



FPM 234

Applied Leadership in Projects and Programs

Two-Day Instructor-Led Training

Classroom or Virtual

This mid-level course provides application skills in forming and leading integrated teaming arrangements. Effective communication strategies are used to build alliances, focus decision making, and resolve interpersonal and organizational conflict. You will develop critical thinking skills to process and synthesize information to arrive at new levels of insight regarding project risks, stakeholder engagement, and the political backdrop that affects projects and programs. You will gain mentoring skills to lead your team to arrive at acceptable team solutions with issues that pose risk to project performance, and you will learn to take responsibility and accountability for their performance.

You will learn how to:

- Lead and facilitate an integrated project team toward achievement of project goals.
- Apply an effective communications approach to build networks and foster professional alliances.
- Apply critical thinking techniques to improve overall individual and team performance.
- Construct effective and timely decisions, adjusting for time-sensitive situations or when relevant information is limited.
- Demonstrate the ability to develop new insights and question conventional approaches, while encouraging new ideas and innovations to design and implement new or cutting-edge plans and processes.
- Mentor others to accept recommendations, cooperate or change their behavior, work with them toward an agreement, and negotiate to find mutually acceptable solutions.
- Foster the talent of others to perform by providing ongoing, effective feedback.
- Resolve interpersonal conflicts, grievances, and confrontations to minimize negative personnel and organizational impact.
- Determine the impact that stakeholder relations have on programmatic success.
- Identify and effectively leverage the internal and external political environment that impacts the project.

Learning Path

You must have already completed the FAC-P/PM level 1 training program. You are encouraged, but not required, to complete the FAC-P/PM level 2 training program in order.

FPM 231, Applications in Project and Program Management

FPM 232, Applications in Contracting

FPM 233, Applications in Business, Cost, and Financial Management

FPM 234, Applied Leadership in Project and Program Management

Credits and Certification

This project management skills training offers you the opportunity to earn the following credits and certifications:

- FPM 234 satisfies the training requirements contained in the **Mid-Level Federal Acquisition Certification for Program and Project Managers (FAC-P/PM)** leadership competency area.
- Successful completion of this course earns **16** continuous learning points (CLPs).

General Schedule

This course spans two days and is presented in the classroom or virtually. Classroom offerings meet for eight hours per day, while virtual instructor-led training offerings meet for six and one-half hours per day, with offline assignments making up the remainder of the time.