

The logo features the letters 'ADM' in a large, bold, black, sans-serif font. A thin, curved yellow line arches over the letters. Below 'ADM', the words 'Project Consultants' are written in a bold, yellow, sans-serif font. Underneath that, the phrase 'Conflict Identification and Resolution' is written in a smaller, black, sans-serif font.

# ADM Project Consultants

Conflict Identification and Resolution

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# Andrew D Millington : Project Management Consultant



30+ years project and programme capability enhancement and delivery experience across many sectors and industries

Defence; IT; Technology, Government; Consulting; Engineering; Construction; Education; Aerospace; Transformation

- Author, contributor of:
    - 50 Projects for a better Future
    - Pre-Mortem – a new approach to risk
    - How to fix projects without tools
    - Leadership vs Management
    - Snowball effect
  - Judge for:
    - APM Annual Awards
    - Project Controls Expo
    - Education and Research Awards
  - Trainer formal qualifications from fundamentals to CHPP
  - Be the Business mentor
- 
- Post Graduate Certificate in Leading Complex Projects, Programmes and portfolios (Distinction)
  - Management Development Programme (Distinction)
  - ChPP (Chartered Project Professional) RPP (Registered Project Professional)
  - FAPM, FIOLM
  - ECITB Accredited Trainer

**APM**  
**Project Consultants**

# A few thoughts...

A project is a unique, transient endeavor undertaken to bring about change and to achieve planned objectives

People deliver projects, not processes and tools

You don't need to have in depth knowledge of the product to be able to deliver it

Our stakeholders expect more for less and sooner

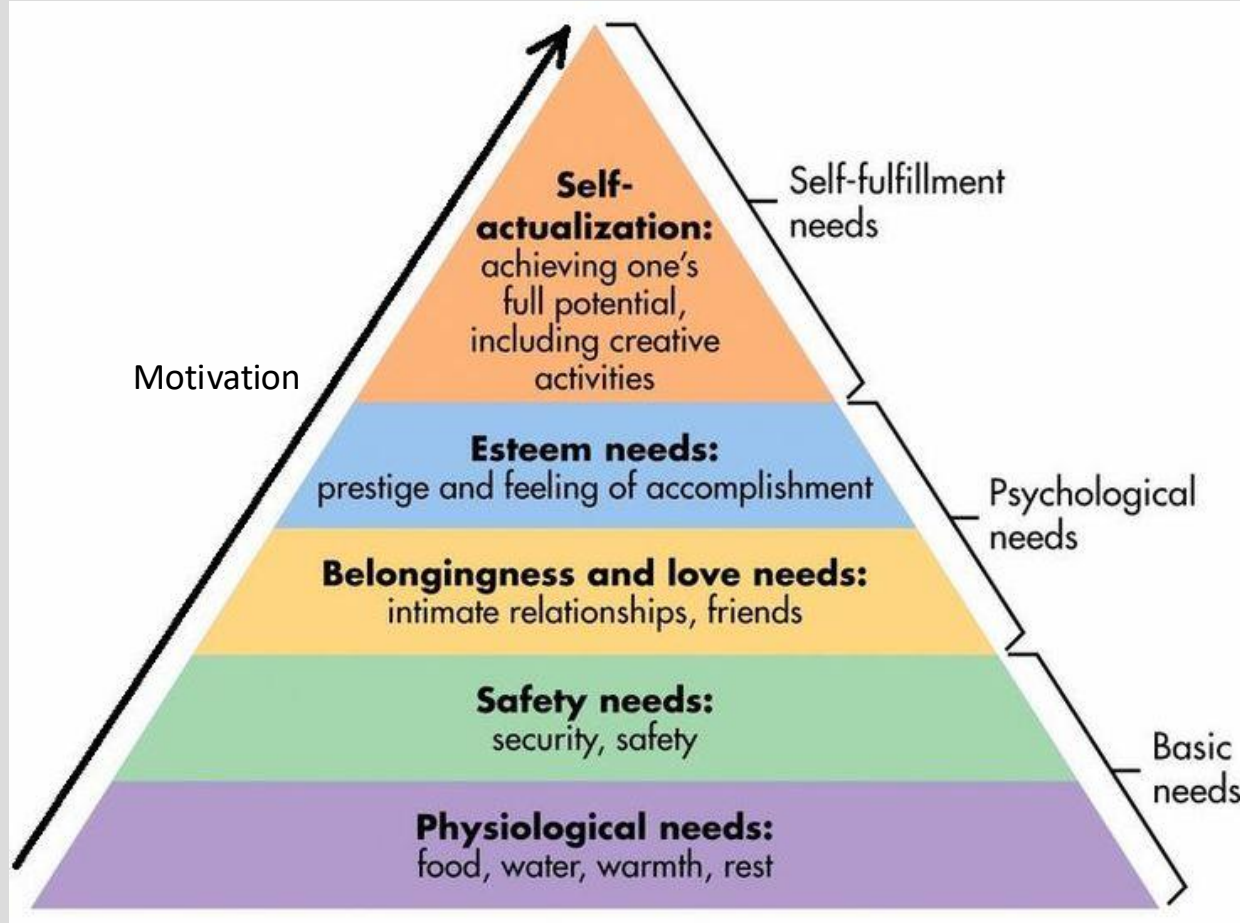
Projects are dynamic, by the time you finish one you will know enough to start it

No major project has ever completed on time, within budget, with same staff that started it

We are all learning to communicate virtually, with our global stakeholders

Forcing or Herding people together does not create a project team.

# Maslow's Hierarchy of needs - Motivation model 1943



## Project team perspective

Best that we can be,  
Challenging projects, innovation,  
creativity, teaching and learning

Important roles, respect, recognition from  
others, self esteem, prestige and status

Being wanted, part of a team/group,  
identified role, relationships

Salary, job security, safe working  
environment, culture, behaviours, ethics

Home, bills, basics

# Hertzberg Two Factor Theory 1959

## Hygiene Factors

Salaries, wages & other benefits  
Company policy & administration  
Good inter-personal relationships  
Quality of leadership  
Job security  
Working conditions  
Work / life balance

**When in place, these factors result in...**

General satisfaction  
Prevention of dissatisfaction

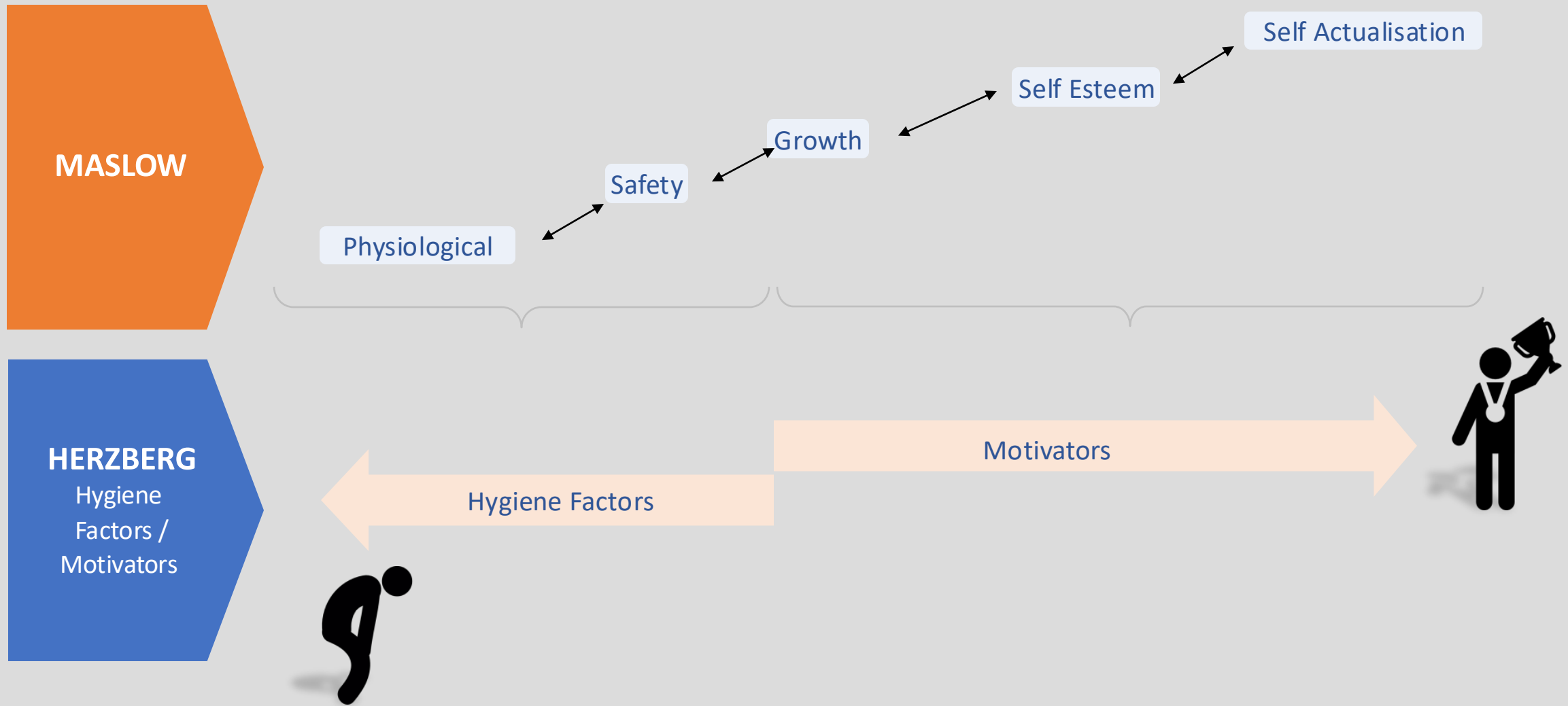
## Motivator Factors

Sense of personal achievement  
Status  
Recognition  
Challenging / stimulating work  
Responsibility  
Opportunity for advancement  
Promotion  
Growth

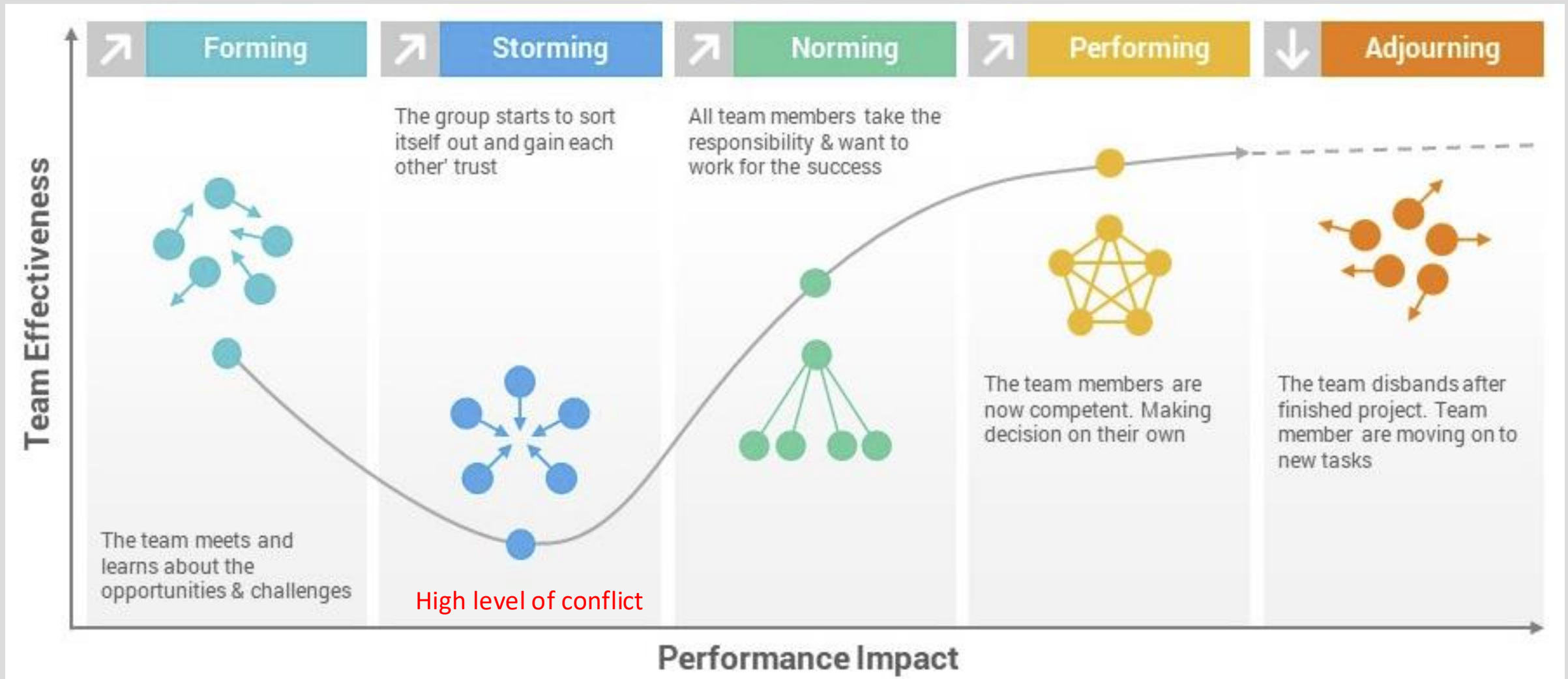
**When in place, these factors result in...**

High motivation  
High satisfaction  
Strong commitment

# Maslow's Hierarchy of Needs vs Herzberg Two Theory Factor



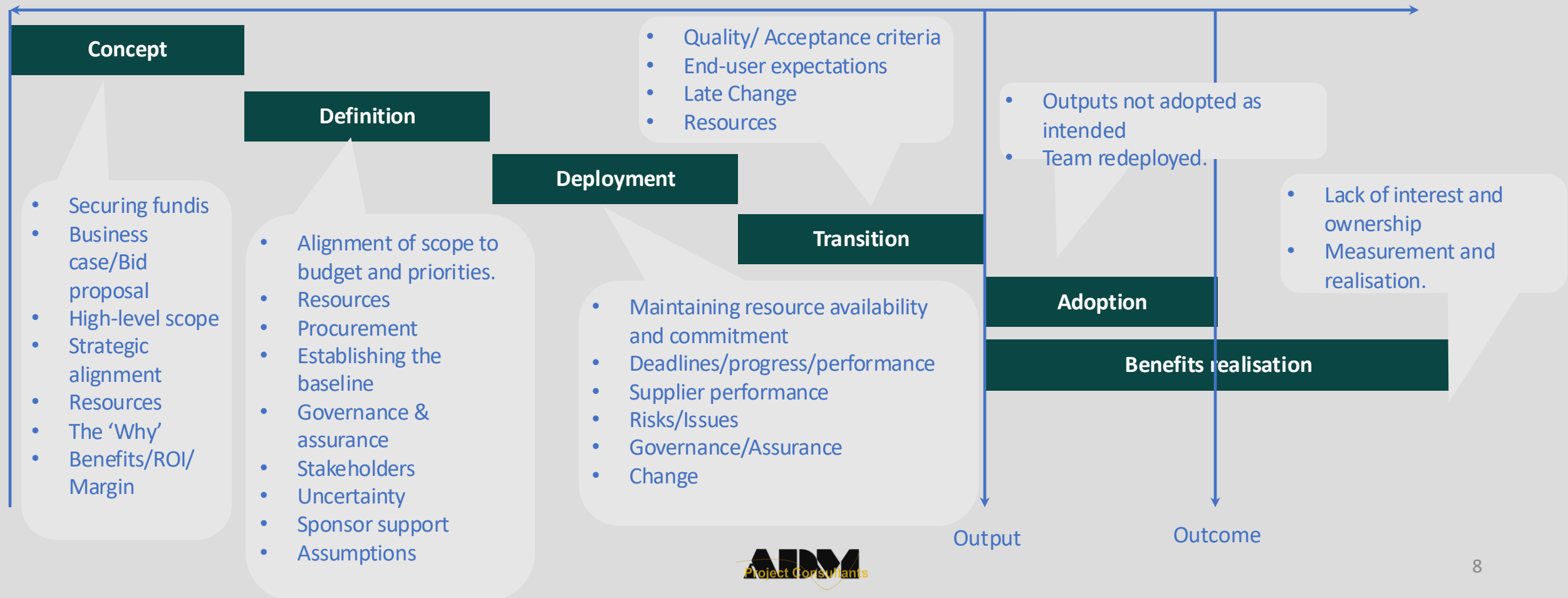
# Tuckman – Team development steps



# What is Conflict and what causes it?

Conflict arises when there are differing opinions and/or opposing interests between stakeholders that matter to the people involved and are not easily reconciled.

- Project Complexity
- Shifting Priorities
- Governance & Assurance
- Business Case/Bid
- Assumptions
- Supply Chain
- Stakeholders
- Change
- Lifecycle
- Risk – Uncertainty
- People (Team)





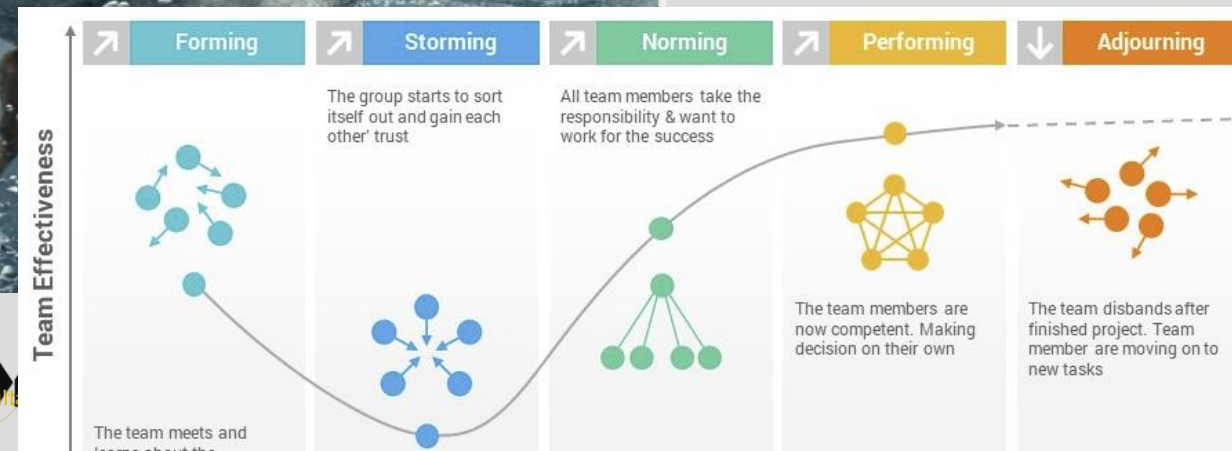
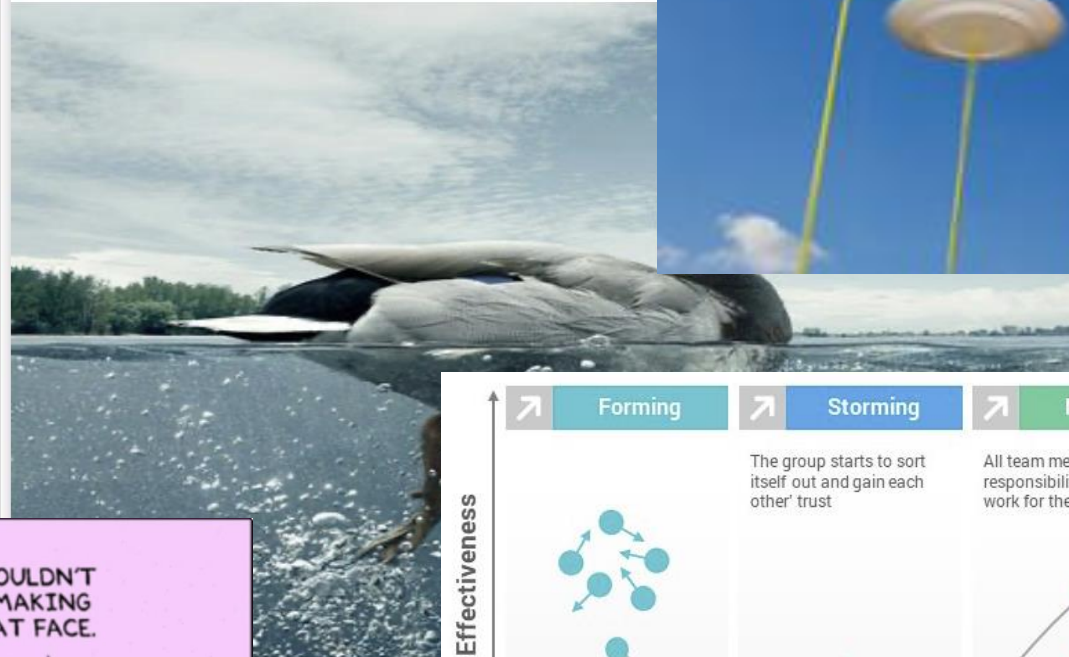
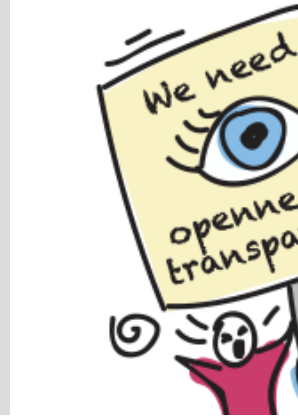
# What types of Conflict exists in projects team and what can cause it

## Negative conflict:

- Behaviours - Ego (Power, influence and insecurity)
- Perceived Miscommunication or understanding
- Disagreement over a task, objective, decision or action
- Conflicting values or opinions
- Changing of priorities
- Emotions (Stress, passion, anger, fear, envy, excitement)
- Sense of uncertainty

## Positive conflict:

- Supports team development
- Resolves issues or manage change
- Brings out concerns and ideas
- Educates



# How to Manage conflict

- **Positive conflict**
  - Can develop the team, remove cliques, help innovation and develop relationships
- **Negative conflict**
  - Can affect project delivery, morale, become emotional and performance
- We can choose to either manage or resolve conflict
- There is a balance to be made between our own objectives & those of others
- Sometimes we may involve others to help resolve conflict
- **Ideally, conflict resolution is:**

**“Facilitating win-win solutions where possible”**

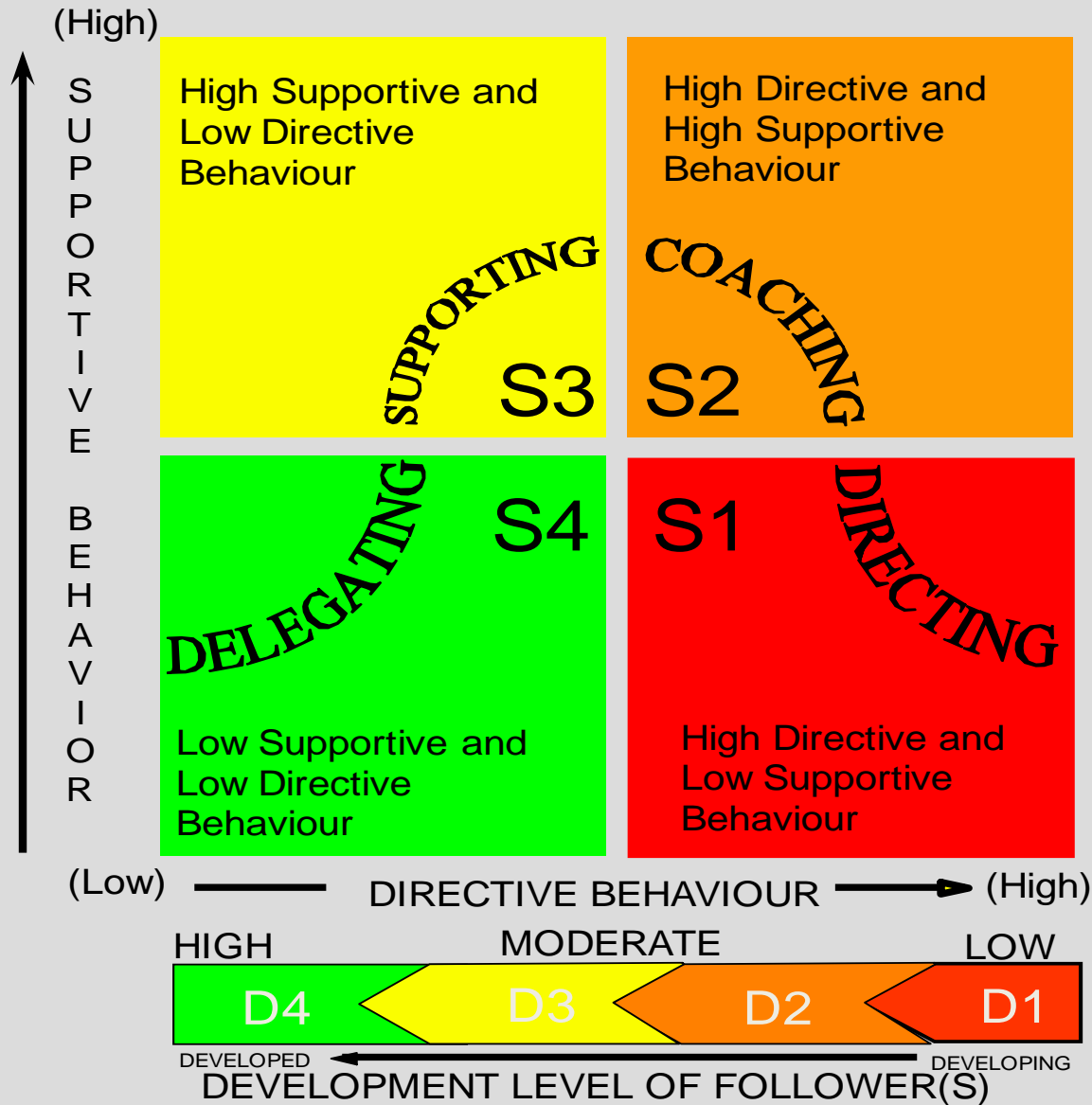
# Situational Leadership (Hershey & Blanchard)

Conflict can be caused by new members joining a team

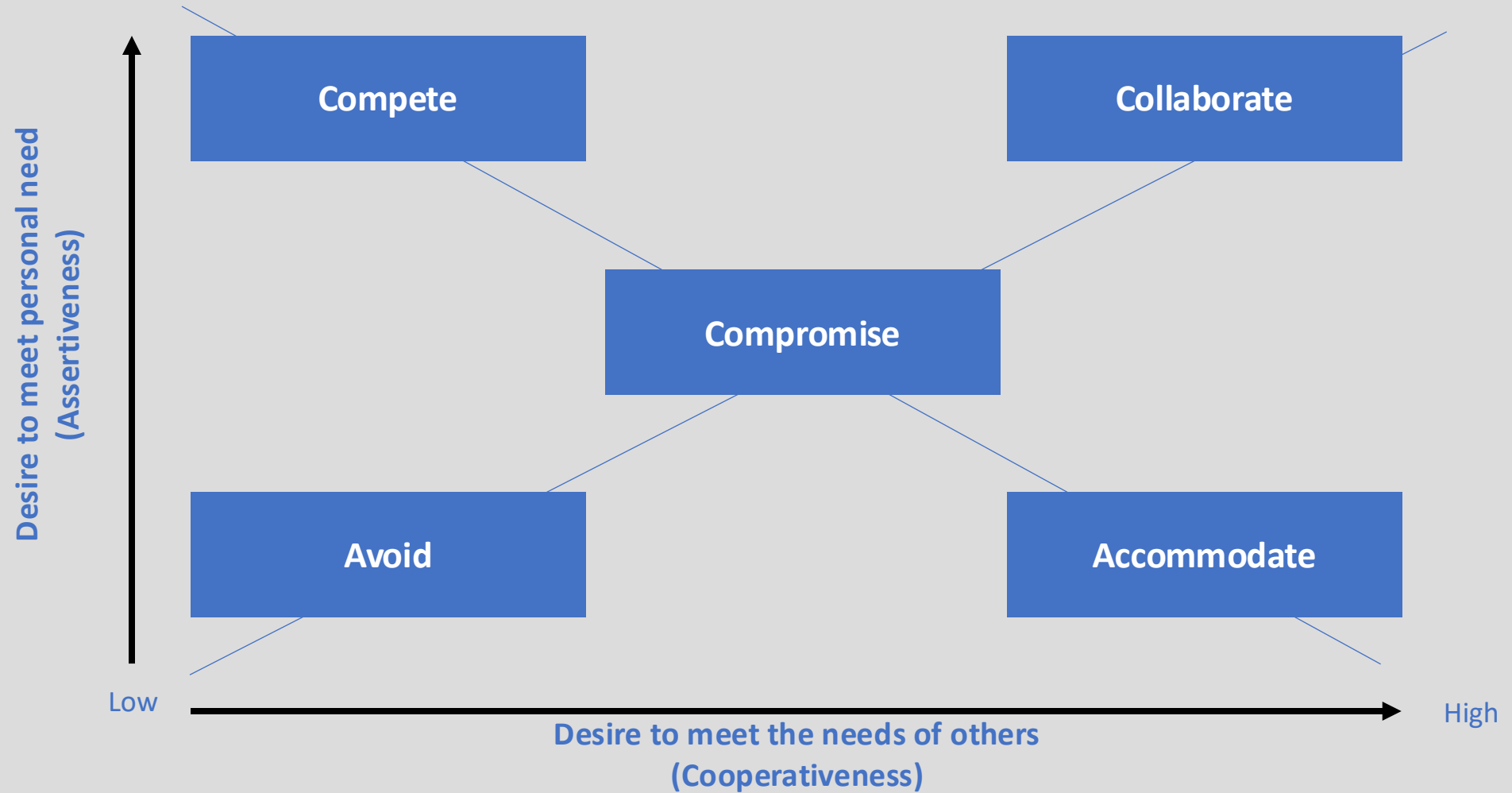
Return the team back into the storming phase

Undoing all the good work and unbalance the team

Situational leadership is about managing situations such as this and developing the team



# Thomas Kilmann Conflict Mode



# Project Characters

## Wide Mouthed Frog



### Characteristics

- Minimum Knowledge & Qualifications
- Hops between projects
- Loves Chaos & talking
- Great Self belief
- Lack of formality
- Attaches to C-suite/sponsor
- Undermines others - look good

### Conflict Resolution Mode

Competing

### Dealt with by:

- Clear role & responsibility
- Exclude where necessary
- Develop using small routine work packages
- Monitor outputs
- Cut ties with C-suite

## Snake



### Characteristics

- Charming + cunning
- Very helpful
- Camouflaged - close confidant
- Pursuit of power & gain
- Claim credit for others
- Attack and kill

### Conflict Resolution Mode

Avoid

### Dealt with by:

- Early identification
- Test - 666, 333, 222
- Maintain professionalism
- Do not engage in their games
- Create their exit route



## Fire Chief – Chief Arsonist



### Characteristics

- Very helpful
- Resourceful - thinks on their feet
- Craves power, respect and recognition, hero complex
- Communicates after the event
- Covers up failures
- Appears very busy and fully committed

### Conflict Resolution Mode

Compromise

### Dealt with by:

- Clear role & responsibility
- Communicate objectives
- Remove the fear
- Focus on preventing future fires
- Play to strengths - Issue management



# Project Characters Continued

## Cheap as Chips



### Characteristics

- Soap box hero
- Believe they are multi talented
- Loves a whiteboard
- Undermines estimates, EV & progress
- Dangerous in the CCB
- Has lived many lives

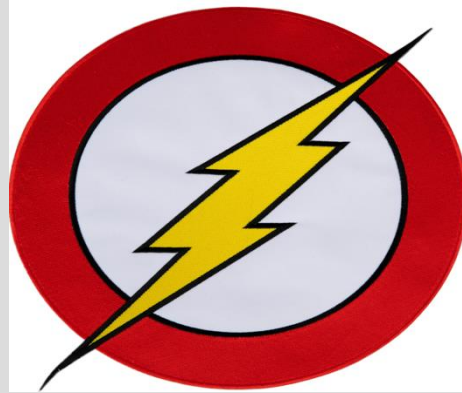
### Conflict

- Accommodate

### Dealt with

- Offer opportunity to prove theory
- Strong change and config control
- Clear comms lines and OBS
- Allow them to embarrass themselves

## The Flash



### Characteristics

- Rapidly promoted
- Always appears busy, never available
- Late for meetings & disinterested
- Avoids formality, loves flux
- Eye on the Next Big Prize
- Work is done to minimum standard

### Conflict

- Do not compete, collaborate

### Dealt with

- Quick setting concrete
- Strong governance and assurance
- Make Accountable for outputs
- Closely monitor work

## The Grandstander/KW



### Characteristics

- Talented and intelligent
- Narcissistic- 'look at me'
- Needs to be seen as above everyone, hero, No1
- Doesn't work well with others
- Communicates to everyone their achievements
- Easily spotted

### Conflict

- Collaborate

### Dealt with

- Explain Global comms and KW have limited time
- Hierarchy - Clear role and responsibility
- Directive leadership style
- Reward & recognition as a team player

# Conflict and the team

Conflict is inevitable by the very nature of projects and resolution is a necessary skill for project professionals

## Is conflict created by people because they CAN or BECAUSE THEY NEED TO?

Projects do not need to be destructive or a battle, ruining reputations or creating career lasting feuds

CAN:

NEED TO:

Project teams are transient - delivery, development, building relationships, creating a network, and learning for the future

- Trench warfare with suppliers
- Battle the stakeholders

- Belittle others due to power and knowledge
- Love/Hate divide

Not every conflict has to be a battle with winners and losers

- Beat up the project team
- Delivery by change note
- Poor processes or governance
- Limited training and development
- Lack of leadership/sponsorship

- Conflict moves the focus or subject
- Energises
- Insecurity and fear

## Resolution

- Needs addressing at an organisational level
- Cultural change that takes time, requires strong leadership and sponsorship

## Resolution

- Needs addressing at a personal level
- Address via Training and development,
- Should not be tolerated, destructive and will impact project

# One last thought

## Mirror Image

- Constant conflict on a project is like gravity pulling and weighing us down
- We can lose our balance, falter or fall
- Its wearing and draining
- Constant conflict turns into frustration, demotivation, loss of energy and focus.

# Don't become that mirror image

## However

- Remember to remember
- Learn from the experience
- Lead by example, not by fear
- Don't become what you hate





# Any Questions?



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