

Project Management

Topic 5.6 Conflict Management



Stakeholder Management

- Project Managers do not have the authority to manage stakeholders using traditional hierarchical approach
- Project Managers must utilize their influence together with the plans agreed to in the action planning process to get results

Interpersonal Influence Power

- **Legitimate:** officially empowered
- **Reward:** capable of dispensing rewards
- **Penalty:** capable of dispensing penalties
- **Expert:** possessing special knowledge
- **Referent:** personal attraction
- **Connection:** close association with key leaders
- **Information:** access to key information not available to all
- **Team:** commitment and sacrifice for team's success

Action Plan Follow-Up

- Action plans provide the PM with authority to follow-up, control variation, and keep stakeholders in line with project goals
- A defined escalation process expedites issue resolution at the appropriate level
- Conflict management allows PM to maintain team efficiency throughout the project

Escalation Process

- Set of criteria to guide decision making
- Purpose is to address:
 - Passing the buck to leadership
 - Failure to achieve timely issue resolution
 - Urgency that does not fit normal schedules
- People closest and most knowledgeable to an issue make the best decisions

Conflict

- Way of life in project structures
- Occurs at all levels
- Occur over the entire project life cycle
- Varies in relative intensity and amount over the project life cycle
- Sometimes meaningful and if managed properly produces beneficial results
- When encountered, stay cool and objective



Types and Causes of Conflict

Procedures

Resources

Priorities

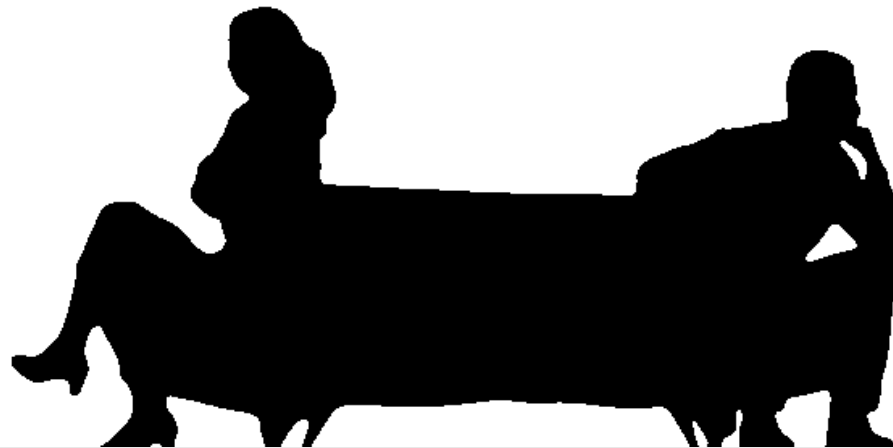
Technical

Responsibilities

Personalities

Costs

Schedules



5.6.1 Team Exercise



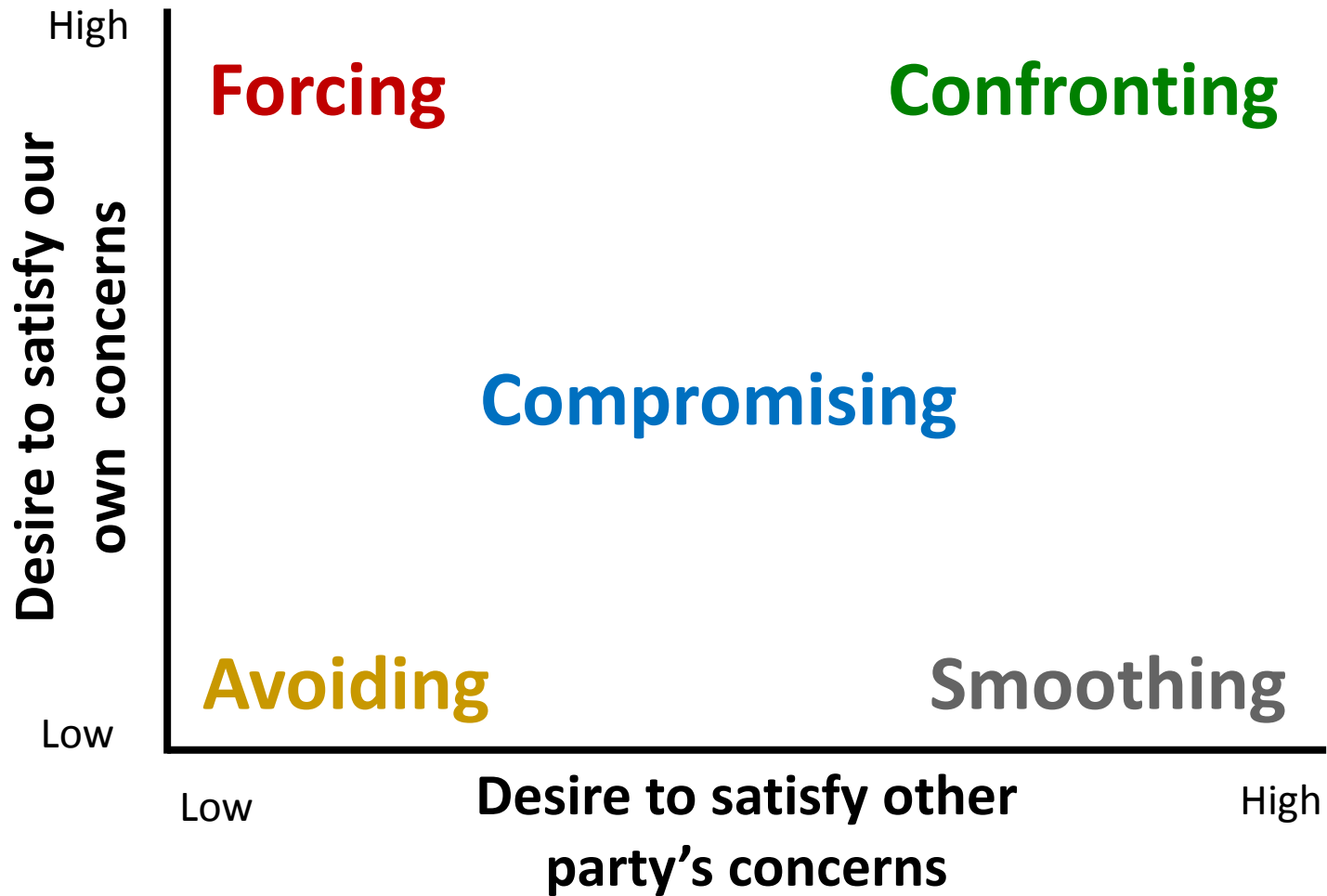
Conflict Tools and Solutions

Learn by Doing Project Management
Pages 147-148

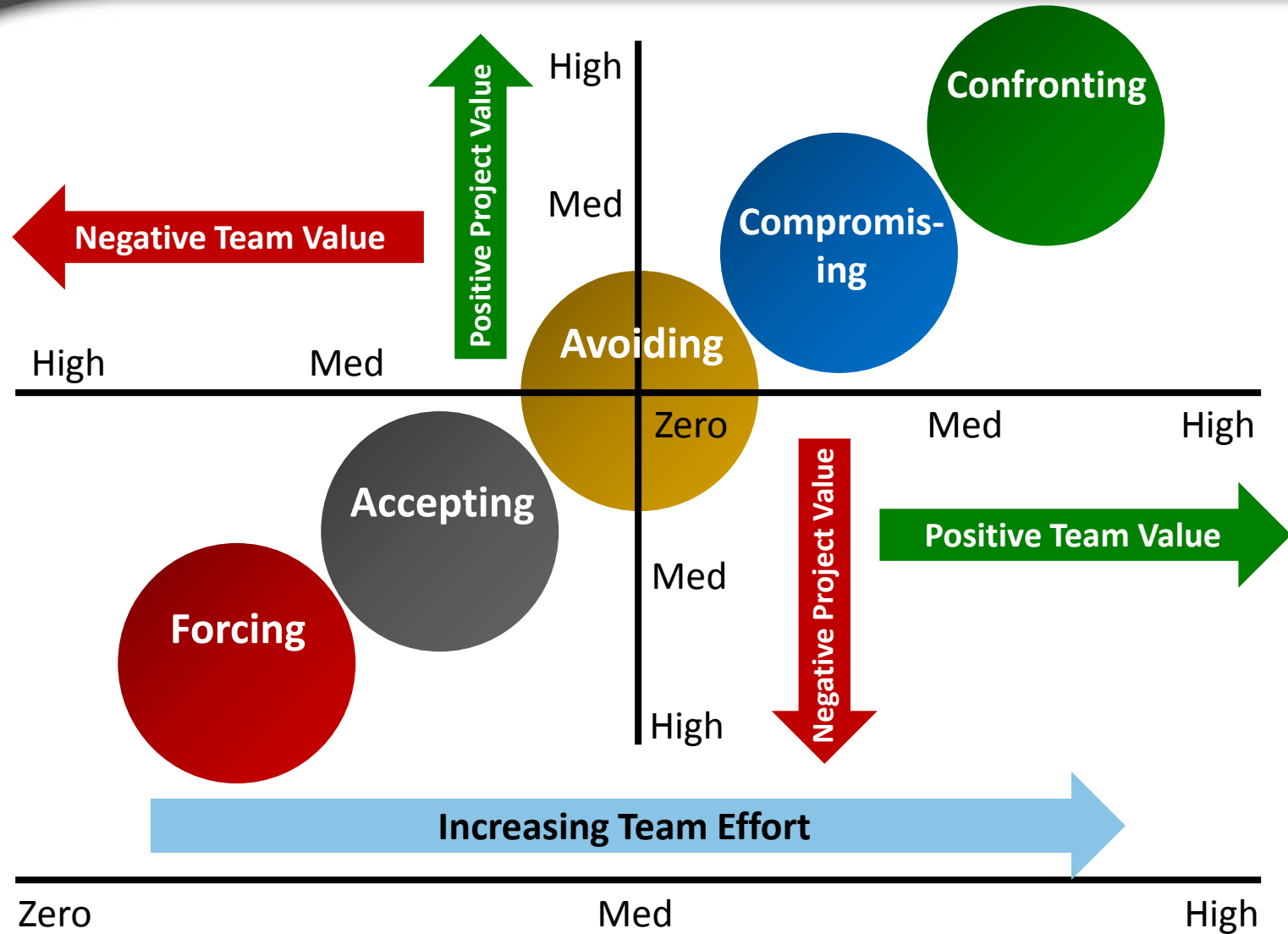
Conflict Management Modes

1. **Confront, Collaborate, Problem Solve** - facing up and problem solving
2. **Compromise** - bargaining
3. **Withdraw, Avoid** – ignoring or avoiding issue
4. **Smooth, Accept** – downplaying the difference
5. **Force** - exerting one's authority or strength

Modes of Conflict Behavior



Conflict Mode vs Project & Team Value



5.6.2 Simulation Exercise



Personality Conflict

Learn by Doing Project Management
Pages 149-151

Conflict Summary

- Most common conflict: schedule
- Most damaging conflict: personalities
- Preferred PM resolution mode: confrontation (collaboration)
- **Confrontation is equivalent to problem solving**