



# **PMP® EXAM PREP**

## PMI Authorized Training Partner

# **BOOTCAMP**

## **Session 4**

## **Part 2**

**Class will resume at 2:30pm EST**

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## **PMP® Exam Prep**

This course will assist learners in preparing  
for PMI's PMP Exam (2021 Update)



# Manage Conflict

TOPIC D

# Deliverables and Tools



Team charter or Ground Rules  
Updated RACI matrix



Conflict management theory  
Change management theory  
Conflict management models  
Conflict resolution strategies  
Emotional Intelligence  
Active listening  
Empathy

# The Project Manager's Role

- ✓ While all stakeholders are responsible for managing conflict, your job is to **heavily influence the direction and handling of conflict.**
- ✓ Use interpersonal and team skills to **ensure positive results** when handling conflict.
- ✓ In agile projects, you facilitate conflict resolution while the team is empowered to resolve conflicts.
- ✓ As a servant leader, you assist in the removal of impediments or sources of conflict.



Manage Conflict, LESSON 4, TOPIC D

# Skills and Leadership Techniques

In addition to the conflict management techniques we discuss shortly, also use your interpersonal skills to address conflict:

- ✓ Emotional Intelligence
- ✓ Influencing
- ✓ Leadership
- ✓ Decision-Making



Manage Conflict, LESSON 4, TOPIC D

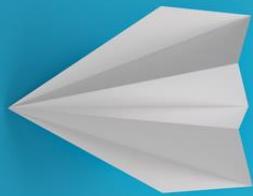
# Causes of Conflict

- ✓ Competition
- ✓ Differences in objectives, values, and perceptions
- ✓ Disagreements about role requirements, work activities, and individual approaches
- ✓ Communication breakdowns



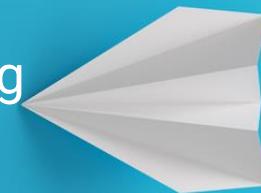
Manage Conflict, LESSON 4, TOPIC D

# Conflict Management



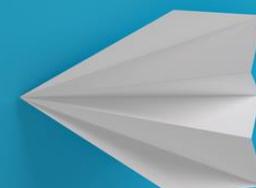
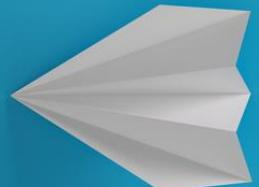
**Effective conflict management leads to:**

- ✓ Improved understanding
- ✓ Better performance
- ✓ Higher productivity



**Ineffective conflict management leads to:**

- ✗ Destructive behavior
- ✗ Animosity
- ✗ Poor performance
- ✗ Reduced productivity



Manage Conflict,  
LESSON 4,  
TOPIC D

# Conflict Management Approaches



Manage Conflict, LESSON 4, TOPIC D

# Conflict Management Approaches (1 of 2)

## Smooth/Accommodate

- ✓ Emphasize areas of agreement
- ✓ Concede position to maintain harmony and relationships

## Withdraw/Avoid

- ✓ Retreat from the situation
- ✓ Postpone the issue

## Collaborate/Problem Solve

- ✓ Incorporate multiple viewpoints
- ✓ Enable cooperative attitudes and open dialogue to reach consensus and commitment



Manage Conflict, LESSON 4, TOPIC D

# Conflict Management Approaches (2 of 2)

## Force/Direct

- ✓ Pursue your viewpoint at the expense of others
- ✓ Offer only win/lose solutions

## Compromise/Reconcile

- ✓ Search for solutions that partially satisfy everyone
- ✓ Compromise to temporarily or partially resolve the conflict



Manage Conflict, LESSON 4, TOPIC D

Course: Engaging Team Members and Stakeholders (2021 Update)  
Video: Conflict Management and Resolution (4:00 run time)

More  
about...

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## **Conflict Management and Resolution**





## Collaborate with Stakeholders

TOPIC E

# Deliverables and Tools



Stakeholder Register

Stakeholder Engagement Plan

Stakeholder Management Plan



Facilitated Workshops

# Engaging Stakeholders



- ✓ Trust
- ✓ Collaboration
- ✓ Productive working

Collaborate with Stakeholders, LESSON 4, TOPIC E



Effective  
collaboration  
builds trust  
between all  
parties.

Collaborate with Stakeholders, LESSON 4, TOPIC E

# Collaboration



Optimize understanding of aims and expectations through open dialogue and meaningful communication.

Accept that each person's involvement and engagement level may fluctuate during project.

Keep discussions transparent to ensure stakeholders are knowledgeable and expectations are set.

Leverage communication and interpersonal skills, feedback, and meeting management to maximize feedback loop and stakeholder engagement.

# Collaboration Activities

Nearly constant engagement is recommended

Base the frequency of engagement on mutual needs and expectations

Activities that encourage regular collaboration include:

- Daily stand-up meetings
- Co-locating teams for face-to-face communication
- Scheduled sessions e.g. milestone reviews, backlog grooming sessions, and project update meetings

Determine and optimize collaborative activities as an ongoing team effort

## GUIDELINES

# Develop a Stakeholder Engagement Plan – (Part 1 of 2)

- Review project artifacts:
  - Project management plan - life cycle selected for the project, how work will be executed, how resource requirements will be met, how changes will be monitored and controlled, and the need and techniques for communication among stakeholders.
  - Stakeholder register - how to appropriately engage stakeholders.
- Organizational culture, structure, and political climate - determine best options to support an adaptive process for engaging stakeholders.
- Lessons-learned database and historical information - insight on previous stakeholder engagement plans and their effectiveness.

Collaborate  
with  
Stakeholders  
, LESSON 4,  
TOPIC E



## GUIDELINES

# Develop a Stakeholder Engagement Plan – (Part 2 of 2)

- Use expert judgment to decide on the level of engagement required from each stakeholder at project stages.
- Hold meetings with experts and the project team to define the required engagement levels of all stakeholders.
- Use analytical techniques to classify the level of engagement for stakeholders.
- Document the stakeholder engagement plan.

Collaborate  
with  
Stakeholders,  
LESSON 4,  
TOPIC E





# Maximize Meeting Time

- ✓ Be organized
- ✓ Timebox
- ✓ Collaborate

## GUIDELINES

# Facilitating a Meeting

- Ensure meetings are appropriate to the stakeholder's engagement level.
- Set and distribute an agenda before the meeting.
- Allow stakeholders to review and change the agenda.
- Start meetings promptly to support a sense of urgency.
- Timebox meetings.
- Allow others to speak and share.
- Take notes or record the meeting, with permission.
- Keep meeting discussions on topic. Save off-topic discussions for another time.
- Recap the meeting and assign action items.
- Thank everyone for attending.
- Adjourn the meeting per the scheduled time or earlier.
- Distribute the meeting notes or recording.





## Mentor Relevant Stakeholders

TOPIC F

# Deliverables and Tools



Training and Mentoring Plan  
Training Effectiveness Assessment  
Training Schedule



Group Coaching  
Teaching and Training  
Facilitation  
Transformation Skills

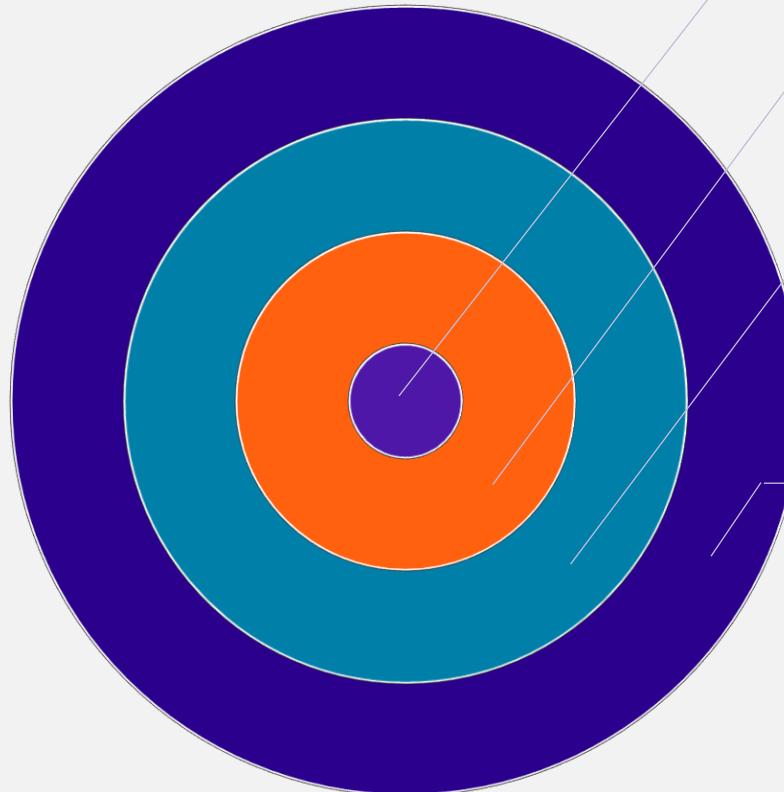
# Interacting with Relevant Stakeholders

Examples of how to interact with relevant stakeholders:

- ✓ When refining the backlog, mentor the Product Owner on best practices.
- ✓ When onboarding a new project team member, guide them on team processes.
- ✓ When a team member must purchase material for the project, show them the procurement best practices and processes for the organization.



# Coaching and Mentoring



Coach and mentor others to help them improve.

Raise team abilities to increase their output and value.

Increase the knowledge base and skill sets of all project stakeholders to promote more successful and effectively managed projects.

Start mentoring relevant stakeholders in a project and expand your mentoring reach into throughout the organization.

Mentor Relevant Stakeholders  
, LESSON 4,  
TOPIC F

# Make Time for Mentoring and Coaching



Mentor Relevant Stakeholders, LESSON 4, TOPIC F

# Individual Mentoring and Coaching

- ✓ Encourage others to take lead on activities
- ✓ Facilitate meetings and sessions
- ✓ Practice taking on new roles
- ✓ Use informal opportunities
- ✓ Create formal opportunities
- ✓ Transfer skills
- ✓ Model behaviors
- ✓ Encourage teammates to assist each other





## Share Explicit Knowledge with an Individual while Performing a Task

- ✓ Encourage self-organization and initiative
- ✓ Facilitate opportunities for others to practice project management tasks
- ✓ Coach individuals on how to contribute to other project roles
- ✓ Coach an individual with tacit knowledge
- ✓ Lead formal training sessions
- ✓ Pass on and practicing skills
- ✓ Demonstrate desired skills and best practices every day
- ✓ Self-organizing teams coach and mentor each other every day in their work

# Mentor and Coach as a Group



- ✓ Mentoring and coaching also occurs in whole team settings.
- ✓ Everyone learns when you demonstrate the best way to complete a project management task.
- ✓ Call out and explain actions and their causes or motivations.
- ✓ Allow others in the group to contribute and guide the practice.
- ✓ The entire team learns and grows as a unit.

# Training and Sharing Plans

- ✓ Set aside time for sharing and learning to increase the opportunities to capitalize on mentoring.
- ✓ Establish formal or informal plans for training and sharing.
- ✓ Leverage **retrospectives** and **lessons learned sessions** to call out successes and failures in project management and operation.
- ✓ Schedule training sessions to **formalize mentoring and coaching**. These sessions can be facilitated by anyone.



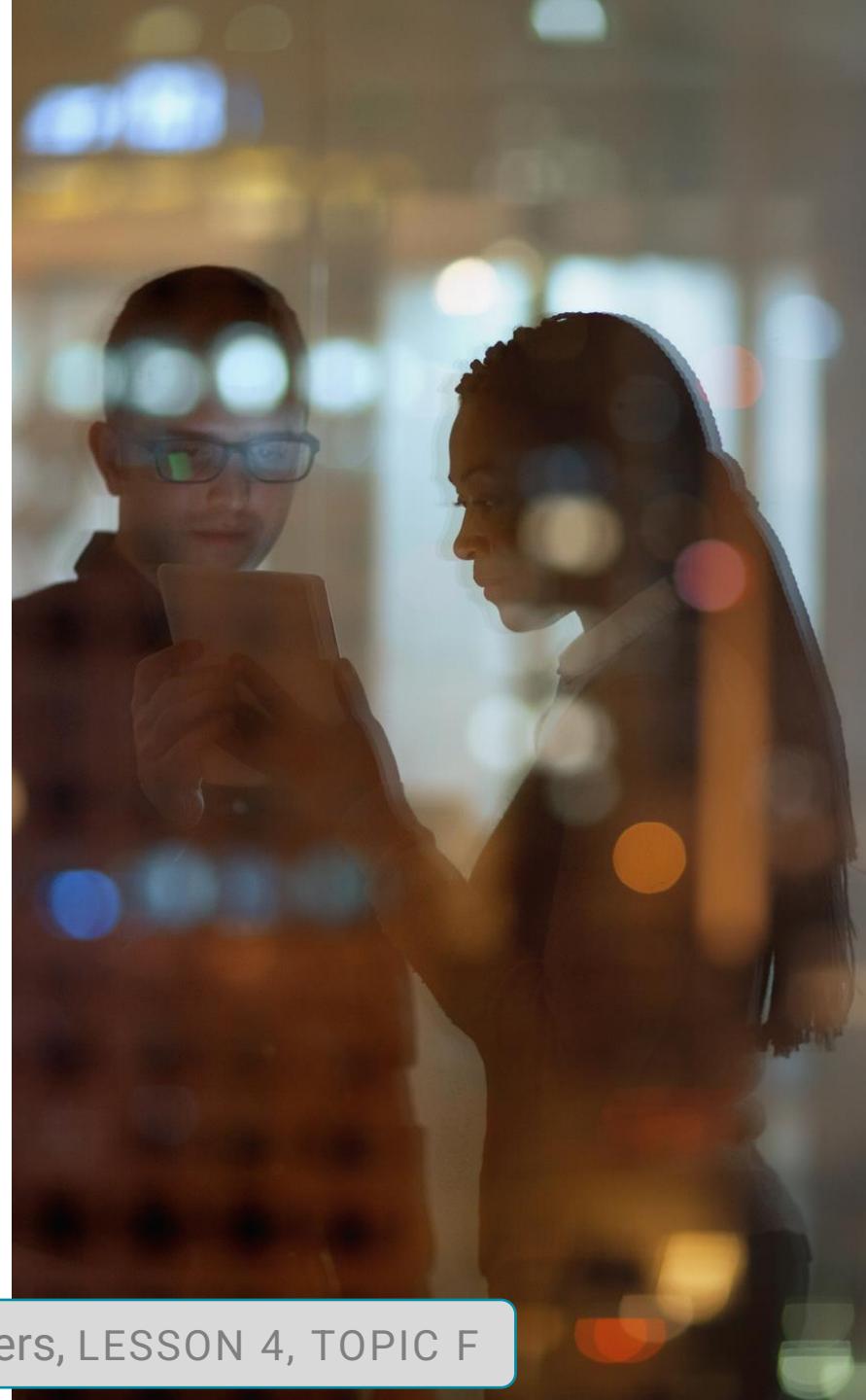
# Facilitation

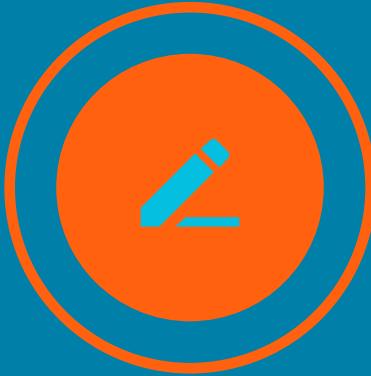
- ✓ Take the lead in facilitating project management activities.
- ✓ Model good project facilitation skills so others can learn.
- ✓ Encourage participation from stakeholders to build their knowledge and comprehension.
- ✓ Guide and offer advice to provide relevant feedback to help people grow in confidence.
- ✓ Increase the abilities of all project stakeholders to increase success.  
**When all contribute, all gain.**



# Transformation Skills

- ✓ **Support co-workers to support the business** - Supporting business transformations requires patience and compassionate mentoring.
- ✓ **Enable an agile operating system** - You will be required to coach team members when introducing new methods such as agile.
- ✓ **Keep knowledge current** - In today's digital world, the skill set being used today may be obsolete or limited tomorrow.





## Apply Emotional Intelligence to Promote Team Performance

TOPIC G

# Deliverables and Tools



Personality Profile Assessments  
Communications plan  
Motivation Triggers  
Performance Reports  
Risk Register



Emotional Intelligence  
Empathy  
Listening skills  
Transparency  
Problem solving  
Motivational models

# Emotional Intelligence

Count on your soft skills to help

Personal Skills:

- ✓ Self-awareness
- ✓ Self-regulation
- ✓ Motivation

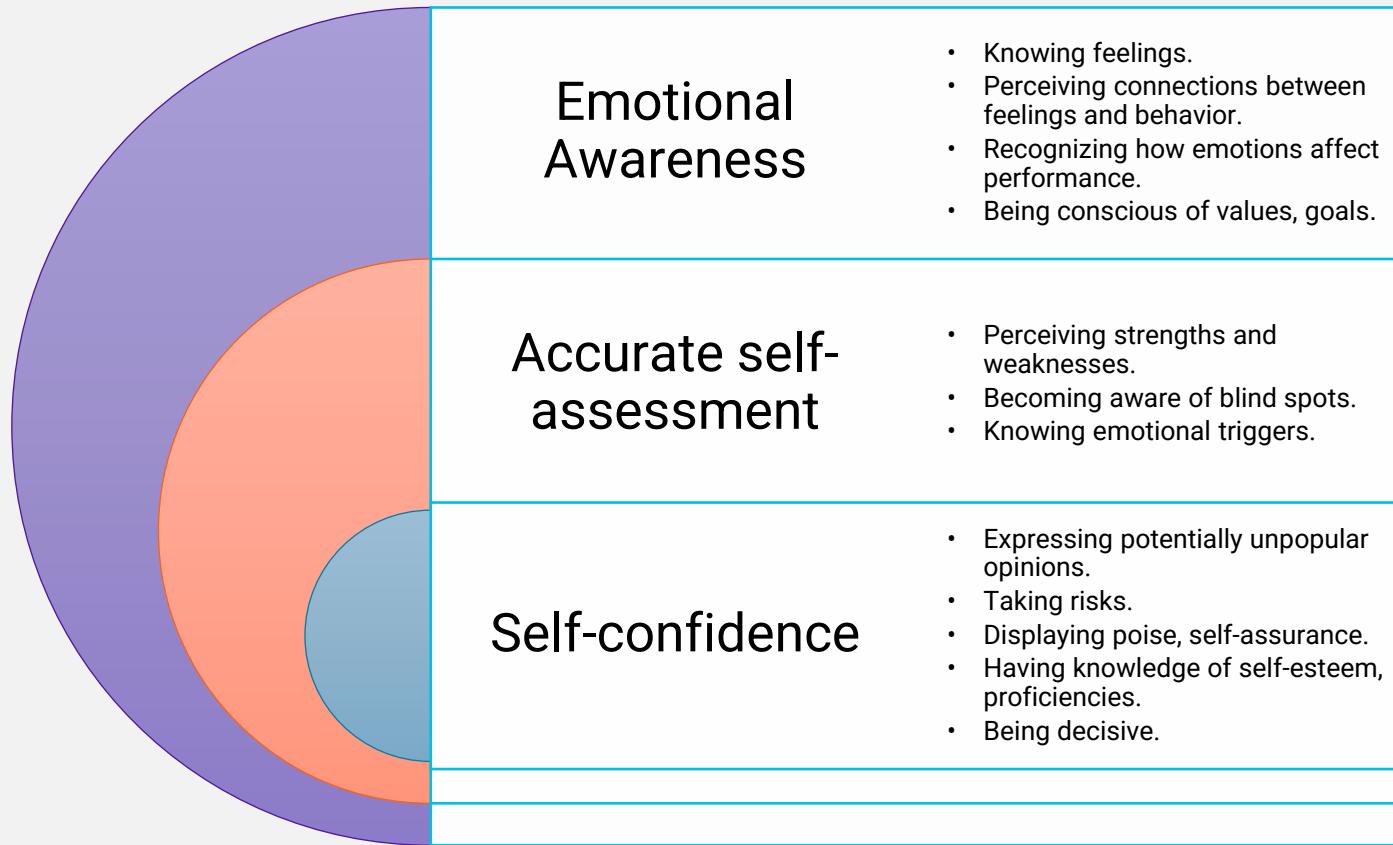
Interpersonal Skills:

- ✓ Social skills
- ✓ Empathy



Apply Emotional Intelligence to Promote Team Performance, LESSON 4, TOPIC G

# Self-Awareness Elements



# Self-Regulation Elements

Apply Emotional Intelligence to Promote Team Performance,  
LESSON 4, TOPIC G

## Innovation

- Producing fresh ideas.
- Considering innovative answers to problems.
- Embracing new approaches and possibilities.
- Looking for novel ideas.

## Self-control

- Remaining cool under pressure.
- Staying focused in a stressful environment.
- Controlling rash, destructive emotions.

## Trustworthiness

- Acknowledging errors, challenging others' immoral conduct.
- Establishing confidence via reputation for honesty, credibility.
- Standing by principles.
- Behaving in morally correct way, above suspicion.

## Adaptability

- Adapting to changing events.
- Interpreting events in a flexible way.
- Handling numerous demands and changing priorities.

## Conscientiousness

- Having well-ordered, meticulous approach to work.
- Being accountable for fulfilling goals.
- Satisfying obligations, delivering on promises.

# Interpersonal and Team Skills

- ✓ Active listening
- ✓ Communications styles assessment
- ✓ Emotional intelligence
- ✓ Influencing
- ✓ Motivation
- ✓ Nominal group technique
- ✓ Political awareness
- ✓ Transparency



Apply Emotional Intelligence to Promote Team Performance, LESSON 4, TOPIC G

# Motivation Elements



## Commitment

- ✓ Making decisions based on team's core principles.
- ✓ Realizing benefit in comprehensive quest.
- ✓ Sacrificing to fulfill company goal.
- ✓ Searching for opportunities to achieve team's mission.



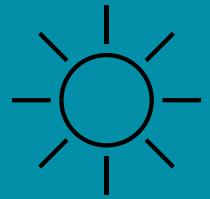
## Achievement Drive

- ✓ Setting tough goals, taking chances.
- ✓ Driving hard to get results.
- ✓ Discovering how to upgrade capabilities.
- ✓ Striving to minimize uncertainty.



## Initiative

- ✓ Working above-and-beyond toward goals.
- ✓ Inspiring others through extraordinary feats.
- ✓ Cutting through rules to finish job.
- ✓ Seizing opportunities.



## Optimism

- ✓ Hoping to succeed instead of fearing failure.
- ✓ Seeing reversals as events caused by controllable factors.
- ✓ Working toward goals regardless of barriers.



# Empathy

The ability to understand the feelings of another, to see from their point of view.

The capacity to empathize is a powerful tool. It provides a foundation for understanding the motivations of other people.

# Empathy – Looking Inward

## Understanding Others

- ✓ Serving others based on needs.
- ✓ Observing emotional cues and listening carefully.
- ✓ Displaying tact and appreciating others' points of view.

## Service Orientation

- ✓ Happily providing proper help.
- ✓ Understanding customers' point of view.
- ✓ Seeking strategies to increase consumers' satisfaction.
- ✓ Recognizing consumers' needs.



# Empathy – Looking Outward

## Developing Others

- ✓ Recognizing, rewarding associates' achievements
- ✓ Providing helpful criticism.
- ✓ Coaching and mentoring.

## Leveraging Diversity

- ✓ Appreciating various ideologies.
- ✓ Creating conditions where different types of groups can thrive.
- ✓ Showing consideration for diverse groups.
- ✓ Objecting to discrimination and bigotry.

## Political Awareness

- ✓ Understanding political truths and realities of companies.
- ✓ Grasping influences that set opinions of clients, consumers, rivals.
- ✓ Recognizing critical social systems.
- ✓ Correctly interpreting power connections.



# Social Skills - Elements

- ✓ Communication
- ✓ Building Bonds
- ✓ Collaboration/Cooperation
- ✓ Change Catalyst
- ✓ Conflict Management
- ✓ Influence
- ✓ Leadership
- ✓ Team Capabilities



# Social Skills Elements (Part 1 of 4)

## Communication

- ✓ Managing tough problems directly.
- ✓ Effectively exchanging information.
- ✓ Cultivating clear communication.
- ✓ Achieving a mutual awareness.

## Building Bonds

- ✓ Building connections with colleagues.
- ✓ Establishing large, casual networks.
- ✓ Keeping others informed.
- ✓ Seeking mutually rewarding relationships.



# Social Skills Elements (Part 2 of 4)

## Collaboration/Cooperation

- ✓ Fostering a collaborative environment.
- ✓ Cultivating options for cooperation.
- ✓ Balancing job duties and professional relationships.
- ✓ Working together; sharing strategies, knowledge, assets.

## Change Catalyst

- ✓ Challenging current situation to appeal for change.
- ✓ Advocating for change.
- ✓ Appreciating importance of change.
- ✓ Exhibiting change anticipated of others.



# Social Skills Elements (Part 3 of 4)

## Conflict Management

- ✓ Detecting clashes, moving disputes into the open.
- ✓ Managing difficult individuals.
- ✓ Urging open discussion of issues.
- ✓ Engineering resolution for both sides.

## Influence

- ✓ Polishing presentations.
- ✓ Winning people over.
- ✓ Coordinating impressive events to sell an idea.
- ✓ Building solidarity and approval.



# Social Skills Elements (Part 4 of 4)

## Leadership

- ✓ Stimulating interest for collective vision and goal.
- ✓ Modeling effective leadership.
- ✓ Taking on leadership role regardless of official title.
- ✓ Directing others' performance.

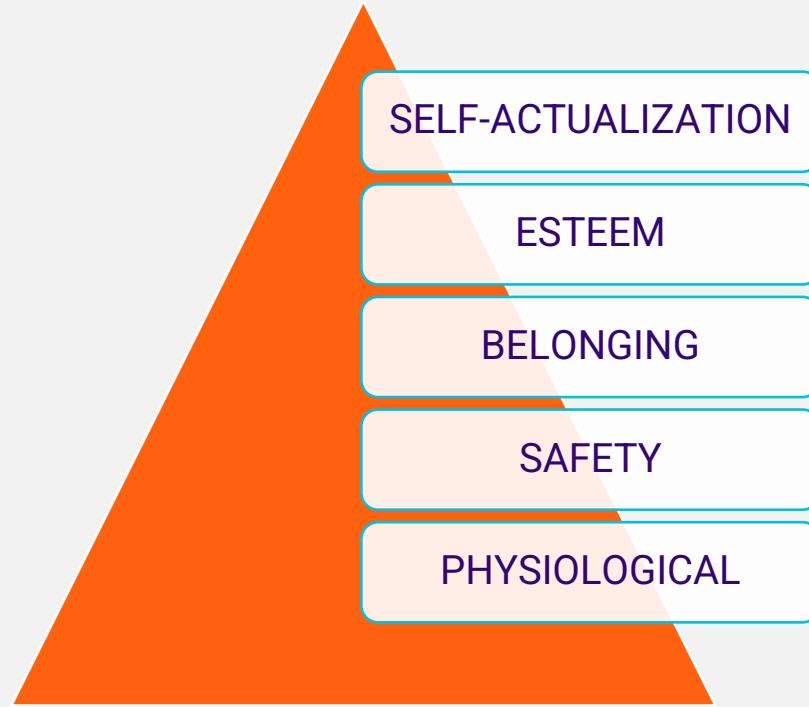
## Team Capabilities

- ✓ Building team character.
- ✓ Attracting group members.
- ✓ Displaying team characteristics.
- ✓ Safeguarding team and its good name.



# Organizational Theory

- ✓ Purpose of organizational theory
- ✓ Maximize efficiency and productivity
- ✓ Solve problems
- ✓ Motivate people
- ✓ Meet stakeholder requirements
- ✓ Common organizational theorists
- ✓ Maslow's Hierarchy of Needs
- ✓ McGregor's Theory X and Theory Y
- ✓ McClelland's Achievement Theory
- ✓ Herzberg's Motivation Theory



**More  
about...**

**Course: Leading the Team (2021 Update)**

**Video: Personal and Team Motivation (8:03 run time)**

**Watch: Start to 4:14**

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## **Personal and Team Motivation**



# Active Listening



## GUIDELINES

# Building Emotional Intelligence with Key Stakeholders

- Recognize your own emotions and behaviors.
- Assess how your emotions, attitudes, actions, behaviors control you.
- Observe how your emotions affect those around you.
- Take note of physical nonverbal cues of others, such as a shrug or smile.
- Interpret those cues against the context, situation, and your emotions.
- Remain mindful of the emotions of others.
- Mirror the behaviors of others when suitable to become better connected.
- Practice controlling or changing your emotions to better suit the situation.

Apply  
Emotional  
Intelligence  
to Promote  
Team  
Performance,  
LESSON 4,  
TOPIC G



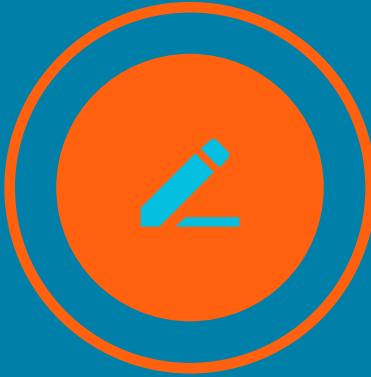
## LESSON 5

# KEEPING THE BUSINESS IN MIND

- Manage Compliance Requirements
- Evaluate and Deliver Project Benefits and Value
- Evaluate and Address Internal and External Business Environment Changes
- Support Organizational Change
- Employ Continuous Process Improvement



Apply Emotional Intelligence to Promote Team Performance, LESSON 4, TOPIC G



# Manage Compliance Requirements

TOPIC A

# Deliverables and Tools



Risk Register  
Configuration Management System  
Execution Reports  
Nonfunctional Requirements  
Signoffs/Approvals  
QA Outputs  
Quality Management Plan



Risk Register  
Risk Response Plan  
Variance Analysis  
Configuration Management System  
Tolerance  
Escalation Procedures  
Audits  
Sampling  
QA Tools

# Compliance Requirements

- ✓ In most projects, solutions are subject to **legal or regulatory constraints**.
- ✓ Identify, track, and manage compliance requirements **throughout the project**.
- ✓ This might include requirements for **specific practices, privacy laws, handling of sensitive information**, and so on.





# Use of the Risk Register

- ✓ Use a Risk Register to **track and manage risks**.
- ✓ Also, **validate legal and regulatory compliance** for deliverables continuously.
- ✓ Perform a **summary check of compliance** before the end of the project.

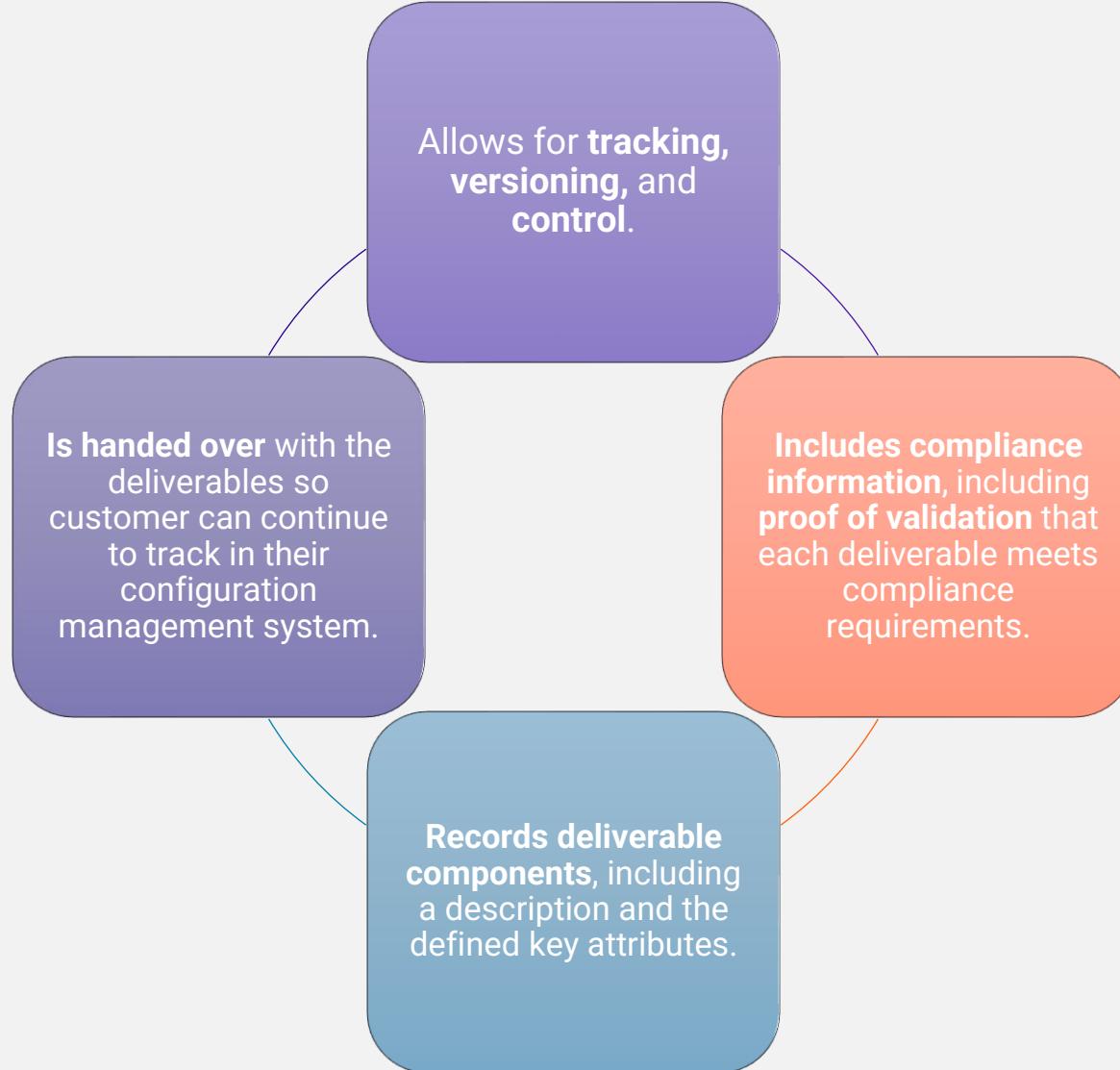


# Compliance-related Risks

For compliance-related risks, include:

- ✓ The identified risk
- ✓ Risk owner
- ✓ Impact of a realized risk
- ✓ Risk responses

# Configuration Management System



# Compliance Categories Classification

Categories vary based on:

- ✓ Industry and **solution** scope.
- ✓ Unique **legal** and **regulatory exposure**.

**quality**  
**safety**  
**workplace health**  
**process risk**  
  
**corrupt practice**  
**environmental risk**  
**social responsibility**

# Compliance Reporting



Update:

**Work Performance Reports** regularly



With:

- Project activities and changes
- Team improvements
- Deliverable status
- Overall progress
- Risk status



**Compliance-related risks**, include:

- Risk management actions
- Testing and validation activities
- Audits
- Other actions to verify deliverable compliance

# Variance Analysis

- ✓ Create regular reports on project variances and details of **actions** taken to **control and keep the project on track**.
- ✓ Variances related to compliance are **critical** because of potential **impact on usability** of the deliverable.
- ✓ Variance analysis should include:
  - **Identification** of the variant
  - **Plans** for bringing the project or deliverable back into compliance
  - Any proposed **changes** required to meet compliance requirements





# Potential Threats to Compliance

- ✓ **Identification** of new vulnerabilities
- ✓ **Changes** in legal or regulatory requirements
- ✓ **Errors** in testing and validation to confirm compliance
- ✓ **Errors or bugs** in deliverables
- ✓ **Lack of awareness** of compliance requirements

# Signoffs and Approvals



Identify the **stakeholders authorized** to sign-off and approve compliance of deliverables.



This step **follows successful testing and validating** of deliverables. But this can be **throughout the project or at completion**.



**Benefits** of compliance sign-off:

- ✓ Early warning of potential threats to compliance.
- ✓ The ability to capture variances and determine a course of action.



**Remediate** compliance issues **to avoid**:

- ✓ Negative impact on the timeline
- ✓ Cost overruns
- ✓ Increased risks

## GUIDELINES

# Analyze the Consequences of Noncompliance

To identify and manage legal, regulatory, and other compliance requirements, you need to:

### Define:

- Legal, regulatory, and other **constraints**
- The **business rules** that constrain the project solution and improve the likelihood of compliance
- **Parts** of the potential solution **subject to** compliance requirements
- The **scope** of the compliance requirement
- The **stakeholders** responsible for reviewing, approving, and signing-off on compliance.

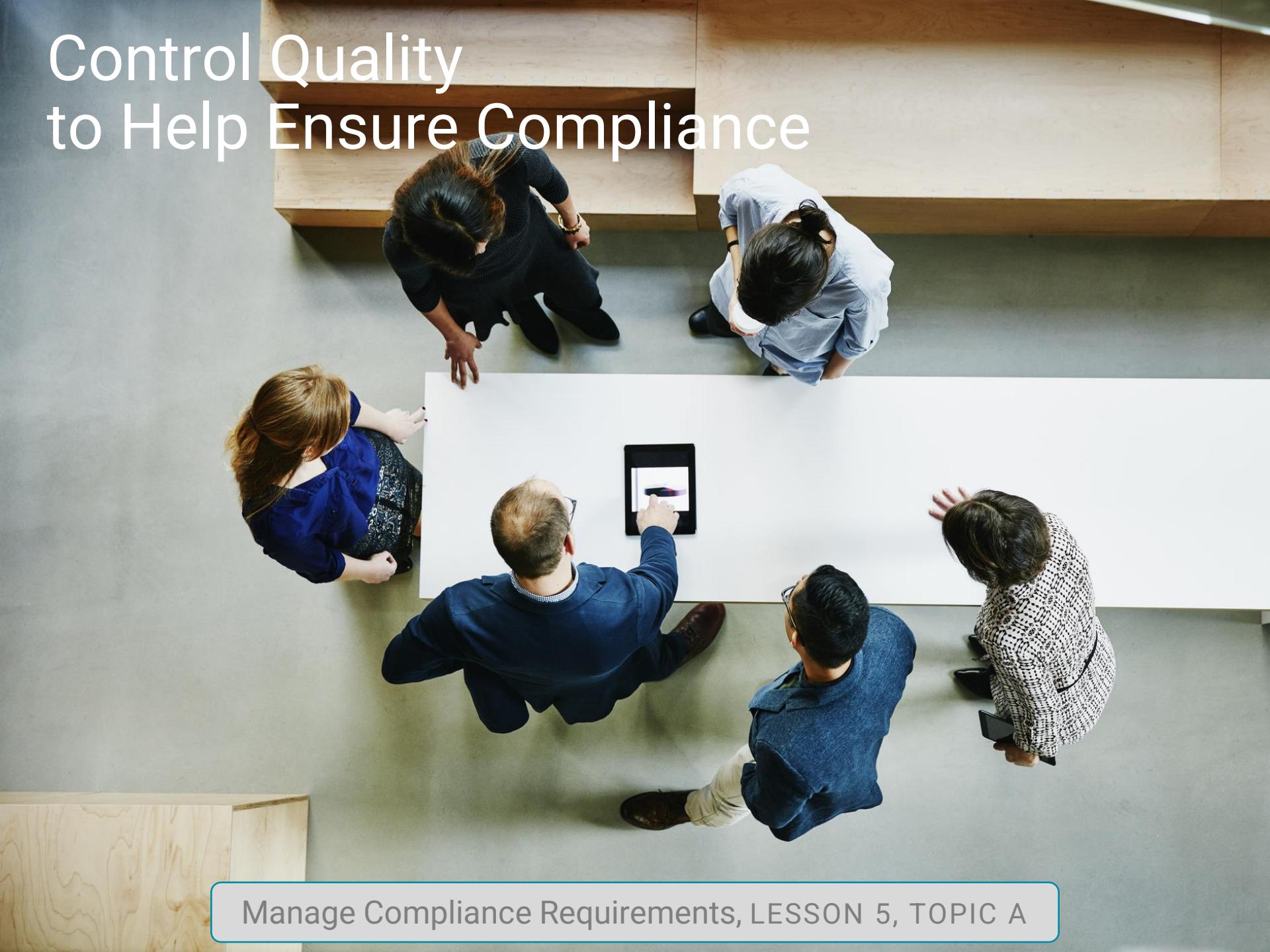
### Track and manage:

- The review and approval activities related to compliance requirements
- The risks and risk responses related to compliance requirements

Manage  
Compliance  
Requirements,  
LESSON 5,  
TOPIC A



# Control Quality to Help Ensure Compliance



Manage Compliance Requirements, LESSON 5, TOPIC A

# Quality Management Plan

- ✓ Describes **resources and activities** needed to achieve the necessary quality objectives.
- ✓ Sets **expectations** for the project's quality requirements.



# Control Quality Process Outputs

As the project team produces deliverables, QA:

- ✓ **Verifies** that they meet both functional and nonfunctional requirements.
- ✓ Possibly, **identifies and suggests** potential improvements.
- ✓ **Validates alignment** with compliance requirements.
- ✓ **Provides feedback** on any identified variances.
- ✓ **Identifies potential approaches** to cure defects or other noncompliance.



Continuously **monitor** the QC reports and recommendations and **coordinate** with the project team to **address** defects or noncompliance issues.



# Escalation Procedures



Determine whether a noncompliance issue is within the project's tolerance level.



If yes, then **work with the team to propose a resolution.**



If it's beyond the tolerance level, then escalate the issue to the **responsible stakeholder for adjudication.**



Define these procedures during project and risk planning.

# Audits

- ✓ Verify compliance with organizational policies, processes, and procedures.
- ✓ Can verify implementation of change requests.
- ✓ Identify use of good/best practices, nonconformity, gaps, and shortcomings.
- ✓ Share good practices from other projects in the organization or industry.
- ✓ Proactively offer improvements to boost productivity.
- ✓ Highlight contributions to lessons learned.



Manage Compliance Requirements, LESSON 5, TOPIC A

# Sampling

If QA can't inspect every product or deliverable, use sampling to **identify quality issues**.

This approach can provide similar results and **reduce the cost of quality**.

**attribute sampling** - result either conforms or does not conform

**variable sampling** - result is rated on a continuous scale that measures the degree of conformity



## GUIDELINES

# Measure Project Compliance

Manage  
Compliance  
Requirements,  
LESSON 5,  
TOPIC A

- Establish a clear Quality Management Plan and act on it continuously to identify noncompliance issues as early as possible.
- Use quality control outputs to confirm deliverable and process compliance and identify needs for corrective actions.
- Establish project tolerances and either initiate corrective actions yourself or quickly escalate noncompliance beyond the tolerances.
- Establish where external audit teams can confirm and validate use of appropriate processes and procedures and how audit results can enable the team to identify improvements.
- Leverage effective quality tools and techniques to assess quality deliverables and identify improvements, corrective actions, or defect repairs required.



# MASTERY BUILDER

Which is true about conflict in projects?

- Too much conflict reflects poorly on the team.
- Too much conflict reflects poorly on the project manager.
- Conflict is inevitable.
- Conflict is to be addressed only when it disrupts the project.

Creating a  
high  
performing  
team



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# MASTERY BUILDER

Which of the following statements most reflects the approach of servant leadership?

- Lead by supporting the team needs
- Lead by assigning the tasks of team members
- Lead by micromanaging the team activities
- Lead by facilitating the team reviews

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Creating a  
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# MASTERY BUILDER

What is the role of a Configuration Management System?

- Track Change Requests
- Prioritize the product backlog
- Control versioning of all components
- Define roles and responsibilities

Creating a  
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Creating a  
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team



# DAILY BOOTCAMP SURVEY

**Please share your thoughts.**

At the end of each Bootcamp session please let us know how we are doing. Your feedback helps us to offer the best possible Bootcamp experience.

**Thank you for attending Session 4!**