Emotional Intelligence in Project Management

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How to survive?
Leadership in Project Management

- **Influencing.** Because project managers often have little or no direct authority over team members in a matrix environment, their ability to influence stakeholders on a timely basis is critical to project success. Key influencing skills include:
  - Ability to be persuasive;
  - Clearly articulating points and positions;
  - High levels of active and effective listening skills;
  - Awareness of, and consideration for, the various perspectives in any situation; and
  - Gathering relevant information to address issues and reach agreements while maintaining mutual trust.

- **Leadership.** Successful projects require leaders with strong leadership skills. Leadership is the ability to lead a team and inspire them to do their jobs well. It encompasses a wide range of skills, abilities and actions. Leadership is important through all phases of the project life cycle. There are multiple leadership theories defining leadership styles that should be used as needed for each situation or team. It is especially important to communicate the vision and inspire the project team to achieve high performance.

9.5.2.2 PROJECT MANAGEMENT INFORMATION SYSTEM (PMIS)

Described in Section 4.3.2.2. Project management information systems can include resource management or scheduling software that can be used for managing and coordinating team members across project activities.
## Management vs Leadership

<table>
<thead>
<tr>
<th>Management</th>
<th>Leadership</th>
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<tr>
<td>Direct using positional power</td>
<td>Guide, influence, and collaborate using relational power</td>
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<tr>
<td>Maintain</td>
<td>Develop</td>
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<tr>
<td>Administrate</td>
<td>Innovate</td>
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<tr>
<td>Focus on systems and structure</td>
<td>Focus on relationships with people</td>
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<tr>
<td>Rely on control</td>
<td>Inspire trust</td>
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<tr>
<td>Focus on near-term goals</td>
<td>Focus on long-range vision</td>
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<tr>
<td>Ask how and when</td>
<td>Ask what and why</td>
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<tr>
<td>Focus on bottom line</td>
<td>Focus on the horizon</td>
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<tr>
<td>Accept status quo</td>
<td>Challenge status quo</td>
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<tr>
<td>Do things right</td>
<td>Do the right things</td>
</tr>
<tr>
<td>Focus on operational issues and problem solving</td>
<td>Focus on vision, alignment, motivation, and inspiration</td>
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While technical project management skills are core to program and project management, PMI research indicates that they are not enough in today's increasingly complicated and competitive global marketplace. Organizations are seeking added skills in leadership and business intelligence. Members of various organizations state their belief that these competencies can support longer-range strategic objectives that contribute to the bottom line. To be the most effective, project managers need to have a balance of these three skill sets.
Emotional intelligence as a new trend in Project Management.

TRENDS AND EMERGING PRACTICES IN PROJECT RESOURCE MANAGEMENT

Project management styles are shifting away from a command and control structure for managing projects and toward a more collaborative and supportive management approach that empowers teams by delegating decision making to the team members. In addition, modern project resource management approaches seek to optimize resource utilization. Trends and emerging practices for Project Resource Management include but are not limited to:

- **Resource management methods.** Due to the scarce nature of critical resources, in some industries, several trends have become popular in the past several years. There is extant literature about lean management, just-in-time (JIT) manufacturing, Kanban, total productive maintenance (TPM), theory of constraints (TOC), and other methods. A project manager should determine if the performing organization has adopted one or more resource management tools and adopt the approach accordingly.

- **Emotional Intelligence (EI).** The project manager should invest in personal EI by improving inbound (e.g., self-management and self-awareness) and outbound (e.g., relationship management) competencies. Research suggests that project teams that succeed in developing team EI become an emotionally competent group more effectively. Additionally, there is a reduction in staff turnover.

- **Self-organizing teams.** The increase in using agile approaches mainly for the execution of IT projects has given rise to the self-organizing team, where the team functions with an absence of centralized control. In projects that have self-organizing teams, the project manager often may not be called a project manager. Instead, project managers provide the team with the environment and support needed and trust the team to get the job done. Successful self-organizing teams usually consist of generalized specialists, instead of subject matter experts, who continuously adapt to the changing environment and embrace constructive feedback.

Leadership skills. In the fifth edition of the PMbok, this skill is already explained, but the new edition gives it more emphasis. Among the leadership skills, we find emotional intelligence, problem solving, team building and the ability to influence and motivate the team.

Leadership is a “people business” and emotional intelligence is the missing link. EQ helps leaders know themselves and use their own strengths — and work with and through people effectively.
They say about Emotional Intelligence

“No doubt emotional intelligence is rarer than book smarts, but my experience says it is actually more important in the making of a leader. You just can’t ignore it.” – Jack Welch, Wall Street Journal, “Four E’s (a Jolly Good Fellow)”

“Leadership’s First Commandment: Know Thyself.” – Harvard Business Review

“We tend to think of leadership as something you do externally. The good leaders are the ones who are comfortable in their own skins. They understand what they are about — they understand their purpose in life and their strengths. They have a level of comfort with themselves that leads to a level of comfort with others.” – Dan Pink, Leading With A Whole New Mind
Emotional intelligence is an essential part of the whole person.
Emotional Intelligence Chart

What I Observe

Personal Competence

Self Awareness

What I Do

Self Management

Social Competence

Social Awareness

Relationship Management
What is Emotional Intelligence?

Emotional intelligence is a balance between the rational and emotional brain.
Thank you

Questions?