



Version 6.1 Updated for the 2021  
Project Management Professional (PMP)<sup>®</sup> Exam



## **Crosswind Success Series: PMP<sup>®</sup> Exam Bootcamp Manual**

**[www.crosswindpm.com](http://www.crosswindpm.com)**

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Version 6.1 aligned with the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK<sup>®</sup> Guide)* - Sixth Edition, Project Management Institute Inc., 2017

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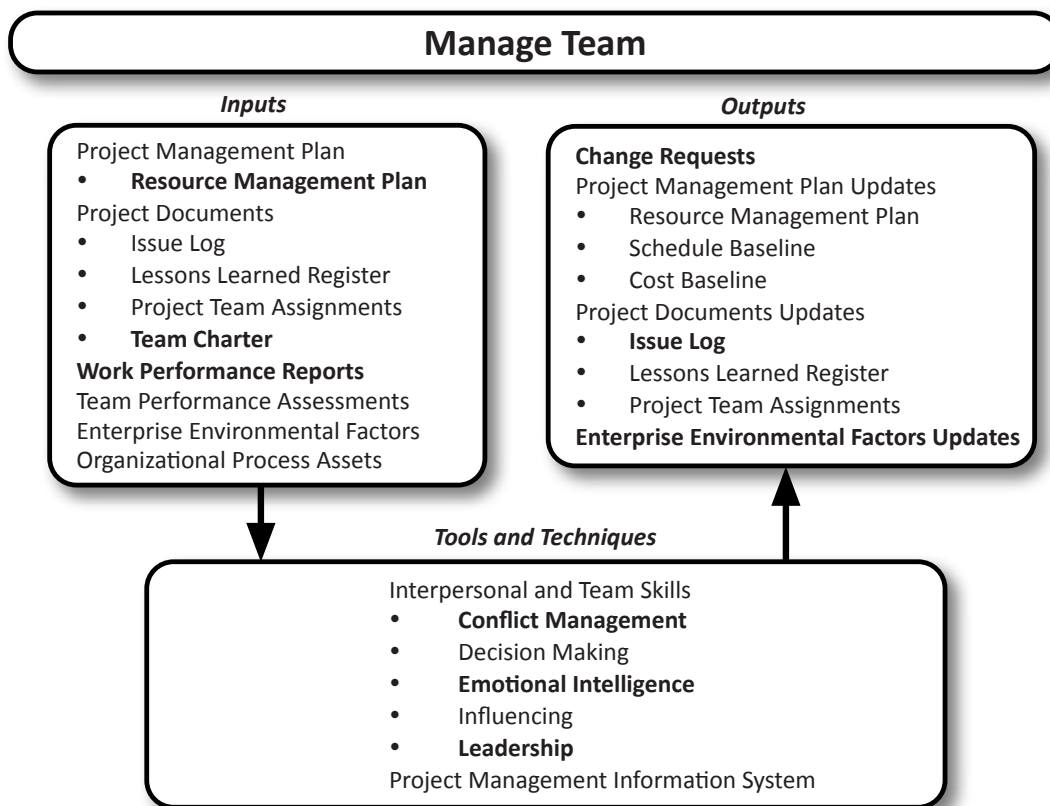
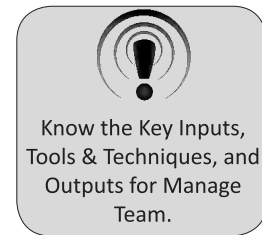
## 5.4.2. Recognition and Rewards

A recognition and rewards system is needed for team development and for performance optimization. Such a system needs to be defined, but also needs to be adaptable in response to personal motivator preferences. A reward and recognition system can provide compensatory time for overtime hours worked or payment for a certification test or training. A successful reward and recognition system is possible when management follows through on its promises. A lack of follow through not only hurts the reward system, it also hurts the project manager's credibility.

The source for the above text is the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Sixth Edition, Project Management Institute Inc., 2017, Pages 336-344

## 5.5. Manage Team (Executing Process Group)

During the Manage Team process, team performance is analyzed and feedback provided. The process also involves coordination of project-related issues and optimization of project performance.



**Figure 5-10: Manage Team Data Flow Diagram**

The source for the above figure is the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Sixth Edition, Project Management Institute Inc., 2017, Figure 9-12, Page 345

Manage Team (Executing)		
Key Inputs	Resource Management Plan	The resource management plan is a component of the project management plan that documents: the manner in which the team and physical resources should be managed and released.
	Team Charter	The team charter establishes team values, agreements, and operating guidelines. It specifically addresses the manner in which the team will conduct meetings, resolve conflict, and participate in the decision-making process.
	Work Performance Reports	Work performance reports are representations, either physical or electronic, of work performance information and are used as the basis for decisions and/or actions. With related forecasts, they engender the identification of necessary resource requirements, the determination of recognition and rewards, and updates to the resource management plan.
Key Tools & Techniques	Conflict Management	Conflict management addresses the contention over scarce resources, personal approaches to work, scheduling priorities, and other sources of conflict. To reduce conflict, management applies <b>team ground rules</b> , <b>group standards</b> , and conventions such as <b>role definition</b> and <b>communication planning</b> . Conflict reduction methods are influenced by the importance and intensity of the conflict, the immediacy required for resolution, the motivation for resolution, the importance of maintaining good relationships with those involved in the conflict, and the power wielded by those involved in the conflict.
	Emotional Intelligence	Emotional intelligence is the ability to identify, evaluate, and manage emotion in others. Emotional intelligence is used to envisage the actions of team members and to effectively acknowledge their concerns and address their issues.
	Leadership	Leaders must have strong leadership skills including the ability to inspire others, the ability to delegate, the ability to communicate effectively, integrity, and competence. These skills are integral to effecting a successful project.

Manage Team (Continued)		
Key Outputs	Change Requests	Change requests are requests for modification that have not been formally approved through the change control process. Modifications to the schedule, resource breakdown structure, or other impacted components of the project management plan may be requested.
	Issue Log	The issue log must be modified to reflect team related issues.
	Enterprise Environmental Factors Updates	Enterprise environmental factors must be modified to reflect the skills of personnel and input to organizational performance evaluations.

#### Situational Question and Real World Application

Failure to effectively perform the Manage Team process has the same result as a failure to effectively execute the Develop Team process: a lack of cohesiveness among team members. Such a lack could lead to disharmony or conflict, which could disrupt the work of the project.

### 5.5.1. Sources of Conflict

Conflict is best understood when the sources of conflict are understood. If the project manager is aware of the variables that can cause conflict, a proactive approach can be taken and the conflict repercussions decreased.

If conflict is managed correctly, relationships between team members are often strengthened, resulting in greater productivity on the part of the team.

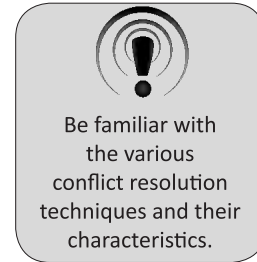
**Traditionally, conflict occurs during planning.** Items such as scheduling priorities and resource utilization are the most likely sources of conflict. To minimize conflict, a **project manager can utilize team ground rules, group norms, and project management practices.**

In spite of popular opinion, personality clashes are rarely a source of conflict.

Scheduling Priorities	Scarce Resources	Personal Workstyle	Methodology Details	Cost	Personality
↑ Greatest Source of Conflict			↑ Least Source of Conflict		

### 5.5.2. Conflict Resolution

Given the complexity of projects today, conflict is bound to occur. The days of eliminating conflict before it occurs are gone. The process of resolving conflict is a key tool of the project manager.



Conflict Resolution Technique	Description	Example
<b>Collaborating/ Problem Solving</b>	Collaborating/problem solving is an effort in which attempts are made to <b>work out the actual problem</b> . It is the <b>best</b> type of conflict resolution.	If you can't do what is needed with your current computer, get an upgrade that lets you accomplish what's needed for your job.
<b>Compromising/ Reconciling</b>	Compromising/reconciling is a negotiation attempt to get everyone involved to <b>give (concede) a little to find common ground and a resolution</b> . It is sometimes viewed as undesirable because when everyone gives something up, there is a potential that the solution will fail to meet anyone's needs.	If we can get labor to give in on benefits a little, and management to increase their raise increase a little, I think we can find agreement that both sides can live with.
<b>Forcing/ Directing</b>	Forcing/directing is an action in which a <b>direct order</b> to resolve something is given. It is typically the <b>worst</b> type of conflict resolution.	You will stop using that software and switch to the authorized version or you will not be around here for long.
<b>Smoothing/ Accommodating</b>	Smoothing/accommodating is an attempt to <b>focus</b> on the <b>positive</b> and <b>distract</b> attention from the <b>negative</b> .	Look at how well the requirements on the project went. We just have to apply that same view to this phase of the project as well.
<b>Withdrawing/ Avoiding</b>	Withdrawing/avoiding is the <b>refusal to address a problem</b> , hoping that it either fixes itself or disappears. Typically, withdrawal is not considered a conflict resolution technique because it's not a proactive approach to resolving conflict.	I know he is a pain to work with and takes longer to do his work than we like, but maybe if we let him be, he will just quit and take a new job.

### 5.5.3. Interpersonal Skills

Interpersonal skills are utilized by project managers to take advantage of each team member's strengths. Those most commonly used by project managers are:

- **Leadership skills**, which should be used throughout the project, especially to convey vision and inspire the project team's **performance-influencing skills** which should be used in a matrix organization to influence stakeholders on a timely basis; the most important performance-influencing skills are clear presentation of information, listening skills, consideration of other viewpoints, and knowledge of critical and relevant information
- **Effective decision-making skills**, which should be used to influence and negotiate with members of the project team and the organization; effective decision-making skills include focusing on goals, utilizing a decision-making process, knowledge of the environment and its impact on the project, managing opportunities and threats, and stimulating team creativity

### 5.5.4. Problem Solving and Situational Questions

For the exam's situational questions, a knowledge of the role responsible for solving various types of problems is very important.

The source for the above text is the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Sixth Edition, Project Management Institute Inc., 2017, Pages 345-351

## 5.6. Control Resources (Monitoring and Controlling Process Group)

During the Control Resources process, the team ensures that the physical resources, which have been assigned and allocated to the project, are available as planned. Also, during this process, the team performs any corrective action required as a result of monitoring actual utilization of resources versus planned utilization of resources and ensures that resources are available at the right time, in the right place, and are released when no longer required.

