

have personal conflicts to the point  
I feel less committed to the project

amount of task conflict can encour-  
) better justify decisions. Up to that  
certain point, when people spend a  
I takes away from the project team's  
flict can also make a difference on  
to discuss different options are dur-  
) are being decided, and during the  
ing made. However, once the plans  
rereful because prolonged discussions  
lead to schedule slippage and cost

styles  
it is a task conflict, he or she tries to  
ationship conflict, he or she tries to  
use the six-step project conflict reso-  
o the tasks and relationships needed

ffective to a certain stage in the project?  
ame way? If not, ask clarifying ques-  
the problem, and confirm that you  
successful conflict resolution would be.  
all stakeholders typically want useful  
goals as a basis for what the solution

ose shown in Exhibit 13.10. Identify  
actually contributing to the conflict.  
to the conflict. This is clearly a time

conflict. There are five general styles for

**EXHIBIT 13.11**

**STYLES OF HANDLING PROJECT CONFLICT**

STYLE	CONCERN FOR SELF	CONCERN FOR OTHERS	WHEN APPROPRIATE FOR PROJECTS
Forcing/Competing	High	Low	Only when quick decision is necessary, we are sure we are right, and buy-in from others is not needed
Withdrawing/Avoiding	Low	Low	Only when conflict is minor, there is no chance to win, or it is helpful to secure needed information or let tempers cool
Smoothing/Accommodating	Low	High	Only when we know we are wrong, it is more important to other party, or we are after something bigger later
Compromising	Medium	Medium	Only when an agreement is unlikely, both sides have equal power, and each is willing to get part of what they want without taking more time
Collaborating/Problem Solving	High	High	Whenever there is enough time, trust can be established, the issue is important to both sides, and buy-in is needed

Source: Adapted from Richard L. Daft, *Management*, 9th ed. (Mason, OH: Southwestern Cengage Learning, 2010): 519–520; Ramon J. Aldag and Loren W. Kozlman, *Mastering Management Skills: A Manager's Toolkit* (Mason, OH: Thomson South-Western, 2005): 416–419; and *PwBOK Guide* 240.

**13-5c Negotiation**

Project managers are generally held accountable for more performance than they have responsibility to direct people to perform. Because of this, project managers must negotiate. As stated earlier in this chapter, they often need to negotiate with functional managers for the particular people they wish to have work on the project. Project managers often need to negotiate with customers concerning schedule, budget, scope, and a myriad of details. They often need to negotiate with sponsors, suppliers, SMEs, and core team members.

Nobody loves a project as much as the project manager does. However, a project manager must remember that negotiations will be smoother if she realizes that everyone she negotiates with has their own set of issues and goals.

Many of the project management tools discussed thus far in this book, such as characters, stakeholder analysis, communication plans, schedules, budgets, and change control, make negotiations easier. Several of the soft skills discussed in this book, such as involving your team in planning, treating everyone with respect, keeping communications open, and establishing trust, also simplify negotiations. The issues project managers need to negotiate can greatly vary in size and complexity. For example, many very small issues can involve day-to-day scheduling issues. On the other hand, the entire set of project deliverables with accompanying schedule and budget are often negotiated.

Regardless of the negotiation size or complexity, the six-step process shown in Exhibit 13.12 can serve as a guide.

This negotiation process is based on the project manager and the other party attempting in