

# The Emotionally Intelligent Project Manager

Dominic Siow

Capability Improvement

Blue Visions Management Pty Ltd

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## Agenda

- ❑ Emotional Intelligence – What & Why
- ❑ Significance of EI in Project Management
- ❑ Emotional Competencies
- ❑ Developing EI in the Workplace
- ❑ Conclusion
- ❑ Q & A

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# Emotional Intelligence - Definition

*“A form of social intelligence that involves the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them, and to use this information to guide one’s thinking and action”*

*Salovey and Mayer, 1990*

# Background

- EI – big buzzword in corporate US
- 1990 - term first used by Salovey and Mayer
- 1995 - Daniel Goleman's publication of "*Emotional Intelligence*"
- Research into non-cognitive aspects since '30s
- Cognitive aspect (IQ) alone unsatisfactory predictor of job performance
  - Research shows IQ contributes 4-25% variance in job performance (Hunter & Hunter)

# Sample Research – Sommerville Study

- 40 year study
- 450 boys in Sommerville, MA
  - 2/3 from welfare families
  - 1/3 IQs below 90
- Biggest factor on life performance
  - Ability to handle frustration
  - Control emotions
  - Getting along with other people

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# Sample Research – PhDs in Science

- 1950s - 80 Ph.D students at Berkeley
- Based on personality tests, IQ tests and interviews
- 40 years later, EQ was 4 times more important than IQ in professional success and prestige

# How does this relate to PM?

- 88% of PMs spend more than 50% of time cooperating with others (Strohmeier, 1992)
- Effective PMs
  - Demonstrate effective leadership behaviours to influence team towards successful outcome
  - Manage conflicts successfully

# Study : EI in Project Management

- 2005 study conducted at the Asian Institute of Technology, Thailand
- Project Managers in the Construction Industry
- Correlation between EI and
  - Demonstration of effective leadership behaviour for influence
  - Style of managing conflict



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Visioning  
Inspiring  
Stimulating  
Coaching  
Rewarding  
Leading by example  
Sharing and using  
open communication  
Listening  
Directing  
Participating  
Proactive  
Delegating

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Avoidance  
Dominating  
Accommodating  
Compromising  
Collaborative

# Findings

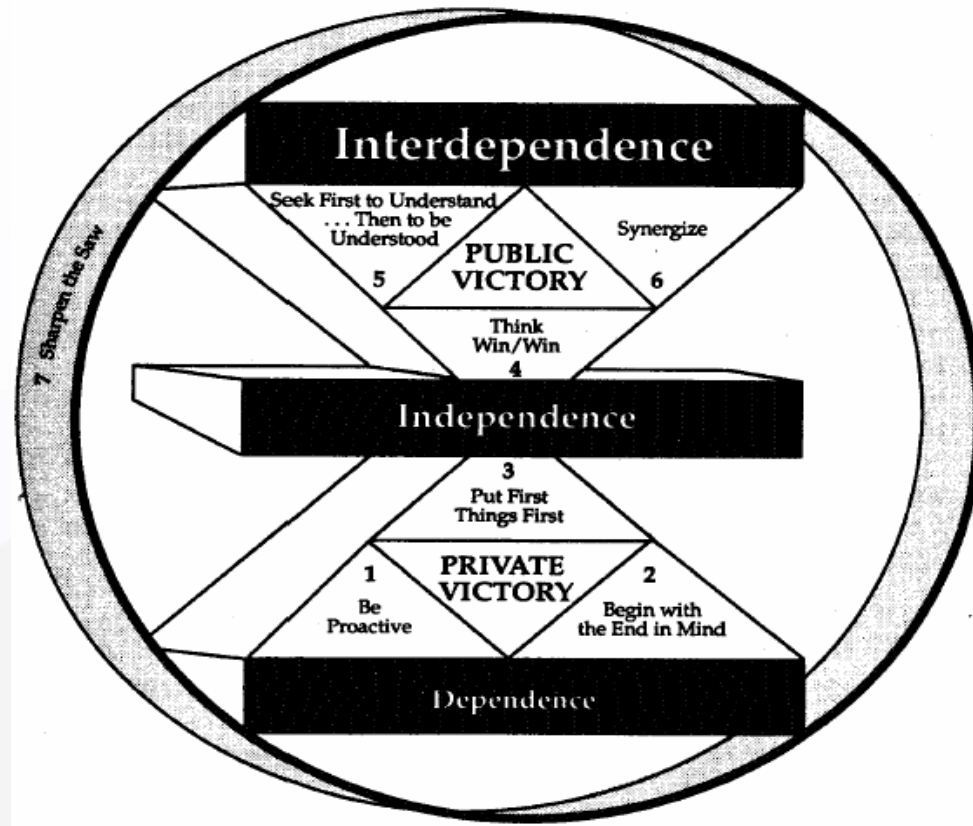
- High EI correlates with frequency of use of effective leadership behaviours
- Higher EI scores related to use of more Accommodating and Collaborative Styles
- Social Harmony and Win-Win results essential to project success

# Emotional Competence

<i>Social Competence</i>	Social Awareness	Relationship Management
<i>Personal Competence</i>	Self Awareness	Self Management

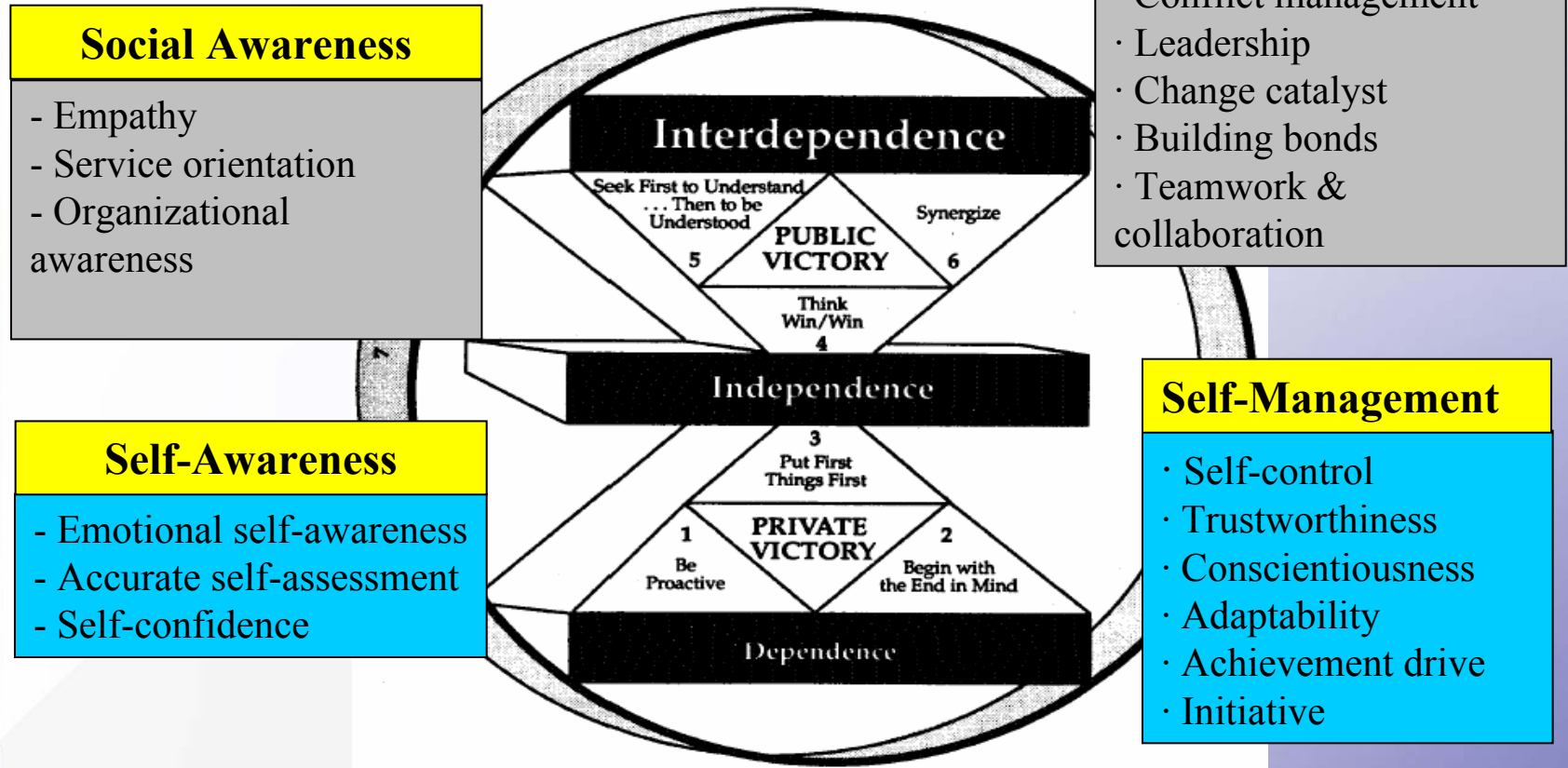
Emotional competence is *"a learned capability based on emotional intelligence that results in outstanding performance at work"* (Goleman, 1998b)

# Maturity Continuum



*Maturity Continuum excerpted from "The Seven Habits of Highly Effective People" by Stephen R. Covey*

# Maturity Continuum and Emotional Competencies Framework



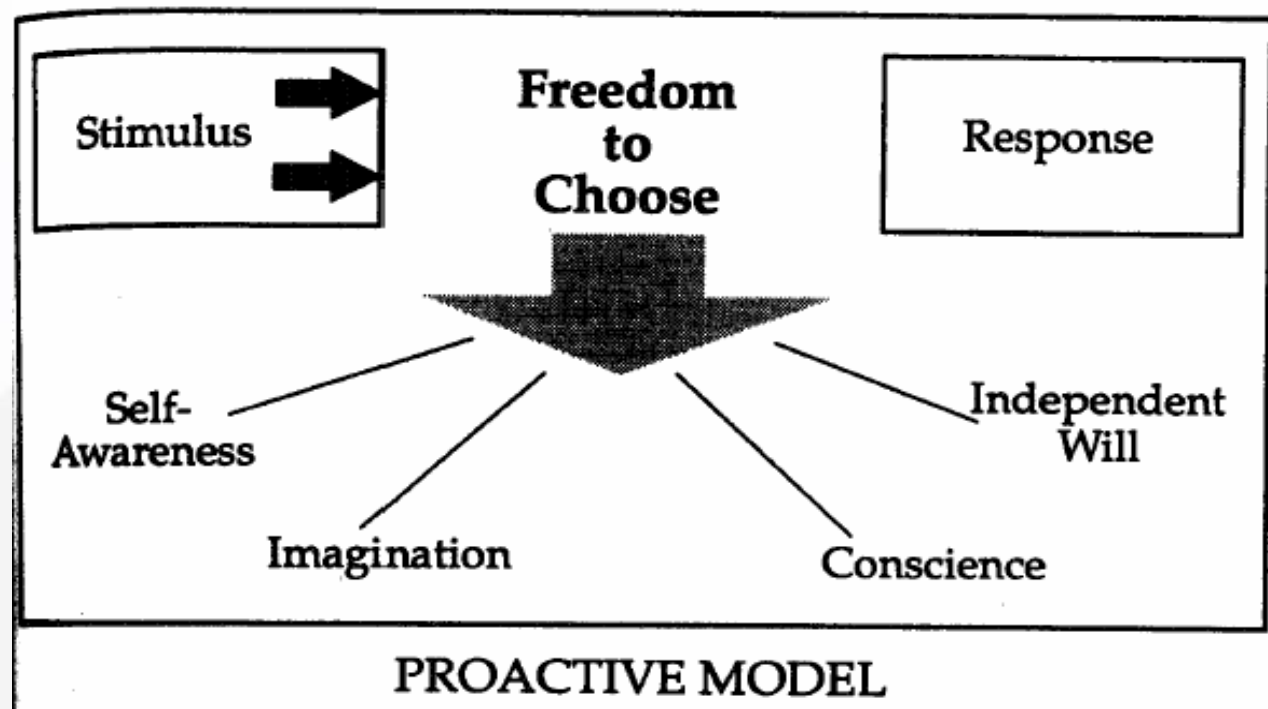
Maturity Continuum excerpted from "The Seven Habits of Highly Effective People" by Stephen R. Covey  
Emotional Competencies framework – "The Emotionally Intelligent Workplace" – Cary Cherniss & Daniel Goleman

# Self-Awareness

Emotional self-awareness	→	recognizing our emotions and their effects
Accurate self-assessment	→	knowing one's strengths and limits
Self-confidence	→	a strong sense of one's self worth and capabilities

# Be Proactive

- The ability to subordinate impulse to a value
- It's not what happens to us, it's our response to what happens to us that matters

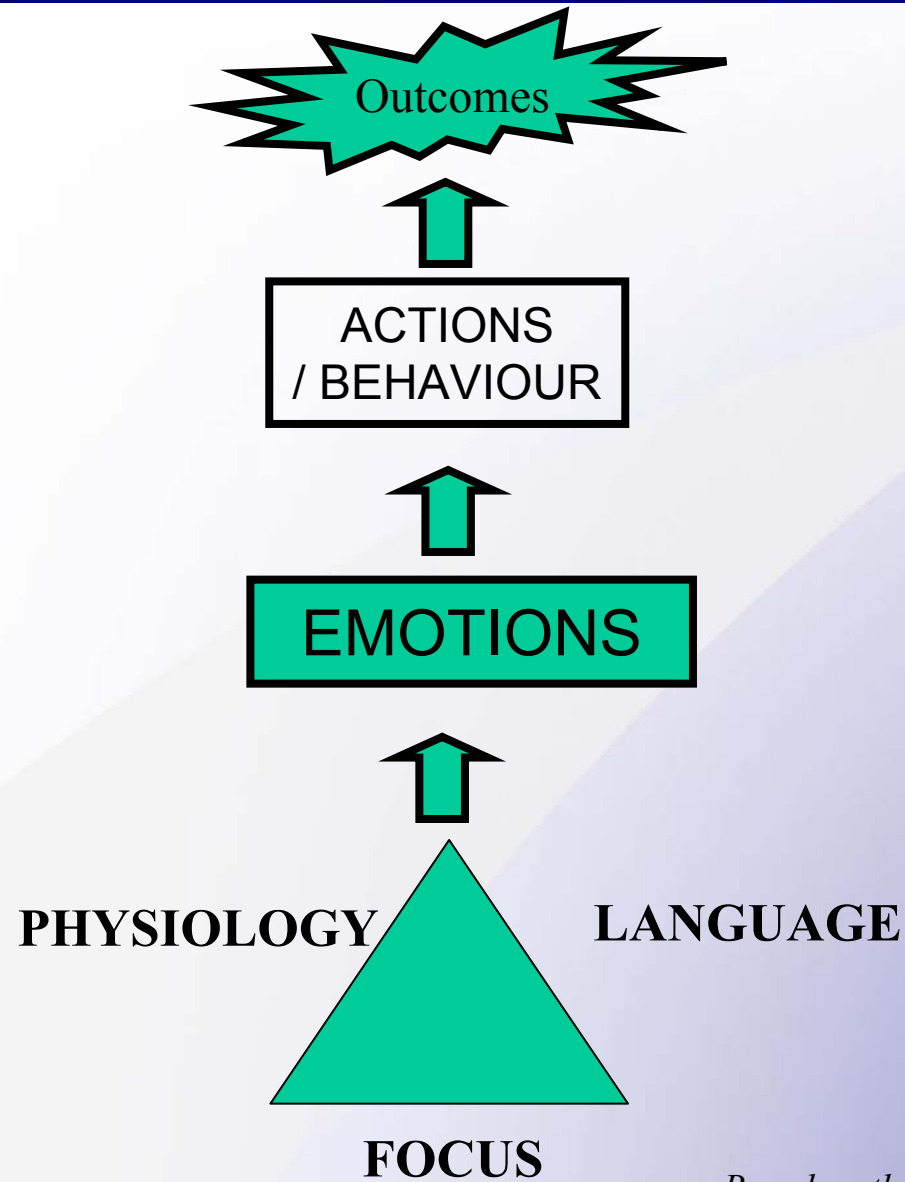


Taken from "The Seven Habits of Highly Effective People" by Stephen R. Covey



# Self-Management

Adaptability	→	flexibility in dealing with changing situations or obstacles
Emotional Self-control	→	inhibiting emotions in service of group or organizational norms
Initiative	→	proactive, bias toward action
Achievement orientation	→	striving to do better
Trustworthiness	→	integrity or consistency with one's values, emotions, and behavior
Optimism	→	a positive view of the life and the future



*Based on the work Of Anthony Robbins*

# The Power of Emotion

- The quality of our lives is determined by the quality of our emotions
- Power of emotions is our greatest resource
- Emotions are not things that happen to us; emotions are things we *do*

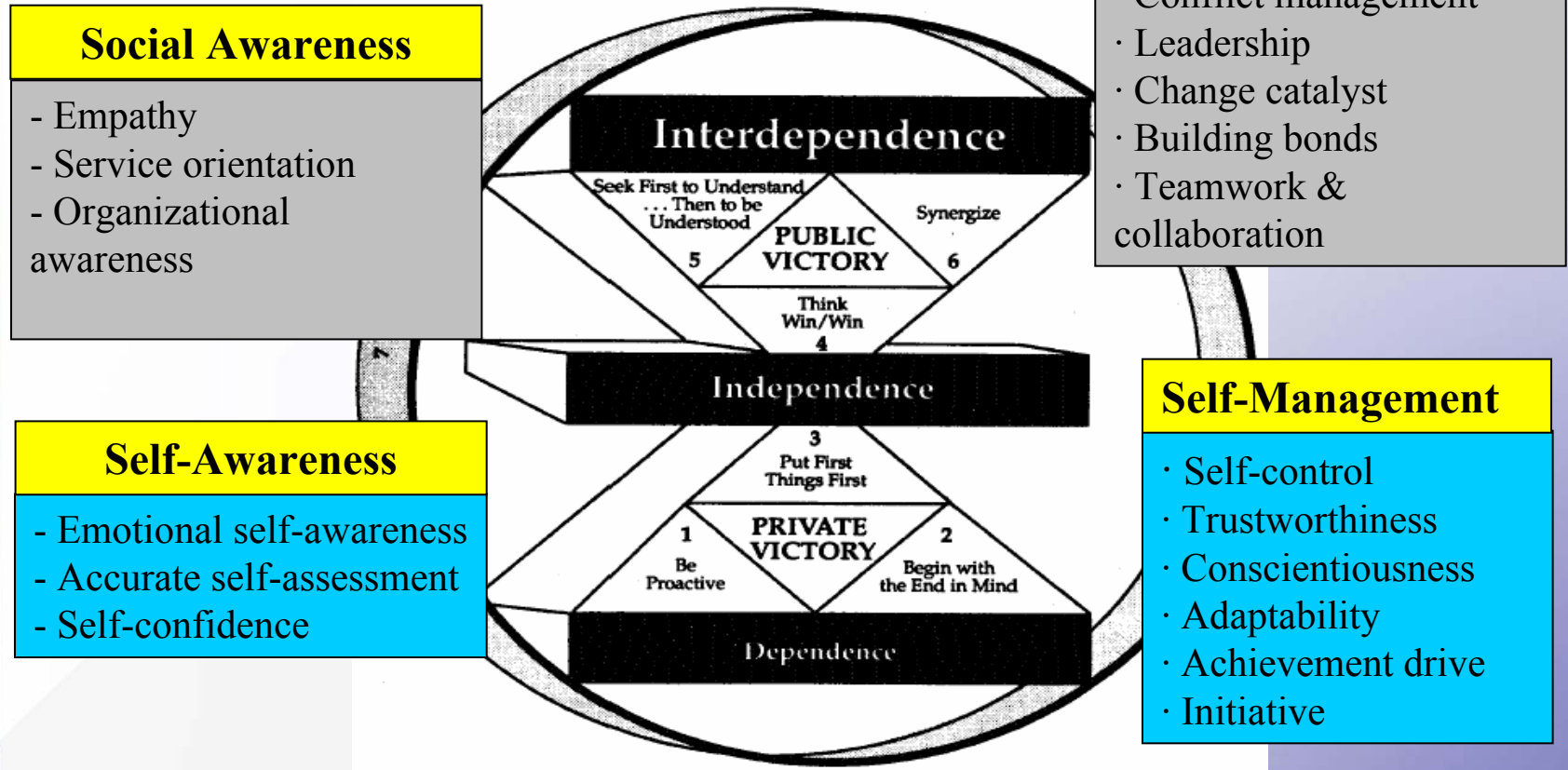
# Social Awareness

Empathy	→	understanding others and taking active interest in their concerns
Service orientation	→	recognizing and meeting customer's needs
Organizational awareness	→	perceives political relationships within the organization

# Relationship Management

Inspirational Leadership	→	inspiring and guiding groups and people
Developing Others	→	helping others improve performance
Change catalyst	→	initiating or managing change
Conflict management	→	resolving disagreements
Influence	→	getting others to agree with you
Teamwork and Collaboration	→	Building relationships and creating a shared vision and synergy

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# Developing EI

- Invest in developing EI competencies
- Benefits
  - Improved staff satisfaction and morale through improved sense of fulfillment and purpose
  - Culture where people choose to be the very best they can be in service of others
  - Getting and keeping the right people on the bus
  - Greater customer satisfaction
  - Improved bottom line
- Effective EI Competency development requires
  - Senior leadership buy-in and support
  - Delivery capability is as important as content
  - Needs to be part of Organisational Culture

# Conclusion

- EI in PMs is a significant factor in success of projects
- Invest in developing your EI and that of your team
- Evaluate recruitment procedures to include EI evaluation



*“Leadership is a potent combination of character and strategy. If you can have only one, always choose character”*

General Norman Schwartzkopf

# References

- *“Emotional Intelligence – What it is and Why it matters”* – Cary Cherniss, Ph.D
- *“The Emotionally Intelligent Workplace”* – Cary Cherniss and Daniel Goleman
- *“The Seven Habits of Highly Effective People”* – Stephen Covey
- *“The relationship between leader behavior and emotional intelligence of the project manager and the success of complex projects”* – dissertation by Leban, Williams V.
- *“Validity and utility of alternative predictors of job performance. Psychological Bulletin, 76(1), 72-93.”*, Hunter, J. E., & Hunter, R. F. (1984).
- *“An evaluation of the attempts to measure social intelligence. Psychological Bulletin, 34, 275-284.”* Sternberg, R. (1996). *Successful intelligence*. New York: Simon & Schuster.
- *Thorndike, R. L., & Stein, S. (1937).*
- *“Benefits of Emotional Intelligence to Project Management: A Study of Leadership and Conflict Resolution Style of Project Managers in Thailand”* - Riza Yosia Sunindijo and Bonaventura H. W. Hadikusumo, Asian Institute of Technology, Pathumthani, Thailand
- *“Awaken the Giant Within”*, Anthony Robbins
- *“Unlimited Power”*, Anthony Robbins

# blueVisions Course Schedule

- “Communicating to Influence”
  - 23<sup>rd</sup> and 30<sup>th</sup> August 2006 (0830-1700)
- “Leadership”
  - 1<sup>st</sup> Nov 2006 (0815-1600)
- “Stakeholder Management”
  - 19<sup>th</sup> July 2006 (0900-1230)
  - 22<sup>nd</sup> Nov 2006 (0900-1230)

# Thank You