



EQ and Project Management

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

John Kotter
“Leading Change”

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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

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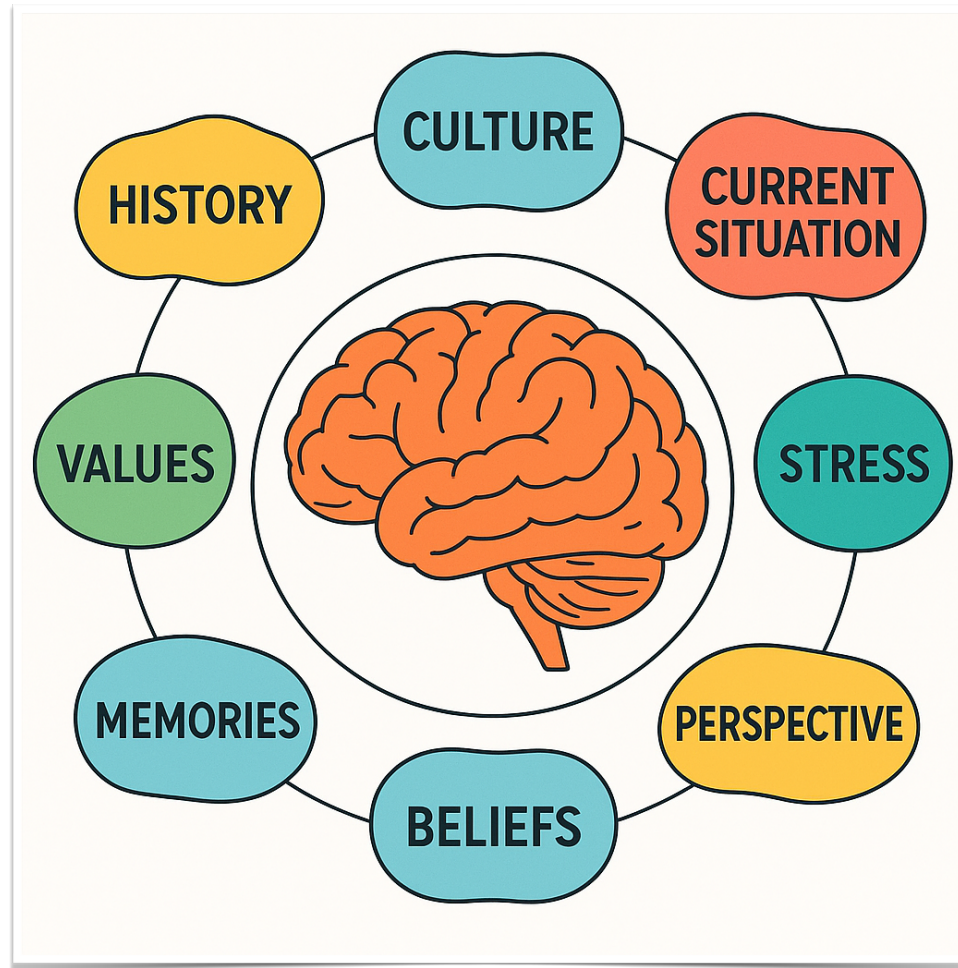
Personalities and Communication

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

Knowing this helps **inform** and **direct** our choices.



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.



3 Channels of Communication

Verbal

Paralinguistic

Nonverbal



Verbal Communication



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



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Paralinguistic Communication



Rate, **tone**, volume, inflection, speed
and more



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Nonverbal Communication



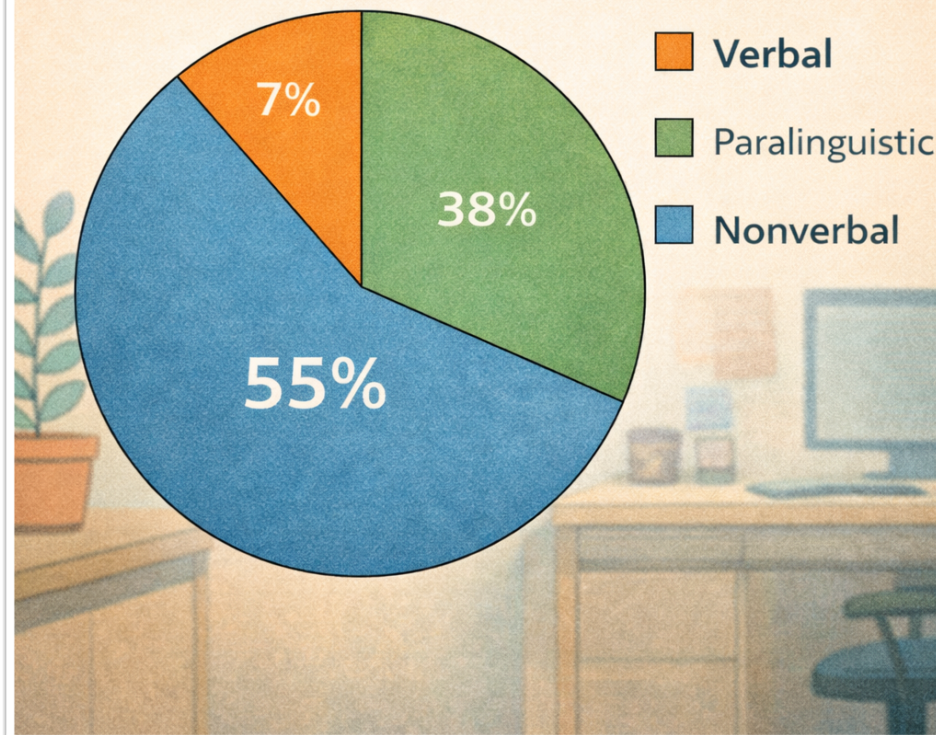
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Posture, clothing, expressions,
movements, listening, spelling of
messages, punctuation, and **MORE**

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Types of Communication



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NonVerbal Communication

It's more than you think...



Emotional Intelligence

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

It involves five components:

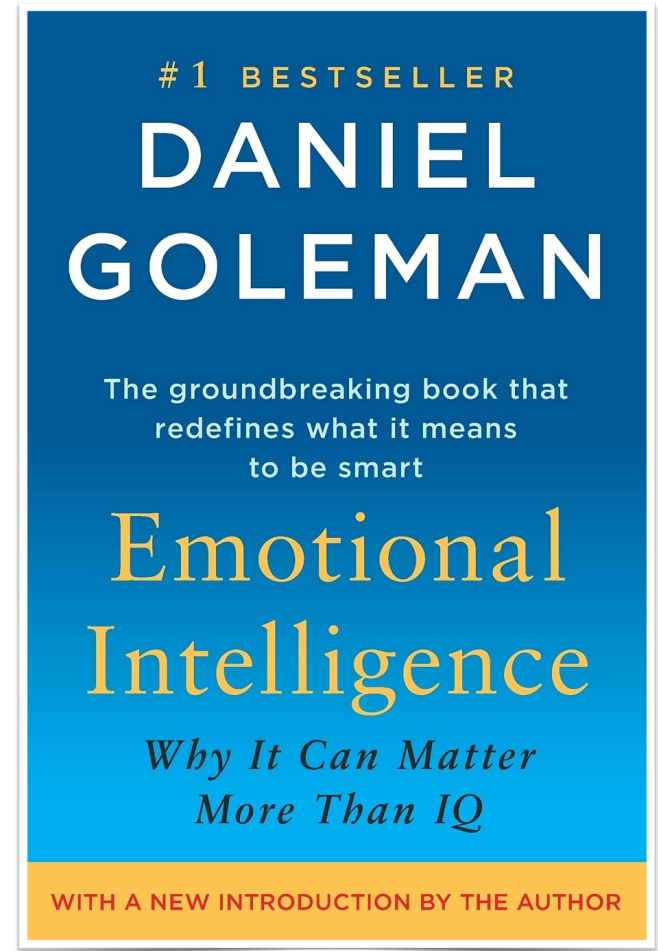
Self-awareness

Self-regulation

Motivation

Empathy

Social skills



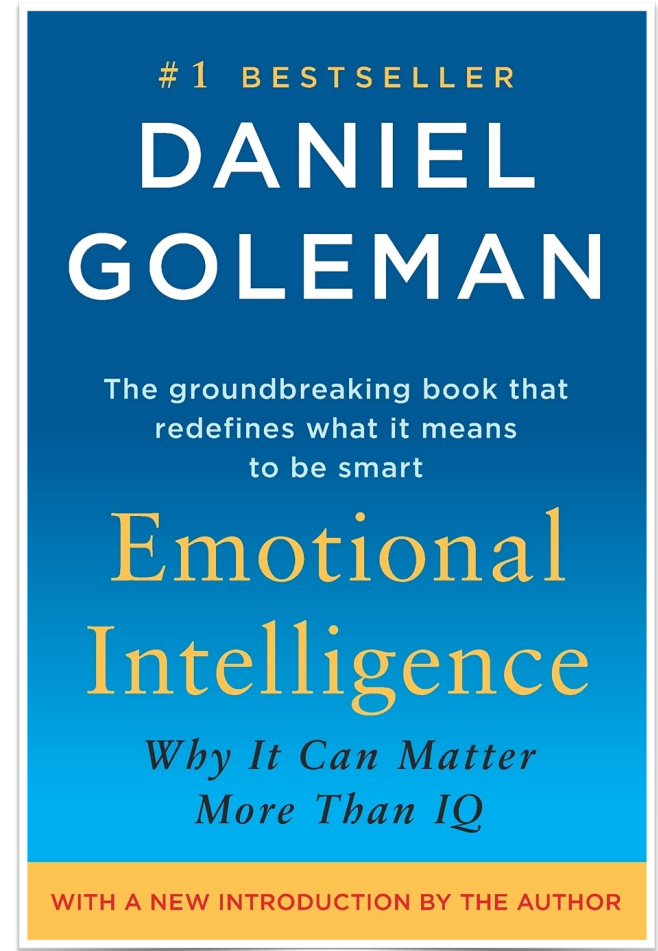
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Self Awareness

The ability to accurately **recognize, understand,** and **interpret** your own emotions, and to see clearly how those emotions influence your thoughts, behaviors, decisions, and **impact on others.**

It's the foundation of EQ because without knowing what's happening inside of you, you can't hope to regulate yourself, empathize with others, or build **authentic relationships.**

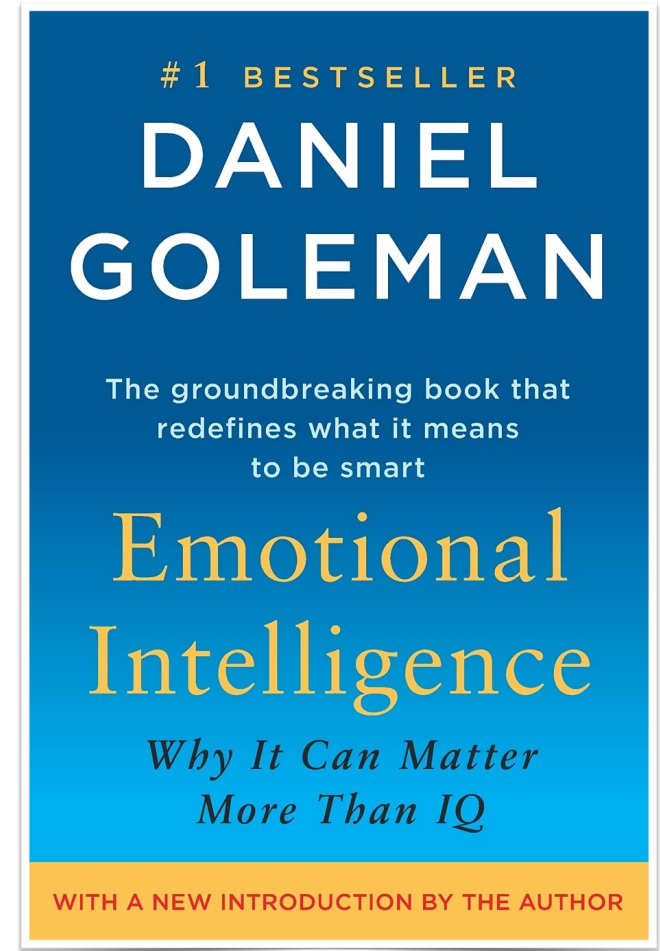


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Self Awareness

- 1: Recognition of **emotion**
- 2: Understanding **Triggers**
- 3: **Accurate** Self-Assessment
- 4: Awareness of **Impact**
- 5: **Alignment** with values and purpose

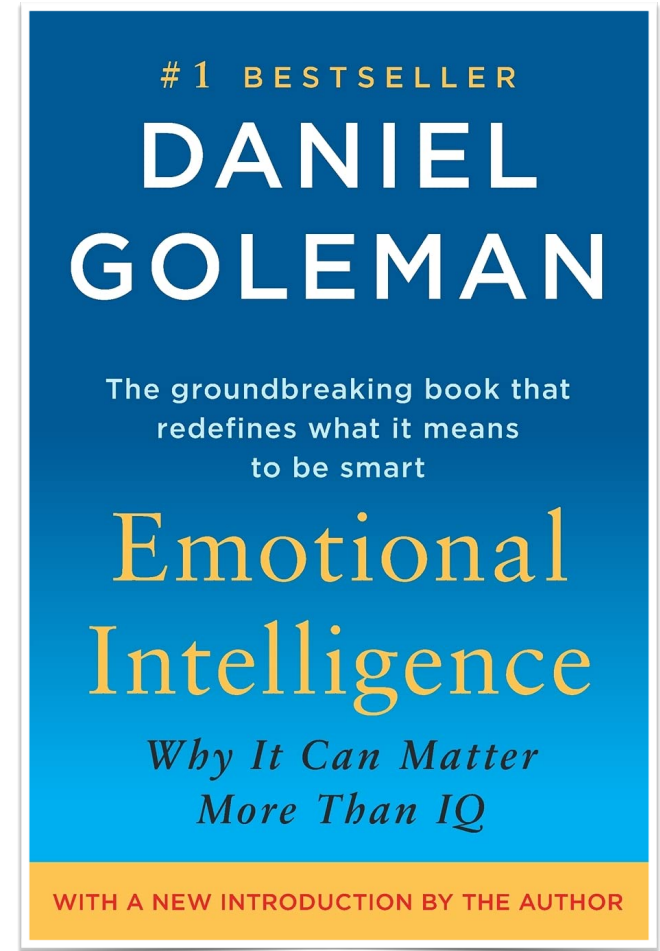


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Self Regulation

The ability to **manage**, **control**, and **direct** your emotional responses (especially when you're under pressure, provoked, or uncertain)



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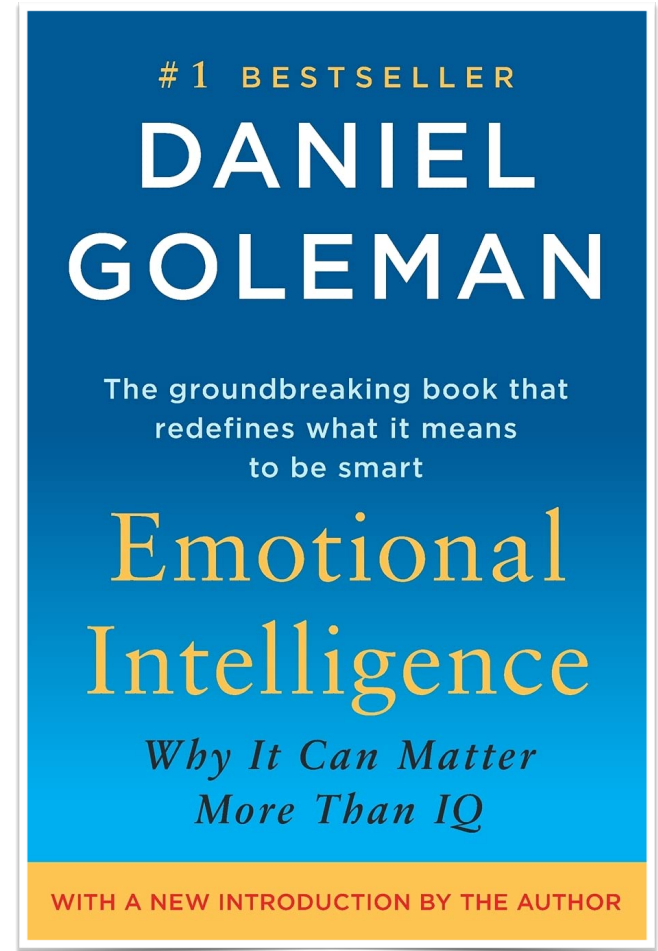
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Self Regulation

If self-awareness is knowing what you feel and why, then self-regulation is **deciding what you do about it.**

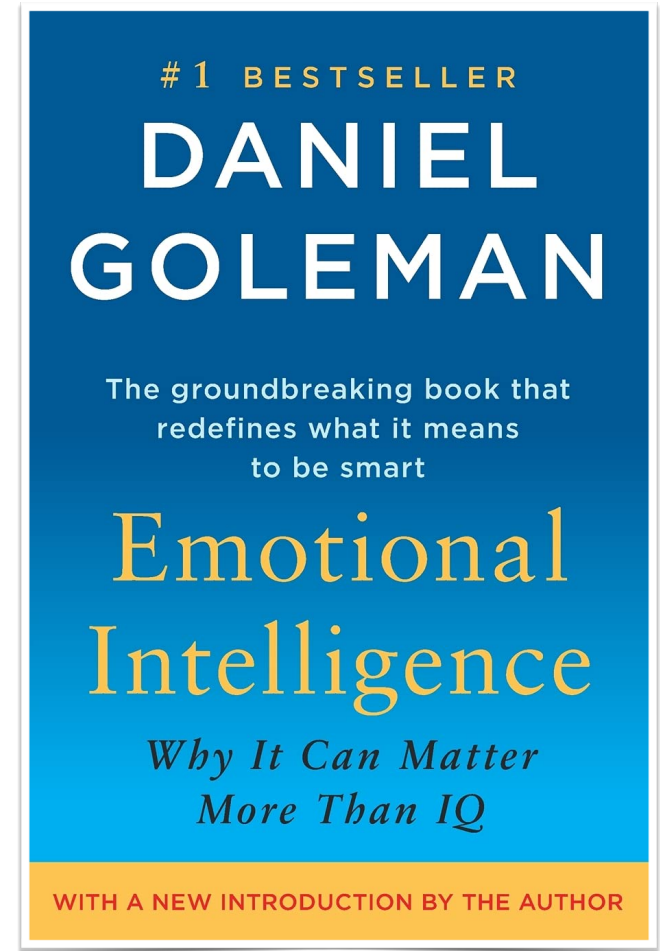
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Self Regulation

- 1: Emotional **Control**
- 2: Adaptability
- 3: **Impulse** Management
- 4: Integrity Under **Stress**
- 5: **Calm** Under Fire



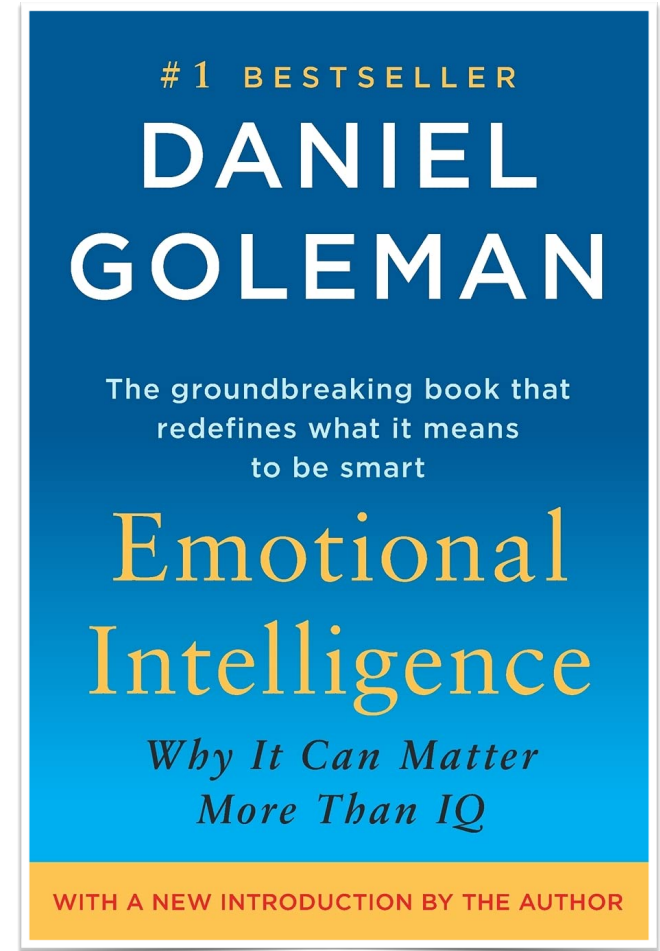
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Motivation

The inner drive to pursue goals with **energy**, **persistence**, and **purpose** (even when obstacles, setbacks, or distractions arise).

It's not about external rewards like money, rank, or recognition. It's about the internal desire to achieve, grow, and improve because the work itself matters to you.



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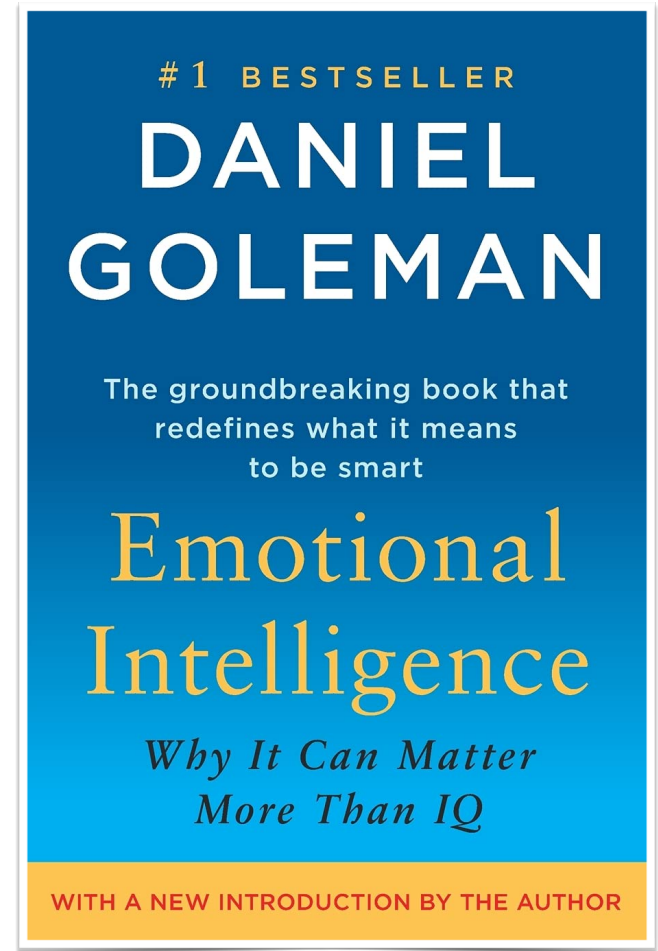
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Motivation

- 1: Intrinsic **Drive**
- 2: Commitment to **goals**
- 3: Initiative
- 4: Resilience and **Optimism**
- 5: Alignment with **purpose**

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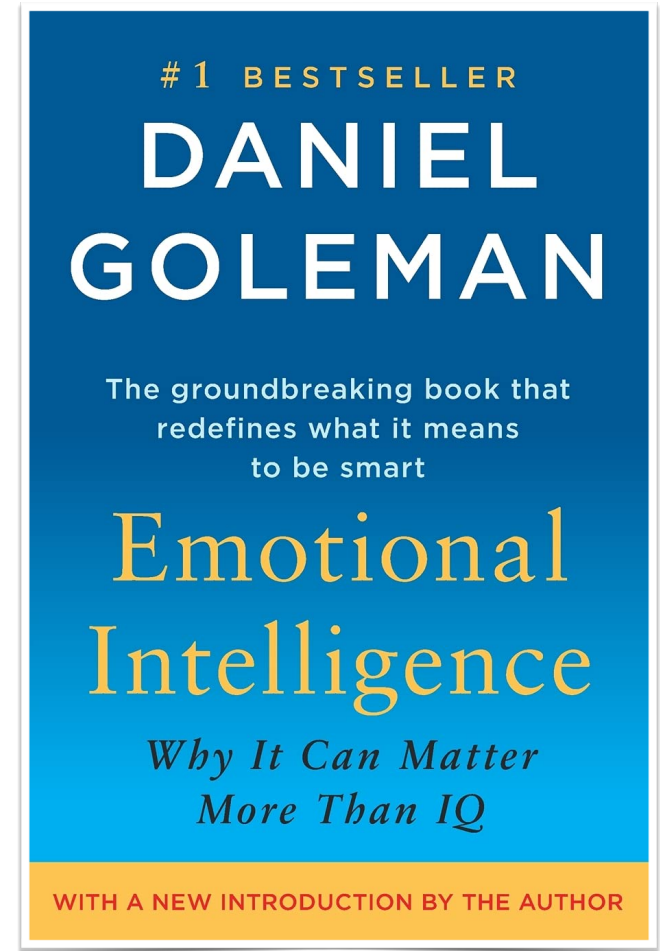
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Empathy

The ability to **understand**, **feel**, and **genuinely connect** with the emotions, perspectives, and experiences of others.

It's not just recognizing that someone feels a certain way: it's **feeling with them** while maintaining enough awareness **to respond constructively**.

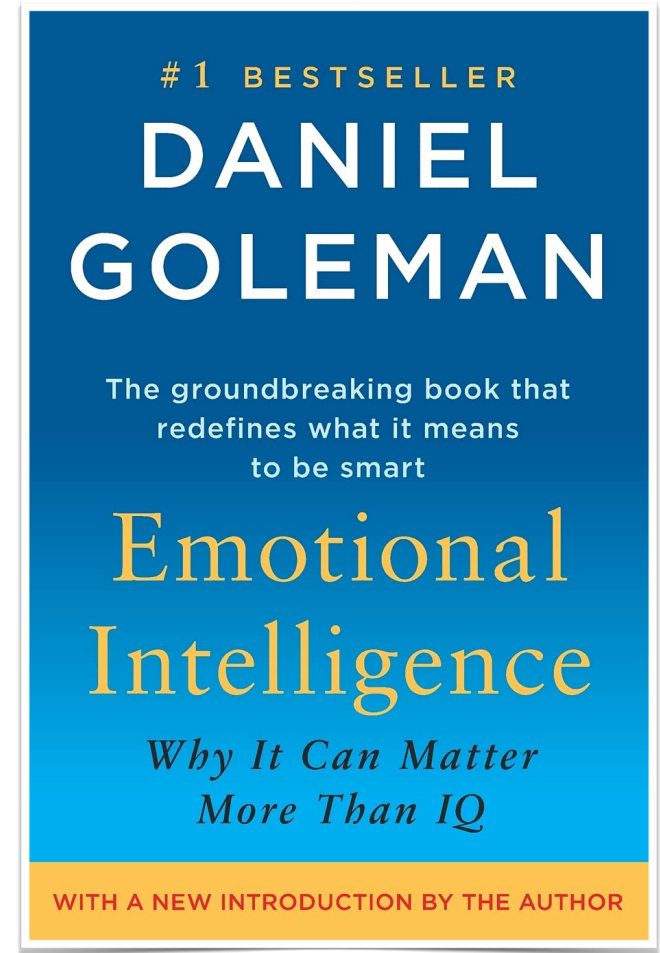


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Empathy

- 1: Emotional awareness of **others**
- 2: **Perspective** Taking
- 3: **Emotional** Validation
- 4: Compassionate action
- 5: Building Connection and Trust



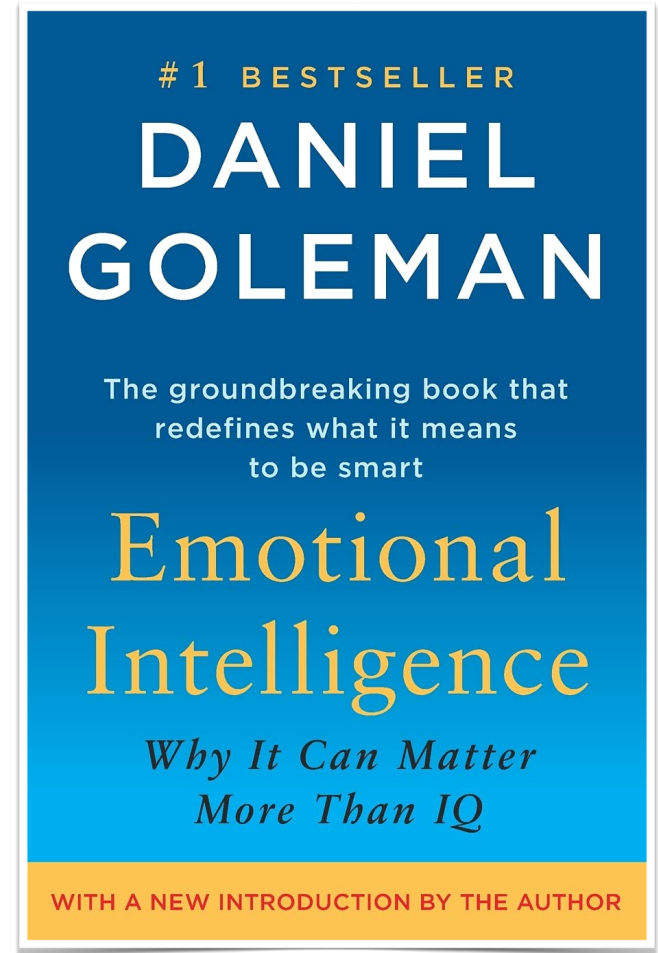
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Social Skills

The ability to **build, maintain, and effectively navigate relationships** through **clear communication, influence, collaboration, and conflict management.**

If self-awareness and self-regulation are about managing you, and empathy is about understanding them, then social skills are about working with both (productively).

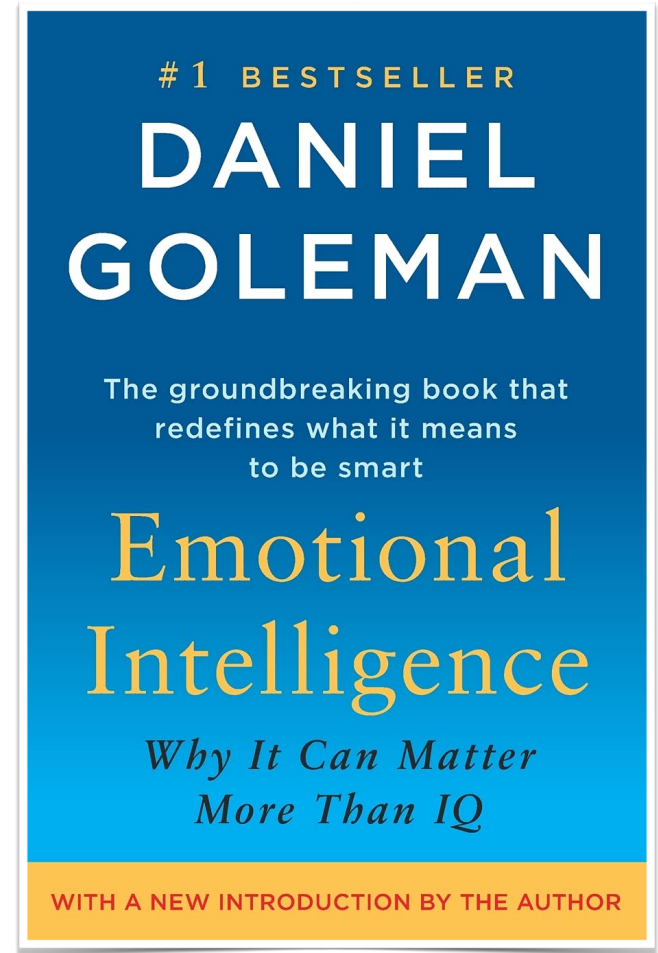


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Social Skills

- 1: Effective **Communication**
- 2: **Influence** and Persuasion
- 3: **Conflict** Management
- 4: Collaboration and **Teamwork**
- 5: Leadership and **networking**



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Feedback and Managing Up

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When and how to give feedback

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



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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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.



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**.



Managing “Up”

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

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





Communication Barriers

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Types of Barriers

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



Types of Barriers

Lack of Attention or
Awareness

Ignorance

Protection



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”



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



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**



Type of Barriers

Barriers exist in hundreds of forms in our everyday life...



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!



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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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!



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

Critical Written Communication

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

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



Critical Written Communication

Know your audience

Know your outcomes

Avoid jargon when possible





“Good writing is lean and confident.”

William Zinsser
“On Writing Well”

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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!



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

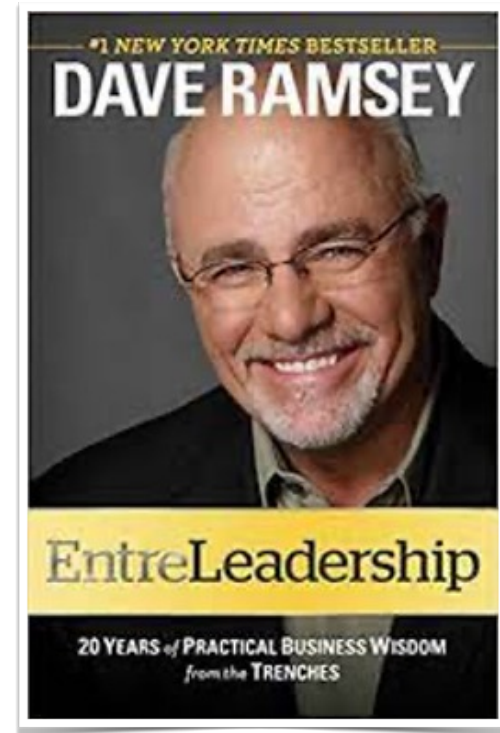
Reflect: Pause, honestly reflect

Respond: Agree to steps forward, circle back and follow up



Reprimands

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



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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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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.





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

Paula Boyle

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Communication Paths

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Communication Paths

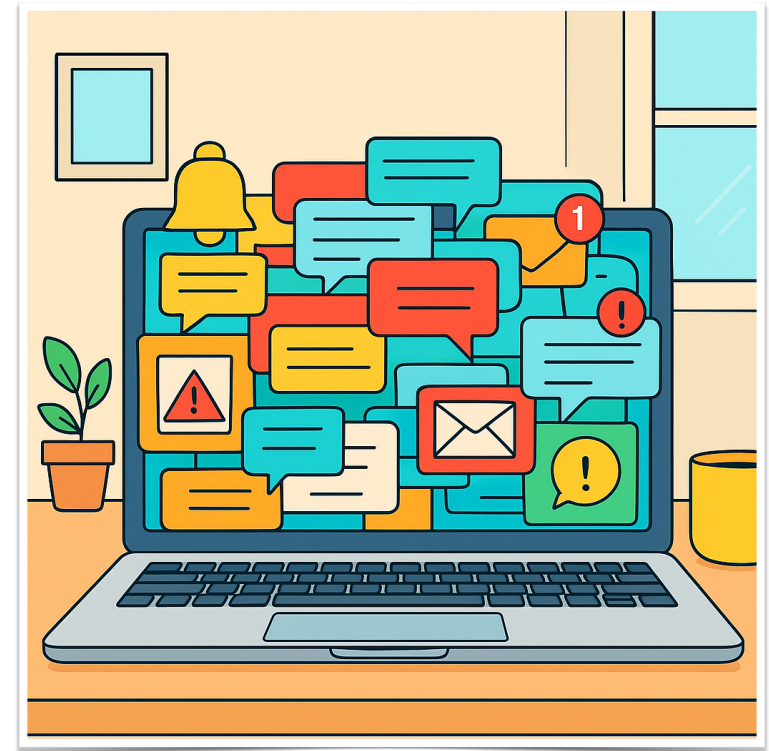
How many **communication paths** are present where you work?

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10 Common Communication Paths

1. Email
2. Video calls
3. Instant messaging or team chat platforms
4. Phone calls
5. Text (SMS) Messages
6. In-person meetings
7. Project management platforms
8. CRM & Customer Communication
9. Social Media Platforms
10. Collaboration & Shared workspaces





Social Media Considerations

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Social Media Considerations

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



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



Some Simple Guidelines

Don't feed the **trolls**.

Maintain a work-life **balance**

Understand **privacy** considerations and
Intellectual Property concerns

Conversations not messaging



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.



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Groupthink and Conflict

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Groupthink

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Groupthink

Occurs within a group of people when the desire for harmony or conformity in the group results in **irrational or dysfunctional** decision-making



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Groupthink

Beware of:

Cascade effects

Polarization

“Common knowledge” or RUMINT



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Preventing Groupthink

Expect groupthink

Engage **diverse** groups

Engage outsiders / experts

Define group values

Allow ample **time**



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Managing Groupthink

Don't shoot the messenger

Consider alternatives

Challenge assumptions

Manage conflict

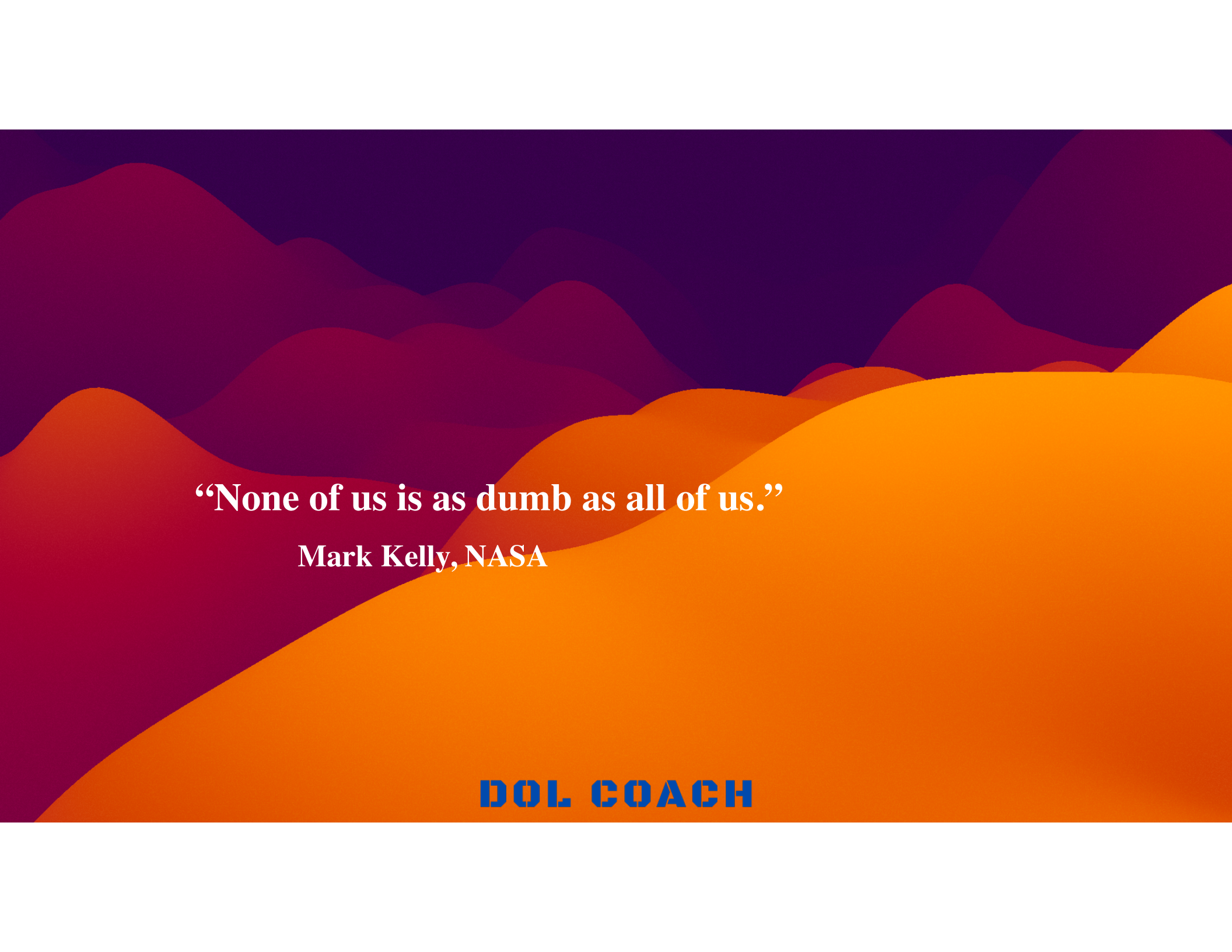
Appoint a devil's advocate

Speak last

Test decisions outside the group



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“None of us is as dumb as all of us.”

Mark Kelly, NASA

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Conflict

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**“Conflict is about issues and ideas, while
accountability is about performance and
behavior.”**

Patrick Lencioni
“The Advantage”

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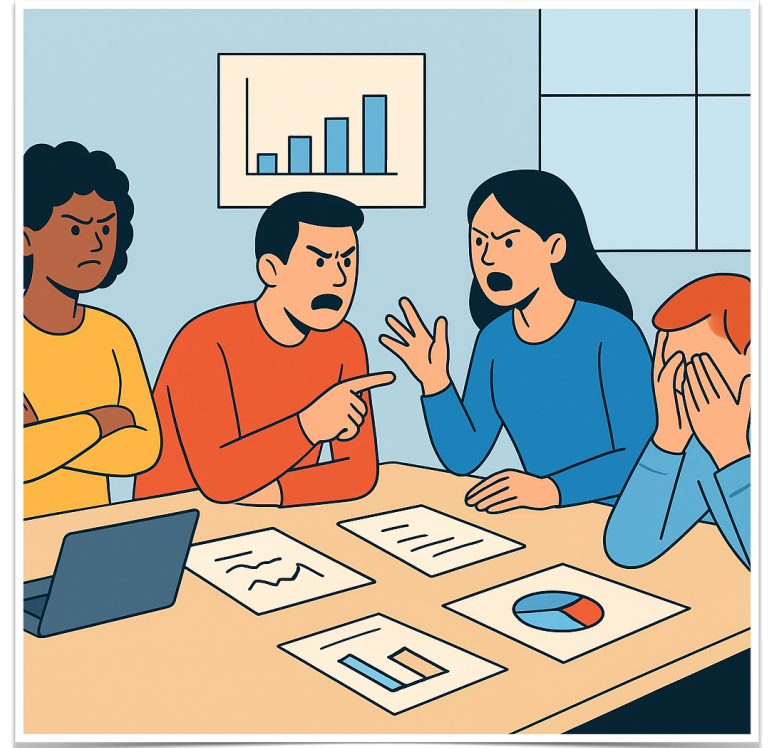
When is conflict ok?

Finding project **inefficiencies**

Understanding team member **concerns**

Generating **new ideas**

And more...



Some sources of conflict within project teams:

Divided loyalties (matrix organizations)

Scarcity of resources

Prioritization of scheduled tasks

Personal work styles

Poor communication

Lack of openness and honesty or failure to address commitments



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Top Ten Sources of Conflict Within Project Teams

- 1: Unclear roles and responsibilities
- 2: Competing **priorities**
- 3: Poor communication
- 4: Personality clashes
- 5: Lack of accountability
- 6: Resource **constraints**
- 7: **Scope** changes and creep
- 8: Ineffective **leadership**
- 9: Cultural or hierarchical tension
- 10: Unresolved past friction





**“The truth is that low-level confrontations
keep the big confrontations from being
necessary.”**

Stephen Mansfield

“Ten Signs of a Leadership Crash”

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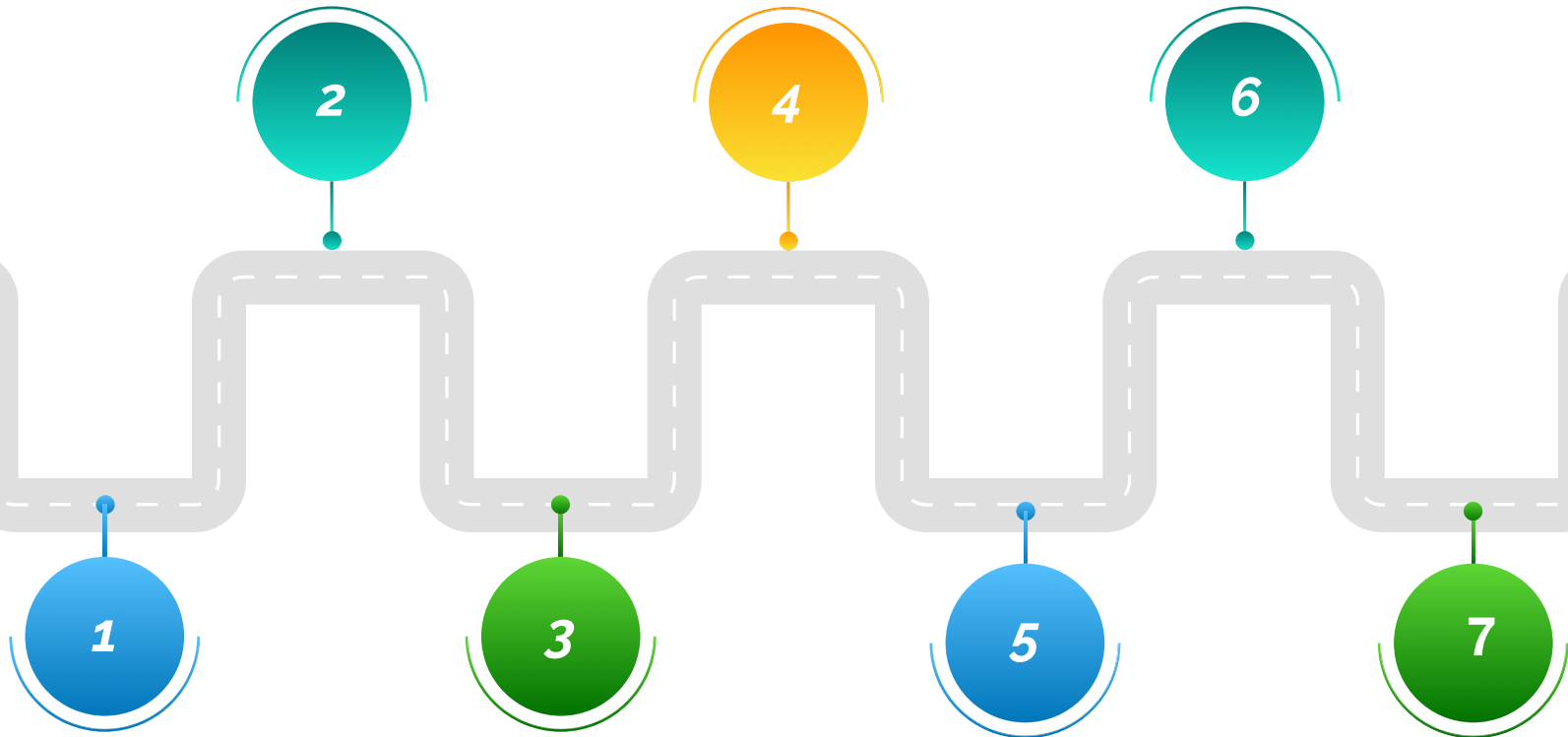
Conflict Resolution

Choose Time & Place

Differentiate wants & needs

Target issues
(Not personalities)

Commit to action



Act Early

Agree on the problem

Provide an open
And fair hearing

Focus on solutions
(Not blame)

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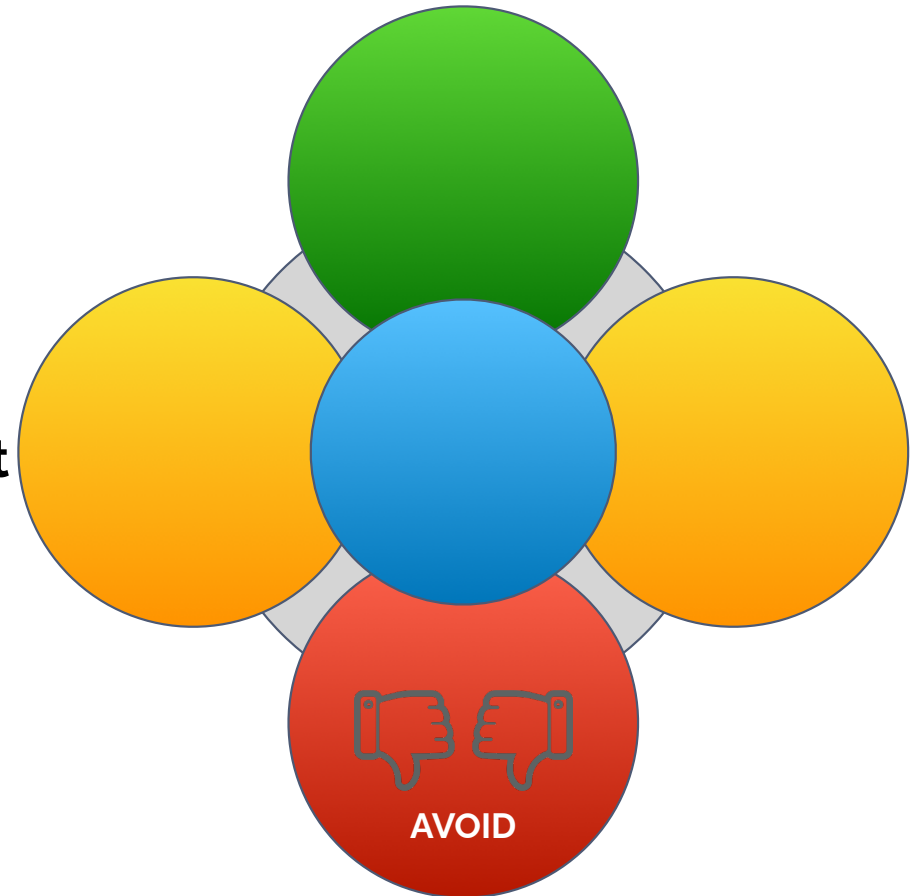


Conflict Management Style: Avoid

The conflict doesn't exist!

This style is typified by delegating controversial decisions, accepting default positions, and not wanting to hurt anyone's feelings.

Weak for the PM to go this route



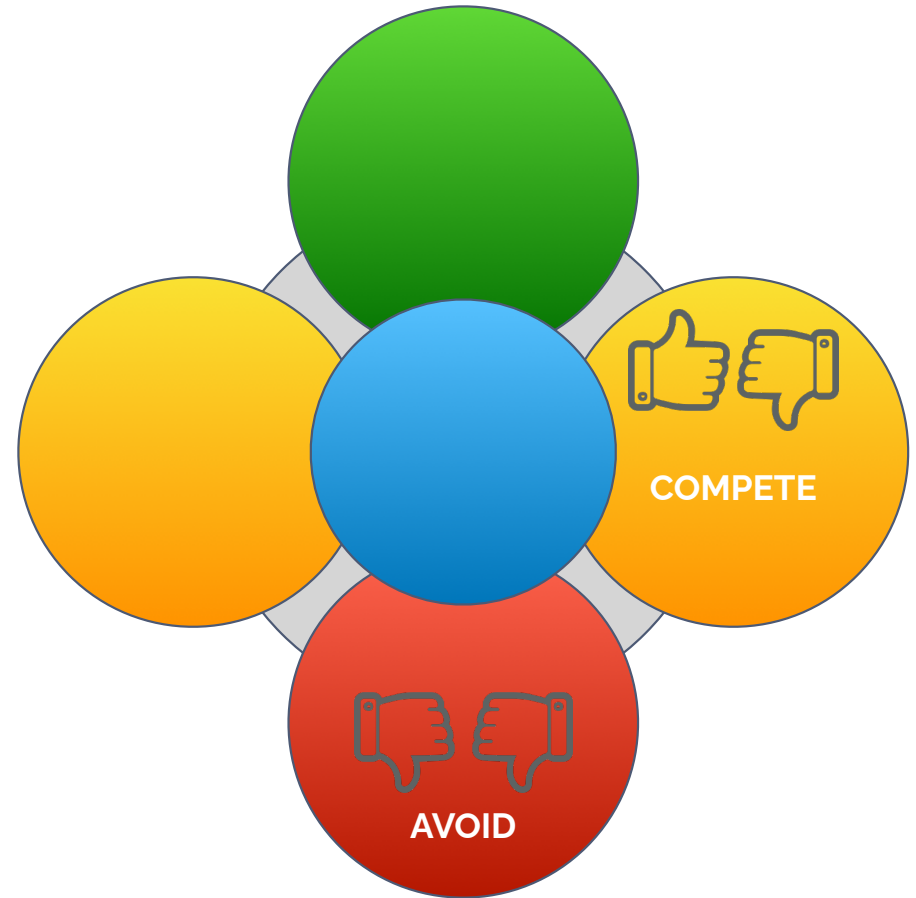
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Conflict Management Style: Compete

People who tend towards a competitive style take a firm stand - and know what they want.

They usually operate from a position of power, drawn from things like position, rank, expertise, or persuasive ability.

Often leaves people feeling bruised, unsatisfied and resentful when used in less urgent situations.

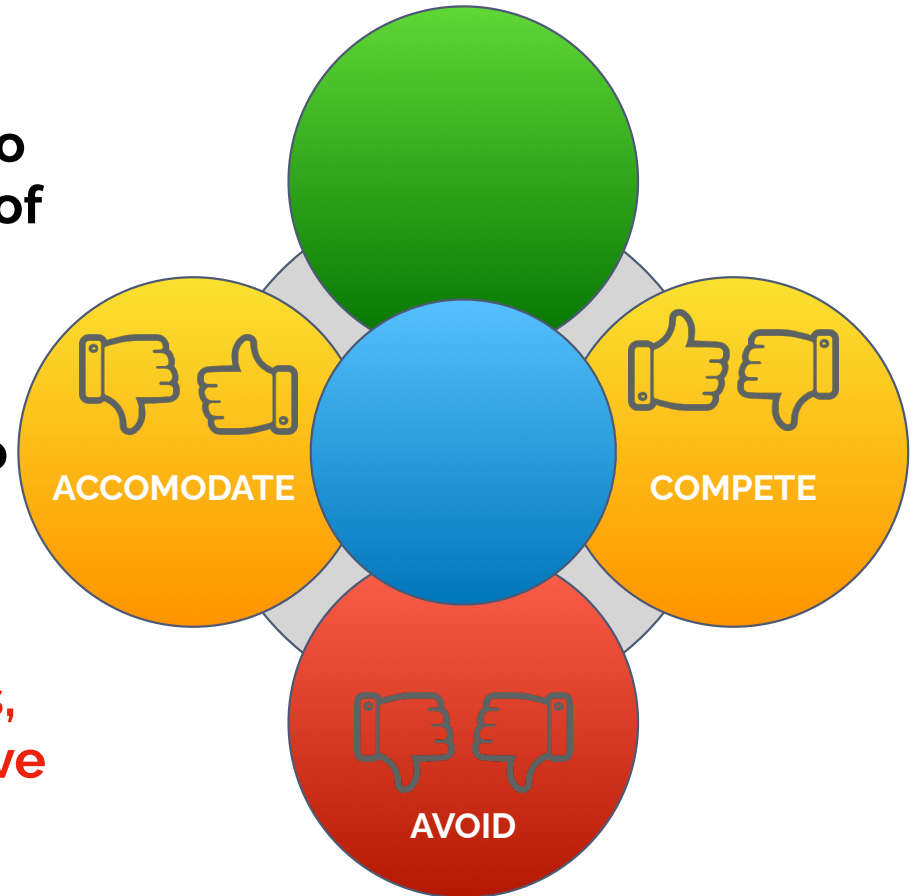


Conflict Management Style: Accommodate

Accommodating indicates a willingness to meet the needs of others at the expense of the person's own needs.

The accommodator often knows when to give in to others, but can be persuaded to surrender a position even when it is not warranted.

However, people often don't return favors, and overall this approach is unlikely to give the best outcomes to the accommodator.



Conflict Management Style: Compromise

People who prefer a compromising style try to find a solution that will at least partially satisfy everyone.

Everyone is expected to give up something, and the compromiser themselves also expects to relinquish something.

However, it may come at the cost of 'dumbing down' ideas



Conflict Management Style: Collaborate

Adopting an approach that meets the needs of the situation, resolves the problem, respects people's legitimate interests and **mends damaged working relationships.**



Conflict Management Styles Distribution

Style	Approx % Of People
Avoiding	20-25%
Accomodating	15-20%
Competing	10-15%
Comprmising	25-30%
Collaborating	10-15%



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Take-aways

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Take-aways from EQ and PM

Conflict is **GOING TO HAPPEN** in your projects. Be prepared for it.

Know yourself and know **your communication style**.

Pay attention to **nonverbal communication**, it means way more than you think it does.



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