MILESTONE

Providing Stepping Stones
Along the Path to Success

THE
MATHIS
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A WOMAN-OWNED
SMALL BUSINESS

EMOTIONAL
INTELLIGENCE
FRAMEWORK
PART 2

In our last *Milestone*, we began looking at the five parts to the emotional intelligence (EI) framework in project management. We saw how understanding our own emotions, emotional triggers, and emotional breakdowns can help us to better understand and even predict the behavior of others. This issue will look at the final two sections: relationship management and team leadership.

Relationship Management

Our success in relationship management is determined by our success in self-awareness, self-management, and social awareness. Using our emotional understanding of others helps to build relationships with them. For successful relationship management, project managers must have strong stakeholder relationships, develop others, and tell the truth.

Strong stakeholder relationships provide a foundation to work through problems. To improve these relationships, you must first identify the project stakeholders. Once you have your stakeholder list, collect and analyze information about them. For instance, know how they like their communication and the frequency and learn some of their preferences. Once you know them better, develop a relationship strategy and cultivate an ongoing relationship.

Project managers can develop others by investing in and growing the project team. Acknowledge strengths and contributions of your project team members and value the uniqueness of each one. Recognize everyone's contribution to the project on a regular basis.

It's not always easy to be honest. When you must choose whether to tell the truth or let it go, ask yourself these questions: What is my goal in this situation? and What do I not want to happen?

Team Leadership

According to Anthony Mersino, "Project team leadership is about getting the right people on your team, successfully communicating with them and motivating them, and then clearing conflicts and other roadblocks so that they perform and achieve the project objectives." This is done through communication, conflict management, and inspirational leadership.

Project managers need to be great communicators. EI can improve communications with team members and other stakeholders. Determine your objective and choose your words carefully to evoke the emotion you want. Understand your own emotions. Our emotional state will show through in our communications. Choose an appropriate time, place, and method of communication. Approach others with empathy. Think about how they will feel during the conversation. Listen and respond to the emotions of others. Check for understanding and reactions.

Conflict is inevitable. While conflict can be healthy, it can also be divisive to a team if not handled correctly. Using EI competencies help to better manage conflicts. Since conflicts involve facts and feelings, try to understand why the facts are causing the feelings of those involved. Discover the underlying want or need of the stakeholder. Do they want to be recognized, important, productive, or promoted? Do they need to make more money, express themselves, or be liked? These wants and needs cause their motivation.

Project managers use inspirational leadership to inspire others by casting a vision for the individual and the team. It makes work attractive and interesting. If done correctly, it will create high team morale and attract and keep talented resources.

EMOTIONAL INTELLIGENCE FOR PROJECT MANAGERS - 3 DAY

PDUs - 19.5
PMI's Talent Triangle Breakdown
Ways of Working - 6.00
Power Skills - 11.50
Business Acumen - 2.00

face-to-face   virtual instructor-led

Course Description: This three-day course will focus on ways project managers can understand and use emotional intelligence in their personal lives and in the workplace. Students will be introduced to the basic concepts of emotional intelligence and will learn how to apply them to their project goals. Students will learn to evaluate themselves, their project teams, and their stakeholders. Students will be able to utilize the concepts in order to lead a high-functioning team to project success.

Course Objectives:

Objective 1: Define emotional intelligence
Define emotional intelligence concepts
Review the history of emotional intelligence
Identify emotional intelligence models

Objective 2: Identify and discuss the benefits of emotional intelligence for the project manager
List the attributes and skills of an effective project manager
Identify areas of improvement needed

Objective 3: List and define an emotional intelligence framework in project management
Self-awareness
Self-management
Social awareness

Objective 4: Explore the domain of self-awareness
Identify the families of emotion and emotional red flags
Identify and explore techniques to improve self-awareness

Objective 5: Explore the domain of self-management
Discuss self-control
Identify emotional triggers
Explore a process for managing emotions

Objective 6: Explore the domain of social awareness
Define empathy and learn techniques to improve empathetic listening
Use an emotional intelligence assessment checklist
Identify and discuss organizational awareness

Objective 7: Explore the domain of relationship management
Identify relationship competencies for the project manager
List and discuss the steps to stakeholder relationships
Explore relationship strategies for developing others

Objective 8: Explore the domain of team leadership
Identify project team leadership competencies
Explore communicating with emotional intelligence
Identify and discuss methods of project communications

Objective 9: Explore emotional intelligence on multiple/complex projects
Identify and discuss concerns of project managers for large scale projects
List and define different leadership styles

THE MATHIS GROUP, INC.

A WOMAN-OWNED SMALL BUSINESS (WOSB)

Providing quality, customized training and consulting services that inspire, educate, and equip organizations to be better tomorrow than they are today.

DR. KEITH MATHIS, PMP, PMI-ACP, CSP-SM, CSP-PO
WANDA MATHIS, M.ED. PMI-ACP

PROJECT MANAGEMENT TRAINING
OVER 60 PROJECT MANAGEMENT COURSES REGISTERED WITH PMI

PRESENTATIONS THAT EDUCATE, MOTIVATE, AND INSPIRE

Since 1993, The Mathis Group has been helping organizations change worker productivity and behavior.

PROJECT MANAGEMENT
MARKETING
MOTIVATION
ORGANIZATIONAL BEHAVIOR
LEADERSHIP
CUSTOMER SERVICE

COMPANY MANDATE

The Mathis Group provides training and consulting that will impact the organization and individual while maintaining an outstanding reputation for success and integrity.

VALUES STATEMENT

Every person has worth and should be treated with respect.

AREAS OF EXPERTISE

- Curriculum Design
- Project Management
- Organizational Behavior and Development
- Management

- Agile Project Management
- Strategic Planning
- Executive Coaching
- Performance
- Team Building

- Emotional Intelligence
- Leadership
- Customer Service
- Supervisory Leadership
- Hybrid Project Management

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