Task	Description	PMBOK 6	PMBOK 7	Agile
	People			
1	Manage Conflict	9.5		
2	Lead a Team	9.5		
3	Support Team Performance	9.5		
4	Empower Team Members and Stakeholders	9.5 & 13.3		
5	Ensure team members/stakeholders are adequately trained	9.4		
6	Build a team	9.4		
7	Address and remove impediments, obstacles, and blockers for the team	4.3 & 9.5		
8	Negotiate project agreements	9.3 & 12.2		
9	Collaborate with stakeholders	13.3		
10	Build shared understanding	4.1 & 4.4		
11	Engage and support virtual teams	9.4 - 9.5		
12	Define team ground rules	9.1 & 13.3		
13	Mentor relevant stakeholders	9.4 & 13.3		
14	Promote team performance through the application of emotional intelligence	9.3 to 9.5		
	Processes			
1	Execute project with the urgency required to deliver business value			
2	Manage communications			
3	Assess and manage risks			
4	Engage stakeholders			
5	Plan and manage budget and resources			
6	Plan and manage schedule			
7	Plan and manage quality of products/deliverables			
8	Plan and manage scope			
9	Integrate project planning activities			
10	Manage project changes			
11	Plan and manage procurement			
12	Manage project artifacts			
13	Determine appropriate project methodology/methods and practices			
14	Establish project governance structure			
15	Manage project issues			
16	Ensure knowledge transfer for project continuity			
17	Plan and manage project/phase closure or transitions			
	Business Environment			
1	Plan and manage project compliance			
2	Evaluate and deliver project benefits and value			
3	Evaluate and address external business environment changes for impact on scope			
4	Support organizational change			

Domain: People

1. Manage Conflict
   a. Interpret the source and stage of the conflict

   Sources of Conflict

Schedules	Prior unresolved conflicts	Project priorities
Resource competition	Cultural differences	Technical issues
Team or clique	Personality conflicts	Organization structure
Communication barriers	Poor planning	

   Stages of Conflict
   1. **Problem to solve** – The team discusses and shares about the problem among the team members and along with the project leader. This level of conflict is a constructive problem-solving phase that is common to all high-level projects.
   2. **Disagreement** – team members begin to distance themselves from each other. Due to various problems, they stop taking the initiative for resolving the conflict. Although this level doesn't witness an open war, all the team members ideally wait for some other to enter and resolve the conflict.
   3. **Contest** – Different groups within the same team are built up and every team member stand supporting one or the other group. In that case the conflict becomes like a contest and more than resolving the issue the focus is more highlighted on winning rather than compromising.
   4. **Crusade** – groups started thinking that the other group will never change and therefore must be decimated. Positions get replaced and the only focus is on protecting one's belonging group.
   5. **WWIII** - the conflict becomes a war where no solution seems to be arising. Here, it literally heads to complete destruction by mutual consent. This is the highest difficulty level of conflict.

   b. Analyze the context for the conflict
   c. Evaluate/recommend/reconcile the appropriate conflict resolution solution
   1. **Withdrawing / Avoiding -** Avoid the conflict or retreat and allow the conflict to resolve itself. This is for when stakes are low, and the conflict is likely to disappear on its own.
      - Individuals involved in the conflict are not influential stakeholders.
      - The issue does not require a time investment.
      - An intense argument has already happened, and the individuals need time to cool off.
      - You do not have enough information to pursue other techniques.
   2. **Smooth / Accommodate** - Find areas of agreement, try to smooth out the situation, and circumvent tough discussions.
      - You don't have time to deal with it.
      - You require a temporary solution to the problem.
      - The conflict is minor and involves less influential stakeholders
   3. **Compromise / Reconcile –** take suggestions from both sides and partially satisfy them. This technique is useful when the stakeholders involved hold equal power.
      - All parties involved need to win
      - When you have an equal relationship with both parties
      - Collaborative and forcing techniques have failed
      - When you need a temporary solution
   4. **Force / Direct –** you agree with one party's viewpoint and enforce their wishes. This is a win-lose situation and risks demoralizing the team.
      - When you need a quick solution
      - When you know that one party is right
      - You do not have time to investigate
      - When the conflict is not very important
      - When the relationship with stakeholders is not essential
   5. **Collaborate / Problem Solve -** You discuss the issue with all parties and agree on a solution while considering multiple viewpoints.
      - When incorporating multiple views
      - If influential stakeholders are involved
      - When a consensus is required
      - If you want to distribute responsibility

2. Lead a Team
   a. **Set a clear vision and mission** – Without a clear vision of where what the project is doing, teams are hesitant. Clarity and direction allow focused effort and speed. Project vision should be Ideal, specific, visual, future orientated and purpose driven. In Agile projects, this could be a "Design the Product Box" meeting where the team gets together and aligns the team with the sponsor or customer on the main features of the product and sub-features if any.
   b. **Support diversity and inclusion (e.g., behavior types, thought process) -** Project managers operate in a global environment and work on projects characterized by cultural diversity. Team members often have diverse industry experience, communicate in multiple languages, and sometimes work with a "team language" or cultural norm that may be different from their native one.
   c. **Value servant leadership (e.g., relate the tenets of servant leadership to the team)** – Demonstrates commitment to serve and put other people first; focuses on other people's growth, learning, development, autonomy, and well-being; concentrates on relationships, community and collaboration; leadership is secondary and emerges after service
   d. **Determine an appropriate leadership style (e.g., directive, collaborative) –** There are many leadership styles, a project manager can adopt.
      i. **Laissez-faire** - The team makes their own decisions and establishes their own goals, also referred to "Hands Off"
      ii. **Transactional** – Focus on goals, feedback, and accomplishments to determine rewards. Also called "Management by Exception"
      iii. **Servant** – Puts the team first. Shields the team from distraction, removes obstacles, communicates vision, and facilitates instead of managing.
      iv. **Transformational** – Inspirational leader who empowers followers through idealized behaviors. Encourages innovation, creativity, and individual consideration.
      v. **Charismatic** – A high energy leader, self-confident and holding strong convictions
      vi. **Interactional** – Combination of transactional, transformative, and charismatic.
      vii. The Hersy-Blanchard leadership chart lists leaders another way:

Concern for people	Supporting	Coaching
	Delegating	Directing
	Concern for Production	

   e. **Inspire, motivate, and influence team members/stakeholders**
      i. **Team Contract** – This is an agreement between stakeholders about how the project team will operate. The project charter is an important part of the team contract as it is the empowerment document, giving an in-depth outline of what is needing to be done. Next the contract or charter should have:
         - Goals – Project and possibly personal
         - Meeting and work norms
         - Assignments
         - Processes for dealing with issues when they arise
         - An agreed upon feedback system
         - How decisions will be made
         - A place for each member to sign
      ii. Social Contract –
      iii. Reward System –
      iv. Motivation – Hertzberg's two factor motivation theory states there 2 types of motivation, motivators and demotivators.
         1. Motivators include – Responsibility, Achievements, Work, Recognition, Growth and Advancement
         2. Demotivators include – Company Policies, Relationships, Supervisors, Status, Work Conditions, Salary and Security
   f. Analyze team members and stakeholders' influence
   g. Distinguish various options to lead various team members and stakeholders

3. Support Team Performance
    a. Appraise team member performance against key performance indicators
    b. Support and recognize team member growth and development
    c. Determine appropriate feedback approach
    d. Verify performance improvements
4. Empower Team members and Stakeholders
    a. Organize around team strengths
    b. Support team task accountability
    c. Evaluate demonstration of task accountability
    d. Determine and bestow level(s) of decision-making authority
5. Ensure team members/stakeholders are adequately trained
    a. Determine required competencies and elements of training
    b. Determine training options based on training needs
    c. Allocate resources for training
    d. Measure training outcomes
6. Build a Team
    a. Appraise stakeholder skills
    b. Deduce project resource requirements
    c. Continuously assess and refresh team skills to meet project needs
    d. Maintain team and knowledge transfer
7. Address and remove impediments, obstacles, and blockers for the team
    a. Determine critical impediments, obstacles, and blockers for the team
    b. Prioritize critical impediments, obstacles, and blockers for the team
    c. Use network to implement solutions to remove impediments, obstacles, and blockers for the team
    d. Re-assess continually to ensure impediments, obstacles, and blockers for the team are being addressed
8. Negotiate project agreements
    a. Analyze the bounds of the negotiations for agreement
    b. Assess priorities and determine ultimate objective(s)
    c. Verify objective(s) of the project agreement is met
    d. Participate in agreement negotiations
    e. Determine a negotiation strategy

9. Collaborate with stakeholders
   a. Evaluate engagement needs for stakeholders
   b. Optimize alignment between stakeholder needs, expectations, and project objectives
   c. Build trust and influence stakeholders to accomplish project objectives
10. Build shared understanding
   a. Break down situation to identify the root cause of a misunderstanding
   b. Survey all necessary parties to reach consensus
   c. Support outcome of parties' agreement
   d. Investigate potential misunderstandings
11. Engage and support virtual teams
   a. Examine virtual team member needs (e.g., environment, geography, culture, global, etc.)
   b. Investigate alternatives (e.g., communication tools, colocation) for virtual team member engagement
   c. Implement options for virtual team member engagement
   d. Continually evaluate effectiveness of virtual team member engagement
12. Define team ground rules
   a. Communicate organizational principles with team and external stakeholders
   b. Establish an environment that fosters adherence to the ground rules
   c. Manage and rectify ground rule violations
13. Mentor relevant stakeholders
   a. Allocate the time to mentoring
   b. Recognize and act on mentoring opportunities
14. Promote team performance through the application of emotional intelligence
   a. Assess behavior using personality indicators
   b. Analyze personality indicators and adjust to the emotional needs of key project stakeholders