



## **APPLYING EMOTIONAL INTELLIGENCE TO PROJECT MANAGEMENT**

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### Team Management

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Leading on from the last article on the subject of Stakeholder Relationships, this discussion focuses on better management of teams.

As project managers, our success is through collaboration with others – through teams. A great acronym rings true – TEAM – Together Everyone Achieves More.

Emotional Intelligence supports you as a project or program manager to better manage teams at both an individual and group level. The outcomes of this being a capacity to generate greater productivity and performance from others generate a positive and satisfying work environment for others and effectively deal with workplace conflict.

#### **Communications**

Communications is key to project management. Whether it is a meeting, email, phone call, status report or just walking around to understand where the team are at, they are all forms of communication. No matter what the form, communications contain and evoke emotions. Communicating with EI involves applying self awareness, self management, awareness of others and relationship management. Your communications need to be undertaken with intention.

#### **Influence**

As a project manager you most often do not have direct authority. In turn your skills of influence are important to your success. Influencing others is easy. Influencing others to take action in the direction you would like may be another story – a thought worth considering.

With every action you take or do not take you are influencing others. The question is: In what direction am I influencing my team at this time? When you don't say "Good Morning", others will feel your influence. When you forget to say "Thankyou", others will feel your influence. When you share the credit, others will feel your influence. Everything you do or do not do creates influence.

Some strategies to master influence in the intended direction includes acknowledgement of a job well done, providing effective and honest feedback, listening to other's concerns and issues and sharing credit, emphasising team.

From effective influence in a team environment stems loyalty.

#### **Conflict Management**

The resolution of conflict is an essential foundation to influence and leadership. Conflict involves both fact and emotions. Two approaches are typically taken to resolving conflict – 1) all energy is focused on winning or 2) avoidance. BOTH damage working relationships which are crucial to project success. An effective approach to conflict resolution includes being aware in the moment how you feel and exercising self control. Listen actively to all others involved, Listen for the unstated wants and needs. Stop to understand the perspectives of others and invite others to be part of resolving the problem.

There is a direct correlation between team environment and the productivity and satisfaction levels of the team members. It is you the project or program manager who sets the tone and mood of your team. What can you be doing differently?

Acknowledged Sources: Mersino, A – Emotional Intelligence for Project Managers and Lynn, Adele B; The EQ Difference



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