

Activity 1:

Why are you here?

What is it about becoming a more emotionally intelligent project manager that would drive you to attend this session today?

Why We Need Emotional Intelligence

To bring the individuals (myself included) in any conversation to a positive outcome.

The Stages of Emotional Intelligence

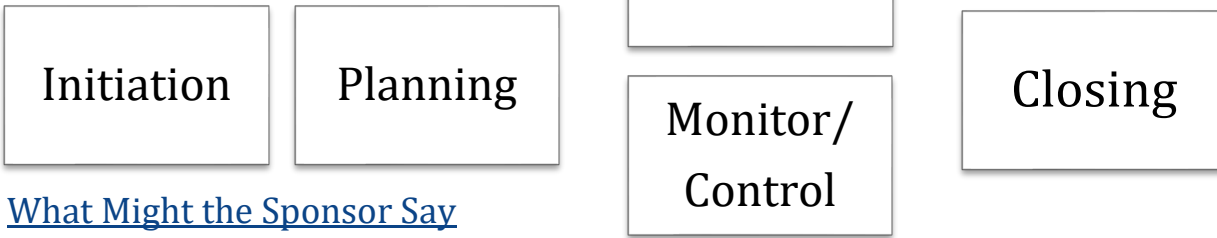
- **Self-Awareness**
 - I know my own skills, strengths, tells, ticks; I know when I do my best work, what I love most, etc.; I know the things that get under my skin, annoy me, irritate me; I know what brings me joy, lifts me up, calms me down.
- **Self-Management**
 - I incorporate my self-awareness into my behavior; I schedule time to work when I work best; I avoid the things that tick me off; I have learned to calm myself down when I get worked up.
- **Social/Other Awareness**
 - I'm aware that other people don't like everything I like and don't work and communicate the same way I do; I understand the organizational structure around me; I can tell you when others are "triggered"; and I know what "triggers" the people I'm closest to.
- **Relationship Management**
 - I deliberately collaborate with, influence, and affect my fellow earth persons to get things done; I actively manage myself and set up situations and conversations to help others be their best selves and achieve the best results; I intentionally move us forward in the best way possible for everyone concerned.



A Quick Analogy, And Defining Some Terms

- The **Project Manager** is the “driver of the project
- The **Sponsor** is the project “owner”
- Everyone working on the project (including the sponsor and PM) are the **Team**
- Everyone impacted by the project is a **Stakeholder**

The Project Lifecycle



What Might the Sponsor Say

During	Sponsor says...
Initiation	“Let’s spend a little time and money to create the business case for this idea to decide if it’s good for our organization.”
Planning	“Please spend more time analyzing and creating a plan for delivery, then we’ll decide if it still makes sense for us.”
Execution	“I commit to supporting this. You commit to keeping me informed and keeping us on target.”
Closing	“Thank you. Let’s prove it is good. What did you learn?”

What Might the Team Say

During	Team says...
Initiation	“What’s the WHY behind this project, so we can make good decisions later?”
Planning	“How’s this going to really work, and what could stand in the way of our success?”
Execution	“Given how things are going, what is it that matters most right now?”
Closing	“Let’s show the world what we did and what we learned.”

Activity 2:

The period of the project I find the most challenging personally is...

The period of the project I find the most challenging for the sponsor is...

The period of the project I find the most challenging for the team is...

First, We Initiate

- This may be too fuzzy for some
 - Find the borders
- The sponsor may have been voluntold
 - Help them find their why
- The group may be too small
 - Socialize beyond the smaller circle
- Your own subject area may not be deep enough
 - Ask and listen

Then We Plan

- Impatience flares when planning goes on
 - Set expectations for sufficient planning
- Fear of being wrong can become a failure to speak up
 - Make it safe to provide estimates, and give voice to risks
- Storming is a thing
 - Help the team move from I to we
- Your blind spots and trouble areas are still there
 - Surround yourself with others who offset your biggest challenge areas and help you see your blindspots

While the Team Is Executing, The Project Manager Monitors and Controls

- Procrastinating and allowing work to fill the available time are real
 - Manage both
- People get busy and don't do what they said
 - Schedule your status meetings as far apart as you are willing to fall behind
- The 3rd time is nagging
 - Make sure your relationship handle it
- Silences let people fill in their own blanks like Mad-Libs
 - Communication is the deliverable until you deliver the deliverable

Before We're Done, We Close

- Everyone wants to move on
 - Capitalize on their urgency to close efficiently
- People like to be appreciated
 - Appreciate them
- It's uncomfortable to own benefits realization
 - Set expectations as soon as you can
- Many people see "Lessons learned" as unsafe and unnecessary
 - Make them safe and nonnegotiable

Feedback:

We value your feedback! <https://www.surveymonkey.com/r/7XR5HKN>