PMI®—Agile Certified Practitioner (PMI-ACP)®

Soft Skills Negotiation

After completing this lesson, you will be able to:

- Describe the importance of Emotional Intelligence for Agile managers

- List the collaboration technology choices

- Identify the 'doing agile' tools

- Identify five conflict modes

- Describe the characteristics of Agile servant leadership

Agile Emotional Intelligence

Emotional Intelligence (EI), often measured as an Emotional Intelligence Quotient (EQ), is a measure that describes the ability to identify, assess, and manage the emotions of one's self, of others, and of groups.

Agile Emotional Intelligence is a soft skill which every project manager should possess while handling projects in unpredictable environment.

- This skill is applied by project managers to promote collaboration in agile teams.
- It encourages leadership of the projects that are flexible and can be adapted to a customer's requirements.

Emotional Intelligence is an important skill for the agile project mangers for various reasons. Agile project managers:

- need to build relationships and understand how to get the best from others in a matrix environment.

- need to be able to motivate staff, build teams from disparate sources, and manage conflict.

- need to understand and manage the impact of a technical solution on a user population.

- need to provide leadership decisions based on the analysis of the situation and understanding of the impact of that decision.

- must be able to deliver results by understanding one's emotions, the emotions of others, and how those can be most effectively managed.
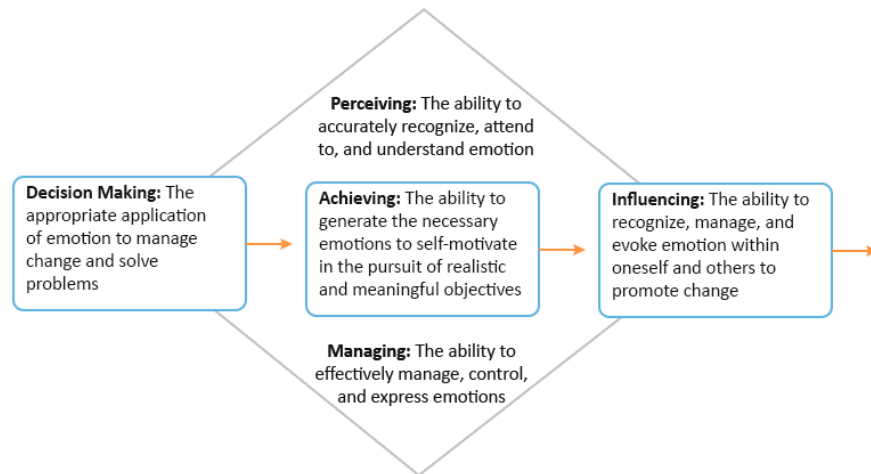
Emotional Intelligence Skills Assessment (EISA) framework is based on "Reuven Bar-On's Emotional Quotient Inventory (EQ-i)" model. It identifies:

- five areas for understanding EI-based behaviors

Perceiving: The ability to accurately recognize, attend to, and understand emotion

Decision Making: The appropriate application of emotion to manage change and solve problems

Achieving: The ability to generate the necessary emotions to self-motivate in the pursuit of realistic and meaningful objectives

Influencing: The ability to recognize, manage, and evoke emotion within oneself and others to promote change

Managing: The ability to effectively manage, control, and express emotions

If Agile project managers take efforts to improve on the emotional quotient, they can be better prepared for performing their role in the following ways:

- Improved leadership

- More effective handling and resolution of disputes

- More effective development of team working

- Improved negotiations

- More cost-effective decision making

- Better quality problem solving and decision making

Collaboration is the basis for bringing together the knowledge, experience, and skills of multiple team members to contribute to the development of a new product. It requires some level of interaction.

The following are some guidelines on how to use interaction modes to foster greater collaboration:

- Use a wide variety of interaction modes
- Match interaction needs with collaboration practices
- Use lower-cost modes to the extent possible
- Use higher effectiveness modes on critical, higher-risk activities

Collaboration and coordination are both required for a project:

- Collaboration is working together collectively as a team.
- Coordination is simply the act of sharing information among the team members.

Collaboration Technology

Collaboration can happen in two ways:

Synchronously where all participants view information and/or meet at the same time.
For example:

- Teleconferencing and videoconferencing
- Web-hosted meetings
- CAD collaboration sessions

Asynchronously where participants view information and provide feedback at different points in time.
For example:

- Email, exchange of drawings, project information, and models
- Workflow and groupware software.

Adaptive leadership is a practical leadership framework that helps individuals and organizations adapt and thrive in challenging environments. Inspect and Adapt are two common themes in Agile project management. It can accelerate and sustain the organizational agility.

Adaptive leadership has two aspects:

- Doing Agile: This requires leaders to understand strategic agility from a business perspective as well as specific principles and practices to help build Agile organizations that can weather business turbulence.

- Being Agile: This requires leaders to be adaptive; inclusive leaders; exploring; and adopting a facilitative leadership style.

Adaptive leadership—'Doing Agile' Tools

Agile leaders should use the following execution levers to achieve business goals of responsiveness, agility, profitability, market share, and customer satisfaction.

Quality
Managing the technical debt which, if not addressed correctly, would lead to high cost and high risk.
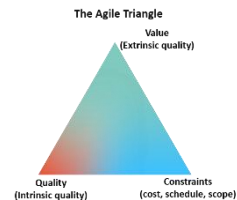

Doing Less
The project teams should do the simplest thing possible that delights the customer.
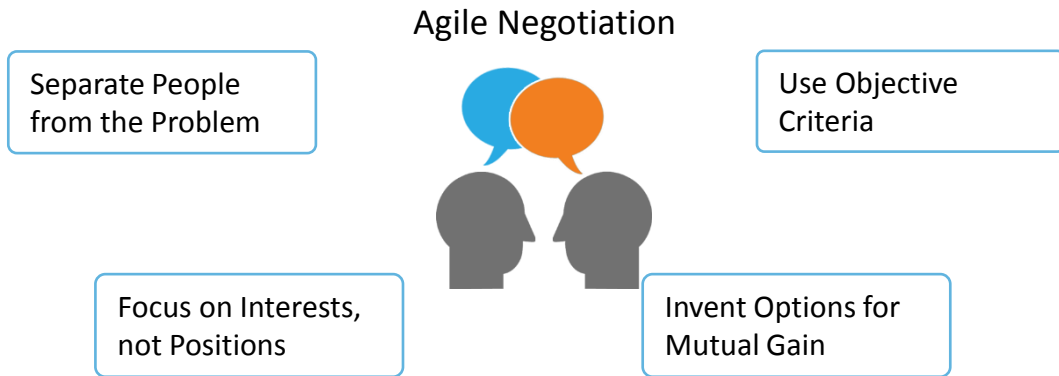

Engage/Inspire
Agile leadership should encourage and promote the concept of self organizing teams that have autonomy, mastery, and purpose.

The Agile Triangle

Value
(Extrinsic quality)

Quality
(Intrinsic quality)
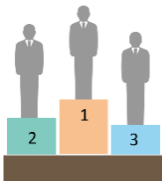
Constraints
(cost, schedule, scope)

Speed-to-Value
The three components of Agile triangle need to be managed properly to realize the value.

Negotiation is a process in which two or more entities in conflict may embark on a process to discover a mutually acceptable resolution to the conflict.

Agile Negotiation

Separate People from the Problem

Use Objective Criteria

Focus on Interests, not Positions

Invent Options for Mutual Gain

Agile Negotiation and Conflict Management

Kenneth Thomas and Ralph Kilmann identified five conflict modes:

Competing
High assertiveness and low cooperativeness. The goal is to "win."

Avoiding
Low assertiveness and low cooperativeness. The goal is to "delay."

Compromising
Moderate assertiveness and cooperativeness. The goal is to "find a middle ground."

Collaborating
High assertiveness and high cooperativeness. The goal is to "find a win-win solution."

Accommodating
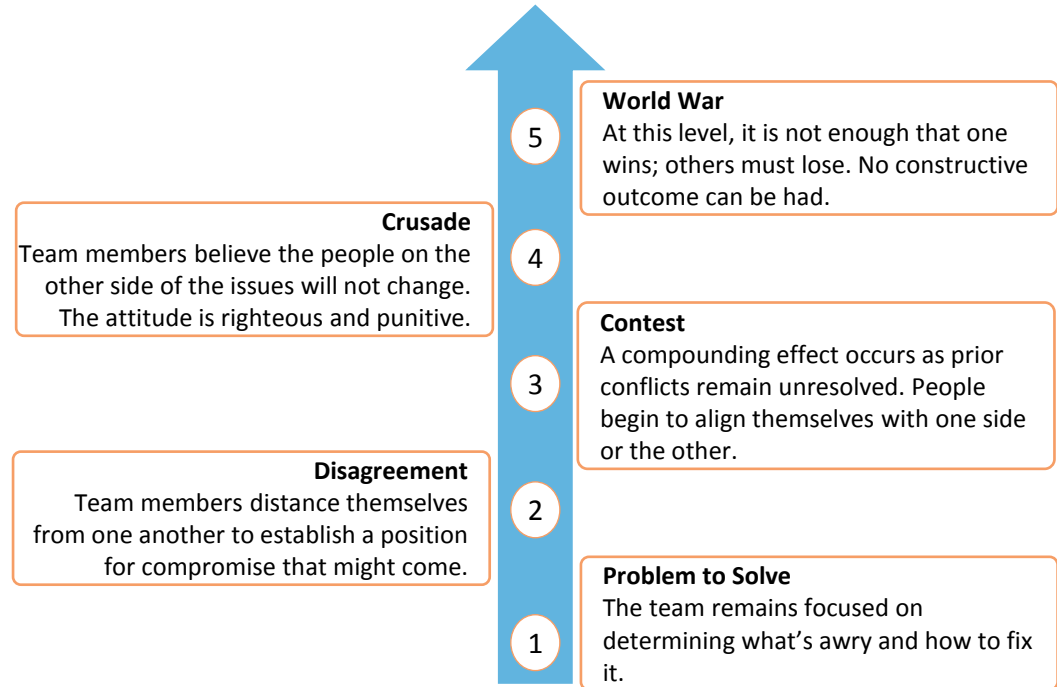Low assertiveness and high cooperativeness. The goal is to "yield."

! Agile focuses on the Collaborating Mode as the preferred conflict mode instrument.

Conflicts are inevitable and even desirable in any team.

Five levels of conflict are identified by Speed Leas depending on the intensity of the conflict:

5 — **World War**
At this level, it is not enough that one wins; others must lose. No constructive outcome can be had.

4 — **Crusade**
Team members believe the people on the other side of the issues will not change. The attitude is righteous and punitive.

3 — **Contest**
A compounding effect occurs as prior conflicts remain unresolved. People begin to align themselves with one side or the other.

2 — **Disagreement**
Team members distance themselves from one another to establish a position for compromise that might come.

1 — **Problem to Solve**
The team remains focused on determining what's awry and how to fix it.

Agile Conflict Resolution

simpl|learn
your pace, your place

Following are some techniques that can be used for conflict resolution at every level:
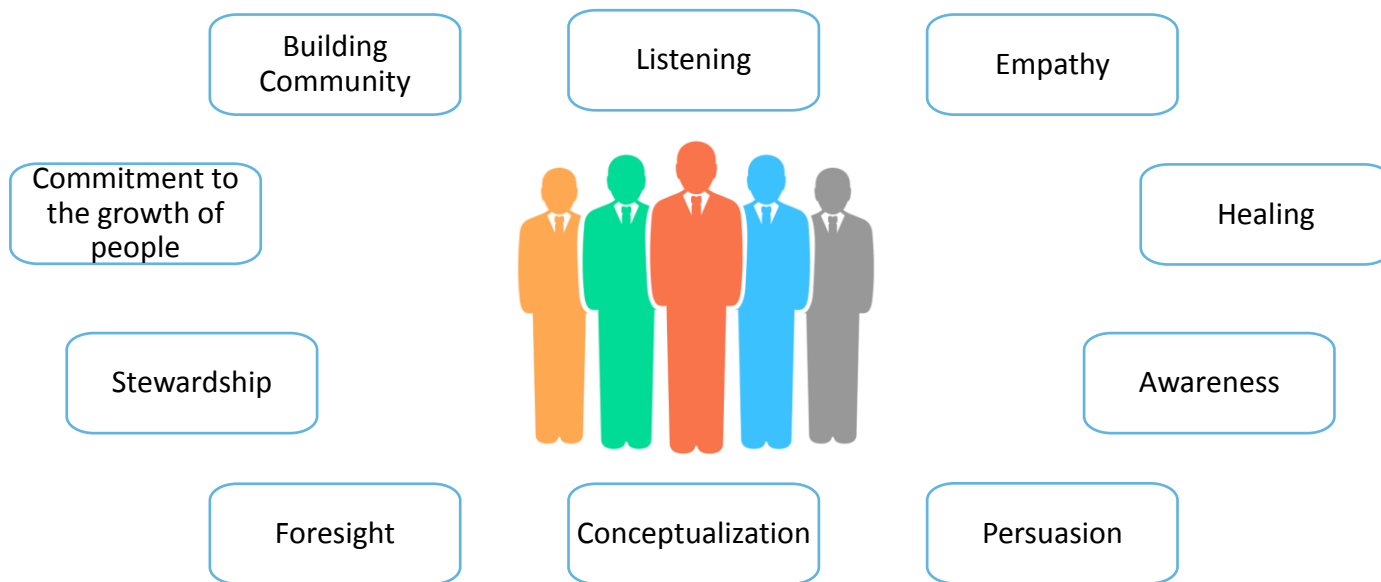
Conflict Level	Successful response options
Level 1: Problem to solve	• Collaboration: Seeking a win-win situation. • Consensus: Learning where every team stands with regard to the issue and, arriving at a decision everyone can back.
Level 2: Disagreement	• Support: Empowering the other to resolve the problem.
Level 3: Contest	• Accommodate: Yielding to the other's view when the relationship is more important than the issue. • Negotiate: This will not work when the issue revolves around people's values. • Get factual: Gather data to establish facts.
Level 4: Crusade	• Use "shuttle" diplomacy: Carrying thoughts from one group to the other until they are able to deescalate.
Level 5: World War	• Do all that is necessary to prevent people from hurting one another.

Servant Leadership

The concept of servant leadership was defined by Robert Greenleaf. This leadership style lends itself readily to the participatory style of management that is encouraged in self-organized and Agile teams. Servant leadership positions the leader as the enabler. A servant leader:

- helps the team;

- removes obstacles that the team is facing; and

- gives them the tools and skills they need and protects them from unnecessary disturbances.

Some of the characteristics of a servant leader are as follows:

- Building Community
- Listening
- Empathy
- Commitment to the growth of people
- Healing
- Stewardship
- Awareness
- Foresight
- Conceptualization
- Persuasion

Servant leadership is valuable on all projects, regardless of methodology, but it is nearly indispensable in Agile. The reasons are as follows:

- Agile believes in self-managing teams, which needs no help with task management, but needs help in forming, building, and nurturing the team.

- Agile leaders adapt their behavior to meet the needs of the team and are willing to go to the distance in trying to help the team achieve its goals.

- Values that will be cherished in such a team would be trust, empathy, collaboration, and ethical use of power.

Quiz

QUIZ 1

Which of the following correctly states the 5 basic EI factors?

a. Perceiving, Managing, Decision making, Achieving, Influencing

b. Perceiving, Decision making, Achieving, Influencing, Monitoring

c. Perceiving, Managing, Achieving, Influencing, Servant Leadership

d. Preparing, Managing, Decision making, Achieving, Influencing

QUIZ 1	Which of the following correctly states the 5 basic EI factors?

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d.   Preparing, Managing, Decision making, Achieving, Influencing

Answer: a.

Explanation: The 5 basic EI factors are perceiving, managing, decision making, achieving, and influencing.

QUIZ 2

Which response strategy will you apply at the level 2–Disagreement?

a. Support

b. Collaboration

c. Negotiate

d. Accommodate

| QUIZ 2 | Which response strategy will you apply at the level 2–Disagreement? |

a. Support

b. Collaboration

c. Negotiate

d. Accommodate

Answer: a.

Explanation: At Level 2, the conflict resolution strategy is support.

QUIZ 3

Which of the following is not a characteristic of a servant leader?

a. Listening

b. Happiness

c. Foresight

d. Stewardship

| QUIZ 3 | Which of the following is not a characteristic of a servant leader? |

a. Listening

b. Happiness

c. Foresight

d. Stewardship

Answer: b.

Explanation: Happiness is not a characteristic of a servant leader.

QUIZ 4

During which strategy do we practice deep listening, self-awareness, and commitment to others?

a. Servant leadership

b. Negotiation

c. Conflict resolution

d. Emotional Intelligence

| QUIZ 4 | During which strategy do we practice deep listening, self awareness, and commitment to others? |

a.   Servant leadership

b.   Negotiation

c.   Conflict resolution

d.   Emotional Intelligence

Answer: a.

Explanation: Servant leadership is the strategy during which we practice deep listening, self-awareness, and commitment to others.

QUIZ 5

What are the four components of Doing Agile in Adaptive leadership?

a. Quality, Doing Less, Engage/Inspire, Speed-to-Value

b. Delivering Value, Continuous Improvement, Servant Leadership, Speed-to-Value

c. Quality, Continuous Improvement, Engage/Inspire, Speed-to-Value

d. Delivering Value, Doing Less, Engage/Inspire, Speed-to-Value

QUIZ 5

What are the four components of Doing Agile in Adaptive leadership?

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c. Quality, Continuous Improvement, Engage/Inspire, Speed-to-Value

d. Delivering Value, Doing Less, Engage/Inspire, Speed-to-Value

Answer: a.

Explanation: Adaptive leadership identifies Quality, Doing Less, Engage/Inspire, Speed-to-Value as its four elements of Doing Agile.

QUIZ 6

Which of the following leaders best reflect a servant leader?

a. General George S Patton

b. Mahatma Gandhi

c. Jack Welch

d. Bill Gates

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Which of the following leaders best reflect a servant leader?

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c. Jack Welch

d. Bill Gates

Answer: b.

Explanation: Mahatma Gandhi is recognized as one of the most effective servant leaders.

QUIZ 7

According to the Thomas-Kilmann conflict mode model, which conflict mode has a goal of 'yielding'?

a. Competing

b. Avoiding

c. Compromising

d. Accommodating

QUIZ 7	According to the Thomas-Kilmann conflict mode model, which conflict mode has a goal of 'yielding'?

a. Competing

b. Avoiding

c. Compromising

d. Accommodating

Answer: d.

Explanation: Accommodating: Low assertiveness and high cooperativeness. The goal is to "yield."

| QUIZ 8 | Which of the following is not a technique of Agile Negotiation? |

a. Separate People from the Problem

b. Focus on Interests, not Positions

c. Perceptions are reality

d. Invent Options for Mutual Gain

QUIZ 8	Which of the following is not a technique of Agile Negotiation?

a.   Separate People from the Problem

b.   Focus on Interests, not Positions

c.   Perceptions are reality

d.   Invent Options for Mutual Gain

Answer: c.

Explanation: Agile Negotiation emphasizes **"**Use Objective Criteria" not perceptions.

Summary

Here is a quick recap of what was covered in this lesson:

- Agile Emotional Intelligence is a technique of soft-skill negotiation. This skill is applied by project managers to promote collaboration in agile team.

- EISA framework identifies five areas for understanding EI-based behaviors - Perceiving, Managing, Decision making, Achieving, and Influencing.

- Collaboration is the basis for bringing together the knowledge, experience, and skills of multiple team members to contribute to the development of a new product. It can happen synchronously or asynchronously.

- Adaptive leadership is a practical leadership framework that helps individuals and organizations adapt and thrive in challenging environments.

- Understanding five levels of conflicts and managing these conflicts in a positive way are important skills for Agile leaders.

- Servant leadership is valuable on all projects, regardless of methodology, but it is nearly indispensable in Agile.

THANK YOU