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EQ and Project Management

DISCUSSION

Are you self-aware? Overly so?

Do you understand EQ?



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Emotional Intelligence

Emotional intelligence (EQ) is the ability to learn about yourself and apply that wisdom to the world around you.

It involves five components:

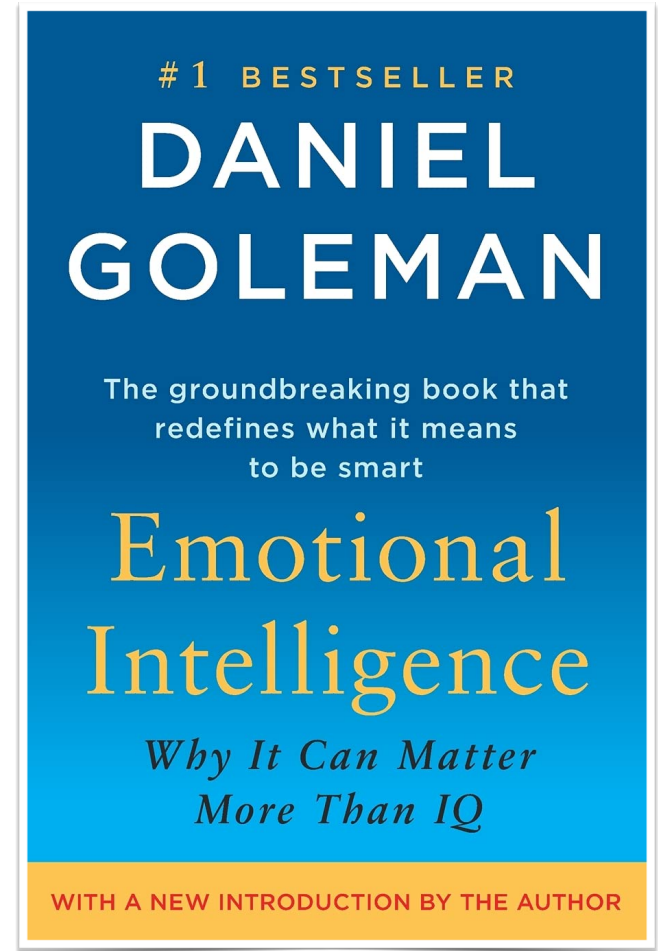
Self-awareness

Self-regulation

Motivation

Empathy

Social skills



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**“Nothing undermines change more than
behavior by important individuals that is
inconsistent with the verbal message.”**

**John Kotter
“Leading Change”**

Other considerations

Leading teams is understanding that being an effective project manager is about the effective employment of **empathy** and **authority**.



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Communication Channels

Personalities and Communication

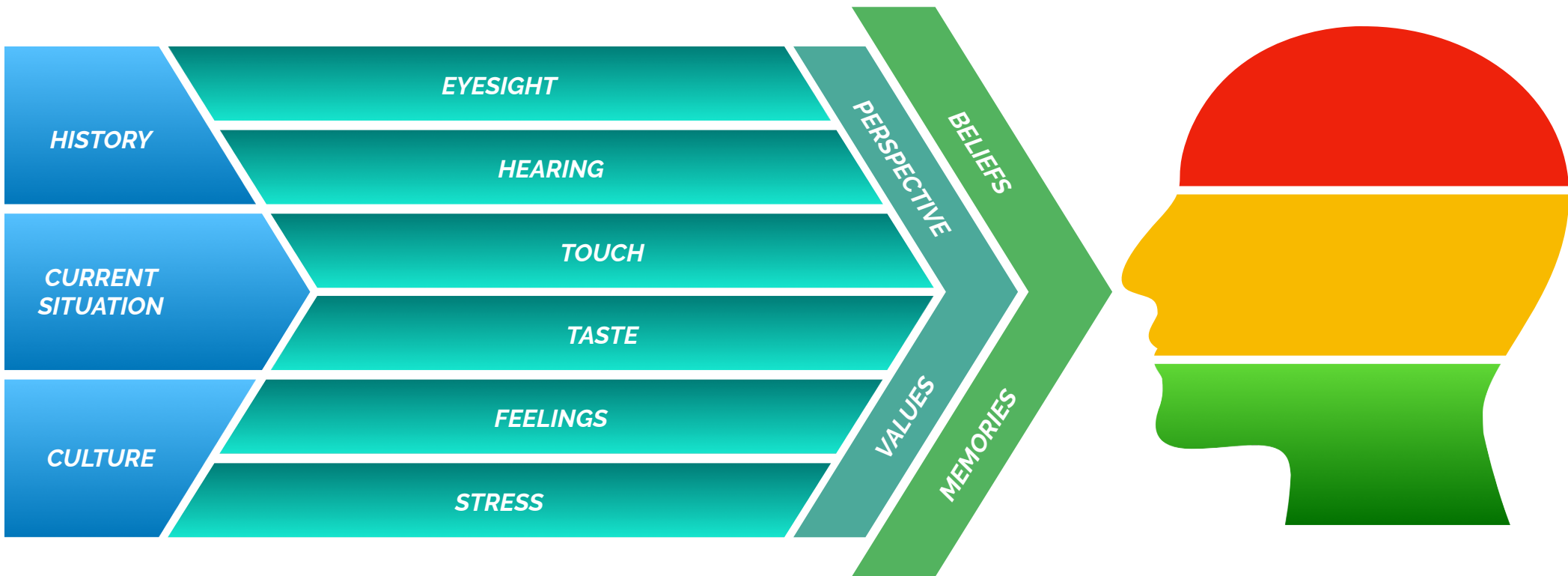
Our personal histories can influence how and why we **act, engage, react and influence** (or don't) people on our teams.

Knowing these results can help **inform** and **direct** our choices.



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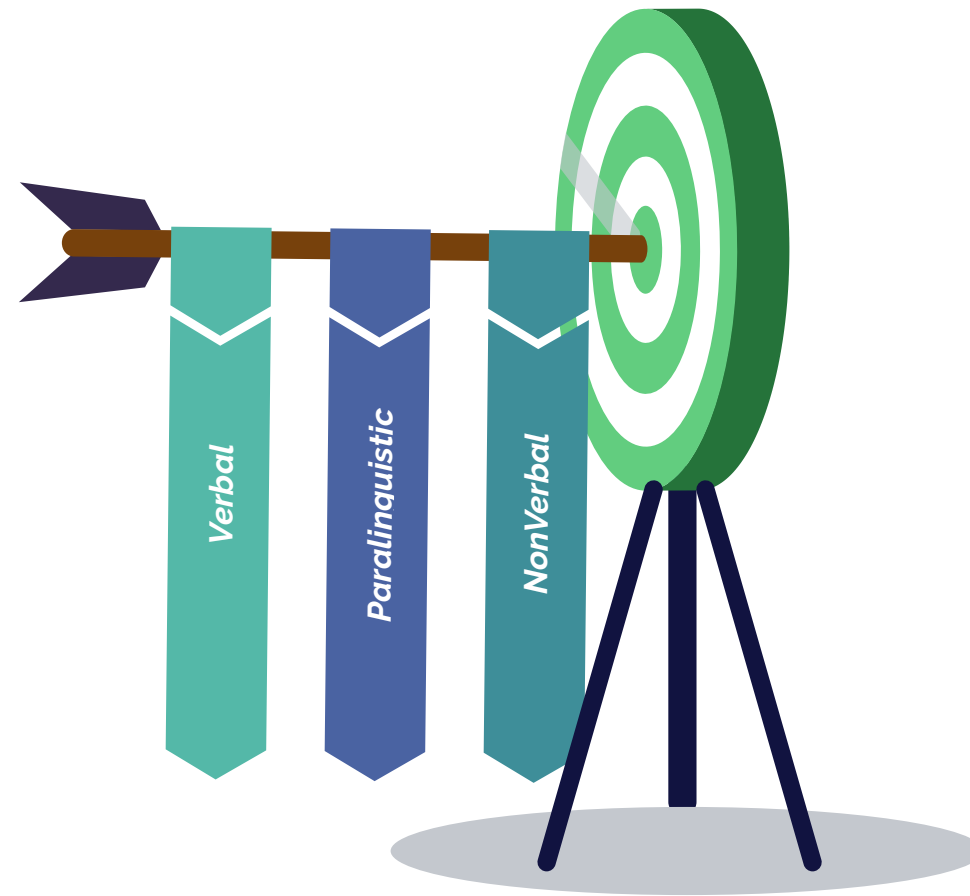
Everything Influences Behavior



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Communication

All communication occurs through many filters and is processed through “**noise**”

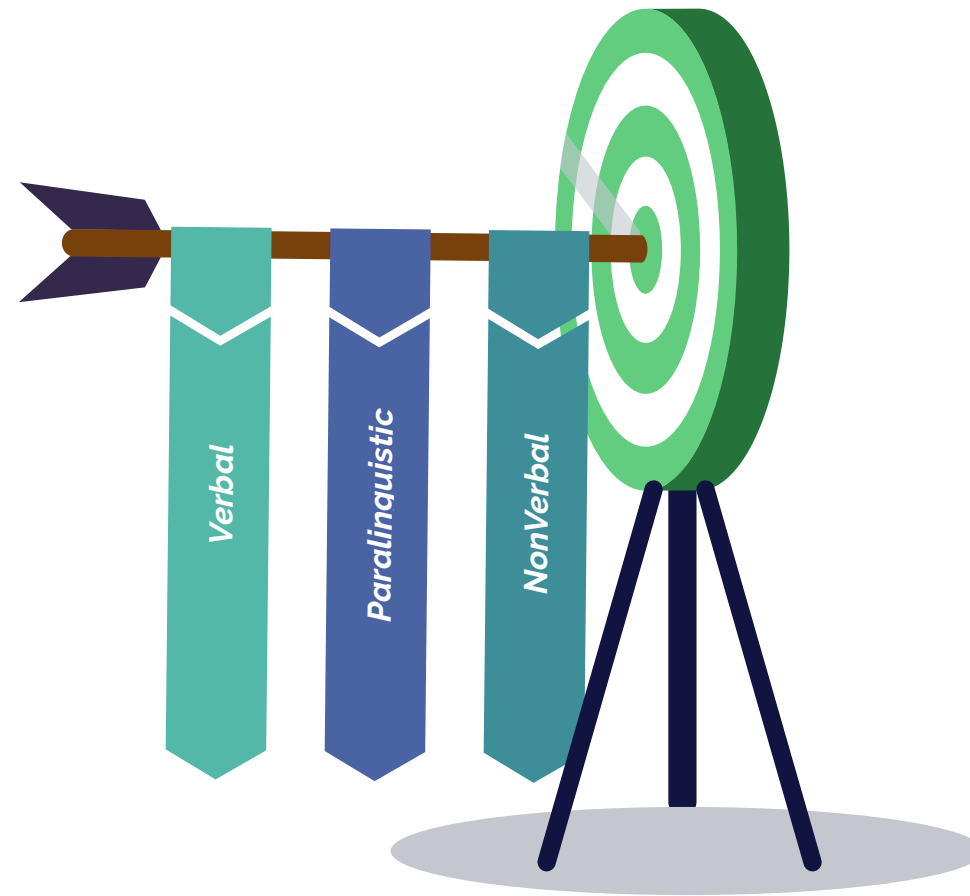


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Communication

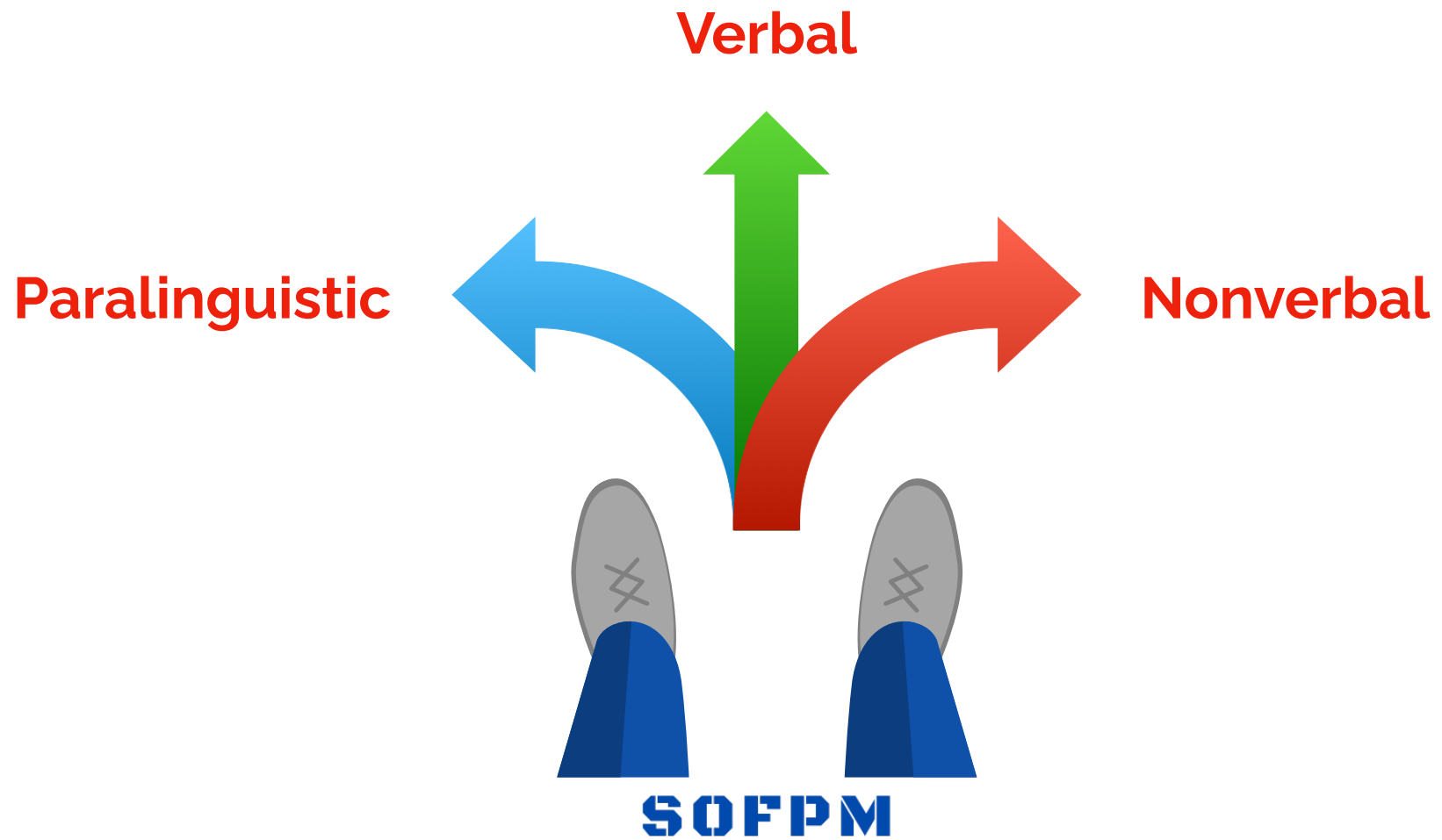
There are **3 Communication channels** each of us use when trying to get our message across.



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3 Channels of Communication



Verbal Communication



The **WORDS** you choose and the words you use.

Accounts for ONLY 7% of the message you send.

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Paralinguistic Communication



Rate, tone, volume, inflection, speed
and more

**Accounts for 38% of the message
you send.**

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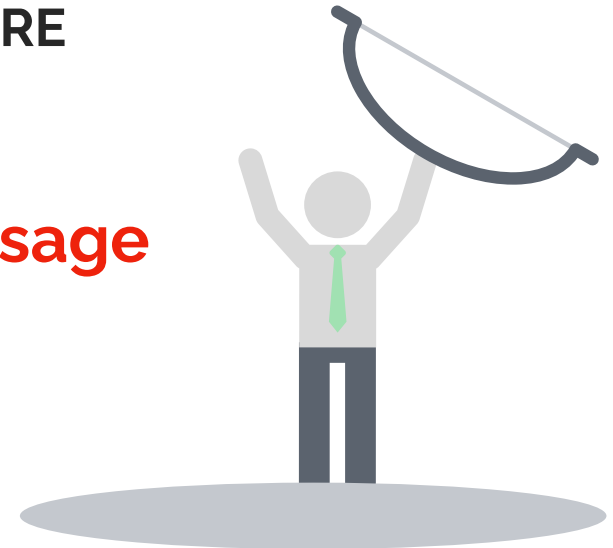
Nonverbal Communication



Posture, clothing, expressions,
movements, listening, spelling of
messages, punctuation, and MORE

**Accounts for 55% of the message
you send.**

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DISCUSSION

What is your strongest communication style?



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NonVerbal Communication





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Feedback and Managing Up

When and how to give feedback

There is an **art** to leading project teams.



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The PM Paradox

Manager

Autocrat

Pursue perfection

Written communicator

Champion simplicity

Think small

Impatient

Leader

Delegator

Tolerate ambiguity

Oral communicator

Acknowledge complexity

Think big

Patient



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DISCUSSION

How do you deal with leadership that doesn't want to cooperate or dislikes the project?

When there is a conflict over project plans, outcomes, progress?



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Managing “Up”

Successful managers pay attention to managing both directions, as well as communicating with their peers.

Of vital importance to the project is how you engage with sponsor and senior stakeholders.

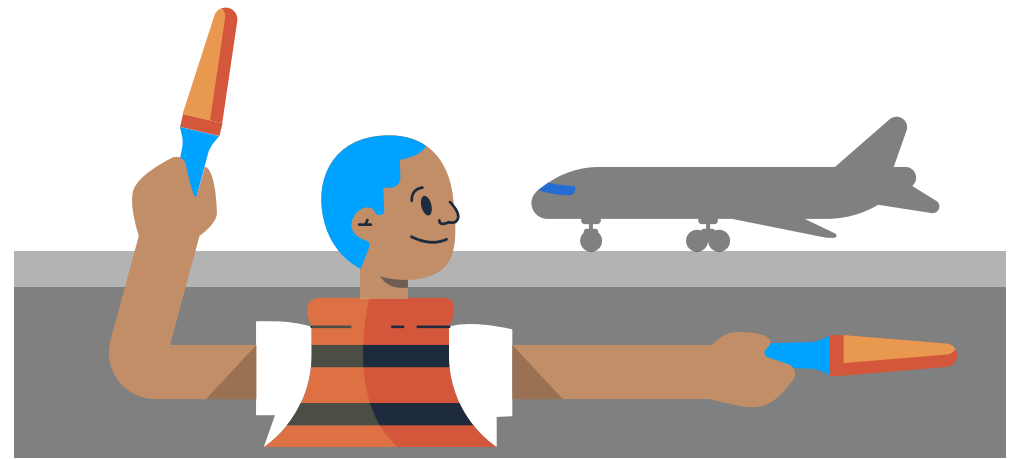


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Managing “Up”

Managing up is the practice of proactively and intelligently working with your boss (or other senior leaders) to make their job easier, ensure alignment, and create mutual success.

It's not manipulation, flattery, or politics, its leadership without authority.



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Managing “Up”

Done well, managing up builds trust, influence, and visibility.

Done poorly, it comes off as pandering or passive-aggression.



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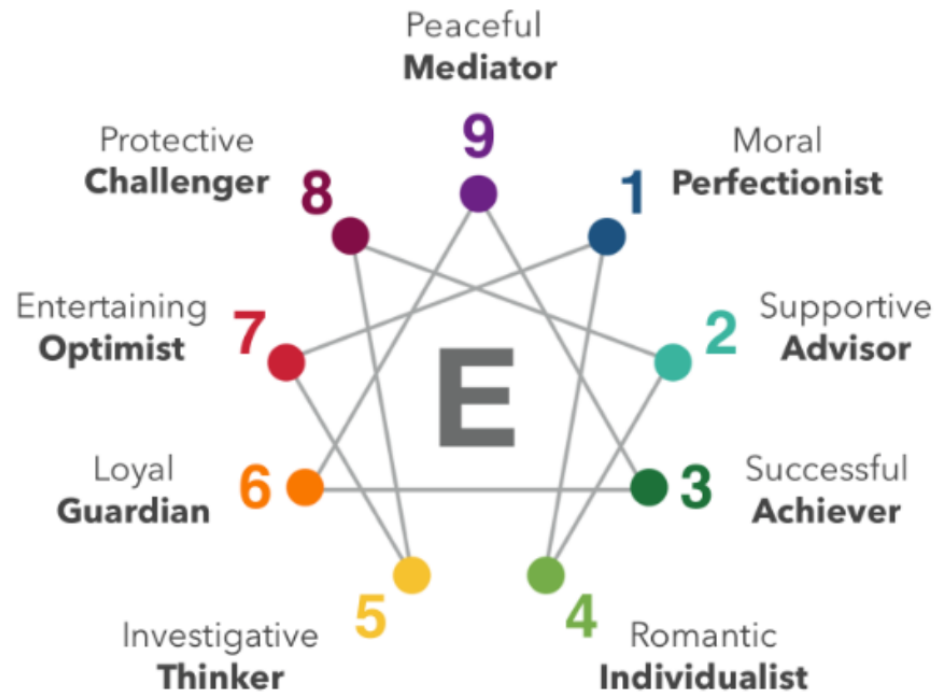


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Enneagram

The 9 Enneagram Personality Types



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The 9 Enneagram Personality Types

Name	Core Fear	Core Desire
The Reformer	Being corrupt or wrong	To be good, ethical, right
The Helper	Being unwanted or unloved	To be loved and needed
The Achiever	Being worthless	To be successful and valuable
The Individualist	Having no identity or meaning	To find themselves and be unique
The Investigator	Being helpless or ignorant	To be capable and informed
The Loyalist	Being without support/guidance	To feel secure and supported
The Enthusiast	Being deprived or trapped	To be satisfied and free
The Challenger	Being weak or controlled	To be strong and independent
The Peacemaker	Conflict and disconnection	To have peace and harmony



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Enneagram: The Gut Triad

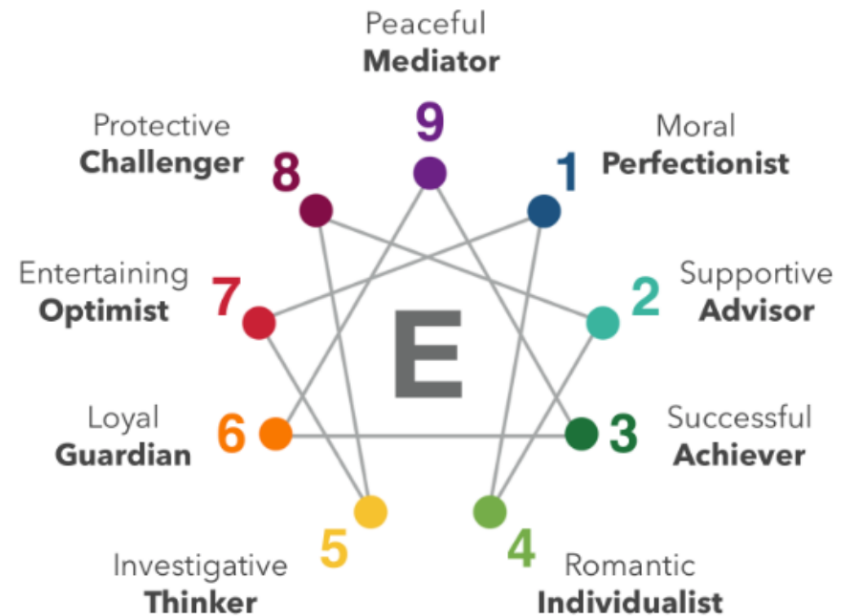
Body Centered

Predominant Emotion: **Anger**

8's externalize their anger

9's forget their anger

1's internalize it



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Enneagram: The Heart Triad

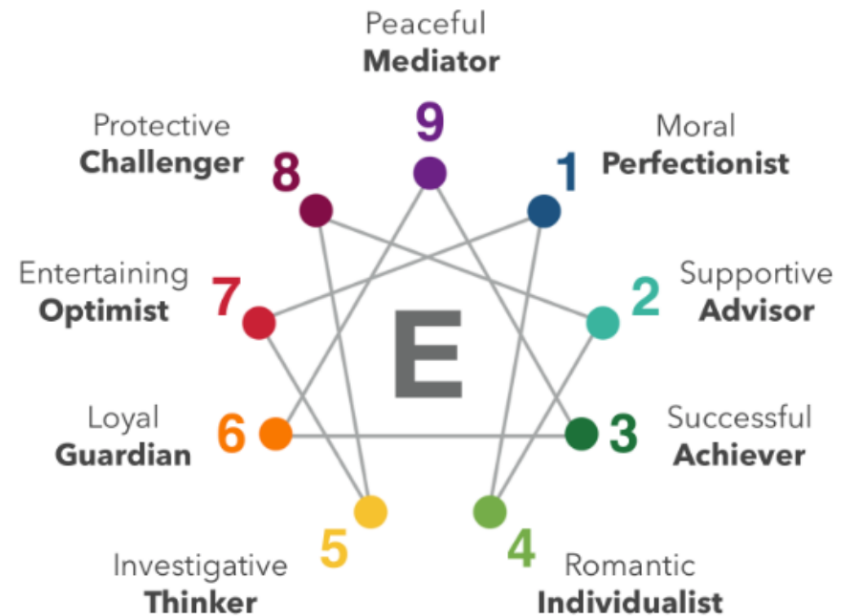
Emotionally Centered

Predominant Emotion: **Shame**

2's focus outwardly on the feelings of others

3's have trouble recognizing their own feelings

4's concentrate inwardly on their own feelings



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Enneagram: The Head Triad

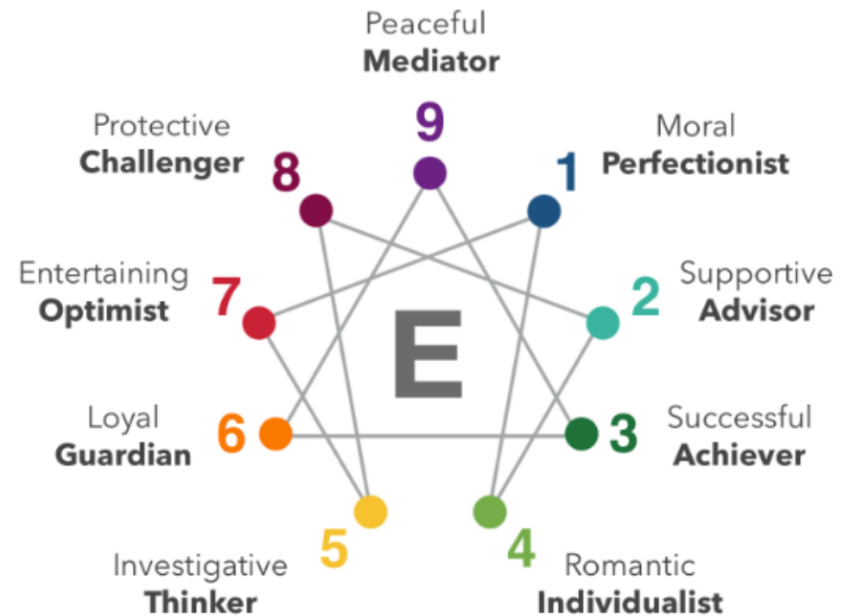
Mentally Centered

Predominant Emotion: Fear

5's externalize their fear

6's forget their fear

7's internalize it



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Communication Barriers

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**What kinds of communication barriers
are present where you work?**



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Types of Barriers

Why we don't get the
outcome we'd like when
communicating



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Types of Barriers

Lack of Attention or
Awareness

Ignorance

Protection



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Lack of Attention or Awareness

Inattention to posture

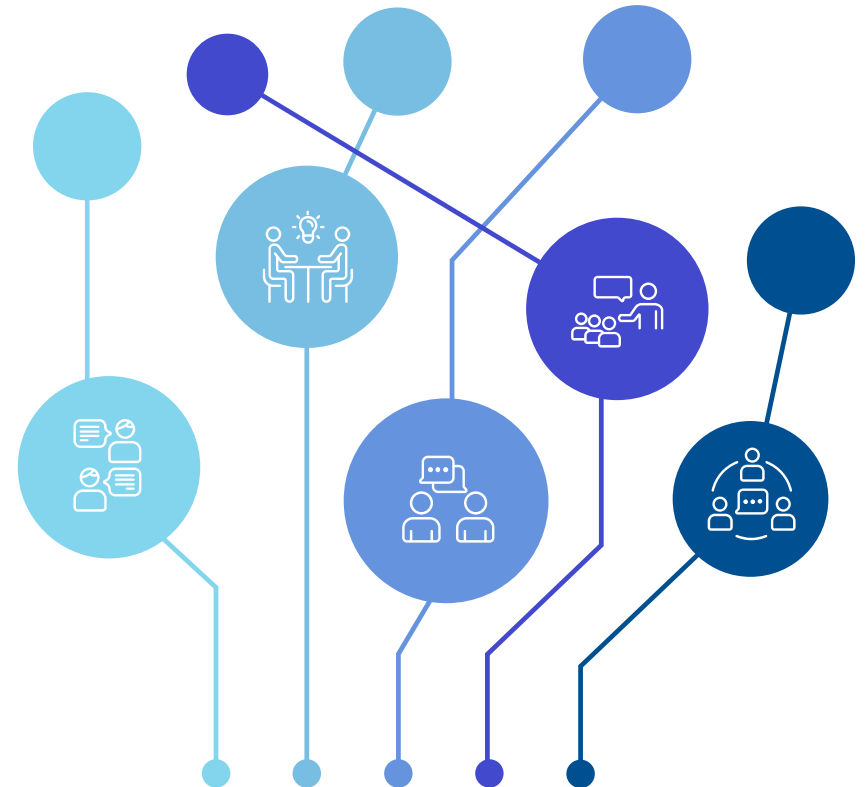
Proximity violations

Spatial Orientation

Focus and Fidgeting

Not knowing the outcome of the
engagement you are seeking

“Murphy”



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Ignorance

Cultural norms

Societal expectations

Personality Traits



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Protection

Freeze, Flight or Fight

Always running in the background through our Limbic System



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Barriers to Interpersonal Communication

Semantics

Filtering

Credibility

Agendas

Frames of reference

Information overload

Poor communication skills



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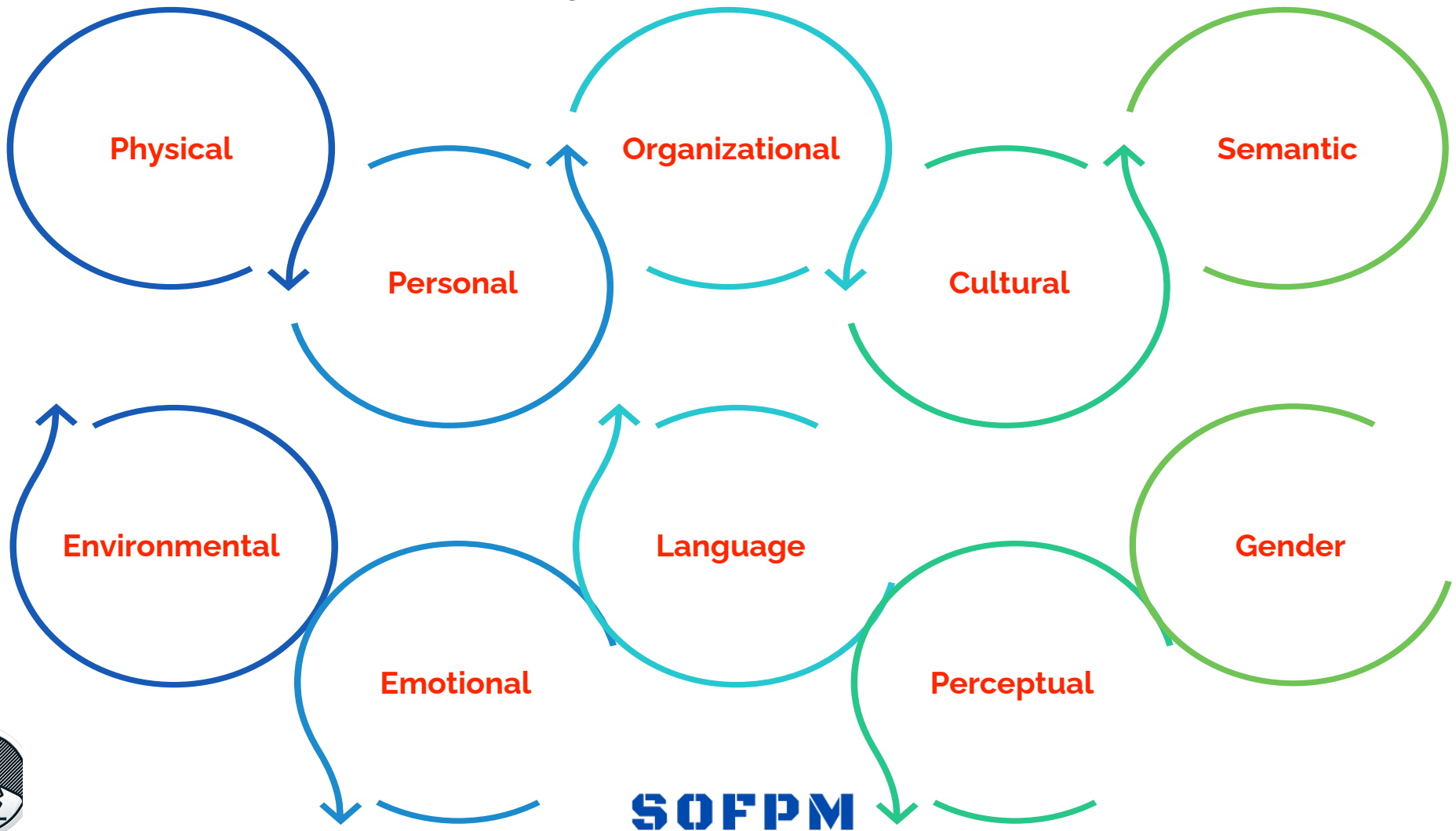
Ten Most Common Communication Barriers

- 1: Assumption of understanding
- 2: Lack of attention/distraction
- 3: Emotional Interference
- 4: Poor **nonverbal** signals
- 5: Language, jargon, or complexity
- 6: Cultural or generational gaps
- 7: Lack of feedback or clarification
- 8: Authority fear or power distance
- 9: Inconsistency or contradiction
- 10: Information overload



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Type of Barriers



Unintentional Barriers

Poor / vague / inadequate instructions (scope)

Unclear task priorities

Insufficient time or resources

No context for their work

Slow feedback / decisions

Red tape – too much project management!



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Effective and Efficient Communication

Providing the right information in the right format, at the right time

Find the balance between under- and over- communicating

Clear and consistent messages are passed within the team and to external stakeholders



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Other Communication

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What are the PROS and CONS of video communication?



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Be Careful of “Quick” Video Meetings

Immediate (potentially unnecessary) collaboration has been killing productivity since the pandemic.

“Do you have 5 min for a catch up?”

Collaboration And Teams

Collaboration Overload Is Sinking Productivity

by Rob Cross, Mike Benson, Jack Kostal, and RJ Milnor

September 07, 2021

TECH / MICROSOFT

Microsoft Teams usage jumps to 145 million daily active users



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What makes a stand-out presentation

Involve the audience

DON'T turn out the lights (unless showing a video clip)

Move around

DON'T read the slides. Definitely don't have others read the slides for you.

PRACTICE DELIVERY!



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PRACTICE DELIVERY!



This slide has DOUBLE the recommended words recommended for any presentation slide (13).

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Critical Written Communication

The key principle when writing for projects is to keep your messages:

Short, **Action-oriented**, and Easy to understand



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Critical Written Communication

Know your audience

Know your outcomes

Avoid jargon when possible



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“Good writing is lean and confident.”

William Zinsser

“On Writing Well”

Giving Feedback

Be positive and **focus on improvement**

Be timely, sincere, fair, and balanced

Give feedback solely from **your** perspective

Explain the direct impact resulting from your observation

Pause, **allow for their reaction**

Make a *SMART* goal and check back!



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Receiving Feedback: The 5 R's

Receive

Manage emotional reaction and actively listen

React

"Thank you for taking the time"

Refine

Ask questions to get to specifics and solutions

Reflect

Pause, honestly reflect

Respond

Agree to steps forward, circle back and follow up

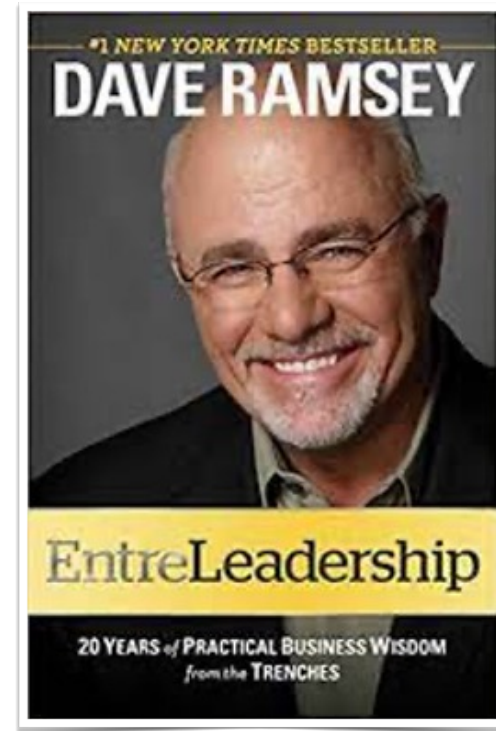


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Reprimands

- 1: Be short
- 2: Be Private
- 3: Be gentle
- 4: Be uncomfortable
- 5: Attack the problem

EntreLeadership by Dave Ramsey



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“Two thirds of CEOs regarded collaboration and communication as ‘key drivers of employee success to operate in a more complex and inter-connected world.’”

**Morten Hansen
“Great At Work”**



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The Ability To Say “No.”

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Do ALL team members need to be in ALL team meetings/events?



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Omission and Saying “No.”

Not everyone needs to be in every meeting.

Not every project “improvement” needs implemented.

Not every idea is a good one.



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“You don’t have a time management problem, you have a “yes” management problem.”

Paula Boyle



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Communication Paths

Communication Paths

How many **communication paths** are present where you work?



zoom

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DISCUSSION

What are the PROS and CONS of Social Media?



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Social Media Considerations

Social Media Considerations

A good social media policy is a **living document** that provides guidelines for your organization's and projects' social media use.



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Social Media Considerations

Conflicting personal and professional profiles

Properly **secure** project data and information

Moderate in real time if possible to avoid spam-bots

Stakeholders expect **conversations** and PMs are pushing **messaging** instead



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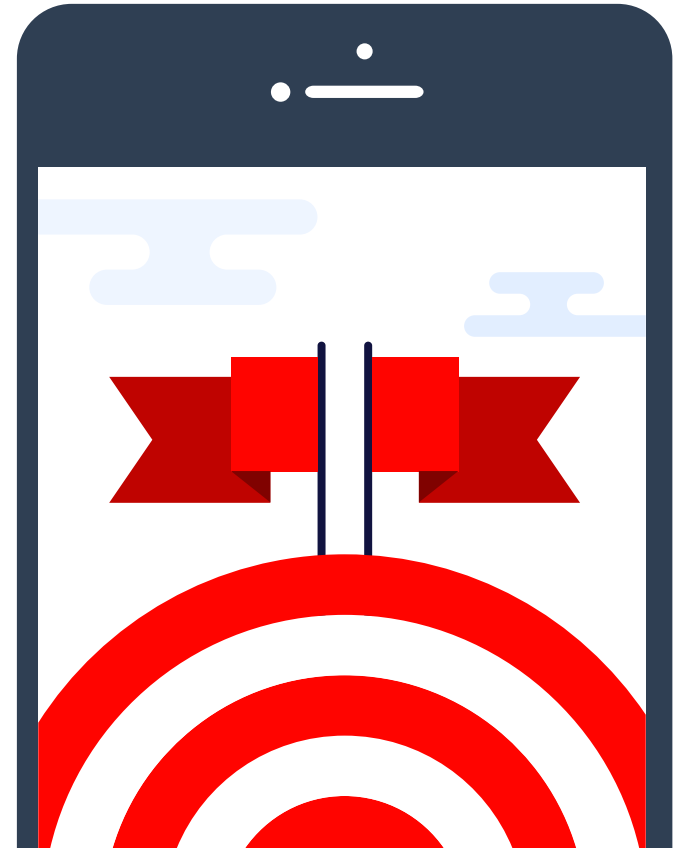
Some Simple Guidelines

Don't feed the **trolls**.

Maintain a work-life **balance**

Understand **privacy** considerations and
Intellectual Property concerns

Conversations not messaging



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Key Points from EQ and PM



Use all three channels for communication and understand effective communication is about ensuring **DELIVERY**

Know yourself and how you communicate best to others.

Understand how others want to be communicated with.