

INSIGHT XCHANGE #10

Emotional Intelligence in Project Management

November 2021



topic

EMOTIONAL INTELLIGENCE IN PROJECT MANAGEMENT

Date : 19 Nov, 2021

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Session Moderator

Guest Speaker

Panelists

Chairman of the Board FMI

Asia

Latin America

Europe

Africa

North America



Tony Appleby



Rohit Chaudhary



Afranio Lamy Spoilador Junior



Mustafa Hafizoğlu



Eng. Tororiro Isaac Chaza



Steven M. Fullmer

FREE Monthly Online Event - open for PMI members & non-members

From the editor's desk



Yudha Pratama

PMI Puget Sound, USA

In his book, "Outliers: The Story of Success" Malcolm Gladwell told the story of a Christopher Langan. Chris is the smartest man alive with an IQ of 195 (for comparison, Einstein's was 150). Chris was not able to get himself out of small troubles he had with the university regarding a signature on his scholarship and eventually lost the scholarship and his education. Chris ended up spending most of his life as a bouncer in a bar. In the same book, Gladwell also talked about Robert

Oppenheimer who tried to poison his tutor during college yet not punished and went on to become a renowned physicist credited with being the "father of the atomic bomb" for his role in the Manhattan Project. Gladwell contrasted those two. Chris is missing, what I would call "Power Skills" according to the new PMI Triangle. Power Skills includes Emotional Intelligence and Negotiation skills (Practical Intelligence).

As a project manager, we know that our job is seldom just "managing project" - we spend more time managing people. People are complex and having the right power skills such as high emotional intelligence (EQ) is crucial to the success of any projects we are involved in.



Rohit choudhary

Asia



Question:

Why is it so important to be emotionally intelligent in these unprecedented times?

Answer:

Everyone around is are dealing with personal and professional stress. The fact that we have a more divergent teams than before and continue to work and connect virtually - further adds to feelings of isolation and loneliness. Therefore EI in dealing with our colleagues and subordinates is absolutely vital, especially so in these times.

Question:

How does one's culture influence the EQ?

Answer:

Our cultural backdrop has a strong bearing on EQ. Many commentators have written about prominence of Eastern spirituality - the higher culture of human being for inner happiness and peace vis-a-vis that of Western practicality - which is overly focussed on material prosperity and efficiency, influencing the way our EQ develops.



Mustafa Hafizoğlu

Europe



Question:

Why is it so important to be emotionally intelligent in these unprecedented times?

Answer:

New conditions require new skills and habits. Since EQ is the improvable side of our intelligence, it helps us develop new skills and habits to cope with the new conditions even if they are uncertain. We are in the knowledge age, meaning that we have moved from muscle-strength to brain-strength. EQ is one of the great approaches to increase our brain-strength.

Question:

How does one's culture influence the EQ?

Answer:

Culture, which is the way of describing how and why people do what they do, directly affects the EQ journey of an individual. As an example, in the countries scoring high power distance (how far apart leaders and followers feel from each other), implementing EQ may be more difficult. When EQ is considered with CQ (cultural intelligence-hwww.culturalq.com), there will be a positive synergy for a leader.



Steven M. Fullmer

North America



Question:

Why is it so important to be emotionally intelligent in these unprecedented times?

Answer:

fMRI scan showed that human reaction to change is identical to our human reaction to pain. Even the mention of the word for 'change' in any language results in an internally identical physiological response to being poked with a sharp object. This is the most primitive portion of our brain, designed for survival and to trigger immediate response to perceived danger. All of these processes occur in .1 or .2 seconds, below the threshold of our conscious awareness.

Recent research reveals that we can handle only about 20 minutes of intense sensory stimulus before dopamine is depleted in brain sectors associated with the filtering and immediate reaction to input. After that we can no longer fast switch between tasks. We rely on our deeper cognitive abilities, which require even greater biological resources.

To lead change, we need to become more aware of the process and its less apparent impacts. To understand both the limits and the potential of human performance. To understand the processes associated with change in knowledge, belief, and perception – which are established and reinforced by long established social precedence. We must help our teams, and the individuals that we serve to apply reflective abilities over time to accommodate and manage the change that they affect. Sustainable change does not occur overnight at either a personal or social level. Reaction and emotion will slow if not suppress any change, even the most opportunistic or desired.

Question:

How does one's culture influence the EQ?

Answer:

Allow me to state emphatically that culture is not created. Culture arises from a common set of beliefs and perceptions that evolve during an individual's human development. Our beliefs and perceptions are contributed to by parents and nuclear family, tribal and secular communities, educational experience, and closest friendships. This foundation evolves as we experience new or unfamiliar people and situations.

By the time we reach an age in which we contribute to the world through multiple tribes, both in personal and professional interaction, we base our reactions on our cultural comfort. Only through deeper reflection, repeated effort, or trauma do we affect new beliefs and perceptions. As such, culture may be influenced by a leader. The development of a team or tribe with a common culture requires first the recruitment of individuals with common or overlapping core values, beliefs, and vocabulary. The leader may then apply skills, EQ skills perhaps primary amongst them, to influence and bolster a team's culture toward a common agenda. We are in such a scenario applying existing common belief toward a common goal.

The temporary and unique nature of projects does NOT allow the creation of a culture, only the identification of common beliefs and the temporary displacement of the boundaries toward collaboration. Emotional Intelligence encourages the understanding and management of both individual and group emotions to overcome related barriers.



Eng. Tororiro Isaac Chaza

Africa



Question:

Why is it so important to be emotionally intelligent in these unprecedented times?

Answer:

These are times of unprecedented change. While we are driven by individualism which prioritizes own achievement in a highly competitive world. In order to achieve even more we need to prioritize and exploit the synergies brought about by collectivism. I would say EQ is synonymous with the concept of collectivism rather than individualism. There is a balance therefore required between individualism and collectivism. I believe EQ is the bridge between individualism and collectivism, with a tendency to shift the scale towards the latter.

family, religion, society, ethnicity and political experiences.

Add to this the prevalent social media influences. Add also the cognitive biases that are premised on ones cultural background, and you have a potpourri of influences on one's behavior. Culture is also influenced by adjacent-cultures and therefore culture evolves. Culture influences EQ in the sense of:

- self awareness - recognizing your emotions and how they affect your thoughts and behavior. Some emotions may be culturally based and biased.
- social awareness - empathy towards others, and concern of their needs, and understanding their behaviors which may be culturally based and biased.

Question:

How does one's culture influence the EQ?

Answer:

I define culture as the sum total of behavior taught from the perspectives of academics,

This then influences the ability for self management required to adapt to specific settings e.g. working in a multi-cultural environment. Furthermore there is the issue of relationship management which is best informed by being aware of the cultural influences of other team members. You then can lead and communicate better taking the sensitivities of the cultural distances.

EMOTIONAL INTELLIGENCE IN PROJECT MANAGEMENT





Afranio Lamy Spolador Junior

Latin America

Question:

Why is it so important to be emotionally intelligent in these unprecedented times?

Answer:

Being emotionally intelligent is not necessarily easy in any circumstances. However, since 2020, feb/march, EQ became even more important. Not only for the project and professional situations we live every day, but also in our personal lives. From one day to other, the world changed... the way we buy, the way we work, the way we live. We had to face people working from home (some with small houses), with entire family, including home schooling. Add to that, the fact that many had to face the COVID consequences.

But we also learned that we can live differently. As a result, many people decided to review their own values and priorities. Others literally, could not deal with the emotions, having difficulties to achieve good

performance on their jobs and facing families conflict.

So, it was never so important not only being emotionally intelligent, but also having the ability of perceiving the emotions of others.

Question:

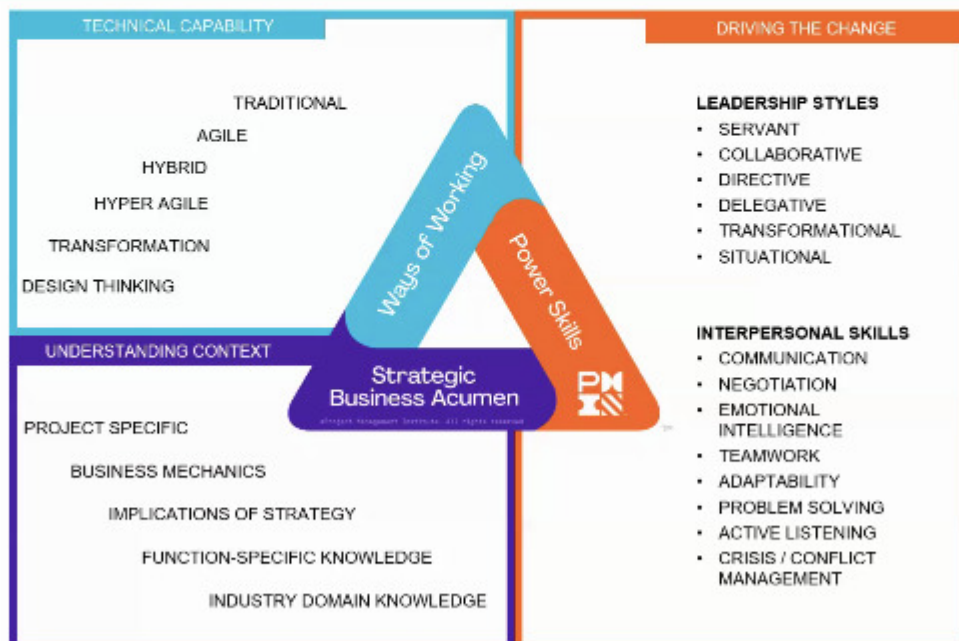
How does one's culture influence the EQ?

Answer:

Culture is made of behavior. And behavior come from values, rules, environment.






















If you are facing different cultures, but that share similar values, certainly you will find a very positive environment and teamwork is easily created.

On the other hand, if you face different values, certainly great EQ will be required and the discussion will be harder.



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Have a suggestion?

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