

THE RESONANT PROJECT MANAGER -

**Creating and Nurturing
Relationship with Deep
Emotional Connection**

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DISCLAIMER

Opinions expressed are solely my own and do not express the views or opinions of my employer.

CONTENTS

Project Leadership

- Project Manager Attributes
- Importance of Soft Skills
- Why Projects Fail

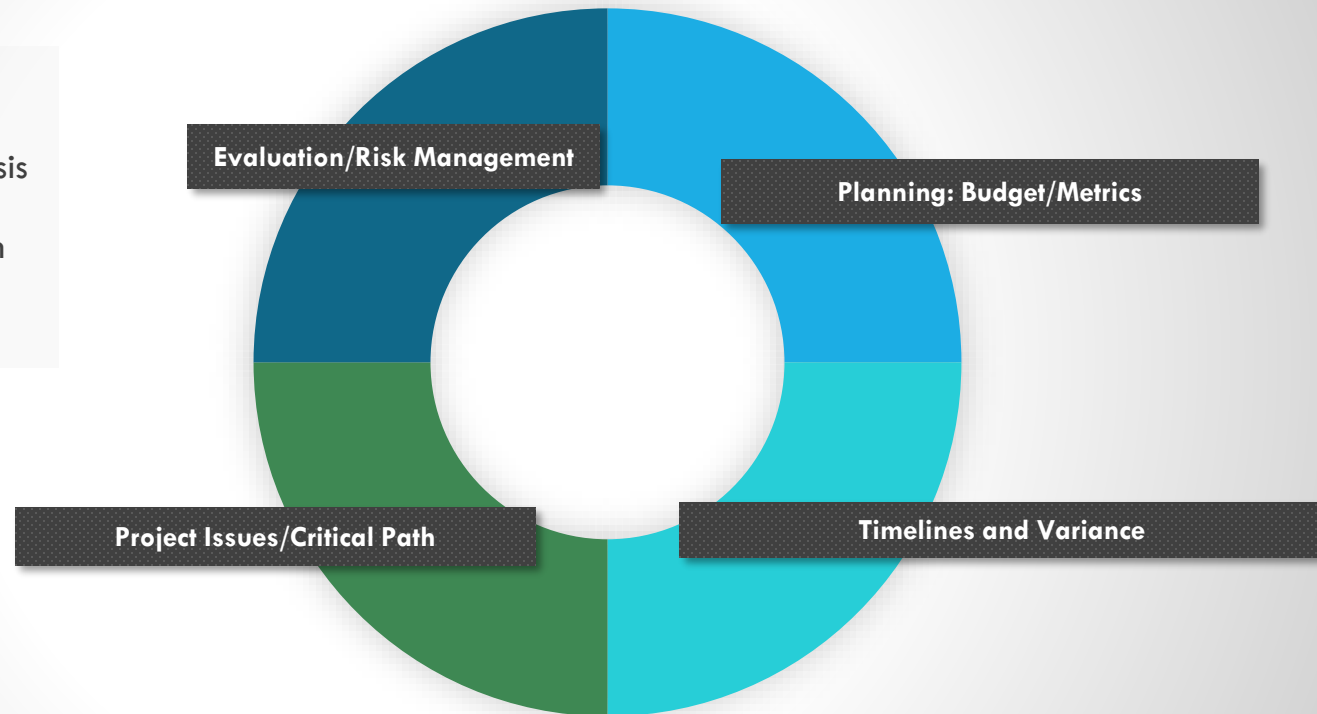
Resonance: Key Ideas

- Emotional Intelligence
- Sacrifice Syndrome
- Power Stress
- Physiological Changes
- Renewal
- Intentional Change

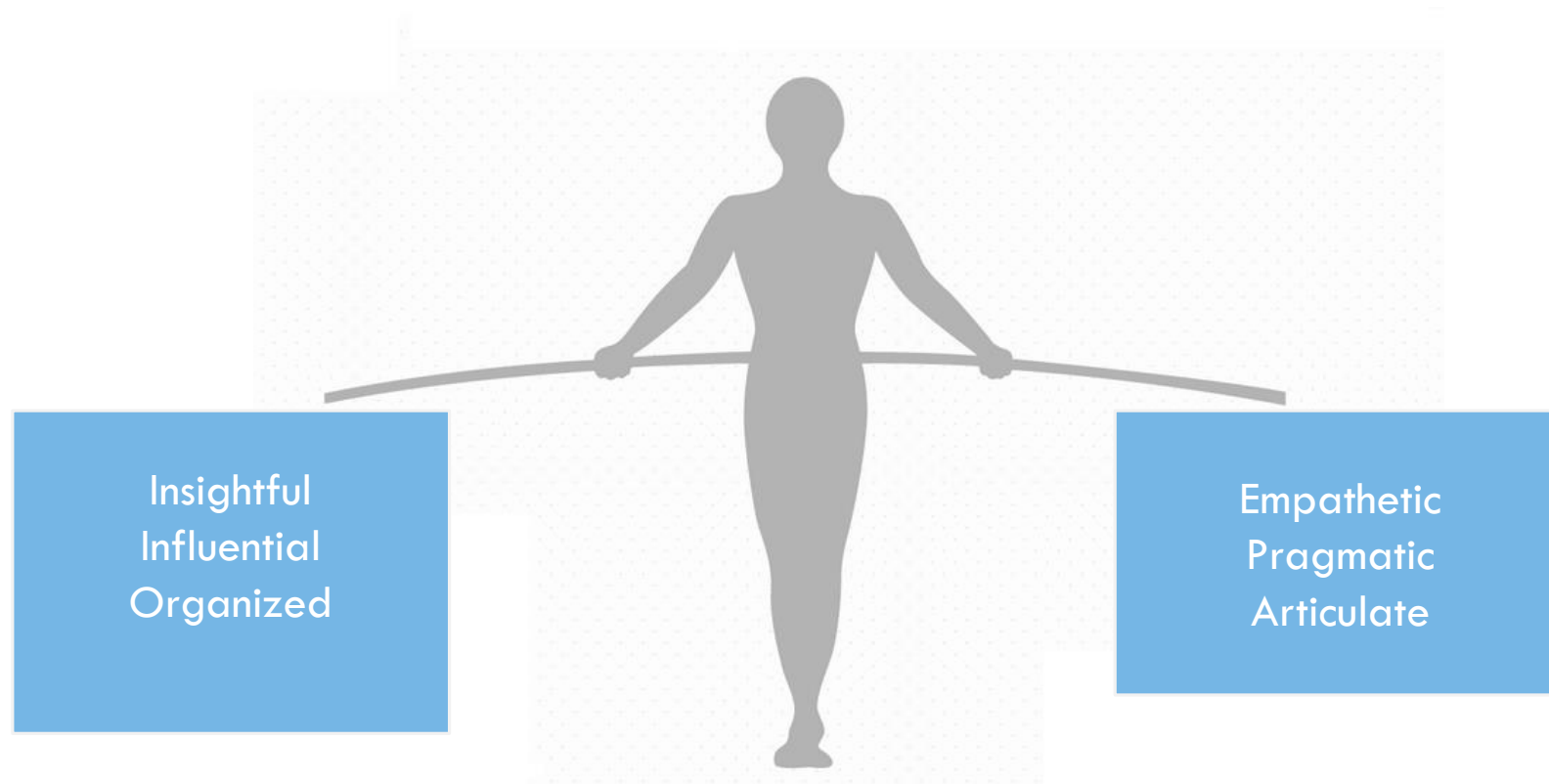
PROJECT MANAGER SKILL SET

Hard Skills

- Project Planning, Budget, Metrics
- Managing Timelines, Variance Analysis
- Managing Project Issues, Critical Path
- Evaluation, Risk Management



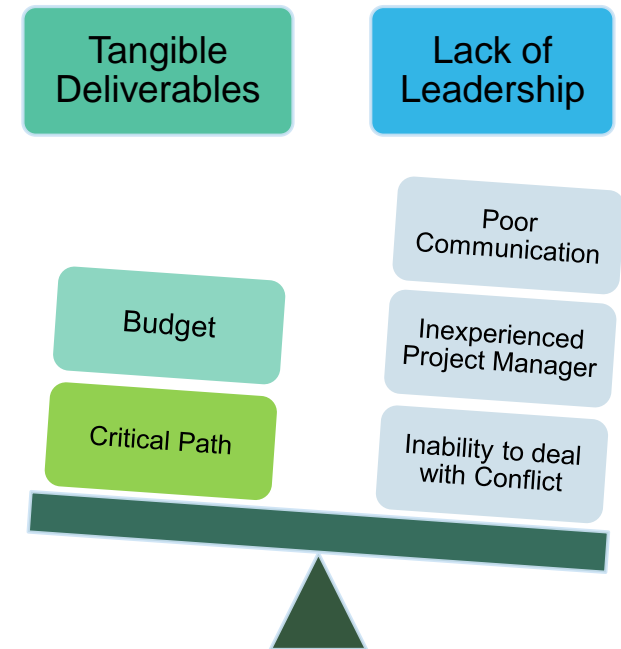
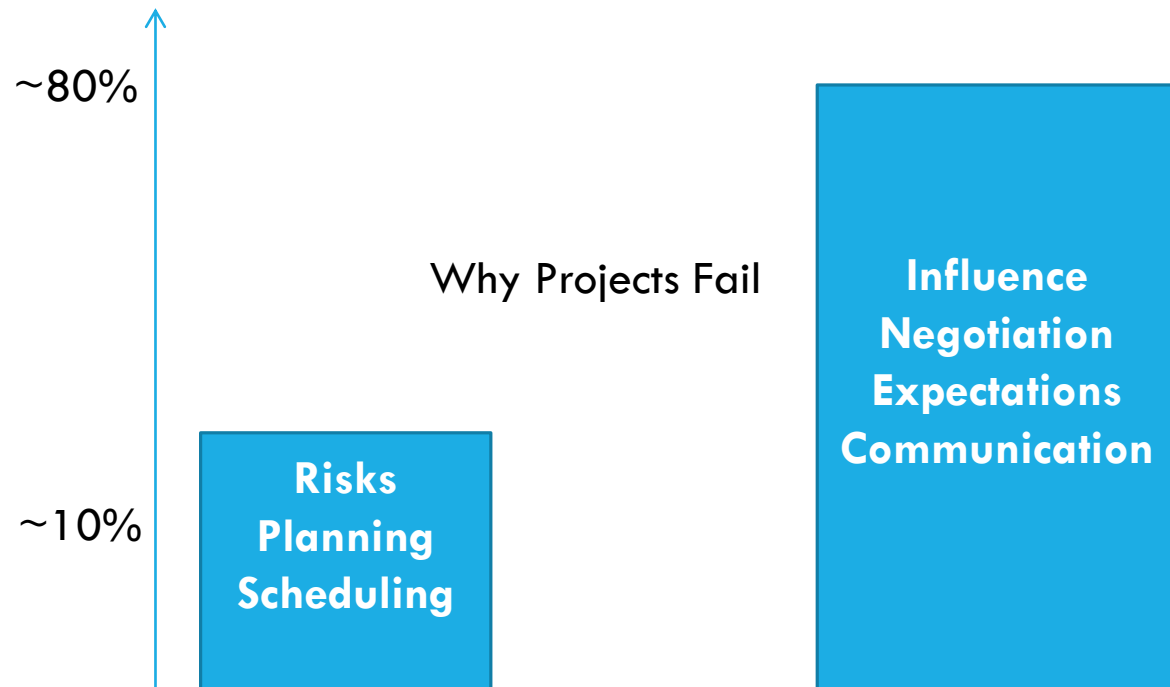
SOFT SKILLS OF A SUCCESSFUL PROJECT MANAGER



PROJECT LANDSCAPE

Technical Factors

Human Factors



Studies have shown the main reasons for failure is almost never purely technical – but largely made up of organizational causes.

LEADERSHIP IS KEY

30%

of variability
in performance
is a result of
leadership and
climate

70%

of all change
initiatives do
not succeed
due to **people**
issues

30%

of the time,
poor **leadership**
is cited by
people as a
reason for
leaving

20%

Organizations
with **superior**
leadership
capability
outperform
annual earnings
goals by **20%**

WHY IS RESONANCE SUCH A BIG DEAL?



Productivity

+30%



Profitability

+20%

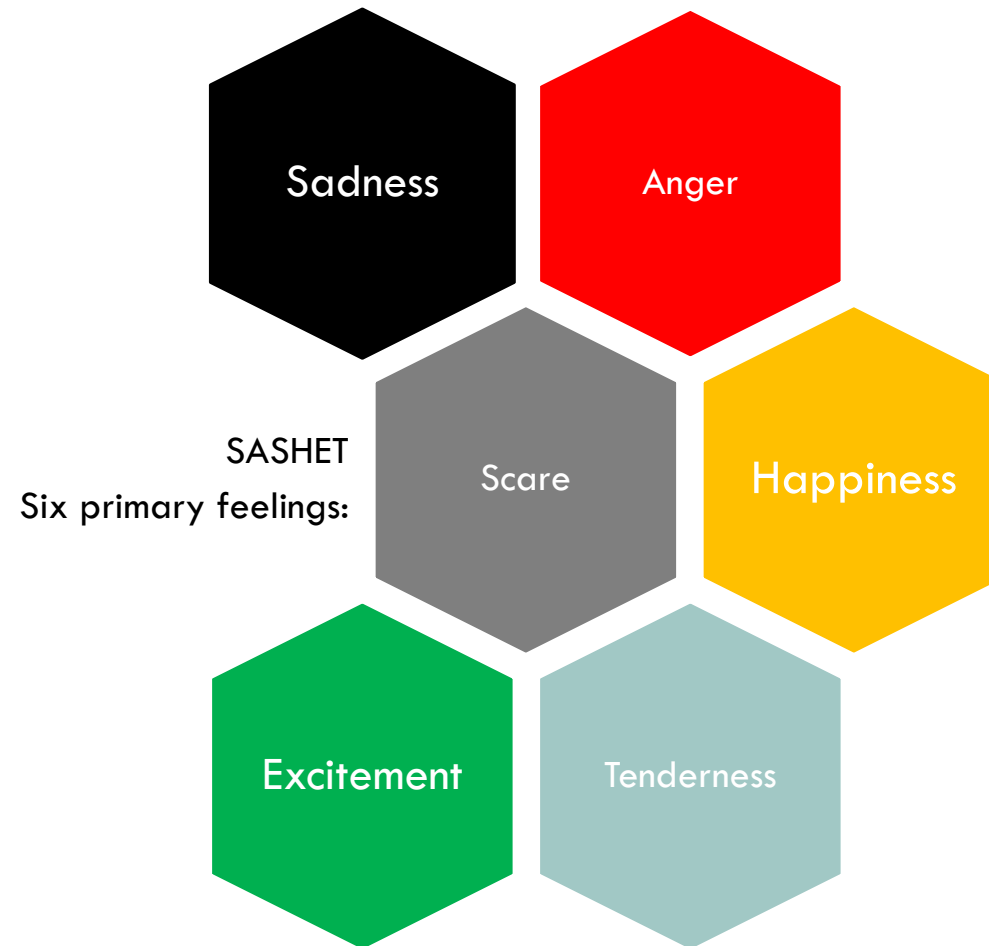
RESONANCE = EFFECTIVE LEADERSHIP

*Effective leaders develop a sense of **purpose** by pursuing goals that align with their personal values and advance the collective good.*

- High emotional intelligence
- Authentic and trustworthy
- Inspire commitment
- Encourage and influence others positively
- Assist their team members discover meaning in their work

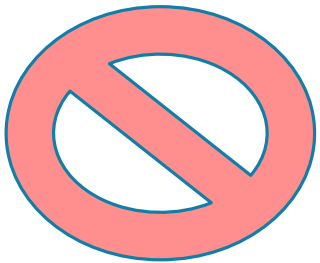
EMOTIONAL INTELLIGENCE

Emotional Intelligence - Emotional Intelligence is the ability to monitor one's own and others feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions. (Salovey and Mayer 2004)

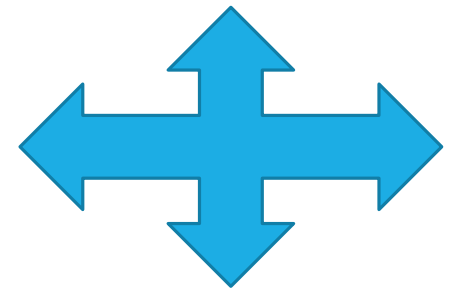


RESONANT VS. DISSONANT LEADERSHIP

Dissonant leaders tend to operate more on the authoritative side of leadership.



Resonant leaders have a greater ability to connect personally with followers.



CHECK POINT

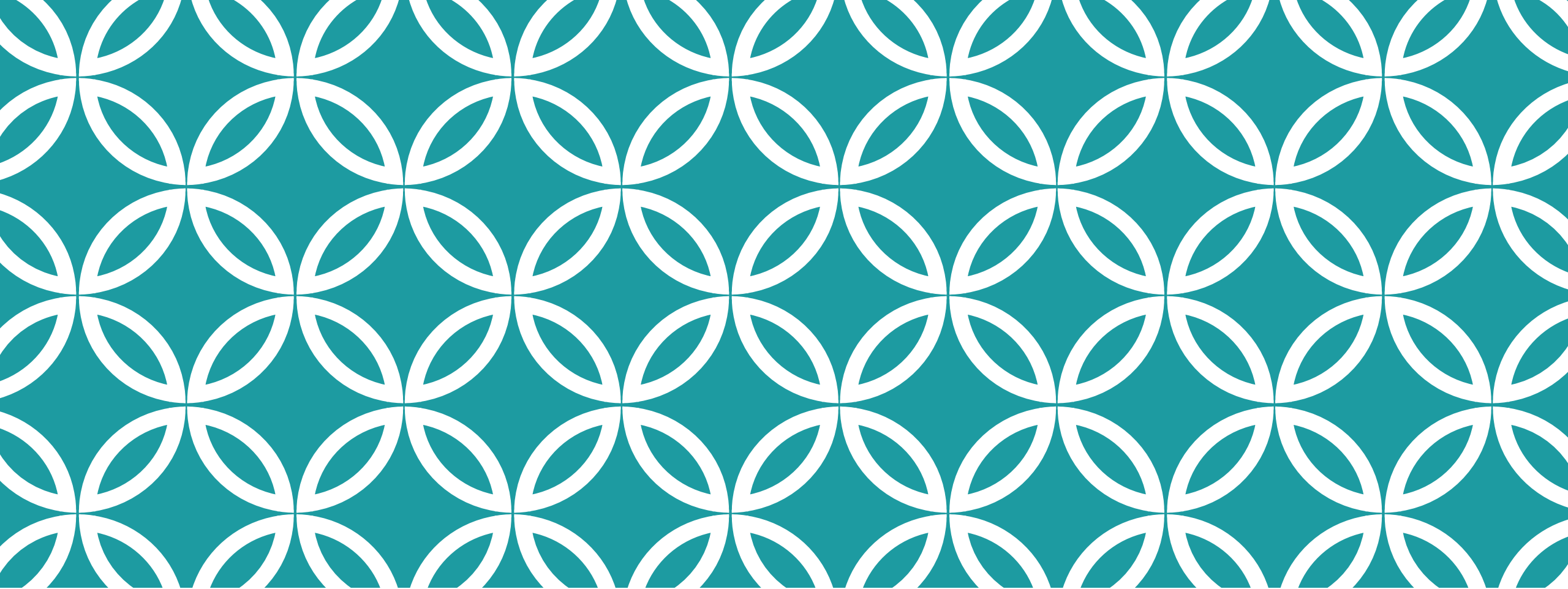
Resonant Leaders

- A. Have empathy for team members experiencing personal problems.
- B. Tend to create harmony within a group and influence even in challenging work situations.
- C. Are seen by the teams they are leading as caring equally for the person as well as their job performance.
- D. All of the above.

SCENARIO

Linda is the project manager on a large acquisition project. She is reviewing the final presentation for a phase gate meeting scheduled for 8am the following day. Its 5:30pm and Engineering calls. The original cost estimates were incorrect. The financials will need to be revised before the meeting.

William is a highly skilled technical analyst who was responsible for creating the financials report. The project team have been putting in many long hours especially William, who is the single parent of a child with special needs. He left early to pick up his parents at the airport. His five-year-olds birthday party is tonight.



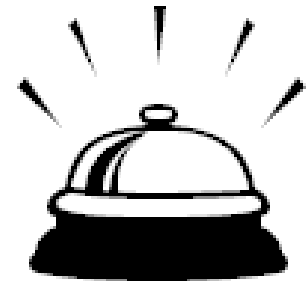
RESONANT LEADERSHIP: PATHWAY



ARE YOU RESONANT?

Can you answer yes to these 4 questions?

1. Do you inspire others?
2. Have you created a positive work environment?
3. Do you demonstrate compassion for yourself and others?
4. Do you understand yourself, others and the broader environment?



MINDFULNESS

First critical step in renewal

Reflection

Meditation

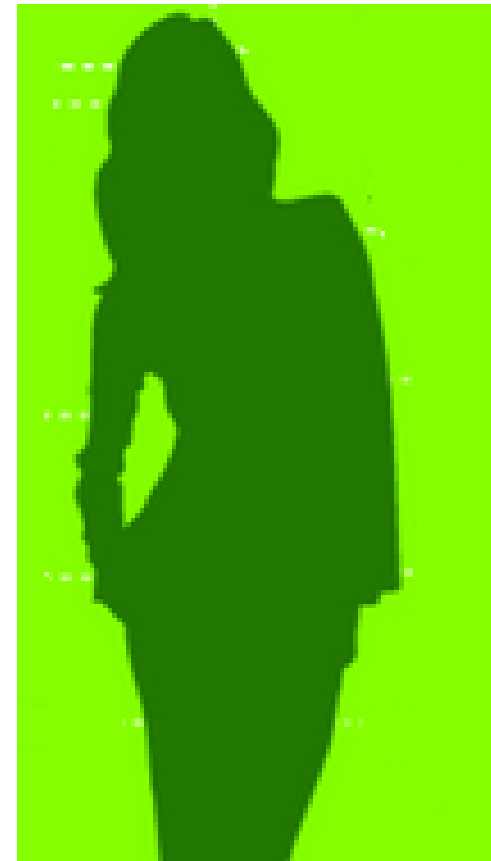
Journaling

Supportive relationships

Awake

3 As

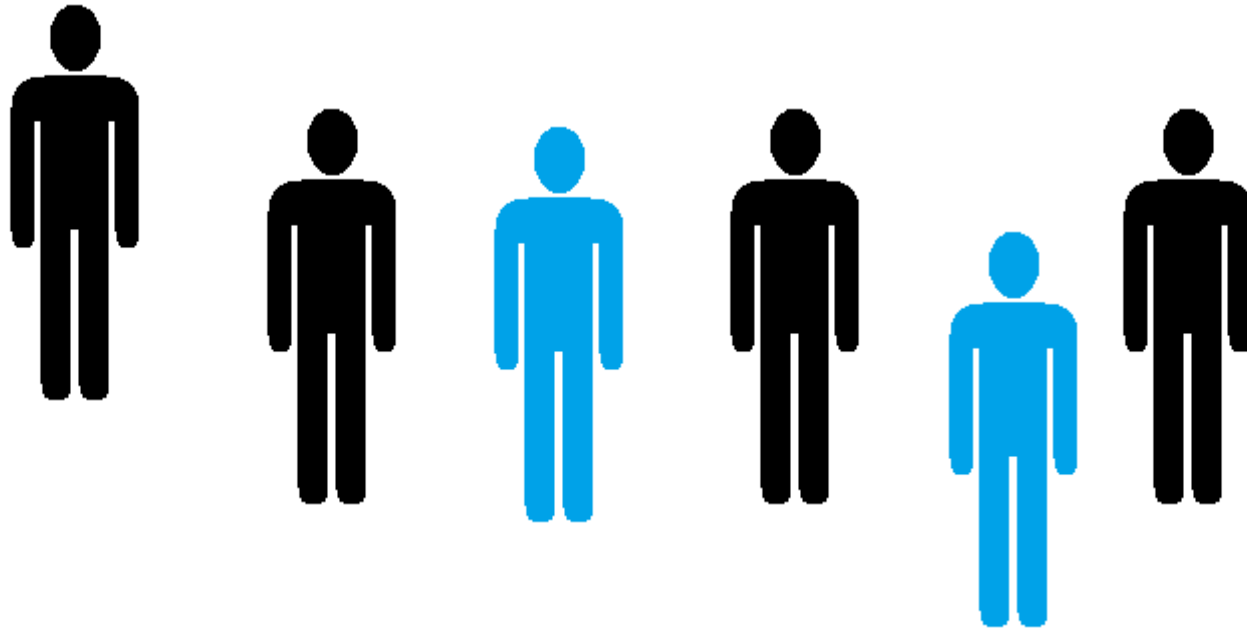
Aware



Attentive

COMPASSION

Understanding needs and dreams of those around others and respecting them and their perception of reality



Business Case for Compassion

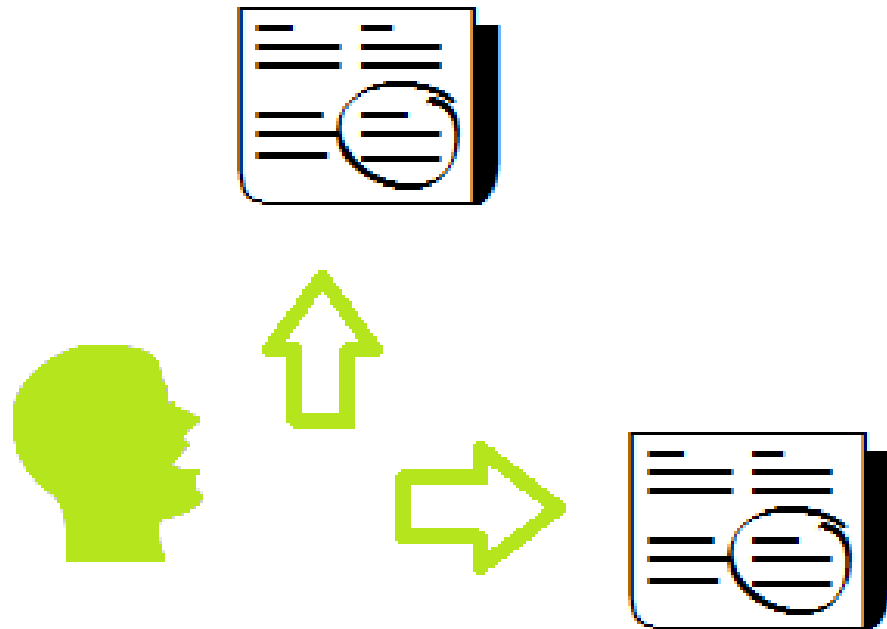
Reduces stress and improves a leaders overall effectiveness

Develop more people as leaders

Builds company loyalty

HOPE

Defined by having a clearly articulated set of goals



How?

Develop a vision of the future

Inspiration is getting buy-in to the idea that a better future lies ahead

POWER STRESS

... caused by emotional demand of influencing others and the increased responsibility of the position (McClelland, 1985).

"The major emotions a CEO has are frustration, disappointment, irritation and overwhelm"

Steve Tappin - The Secrets of CEOs

47% of newly hired or recently promoted Senior Executives get fired or quit within the first 18 months on the job

Project Management and Executive Management most stressful jobs

<http://www.salaryexplorer.com>



Stress is an uncomfortable feeling or when one starts to experience fear, anxiety or apprehension because of the perception of a perceived threat.

PROJECT STRESS AND PRODUCTIVITY

Project management is inherently stressful due to the nature of matrix management, complex problem solving, project unpredictability and trends such as virtual teams and the implicit expectation of a 24/7 work cycle.

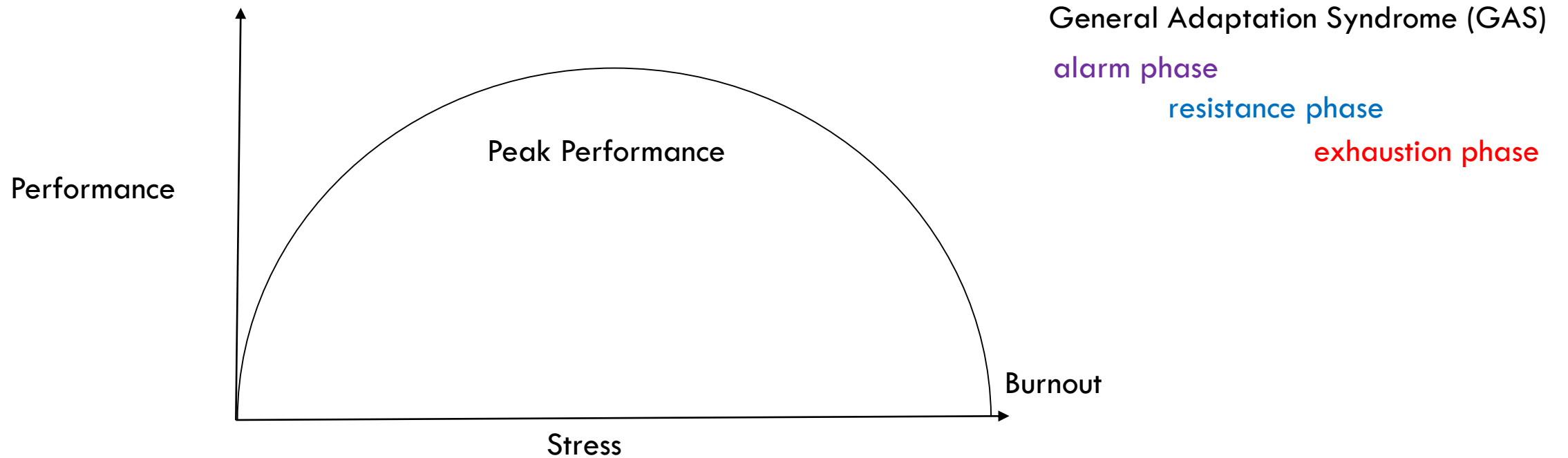


Addressing stress is necessary to reduce the consequences of stress, such as **poor decision making**, 'task shedding' (the dropping of key tasks) and **reduced attention span** – as well as emotional behavior such as withdrawing from the project team.

[Tangible Tips for Handling the Endless Stress in Project Management](#)

Dr. Steven Flannes

PHYSIOLOGICAL CHANGES



Yerkes–Dodson Human Performance Curve Under Stress

SACRIFICE SYNDROME

The “Sacrifice Syndrome,” according to Richard Boyatzis and Annie McKee, writers of “Resonant Leadership,” can occur over time because of a number of factors, including **pressure to get results, heavy responsibilities, the perpetual need to influence people and loneliness**

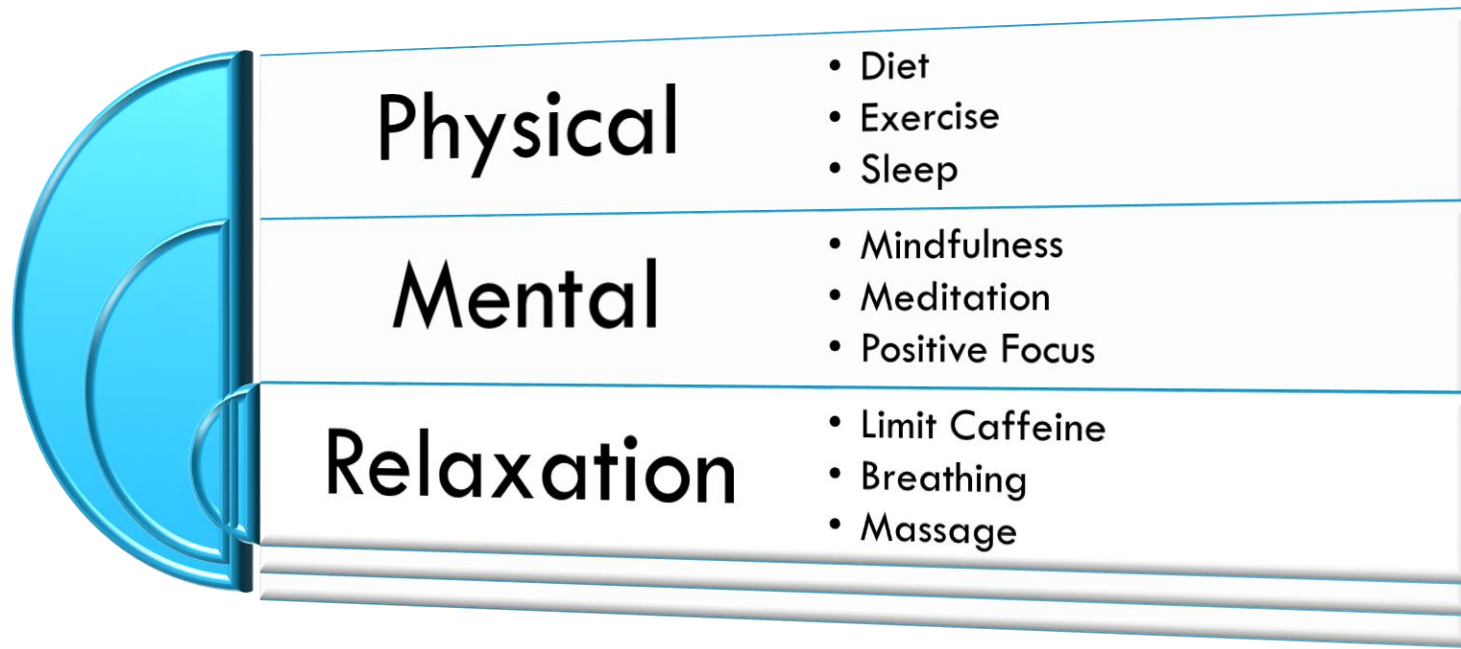
Top Warning Signs

- Working harder with less result
- Getting home later and leaving earlier
- Feeling tired even after sleeping
- Rarely relaxing or only with alcohol

- Drinking excessive amounts of coffee
- Not caring about eating habits
- Never enjoying quiet time
- Little exercising, smiling or laughing

INTENTIONAL CHANGE

Top-performers use various strategies under stressful circumstances to lower their stress level, so that their exposure to stress is intermittent rather than prolonged.



RENEWAL LEADS TO RESONANCE

Power stress has always been a part of leadership reality.

The issue is too little recovery time. While the pressure and stresses will not relent, the key is to take steps in which recovery can be achieved.



Family Time



Exercise



Enjoyable Activities &
Relaxation

CHECK POINT

Dissonant Leaders

- A. Distant emotionally and socially from employees.
- B. Logical and fact-based in decision-making.
- C. Are often perceived as cold and aloof
- D. Generate feelings of burnout among the teams they lead.
- E. All of the above.

SCENARIO

Joseph is the nephew of the Executive you are delivering a project for.

You have an opening on your team for a scheduler. The Executive has inquired several times if you have a chance to interview Joseph yet.

You have reviewed Joseph's resume and he is definitely not qualified. This particular Executive has a lot of influence within the company. Your budget for resources is tight and you can't afford to have someone on the team, who is not performing.

What should you do?

SUMMARY

*Effective leaders develop a sense of **purpose** by pursuing goals that align with their personal values and advance the collective good.*

APPENDIX

Additional Reference Materials

- Books
- Magazines and Journals on Emotional Intelligence
- Emotional Intelligence Web Sites
- Additional Information

BEST BOOKS - THE BASIS

Boyatzis, Richard and McKee, Annie (2005). *Resonant Leadership: Renewing yourself and connecting with others through mindfulness, hope and compassion*. Boston: HBR Press.

McKee, Annie, Boyatzis, Richard, Johnston, Frances (2008). *Becoming a Resonant Leader: Develop your emotional intelligence, renew your relationships, sustain your effectiveness*. Boston: HBR Press.

Goleman, Daniel, Boyatzis, Richard, and McKee, Annie (2002). *Primal Leadership: Realizing the power of emotional intelligence*. Boston: HBR Press.

Recent Books

The Leader's Guide to Emotional Intelligence, by Drew Bird

Emotional Intelligence – Why It Matters More Than IQ, by Daniel Goleman

Go Suck a Lemon: Strategies for Improving your Emotional Intelligence by Michael Cornwall

The EQ Edge by Steven Stein and Howard Book

MAGAZINES AND JOURNALS ON EMOTIONAL INTELLIGENCE

There are many magazines and journals on topics related to emotional intelligence such as *PM Network*, *Time*, *Newsweek*.

Below are academic journals that carry articles related to emotional intelligence:

American Psychologist
Applied Psychology
Current Directions in Psychological Science

Journal of Applied Social Psychology
Journal of Managerial Psychology
Journal of Occupational Health Psychology
Journal of Organizational Behavior
Journal of Personality and Individual Differences

European Journal of Work and Organizational Psychology
Human Resource Development Quarterly
Human Resource Management Review

Personality & Social Psychology Bulletin
Research on Emotion in Organizations

EMOTIONAL INTELLIGENCE WEB SITES

Consortium for Research on Emotional Intelligence in Organizations -
<http://www.eiconsortium.org/>

Businessballs.com—<http://www.businessballs.com/eq.htm>

TalentSmart—<https://www.talentsmart.com/>

Tune Up Your EQ—<http://www.tuneupyoureq.com/>

The EQ Directory—<http://www.eq.org/>

Daniel Goldman <http://www.danielgoleman.info>

ADDITIONAL INFORMATION

EI Multi-Health Systems - <http://ei.mhs.com/>

6 Seconds Emotional Intelligence Network: EQ Reflections
<http://www.6seconds.org/connect/>

Emotional Intelligence Appraisal www.talentsmart.com/test

*Web sites, blogs, LinkedIn Groups, Twitter