PMP Bootcamp: Advanced Leadership, Team Dynamics & Conflict Resolution

Student Name: _____ Date: _____

Instructions: Building on our understanding of basic leadership and motivation, this worksheet dives deeper into how to adapt your leadership style, understand team development, leverage key influence techniques, and effectively manage conflict – all essential skills for a successful Project Manager.

Core Concept Reminder (from PMBOK 7 & Rita):

- **PMBOK 7th Edition:** "Team" and "Stakeholder" performance domains, along with principles like "Demonstrate Leadership Behaviors," "Tailor Based on Context," and "Build a Culture of Accountability and Respect," are all highly relevant here. Adaptability is key.

- **Rita Mulcahy's PMP Exam Prep (11th Ed.):** Emphasizes the PM's active role in developing the team, influencing stakeholders without formal authority, and resolving conflict constructively. These are not passive activities.

Part 1: Adapting Your Leadership – Situational Models

1. **Situational Leadership® II (Hersey & Blanchard, adapted by Ken Blanchard et al.)**
   This model suggests that leaders should adapt their style based on the **Development Level (Competence & Commitment)** of their followers for a specific task.

   o **Four Leadership Styles (Behavior of the Leader):**

      1. **S1: Directing/Telling:** High Directive, Low Supportive. (Leader defines roles, tells what, how, when, where).

      2. **S2: Coaching/Selling:** High Directive, High Supportive. (Leader still directs, but also explains decisions, solicits suggestions, praises).

      3. **S3: Supporting/Participating:** Low Directive, High Supportive. (Leader facilitates, listens, encourages, shares decision-making).

      4. **S4: Delegating:** Low Directive, Low Supportive. (Leader turns over responsibility for decisions and implementation).

   o **Four Development Levels (of the Follower for a specific task):**

      ▪ **D1:** Low Competence, High Commitment (Enthusiastic Beginner) -> Needs **S1: Directing**

      ▪ **D2:** Low/Some Competence, Low Commitment (Disillusioned Learner) -> Needs **S2: Coaching**

- **D3:** Moderate/High Competence, Variable Commitment (Capable but Cautious Performer) -> Needs **S3: Supporting**

- **D4:** High Competence, High Commitment (Self-Reliant Achiever) -> Needs **S4: Delegating**

- **Question:** Why is it ineffective to use an S4 (Delegating) style with a D1 (Enthusiastic Beginner)?

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2. **The OSCAR Model (Coaching Model)**
   A framework often used for coaching conversations, focusing on development and performance.

   - **O**utcome: What does the individual want to achieve? What does success look like?

   - **S**ituation: Where are they now in relation to the outcome? What are the current realities?

   - **C**hoices/Consequences: What options do they have? What are the pros/cons of each?

   - **A**ctions: What specific steps will they take? By when?

   - **R**eview: How and when will progress be reviewed? What support is needed?

   - **Question:** How does the OSCAR model empower the individual being coached, rather than just telling them what to do?

Part 2: Understanding How Teams Grow – Team Development Models

1. **Tuckman's Ladder Model of Team Formation**
   Describes five stages of team development:

   1. **Forming:** Team meets, learns about project and roles. Polite, guarded. Leader directs.

   2. **Storming:** Team members start to push boundaries, conflicts arise over ideas/working styles. Leader coaches.

   3. **Norming:** Team starts to resolve differences, establish norms, develop cohesion. Leader facilitates.

   4. **Performing:** Team functions as a well-organized unit, interdependent, focused on goals. Leader delegates, monitors.

5. **Adjourning:** Team completes work, disbands. Leader recognizes contributions.

    o **Question:** Is it possible for a team to regress to an earlier stage (e.g., from Performing back to Storming)? If so, what might cause this?

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2. **Drexler/Sibbet Team Performance Model**
    A visual model depicting seven stages of team development, addressing key questions at each stage for a team to become high-performing. Often shown as a "rocket" or a series of gates.

    1. Orientation (Why am I here?)

    2. Trust Building (Who are you?)

    3. Goal Clarification (What are we doing?)

    4. Commitment (How will we do it?)

    5. Implementation (Who does what, when, where?)

    6. High Performance (Wow!)

    7. Renewal (Why continue/what next?)

    o **Key Idea:** Each stage presents a challenge. Resolving it creates a stronger foundation for the next.

    o **Question:** According to this model, why is "Trust Building" a critical early step before a team can fully commit to goals?

Part 3: Other Essential Leadership Concepts

Briefly describe what each concept means for a Project Manager:

1. **Trust:**

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2. **Negotiation:** (Think: Aiming for win-win)

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3. **Influencing:** (Especially without formal authority)

4. **Training vs. Coaching:**

   o Training: _____

   o Coaching:

   _____

5. **Recognition and Rewards:**

Part 4: Managing Differences – Conflict Management

1. **Seven Common Sources of Conflict on Projects (Rita Mulcahy):**
   (Often remembered by the acronym: SSSCRPG - Silly Squirrels Steal Colorful Ripe Plums & Grapes)

   1. Schedules

   2. Project Priorities

   3. Resources

   4. Technical Opinions

   5. Administrative Procedures

   6. Personalities

   7. Cost

   o **Question:** Which of these sources do you think a PM has the *most* direct influence over managing proactively?

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2. **Thomas-Kilmann Conflict Model (Five Conflict Resolution Techniques):**
   Describe each and give a brief scenario where it might be appropriate.

   o **Collaborating / Problem Solving (Win-Win):** Incorporating multiple viewpoints to find a creative solution.

      ▪ *Appropriate when:* _____

- o **Compromising / Reconciling (Lose-Lose or Some Win/Some Lose):** Finding a solution that brings some degree of satisfaction to both parties. Each party gives something up.

    - ▪ *Appropriate when:* _____

- o **Withdrawal / Avoiding (Lose-Leave):** Postponing or avoiding the issue.

    - ▪ *Appropriate when:* _____

- o **Smoothing / Accommodating (Yield-Lose):** Emphasizing areas of agreement rather than areas of difference; conceding one's position.

    - ▪ *Appropriate when:* _____

- o **Forcing / Directing (Win-Lose):** Pushing one's viewpoint at the expense of others; using power.

    - ▪ *Appropriate when:* _____

- o **PM's Preferred Approach:** Which approach is generally considered the best long-term solution for resolving project conflicts? Why?

Part 5: Integrating the Concepts – Scenario

Your project team has just moved from the "Forming" to the "Storming" stage. Two team members, Anna (experienced, D3/D4 development level) and Ben (newer, D1/D2 development level), are clashing over the technical approach for a key deliverable. Anna wants to use a familiar, established method. Ben is excited about a newer, potentially more efficient method he recently learned about. This is causing tension and delaying decisions.

1. **Situational Leadership II:** What leadership style would you use with Anna regarding this issue? What about with Ben?

    - o Anna: _____

    - o Ben: _____

2. **Conflict Management:** Which conflict resolution technique would you *initially* try to facilitate between Anna and Ben? Why?

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3. **Other Concepts:** How might you use influencing, coaching (perhaps with OSCAR), and trust-building to help resolve this and move the team towards "Norming"?

Key Takeaway: Effective project leadership involves understanding individual and team dynamics, adapting your style, building trust, and skillfully managing conflict. These are not just "soft skills" – they are critical for project success.