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Occurs during "execution" process group
                         Manage People
                         Evaluate Team & Project Performance
                         Give Recognition & Award
                         Use Issue Logs
                         Facilitate Conflict Resolution
                         Release Resources as work is completed
                                     Encouraging good communications
                                     Working with other organisations
                                     Using negotiation skills
                                                                      Directing
                                                                      Facilitating
                                                                      Coaching
                                                                      Supporting
                                                                      Autocratic
                                                                      Consultative
                                                                      Autocratic-Consultative
                                                                      Consensus
                                     Using leadership skills Types
                                                                      Delegating
                                                                      Bureaucratic
                                                                      Laissez-faire
                                                                      Analytical
                                                                      Driver
                                                                      Influencer
                                     Observing what is happening
                                     Using an issue log
                                     Keeping in touch
                                     Completing P performance appraisals
                                     Making good decisions
                                     Influencing stakeholders
                                     Being a leader
                                     Conflict is best resolved by the
                                                                 Conflicts are inevitable Nature of P
                                                                                         Needed resources from functional mgr.
                                                                                                              project constraints
                                                                                    informing the team about content of project charter
                                                                                                              Key decisions
                                                                 Avoid conflicts by
                                                                                                              changes
                                                                                    clearly assigning work
                                                                                     making work assignments interesting
                                                                                    following good P mgmt. practises
                                                                                           Schedules
                                                                                           Project priorities
                                                                  Seven sources of conflict Techn. opinions
                                                                                           Adm. procedures
                                                                                           Personality
                         Involves
                                                                                    Confronting (problem solving) Win-Win situation
                                                                                     Compromising Lose-Lose situation
                                                                                     Withdrawal (Avoidance) retreat / postpone a decision
                                                                                     Smoothing agreement
9.4 Manage project team
                                                                                    Collaborating Multiple viewpoints lead to consensus
                                                                                    Forcing
                                                                              Define real problem (root cause)
                                                                               Analyse the problem
                                                                              Identify solutions
                                                                  Steps used
                                                                              Pick a solution
                                     Actively looking for conflicts
                                                                               Implement a solution
                                                                               Review the solution
                                                                            MoGregors Theory of X & Y
                                                                                                         People are willing to work without supervision
                                                                                                         Highest is "self-actualisation"
                                                                                                                     Self-actualisation
                                                                             Maslows hierarchy of needs

Pyramid

Society
                                                                                                                     Esteem
                                                                                                                     Safety
                                                                                                                     5 Physiological
                                                                                                                          Achievement People like recognition
                                                                 Theories
                                                                             MacClellands Theory of needs Motivated by Affiliation [Angliederung/Anschluss] People want approval
                                                                                                                          Power People like to organise/influence others
                                                                                                 Do not motivate
                                                                                                Hygiene factors Work-conditions
                                                                                                                  Salary etc...
                                                                             Herzbergs Theory
                                                                                                                    Responsibility
                                                                                                Motivating agents Self-actualisation
                                                                                                                     Recognition
                                                                          Expectancy theory | Employees who believe to be rewarded will remain productive
                                                                          Arbitration Neutral party hears & resolves dispute
                                                                           Perquisites Employees receive special rewards
                                                                          Fringe benefits Std. benefits for employees
                                             Observation & conversation
                                             Project performance appraisals Focus on individual
                                             team performance assessment Focus on team performance
                                             Issue log For managing team members & stakeholders
                                                               Formal (Legitimate) By position
                                                                Reward by giving rewards
                                             Power of the PM Penalty (Coercive) by giving penalties
                                                               Expert by being an expert
                                                               Referent Vitamin B
                                  Project Staff Assignments
                         Input Team Performance Assessments
                                  Performance Reports
                                  OPA
                                   Change Requests
                         Output Updt. EEF / OPA
                                   Updt. PP
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