

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. Kuzuhara, *Mastering Management Skills: A Manager's Toolkit* (Mason, OH: Thomson South-Western, 2005): 416–419; and *PMBOK® 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 charters, 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.

The negotiation process is based on the project manager and the other party attempting in good faith to reach a solution that benefits both—in other words, a win-win solution. Project managers need to be vigilant, however, because not everyone they must negotiate with takes that same attitude. Smart project managers recognize that their reputation is based on how they act in all situations. Therefore, even when negotiating against someone who plays hardball, it is still wise to stay ethical and keep emotions in check.

Step 1 involves advance fact finding to determine what is needed from the negotiation. This may include checking with the sponsor and/or other stakeholders and determining the