

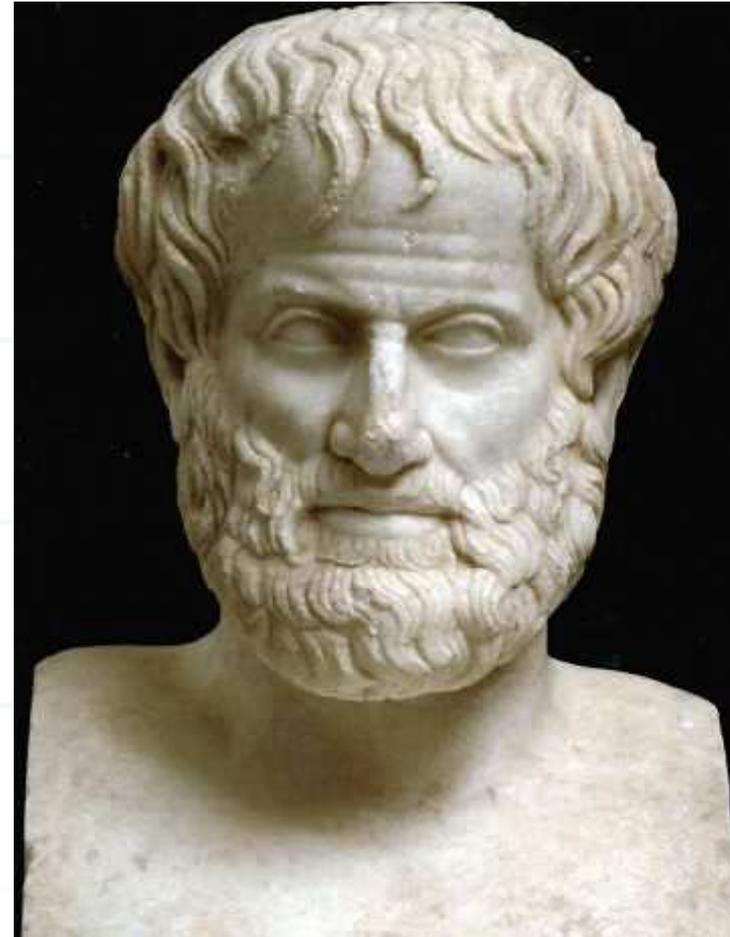


Leadership & Emotional Intelligence: Two Sides of the Same Coin

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"Anybody can become angry - that is easy. But to be angry with the right person and to the right degree and at the right time and for the right purpose, and in the right way - that is not within everybody's power and is not easy." (**Aristotle**)



Agenda

- Introduction
- Leadership
- Leadership – Tools and Techniques
- Emotional Intelligence
- Emotional Intelligence – Tools and Techniques
- Let's practice a bit?
- Final Thoughts

People and projects

- Projects are undertaken by people, so when a project goes wrong guilt always falls on someone and not on something...
- That is a truth verified throughout the history of modern project management and that most of us have witnessed at some point in our projects!

Competencies of The Project Manager

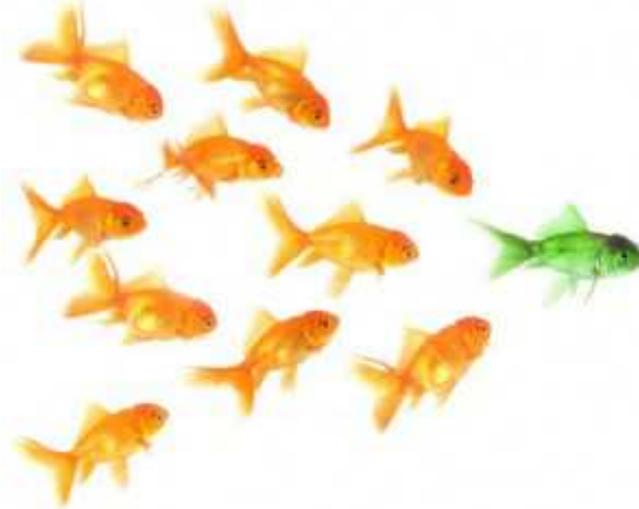
- According to the PMBOK Guide®, effective project management requires that the project manager possesses the following competencies:
 - **Knowledge** about project management.
 - **Performance**: what he can do or accomplish with that knowledge.
 - **Personal**: related to behavior, attitudes and personal features used to conduct the project.

Interpersonal Skills of a Project Manager

- The PMBOK Guide® lists in its Appendix X3 the following interpersonal skills as important to project Managers:
 - **Leadership**
 - Team Building
 - Motivation
 - Communication
 - Influencing
 - Decision Making
 - Political and Cultural Awareness
 - Negotiation
 - Trust building
 - Conflict management
 - Coaching
- **Reflect about how good you are on each of these!**

Leadership

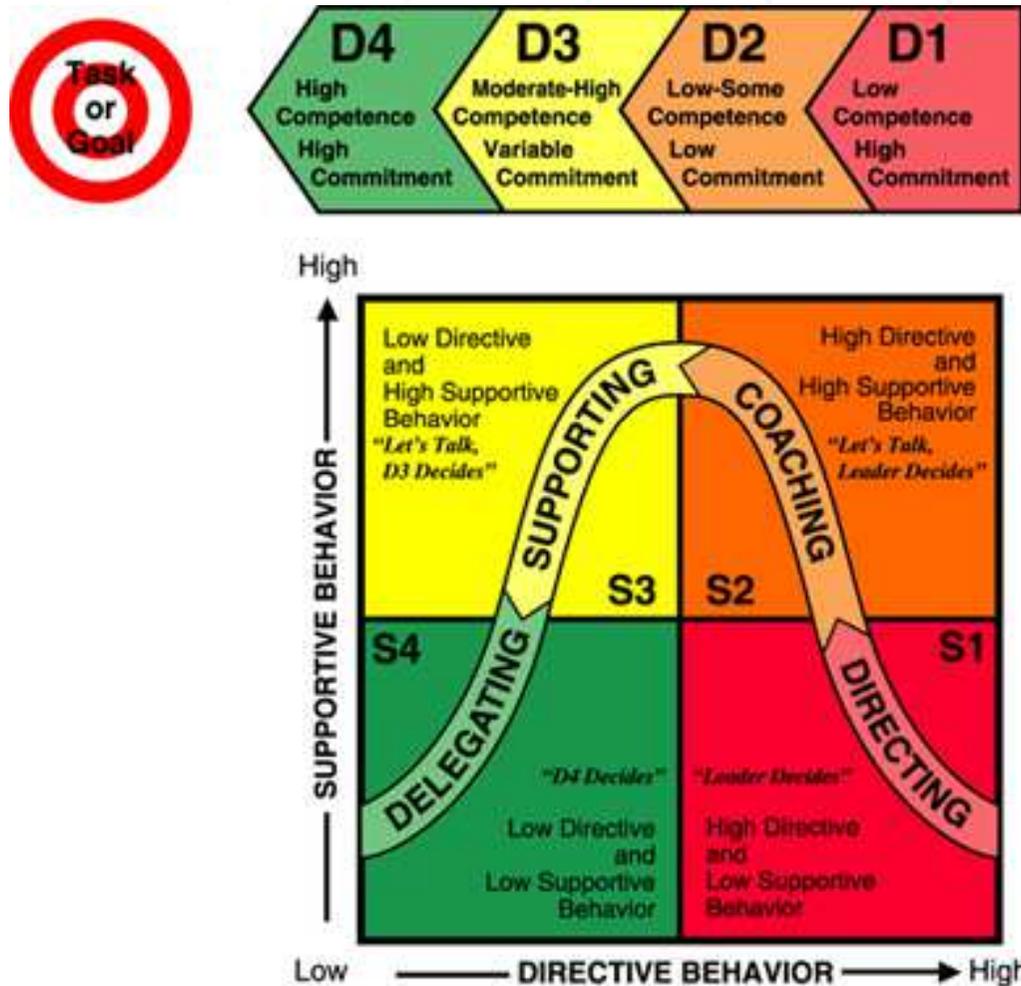
“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” (John Quincy Adams)



And to you, what exactly is leadership?

Situational Leadership (Hersey and Blanchard)

- You, the team and the task at hand!



Situational Leadership (Hersey and Blanchard)

“Effective leaders need to be flexible, and must adapt themselves according to the situation.” (Paul Hersey and Kenneth Blanchard)

Followers and Leaders

- Not everyone can be a leader all the time.
- All of us have to follow someone at some point in time.
- I believe followers are underrated!
- Here we have a relationship that demands one key element to work:

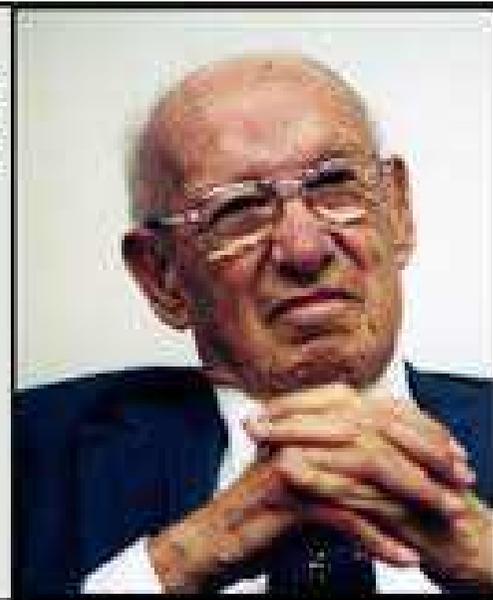
TRUST!

Characteristics of a Good Leader

- Understands and handles team diversity.
- Knows himself (The Good and The Bad).
- Knows his team, putting the right person at the right position.
- Promotes a healthy environment that enables team motivation.
- **Gets things done!**

Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes.

-Peter Drucker



Leadership: born or learned?

- Many leaders show up when least expected!



San Jose, Chile, Oct 2010 – Mario Sepúlveda Espinace (left) and Sebastián Piñera (right)

Leadership: born or learned?

- If we can improve our leadership skills at any point in our lives, what is the best way to do that?



Learn & Practice!

Leadership – Tools & Techniques

Feedback

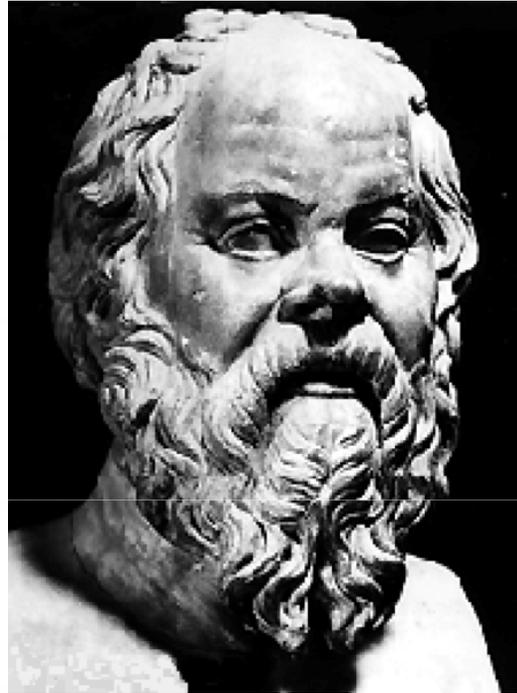
- To other people, we are what they perceive, not what we believe we are.
- The best way to improve ourselves and find our “blind spots” is to seek feedback from those close to us, specially our team.
- This is a two-way lane, we must seek **AND** give feedback.



Getting Feedback

1. Ask for it, no strings attached.
2. Keep it confidential.
3. Seek it from more than one source.
4. Focus on those who know you best.
5. Be humble and let your guard down.
6. ALWAYS say “Thank you”!

Getting Feedback



**“The unexamined life is not worth living.”
(Socrates)**

Giving Feedback

1. Be private.
2. Be compassionate and gentle, but direct.
3. “Facts, please!”
4. Always look forward (“feedforward”).
5. Only give feedback to people you **really** know.
6. Give regular feedback to your team, individually.

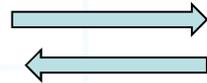
Power

- Power is neither good or bad, it is all a matter of what you do with it!
- Power is:
 - Unstable;
 - Dependent upon perception and will (ours and from others).
- Without some sort of power it is almost impossible to lead someone!

Power: Personal x External

Personal Power

- Motivation
- Will
- Information
- **Trust**



External Power

- Authority
- Size
- Force

Both are useful and unstable, but only personal power follows you!

Personal Power: Trust

- Trust is a must for any leader.
- So, in order to be trusted:

Tell the truth all the time, to everyone.

- Align your words with your actions.
- Don't make promises you know you can't keep.
- Do what you said you will do.
- **And remember: trust is hard to get, but easy to lose...**

Self Management

1. Know yourself.
2. Love yourself.
3. Be nice and gentle to yourself.
4. Be current on your professional and technical affairs.
5. Learn from others and from your mistakes.
6. Take good care of your body and mind.
7. Be coherent with your values (“Walk The Talk”).
8. Think big, after all...

Self Management

**“Life is too short to be little.
Man is never so manly as
when he feels deeply,
acts boldly, and
expresses himself with
frankness and with
fervor.” (Benjamin
Disraeli, former British
Prime Minister in the 19th
Century)**



Emotional Intelligence

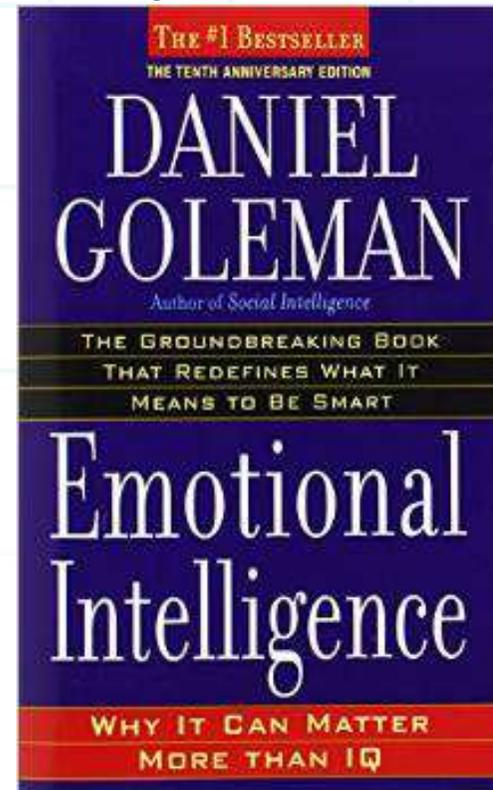
Emotional Intelligence

- Emotional Intelligence as a concept was developed by Peter Salovey and John Mayer, who defined it as:

“The ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth.” (Mayer & Salovey, 1997)

Emotional Intelligence

- It was made popular by **Daniel Goleman** in “**Emotional Intelligence: Why It Can Matter More Than IQ**”, originally published in 1995, one of many books he would publish around the subject.



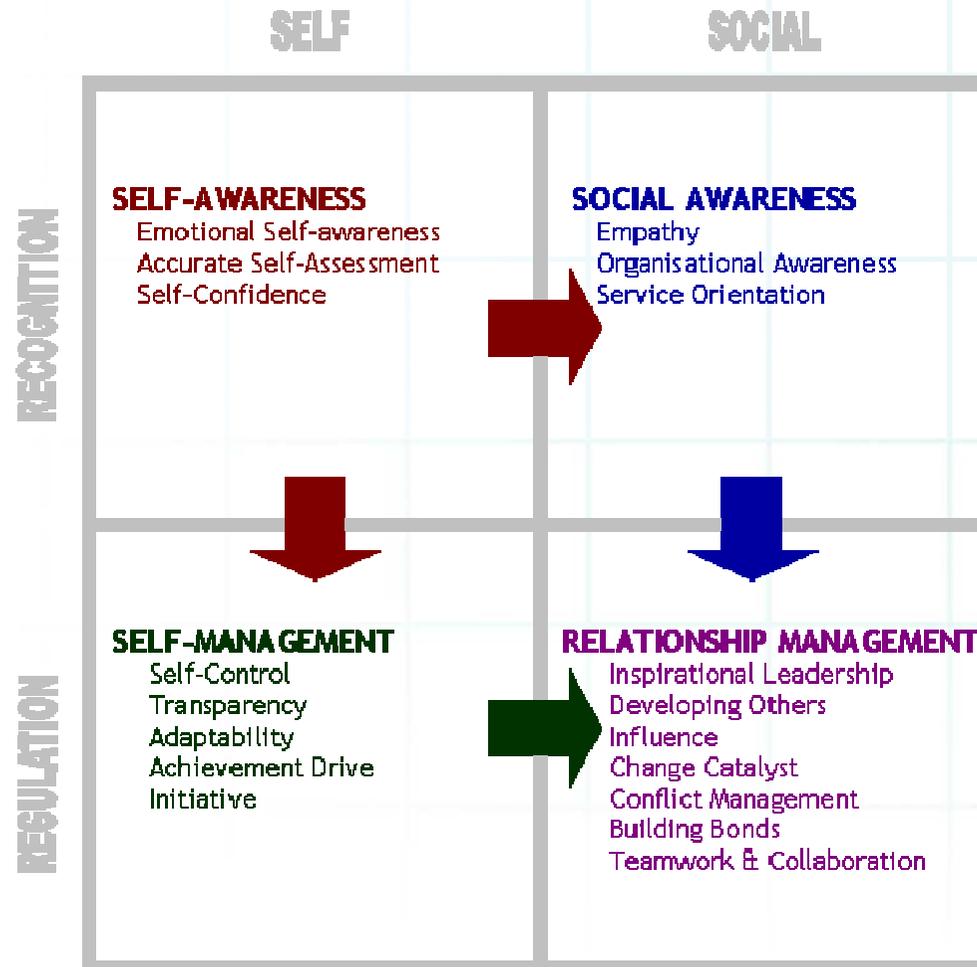
Emotional Intelligence

- Goleman coined the expression EQ to represent it (as opposed to IQ), and defined its five “domains” as:

1. **Self-Awareness:** Knowing your emotions.
 2. **Self-Regulation:** Managing your own emotions.
 3. **Motivation:** Motivating yourself.
 4. **Empathy:** Recognizing and understanding other people's emotions.
 5. **Social Skills:** Managing relationships.
- } **Self**
- } **Social**

Emotional Intelligence

- A few years later Goleman reviewed such domains as:

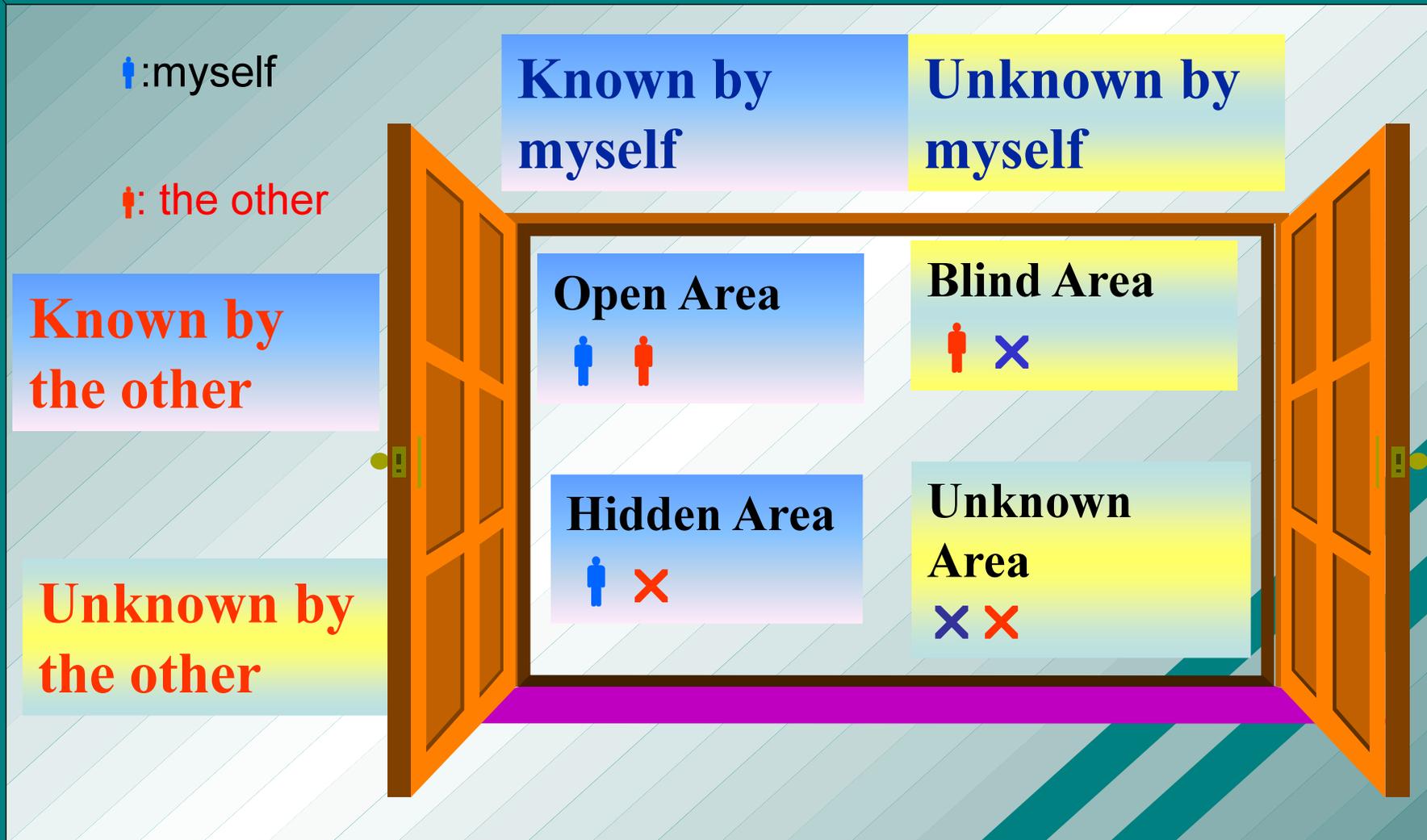


Emotional Intelligence

- Many authors beyond Goleman state that there is a stronger correlation between success and EQ than between success and IQ.
- Anthony Mersino, in his excellent book “**Emotional Intelligence for Project Managers: The People Skills You Need to Achieve Outstanding Results**”, states that he became a much better person and project manager after he worked on improving his EQ.
- That’s good news, right? It seems that EQ, just like leadership, can be improved through learning and practicing!

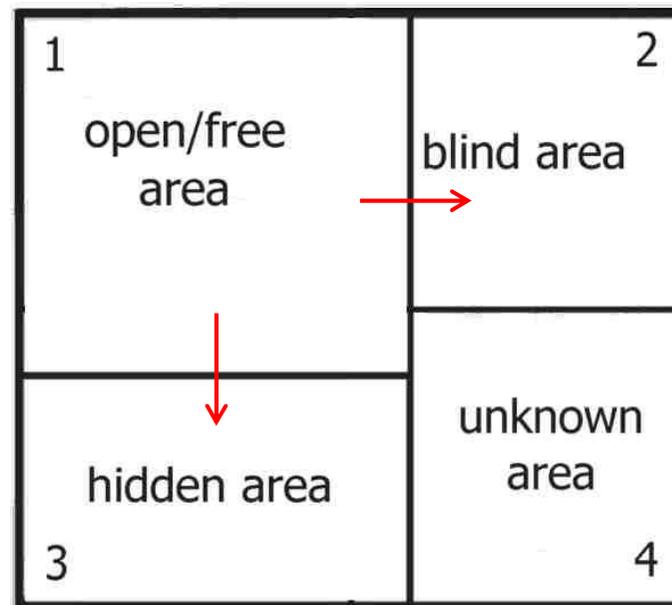
Emotional Intelligence Tools & Techniques

Johari Window



Johari Window

- Our goal when interacting with other people should be to enlarge our Open Area, reducing our Blind and Hidden Areas.
- The larger our Open Area, the better we can interact with other people.
- **And how can we do that?**

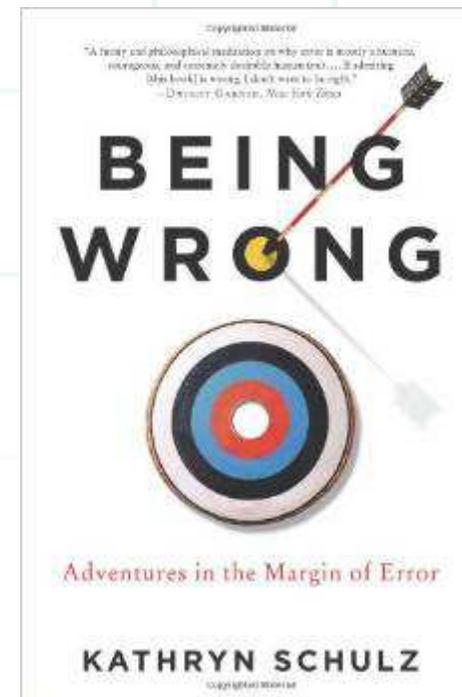


Active Listening

- In order to enlarge your open area by reducing your blind area, practice active listening:
 - Demonstrate interest by looking at the other person.
 - Nod from time to time.
 - Do not interrupt the other person!
 - Ask open-ended questions.
 - From time to time summarize what you are understanding and ask for confirmation.

Active Listening

- If you are listening as part of a discussion, **ALWAYS** admit to yourself the possibility of being wrong.
- Many times what we see as a dialogue is actually two concurrent and competing monologues!



Dialogue and observation

- Leaders must always keep an open communication channel to their teams, and try to work physically close to them whenever possible.
- If you work close to your team you can observe them and learn a lot.

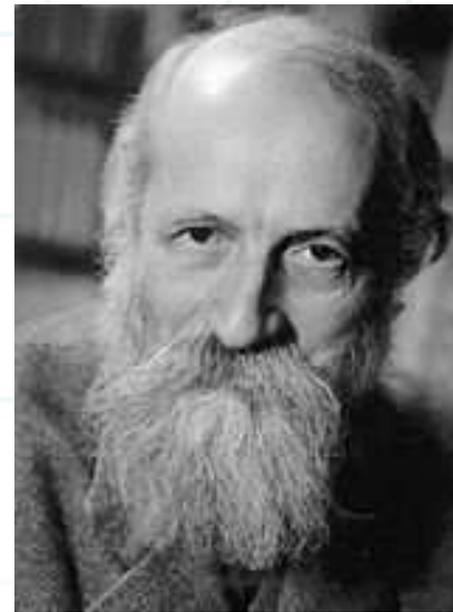
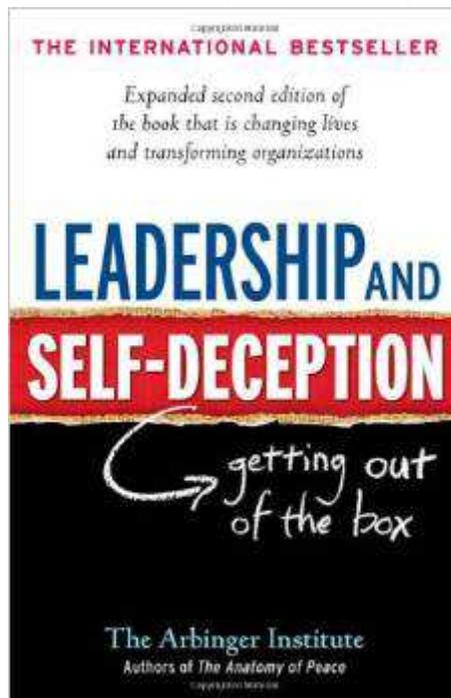
Dialogue and observation

- Watch out for non-verbal cues!
- When talking to a member of your team, practice active listening and ALWAYS remember that this is a human being like you! (“I-Thou” instead of “I-It”).



Dialogue and observation: “I-Thou” instead of “I-It”

- Our relationships with other people are key to a happy life!
- Treat others as you would like to be treated (**Golden Rule**).



Martin Buber, author of “I and Thou”

Let's practice a bit?

Johari Window and Active Listening

- We will work in pairs, please join a colleague nearby, preferably someone you don't know.
- (3 to 5 minutes) Each pair will work on expanding their open area through dialogue and active listening, from three to five minutes.
- As a goal, try to find at least:
 1. One interesting or extraordinary thing about your colleague.
 2. One thing you two have in common.

Johari Window and Active Listening

- What have you learned from this exercise?
- Life teaches us early that we are gregarious animals, and depend upon each other to accomplish our projects.
- So, try to make a habit out of showing genuine interest for other people, it pays off, trust me, as a “reformed nerd” I’ve learned that the hard way!

Final Thoughts

Final Thoughts

- Do you remember the title of this talk? Do you agree with it?
- Can you see now the strong relationship between Leadership and Emotional Intelligence?
- Are you willing to lead yourself? If so, how?
- Of all the tools and techniques presented here, which one do you believe can be most useful to you right now?
- >>> **And ALWAYS remember...**

Final Thoughts

***"I am the master of my
fate,
I am the captain of my
soul."***

(from **"Invictus"**, a poem
by William Ernest
Henley)



Thank you!

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