

Domain 1 of 3

# Overview

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The People domain accounts for 42% of the PMP exam and focuses on the skills and activities associated with effectively leading a project team. This domain emphasizes emotional intelligence, conflict resolution, team development, and stakeholder engagement.

The PMP exam tests both predictive (waterfall) and agile/hybrid approaches. For the People domain, expect questions about servant leadership, team empowerment, and collaborative decision-making.

## Team Leadership Skills

- Servant leadership: prioritizing team needs, removing obstacles, enabling success
- Emotional intelligence (EI): self-awareness, self-regulation, empathy, social skills
- Situational leadership: adapting style to team maturity and task complexity
- Coaching and mentoring: developing team members' skills and capabilities
- Conflict resolution: collaborating, compromising, accommodating, avoiding, competing
- Motivation theories: Maslow, Herzberg two-factor, McGregor Theory X/Y, McClelland

■ **Exam Tip:** On the PMP exam, servant leadership is the preferred approach for agile teams. The project manager enables the team rather than directing them. Look for answers that empower team members.

## Team Development (Tuckman Model)

- Forming: team members meet, roles unclear, polite behavior, low productivity
- Storming: conflict emerges, power struggles, team members assert themselves
- Norming: consensus develops, roles clarified, collaboration improves
- Performing: team functions effectively, high productivity, minimal supervision needed
- Adjourning: project ends, team disbands, lessons learned captured

## Stakeholder Engagement

- Stakeholder identification: power/interest grid, salience model, stakeholder register
- Engagement levels: unaware, resistant, neutral, supportive, leading
- Communication planning: frequency, format, channel, audience analysis
- Managing expectations: regular updates, change management, issue resolution
- Virtual team management: time zones, cultural differences, technology tools

■ **Exam Tip:** The Stakeholder Engagement Assessment Matrix maps current vs. desired engagement levels. Your job is to move stakeholders from their current state to the desired (supportive or leading) state.