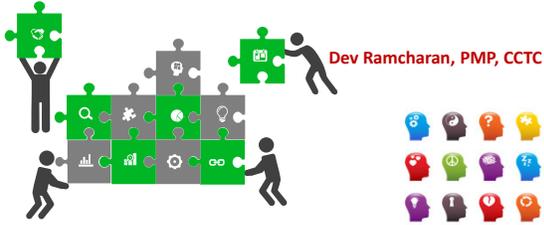


Emotionally Intelligent Project Management



- By 2030 Gartner says **80% of PM tasks will be eliminated**. Data collection, tracking and reporting will all be automated
- PM will get a heavy dose of AI as program and portfolio management software starts to embed new technologies
- Gartner advises project and portfolio management leaders look into using conversational AI, machine learning and robotic process automation



ZDNET - Larry Dignan for Between the Lines | 3/20/19

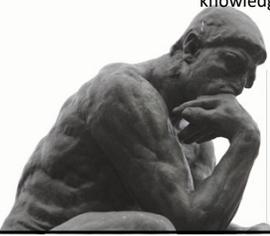


What is Emotional Intelligence?



"The capacity to reason about emotions...to enhance thinking. It includes the abilities to accurately perceive emotions, to access and generate emotions ...to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions"

- Salovey and Mayer



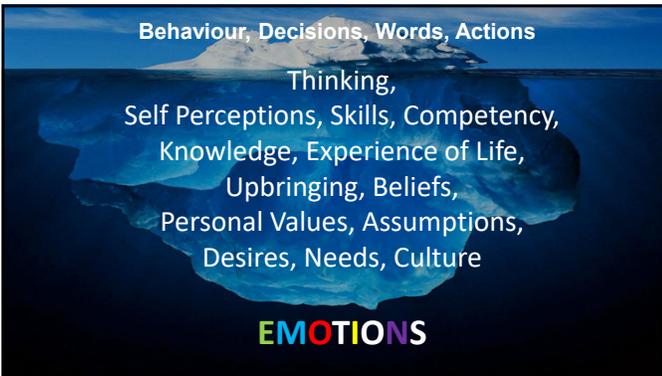
EI is a set of competencies we develop through experience, observation and reflection.

There's no 'magic'

Behaviour, Decisions, Words, Actions

Thinking,
Self Perceptions, Skills, Competency,
Knowledge, Experience of Life,
Upbringing, Beliefs,
Personal Values, Assumptions,
Desires, Needs, Culture

EMOTIONS

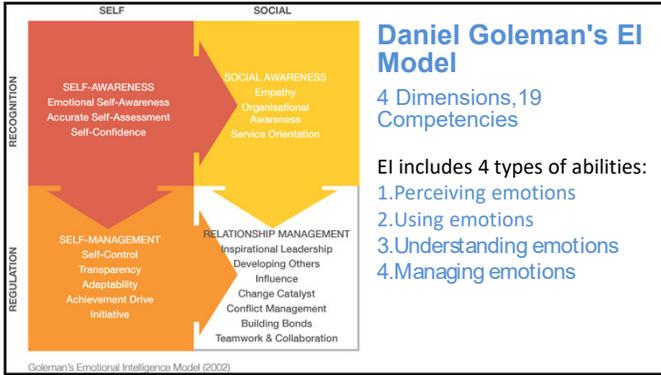


The Full Gamut of Human Emotions

Intensity of Feelings	HAPPY	SAD	ANGRY	AFRAID	ASHAMED
HIGH	Elated Excited Overjoyed Thrilled Exuberant Ecstatic Fired up Passionate	Depressed Agonized Alone Hurt Dejected Hopeless Sorrowful Miserable	Furious Enraged Outraged Boiling Irate Seething Loathsome Betrayed	Terrified Horrorified Scared stiff Petrified Fearful Panicky Frantic Shocked	Sorrowful Remorseful Defamed Worthless Disgraced Dishonored Mortified Admonished
MEDIUM	Cheerful Gratified Good Relieved Satisfied Glowing	Heartbroken Somber Lost Distressed Let down Melancholy	Upset Mad Defended Frustrated Agitated Disgusted	Apprehensive Frightened Threatened Insecure Uneasy Intimidated	Apologetic Unworthy Sneaky Guilty Embarrassed Secretive
LOW	Glad Contented Pleasant Tender Pleased Mellow	Unhappy Moody Blue Upset Disappointed Disatisfied	Perturbed Annoyed Upright Resistant Irritated Touchy	Cautious Nervous Worried Timid Unsured Anxious	Bashful Ridiculous Regretful Uncomfortable Pitied Silly

5 emotions
100 Variations

From "A Whole New Mind", Daniel Pink



Leadership Style

	Coercive	Authoritative	Affiliative	Democratic	Pacesetter	Coach
When Appropriate	In a crisis, to kick-start a turnaround, or with problem employees	When change requires a new vision, or when a clear direction is needed	To heal rifts in a team or to moderate contentious, or to get valuable input from employees.	To build buy-in or consensus, or to get valuable input from employees.	To get quick results from a highly motivated and competent team.	To help an employee improve performance or develop long-term strengths.
Objective	Immediate compliance	Mobilize others to follow a vision.	Create harmony	Build commitment through participation.	Perform tasks to a high standard.	Build strengths for the future.
Impact on Climate	Strongly negative.	Most strongly positive.	Highly positive.	Highly positive.	Highly negative.	Highly positive.
EI Competencies	Drive to achieve; initiative; emotional self-control.	Self-confidence; empathy; change catalyst.	Empathy; building bonds; conflict management.	Collaboration; team leadership; communication.	Conscientiousness; drive to achieve; initiative.	Developing others; empathy; emotional self-awareness.

Consider the Value and Impact of Emotional Intelligence for PMs

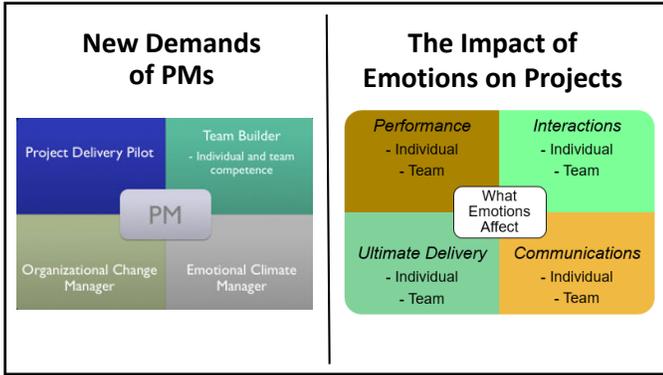
From "Working with Emotional Intelligence", Goleman

At the heart of EI growth is deep and adaptive reflection.

Take the time to closely observe, question ourselves and others so that we can better understand our own emotional make up and theirs.

Developing Your EI

1. Pay closer and deliberate attention to **SELF**
2. Pay attention to **OTHERS**
3. Pay attention to **SITUATIONS**



Increased EI can help PMs to...

Develop stakeholder relationships that support project success

Anticipate & avoid emotional breakdowns

Deal with difficult team members & manage conflict

Leverage emotional information to make better decisions



Communicate more effectively

Create a positive work environment and healthy team morale

Cast a vision of shared project objectives that will attract, inspire, and motivate the project team

"Emotional Intelligence for Project Managers", Anthony Merino, 2nd Edition

Project Delivery: PMs leverage emotional information to achieve delivery objectives, enhancing predictability	Change Management: PMs plan for the emotional impacts of change
PM	
Team Building: We develop truly collaborative teams and seek their development and growth. We build organizational CAPACITY. We nurture and develop a golden goose	Emotional Climate: PMs scan for mood and morale shifts, for performance and engagement clues, to understand & manage the impact of climate erosion.

How do things look when EI PM is in play?

Pay Attention to SELF

- Be attentive to your moods and your emotional responses
- Understand your emotional strengths and where you can do some work (Self Perception, Impulse Control, Empathy, other...)
- Pay close attention to your stress levels & ways of managing stress
- Use a journal to further reflect
- Use media and books for research sources on emotions and to heighten your empathy.
- Connect with someone whose EI is high and who you can debrief with and learn from

Pay Attention to OTHERS

- Monitor how others are doing; gauge the impacts of their emotional state on their work
- Monitor for signs of emotional stress and distress and for burn-out.
- Act to give or get help quickly
- Spend time with your colleagues to keep a strong and open communications channel with them
- Read between the lines to understand your people's triggers
- Be authentic and open and show sincere appreciation
- Create a safe environment for sharing and vulnerability
- Managing and report on the emotional climate.

Pay Attention to SITUATIONS



