing teams. Participants learn to build trust, motivate others, manage conflict, and apply ethical decision making to improve team effectiveness and mission results.

Group classes in Live Online and onsite training is available for this course. For more information, email [onsite@graduateschool.edu](mailto:onsite@graduateschool.edu) or visit: <https://www.graduateschool.edu/courses/fpm-234-applied-leadership-in-projects-programs-course>



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## Course Outline

### Module 1: Leading Project Teams

- Establish vision, norms, and psychological safety.
- Reinforce accountability and ownership of outcomes.
- Tune leadership style to team needs.

### Module 2: Building Networks & Professional Relationships

- Map influence and stakeholder power dynamics.
- Use persuasion and principled negotiation to gain commitments.
- Maintain relationships across organizational boundaries.

### Module 3: Managing Conflict

- Identify root causes and choose an appropriate response style.
- Facilitate difficult conversations that preserve trust.
- Turn disputes into opportunities for learning and improvement.

### Module 4: Making Decisions

- Balance speed and rigor using structured decision frameworks.
- Apply ethical and risk lenses to ambiguous choices.
- Communicate decisions and rationale clearly.

### Module 5: Coaching for Success

- Use simple coaching models to grow capability.
- Deliver actionable feedback and measure progress.
- Create stretch opportunities aligned to individual and team goals.

## **Module 6: Creativity & Innovation**

- Encourage experimentation and low-risk pilots.
- Convert ideas into implementable improvements.
- Build mechanisms to sustain innovation.