

# A T M R

Accelerating To Results  
Managing Conflict

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# Accelerating to Results: Managing Conflict

## Your Expectations

# Accelerating to Results: Managing Conflict

## What I Will Cover This Evening

1. **The Punch Line**
2. **Business Conflicts**
3. **Personal Conflicts**
4. **Conflict resolution processes**
5. **The MURRAY PROCESS**
6. **The Take Aways**
7. **Your Expectations**

# Accelerating to Results: Managing Conflict

## The Punch Line:

- 1. My Hypothesis: Conflict resolution requires someone to change**
- 2. The Fact: Between 80% and 85% of the people engaged in conflict expect the other party(s) to change. “Victory is you change.”**
- 3. The Fact: The only person you can change is you.**
- 4. Conflict is about change management and this evening you are the target**
- 5. Are you ready to change. If you don't change, can you expect different results???**

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## Business Conflicts

1. **Priorities**
2. **Administrative procedures**
3. **Schedules**
4. **Technical issues**
5. **Resources**
6. **Scope**
7. **Deliverables**

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## Business conflicts

1. You are competing for resources for your project.
2. You are your projects champion.
3. Continuously tell your story
  - To your team
  - To your sponsor
  - To senior managers
  - To stakeholders
4. That story is grounded in how your project ties to business drivers

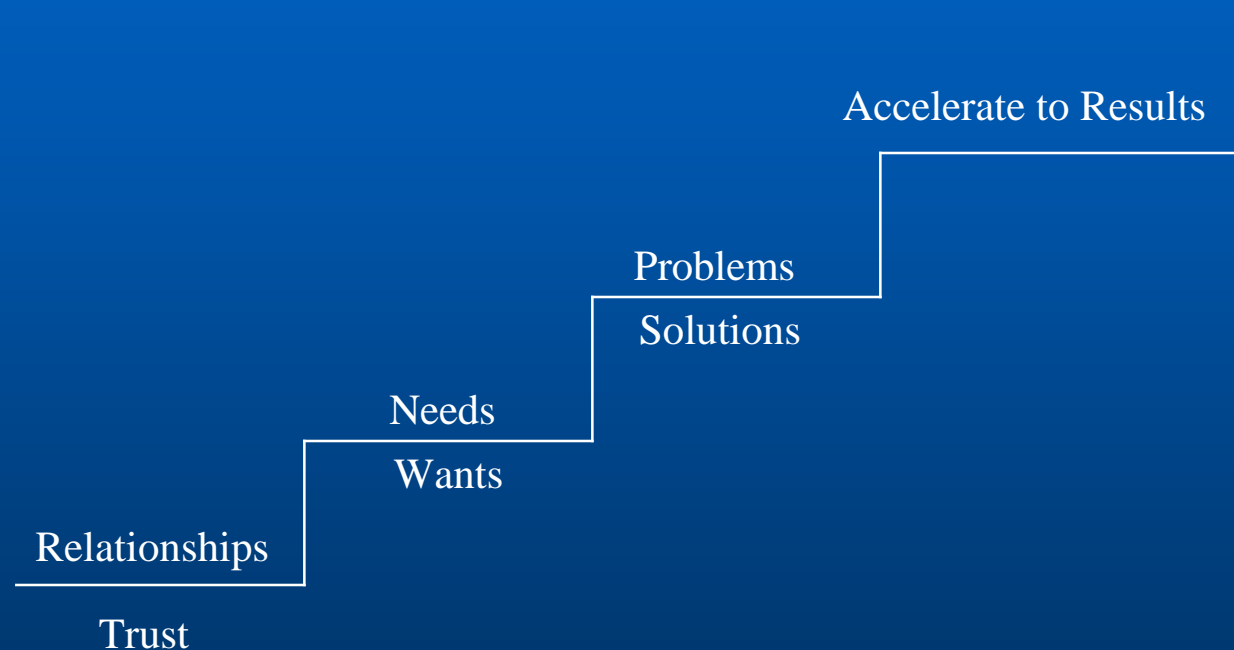
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## Business Drivers for a Financial Institution

1. Acquire and retain client relationships
2. Deepen relationships with existing clients
3. Increase market brand awareness
4. Increase client satisfaction
5. Develop innovative value adding solutions
6. Improve investment returns
7. Exceed regulatory agency requirements
8. Reduce credit risk
9. Improve process and infrastructure

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Personal conflicts (the soft side is the hard side of conflict!)



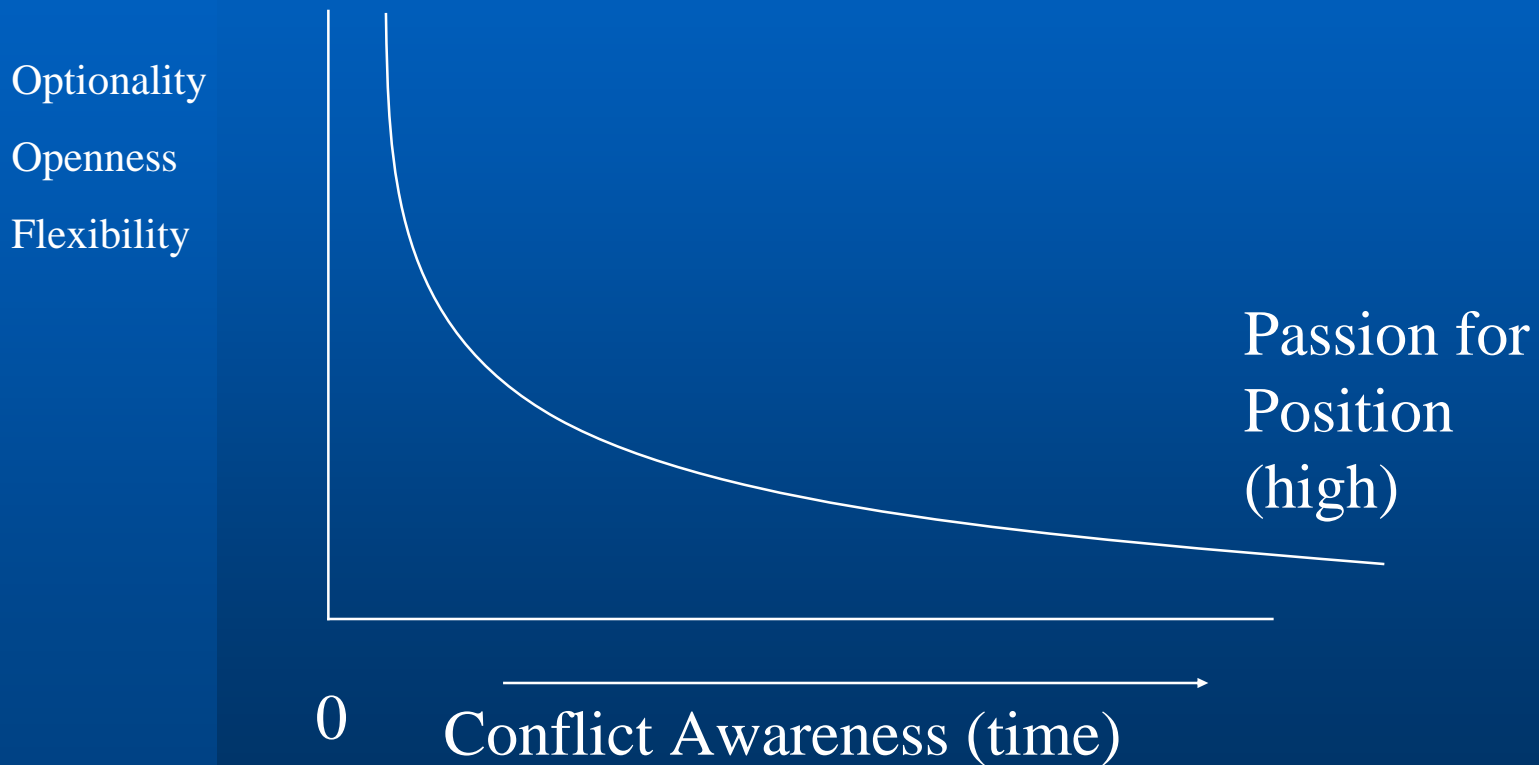
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## When do You Manage Conflict

Various web pages

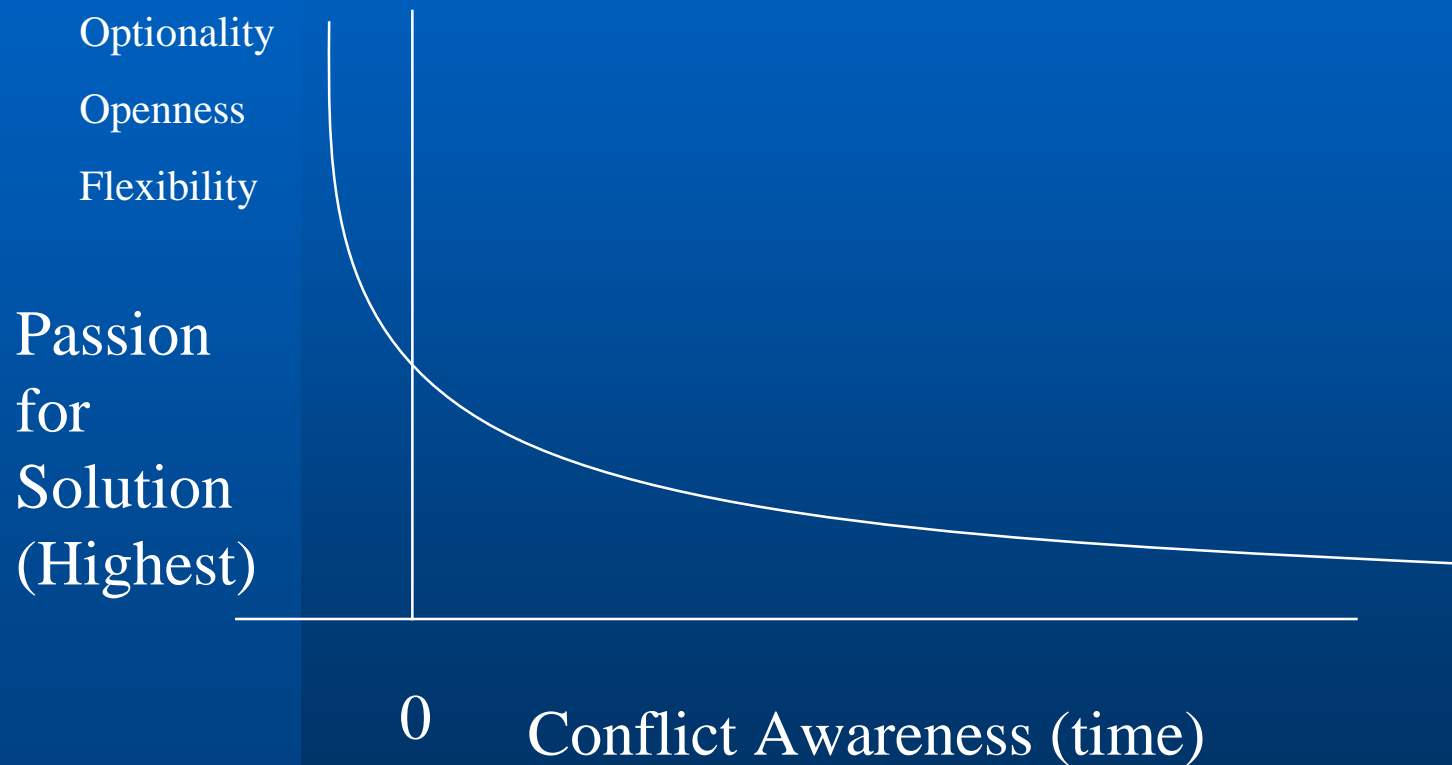
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## When do You Manage Conflict



# Accelerating to Results: Managing Conflict

## When do You Manage Conflict



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## The Five Step Process

- 1. Build relationships and trust NOW.**

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## The Seven Step Process

- 1. Build relationships and trust NOW.**
- 2. Stakeholder analysis**

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## The Seven Step Process

- 1. Build relationships and trust NOW.**
- 2. Stakeholder analysis**
- 3. Create potential conflict map**

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## A Conflict Map

Stakeholder	Level of Detail	Authority	Strategic/tactical	Inclusive/not	Values
You			ü		ü
Project team member Joe	ü			ü	
Project team member Cindy		ü		ü	
Sponsor	ü		ü		ü
Influencers					ü
End Users		ü			
Subject matter experts	ü		ü		

# Accelerating to Results: Managing Conflict

## The Seven Step Process

- 1. Build relationships and trust NOW.**
- 2. Stakeholder analysis**
- 3. Create potential conflict map**
- 4. Early warning signs**

# Accelerating to Results: Managing Conflict

## The Seven Step Process

- 1. Build relationships and trust NOW.**
- 2. Stakeholder analysis**
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- 4. Early warning signs**
- 5. Act Proactively**

# Accelerating to Results: Managing Conflict

## Act Proactively

“Do’s”	Don’ts
1. Understand how people get paid (what’s on their performance plan).	1. Assume what motivates you motivates me
2. Constantly demonstrate a Passion for Solutions	2. Get locked into positions
3. Stay in the future	3. Get locked in the past
4. Focus on decision process and value drivers	4. Focus on the decision
5. Test assumptions and perceptions	5. All focus is on tasks, schedule
6. Search early for options	6. Assume there are two positions: Mine and yours
7. Develop your own style for confronting potential conflicts	7. Wait assume you don’t have to solve a problem until there is a problem

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- 1. Build relationships and trust NOW.**
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- 3. Create potential conflict map**
- 4. Early warning signs**
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## Questions

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## Your Expectations

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