

Emotional Intelligence and Project Leadership



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MANAGEMENT
CONSULTING

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NK Shrivastava, PMP, RMP, ACP, CSP, SPC4
CEO/Consultant/Agile Coach - RefineM

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Agenda

1. What is Virtual Lunch & Learn
2. Your Expectations from this Webinar
3. Introduction – Myself
4. Emotional Intelligence and Project Leadership
 - a) What is Emotional Intelligence?
 - b) How does it affect leadership?
 - c) Improving Emotional Intelligence
5. Upcoming Learning Opportunities from RefineM
6. How to get 1 PDU for this Webinar?
7. Rewarding Our Star Attendees
8. Q & A

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RefineM's Virtual Lunch & Learn

This is a monthly webinar delivered during the lunch hour in the first week (Wednesdays) of every month.

It's designed to help you learn while you eat lunch, providing a relaxed environment to enhance your experience.

The monthly webinars will cover a variety of Project Management / Agile topics.

Your Expectations

What are your expectations from this webinar?

Why are you here today?

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Helping organizations turn their project management capability into a *competitive advantage*



CEO/Consultant since Dec 2011

- * Agile Transformation/Coaching/Adoption
- * Project Management/ Process Improvement Consulting and Training
- * Products for Project Professionals
 - ✓ Essential Gear for Project Managers
 - ✓ PMP Exam Simulator

My professional journey b/f RefineM

20+ years of Successful Project Leadership

- * Led 100s of projects of all sizes, successfully
- * Recovered many projects, saved millions of \$
- * Implemented numerous process improvements
- * Coached/mentored 100s of PMs, and executives
- * Board Member – SWMO PMI Chapter (2008-2014)

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What's New at RefineM



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What's New at RefineM

* Upcoming Free Webinars

Webinar Title	Date
Six Leadership Styles	Nov 2
Key Leadership Skills	Dec 7

* New Projects

- ✓ Develop a process improvement framework for healthcare company in KC
- ✓ PMP Exam Prep Public courses in Springfield and Kansas City
- ✓ PMP Exam Prep for students in Kabul, Afghanistan
- ✓ Project management framework for an electronics company in UK
- ✓ Agile coaching for a large technology corporation

* PMP Exam Prep Test Simulator

- ✓ <https://Examprep.RefineM.com>

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Leadership Skills

1. Overview
2. Leadership vs. Management
3. Emotional Intelligence (EI) and Project Leadership
4. Six Leadership Styles
5. Key Leadership Skills

What else do you consider to be leadership skills?

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Who Can Use These Skills?

- * Project managers who also need to lead projects
 - ✓ PMs looking to take on greater leadership role
- * May or may not have a certification such as PMP®
- * PMO leads / directors looking for training for PMs

Emotional Intelligence and Project Leadership



- What is Emotional Intelligence?
- How does it affect leadership?
- Improving Emotional Intelligence

What is Emotional Intelligence?

- * Emotional intelligence (EI): "the ability to manage ourselves and our relationships effectively."
 - ✓ Leaders lacking EI competency found to be less effective overall
 - Rarely rated as outstanding in performance reviews
 - Divisions underperformed by average of almost 20%
- * Four Core EI Skills
 1. Personal Competence
 - Self-Awareness
 - Self-Management
 2. Social Competence
 - Social Awareness
 - Relationship Management

Sources: 1. Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.
2. <http://www.talentsmart.com/about/emotional-intelligence.php>

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Emotional Intelligence (EI)

- * Emotional intelligence (EI) is an individual's capability to:
 - ✓ Recognize their own emotions
 - ✓ Recognize the emotions of other people
 - ✓ Discriminate between different feelings
 - ✓ Label feelings appropriately
 - ✓ Use information about emotion to guide thinking and behavior

Source: https://en.wikipedia.org/wiki/Emotional_intelligence

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Why is EI important?

- * EI has been shown to predict performance better than IQ
 - ✓ 90% of top performers measured by TalentSmart have high EI
 - ✓ Only 20% of bottom performers have high EI
 - ✓ High EI, average IQ outperformed high IQ, average EI 70% of time
- * Helps project managers lead teams successfully
 - ✓ Communication is important to project success
 - ✓ Leaders who can manage EI can communicate better
 - For example, they can better deal with frustrated team members
 - They can also control their own emotions more easily

Why else might EI be important on a project?

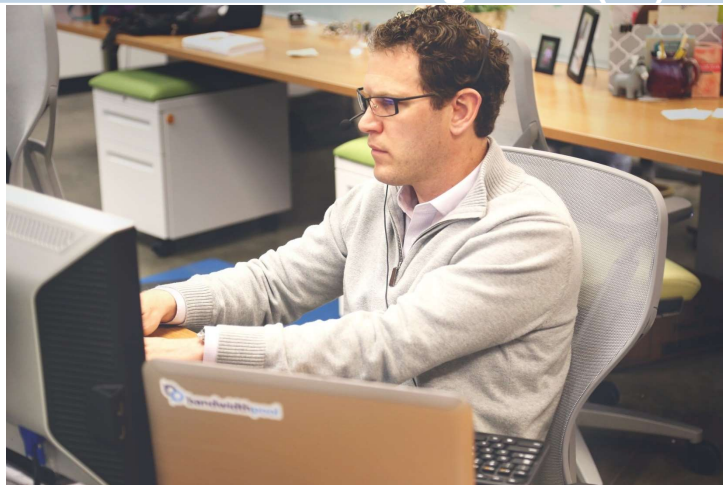
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Emotional Intelligence (EI)



How is this person feeling?
Describe his emotional state in one word.

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Exercise

What are some examples of emotions?
Let us make a list.
(5 minutes)

Examples of Feelings / Emotions



Source: Toddatkins - <http://batonrougēcounseling.net/managing-emotions/>

Self-Awareness

- * Awareness of own emotions
- * Awareness of how emotions impact:
 - ✓ Overall performance
 - ✓ Relationships with others
- * Examples of Self-Awareness:
 - ✓ Being confident in yourself and your abilities
 - ✓ Being able to realistically evaluate your strengths and weaknesses
 - ✓ Having a strong sense of self-worth

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.

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Improving Self-Awareness

- * Don't treat emotions as good or bad
- * Observe the ripple effect of your emotions
- * Know what pushes your buttons
- * Don't be fooled by good or bad moods
- * Seek feedback

What other tips have you tried?

Source: Bradberry, Travis and Jean Greaves (2009). *Emotional Intelligence 2.0*. San Diego, CA: TalentSmart.

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Self-Management

- * Ability to regulate emotions
- * Ability to keep emotions from being destructive
- * Examples of Self-Management
 - ✓ Having strong self-control
 - ✓ Being trustworthy
 - ✓ Being adaptable to different situations
 - ✓ Taking initiative

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.

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Improving Self-Management

- * Breathe right
- * Make your goals public
- * Count to 10
- * Sleep on it
- * Smile and laugh more

What other tips have you tried?

Source: Bradberry, Travis and Jean Greaves (2009). *Emotional Intelligence 2.0*. San Diego, CA: TalentSmart.

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Social Awareness

- * Awareness of importance of interactions with others
- * Skill in recognizing, meeting needs of others
- * Examples of Social Awareness
 - ✓ Being able to understand perspective of others
 - ✓ Being able to sense emotions of others
 - ✓ Being able to understand and navigate organizational politics
 - ✓ Being able to understand and meet customer needs

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.

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Improving Social Awareness

- * Greet people by name
- * Watch your body language
- * Live in the moment
- * Practice the art of listening
- * Step into others' shoes

What other tips have you tried?

Source: Bradberry, Travis and Jean Greaves (2009). *Emotional Intelligence 2.0*. San Diego, CA: TalentSmart.

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Relationship Management

- * Skill in interacting with others
- * Examples of Relationship Management
 - ✓ Influencing others
 - ✓ Communicating effectively
 - ✓ Developing others
 - ✓ Building bonds
 - ✓ Teamwork

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.

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Improving Relationship Management

- * Be open and be curious
- * Avoid giving mixed signals
- * Build trust
- * Have an open-door policy
- * When you care, show it

What other tips have you tried?

Source: Bradberry, Travis and Jean Greaves (2009). *Emotional Intelligence 2.0*. San Diego, CA: TalentSmart.

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Exercise

**Think about the examples of each of
the four core skills of EI.**

Where do you feel you are strongest?

**Where do you feel you need the most
improvement?**

(5 minutes)

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Examples of Each Core Skill

Self-Awareness

- ✓ Confidence
- ✓ Realistic evaluation of strengths / weaknesses
- ✓ Strong self-worth

Self-Management

- ✓ Self-Control
- ✓ Trustworthiness
- ✓ Adaptability
- ✓ Initiative

Social Awareness

- ✓ Ability to understand others' perspective
- ✓ Ability to sense others' emotions
- ✓ Ability to navigate organizational politics
- ✓ Customer orientation

Relationship Management

- ✓ Influencing
- ✓ Effective communication
- ✓ Developing others
- ✓ Building bonds
- ✓ Teamwork

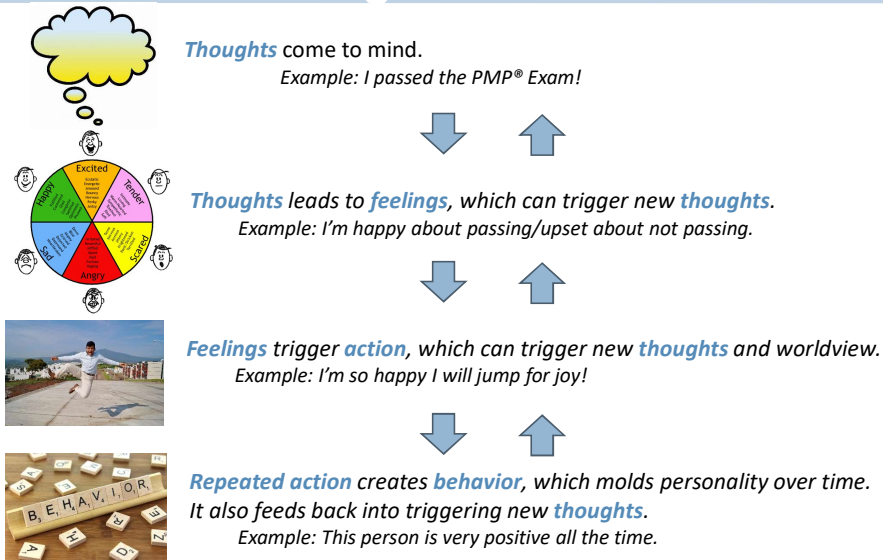
Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.

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Thought Patterns



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Conclusion

1. EI is important to project leadership success
2. EI can be developed starting any time
3. Think about both personal and social competence
4. Think about how thoughts shape everything else

Master the four core EI skills to boost your leadership

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Next Online Training Course

Advanced Techniques in Microsoft Project
Nov 30-Dec 1, 9:00 AM-1:00 PM CT each day
\$345 early bird ends Nov 9

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Featured Upcoming In-Person Training

Project Management Professional (PMP)[®] Exam Prep

Course Details:

When: Multiple Dates

Where: Multiple Cities

Format: 4-day, in-person training

Fee: \$1,595 until 3 weeks before course start date, \$1,800 afterwards

Food and course materials included with fee. [Other discounts available.](#)

Earn: 35 PDUs / Contact Hours

Register:

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Oct 31-Nov 3, Springfield, MO

[REGISTER](#)

Dec 05-08, Kansas City, MO

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Feb 06-09, Springfield, MO

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May 01-04, Springfield, MO

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May 08-11, Kansas City, MO

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[Contact us about future dates or to arrange for this training to be delivered in your organization or city.](#)

Prepare to earn your PMP[®] certification with RefineM.

More info at <https://refinem.com/training/pmp-exam-prep-course>

Contact us at Contact@RefineM.com

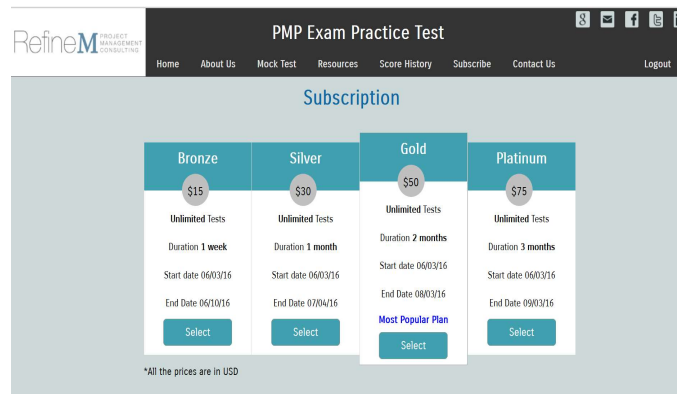
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Introducing our PMP Exam Prep Site

More details at <https://examprep.refinem.com>



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Next Lunch and Learn

* **Six Leadership Styles**

- ✓ What are the six fundamental leadership styles?
- ✓ How can each style be useful in different situations?
- ✓ What style fits you the closest?
- ✓ How can you adapt to different styles?

* **Wednesday, November 2, 12:00-1:00 PM Central**

Register Today - Don't wait for the last Minute

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How to Claim 1 PDU for this Webinar?

1. Visit ccrs.pmi.org and log in.
2. Click on "Report PDUs" link.
3. Click "Courses and Training" in upper left.
4. **Activity Name:** "Emotional Intelligence and Project Leadership"
(complete this first, before you go to #5)
5. **Provider:** "RefineM LLC" (don't select dropdowns)
6. **Date started:** October 5, 2016
7. **Date completed:** October 5, 2016
8. **Contact person:** NK Shrivastava
9. **Contact phone:** (417) 763-6762
10. **Contact email:** Trainings@RefineM.com
11. **PDUs:** 1.00 Leadership.
12. Click on the "I agree this claim is accurate" box and then Submit.

Rewarding Our Star Attendees

- * Anyone who attends 3 Lunch and Learn Webinars in a row is a Star Attendee and is eligible for a prize drawing for a \$10 Amazon gift card.

This month's winner is:
Nathan W.



Congratulations to the winner!
Stay tuned for our next drawing in November.

Questions from Attendees

1. What are some tips to incorporate EI into leadership styles?
2. What are your suggestions for developing EI?
3. What are some ways to measure EI in recruiting?

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Questions?



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More Training Opportunities From RefineM

Training Title	Springfield	Kansas City	St. Louis	Instructor-Led Online
Agile Fundamentals / Agile 101		Nov 9-10	Oct 20-21	
PMP® Exam Prep	Oct 31-Nov 3	Dec 5-8		
PMI-ACP® Exam Prep		Nov 9-11		
Risk Management for Projects		Nov 14		
Leadership Skills for Project Managers			Nov 16	
Advanced Techniques in MS Project				Nov 30-Dec 1

*

Please visit <https://refinem.com/training/> for more details.

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