



استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه

فصل دوم: استفاده از هوش هیجانی (EQ) در مدیریت پروژه
بخش اول: ارائه نقشه راه استفاده از EQ در مدیریت پروژه

ارائه دهنده:

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(PhD, PMP, CMIT)



What we will learn?

❑ Reasons for learning about emotional intelligence (EI)

- ❖ Introduction
- ❖ Why CMs should care about emotions?
- ❖ How the CM should manage?
- ❖ Roadmap

Reasons For Learning About “Emotional Intelligence (EI)”

(Concepts)



Introduction

- ❑ **Emotional Intelligence (EI)** has become a **major topic of conversation** at **construction management** conferences, in the office, on the jobsite and in the boardroom.
- ❑ As **leaders of successful teams**, we cannot stress enough the **importance of communications** and, thanks to **Daniel Goleman, Lisa Sachs, and Daniel Iacofano**, it is our hope to **motivate the construction industry** to apply more **EI** and raise the bar on **EQ (Emotional Quotient)**.



Introduction

1. **What** is Emotional Intelligence (EI)?
2. When measured, **what** is Emotional Quotient?
3. **How** does emotional intelligence apply to construction industry?
4. **Why** is it needed?
5. **How** does it relate to what Construction Managers do as leaders of construction teams?

These are topics written by

1. Construction Management Professional
2. Professional Facilitator

each with over **40 years of experience**

addressed in this section

Reasons For Learning About “Emotional Intelligence (EI)”

(Introduction)

Construction industry

❑ The **construction process** is **inherently human**,

with all the **fears**, **foibles** and **weaknesses** of any human.

It's based on relationships, understanding, communications,
collaborations and processes.

For them, teamwork—knowing and relying on each other's skills—makes all the difference. Oracle Team USA won an astonishing eight races in a row in a come-from-behind win of the Americas' Cup yacht race. If even one crewmember had not believed in and trusted his teammates, that could have allowed the New Zealand team to win the single race they needed for the Cup; Team USA would have been defeated in 2013.



Construction industry

But what is the **difference** with this concept compared to what
we have in construction industry?

Construction industry

❑ There is probably **nothing more demanding** than asking a **very disparate group** of individuals—

often with **no previous working relationship**—

to **jointly build** a **capital** construction project

worth millions of dollars

come in **safely**, on **time** and on **budget**.



Even the best contract arrangements can be defeated by construction teams composed of human beings who are thrust upon each other with no time afforded to build trust.

Construction industry

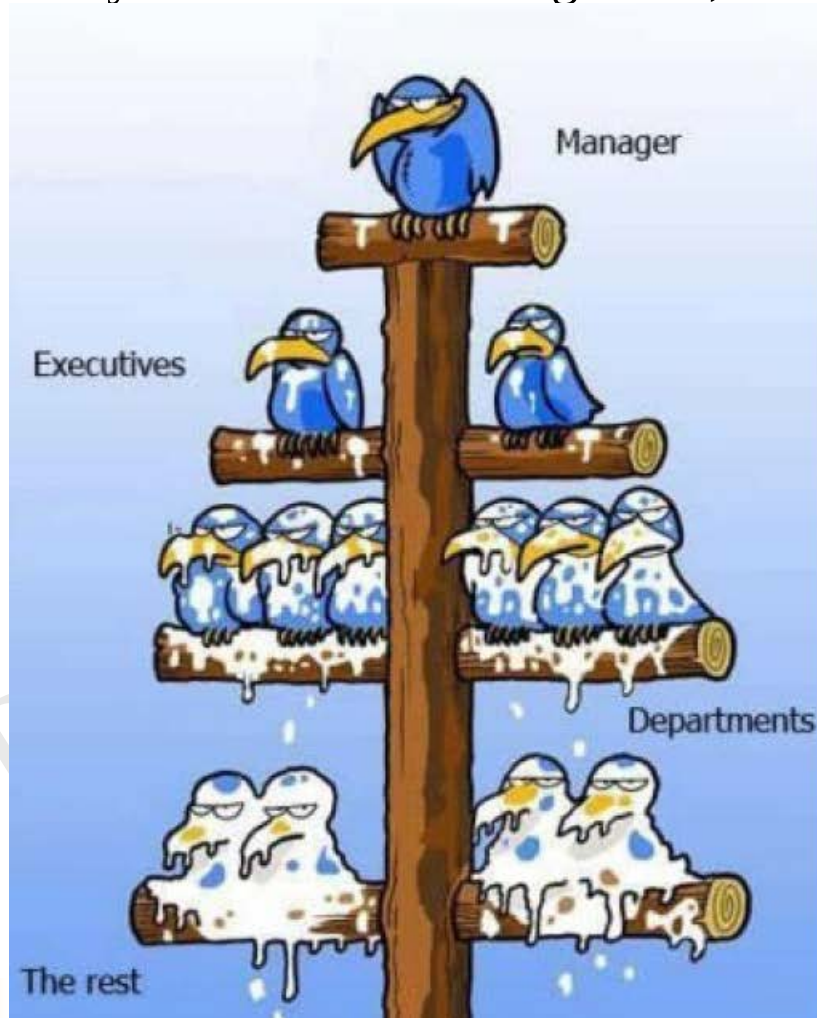
- ☐ Keen balance of **project** and **business** management
- ☐ Understanding of the **building technical insight** as well as the **financial component**
- ☐ Strong **emotional intelligence**
- ☐ Relationship orientation, **internally** and **externally**
- ☐ **Paradoxical blend** of **visionary** and **detail orientation**

A contractor may say that is an accounting stuff and that is not my job. My job is to do only concrete. This is scary!



Construction industry

- Reality of traditional management, direction and control



**When top level
people look down,
they see only low
quality, reactive
shitheads;**

**When bottom level
people look up, they
see only "old"
assholes...**



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Construction industry

Why we need to learn?

Why CM should learn these skills?

- ❑ Every manager needs the **right skills** to be a strong facilitator and leader to improve a **project's success factor**.

And there's **no app** for that.

You are the app.

With the right skills, your performance will



*get results and **improve your communications** with colleagues.*

Why this is even **more complex** in
construction industry?

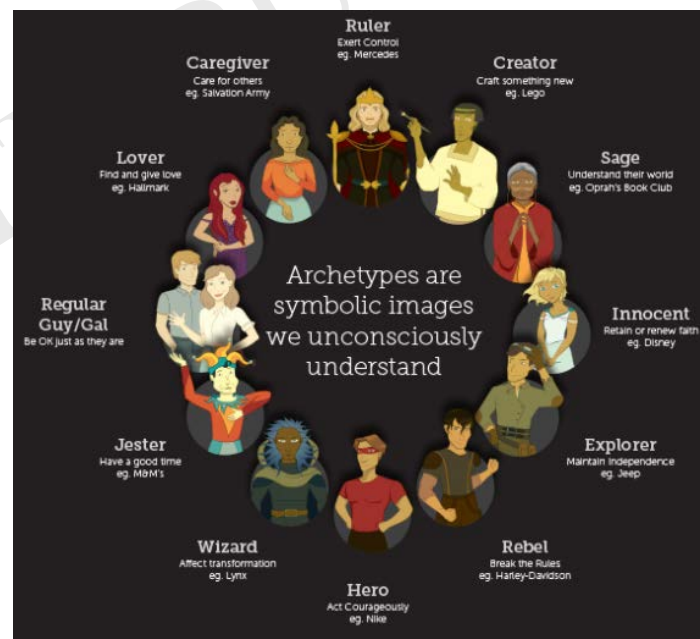
Why this is even more complex in construction industry?

❑ As the **construction industry** continues to **evolve**,

1. It is becoming much **more specialized** and complex.
2. Teams are expanding to include an ever **more diverse range of experts** who **no longer fit the construction archetype**.

Construction Managers (CMs) must now broaden their understanding of how to manage and lead others who do not necessarily match their profile.

Why should **CMs** care about **emotions** when they are **responsible** for **constructing buildings**?



Reasons For Learning About “Emotional Intelligence (EI)”

(Why CMs Should Care About Emotions?)

❑ Since **buildings do not build themselves**, at least not yet,

CMs need to **work with people** and **motivate them** to accomplish the task at hand.

❑ Additionally, the **more clients seek collaborative partnerships** to streamline the construction process—

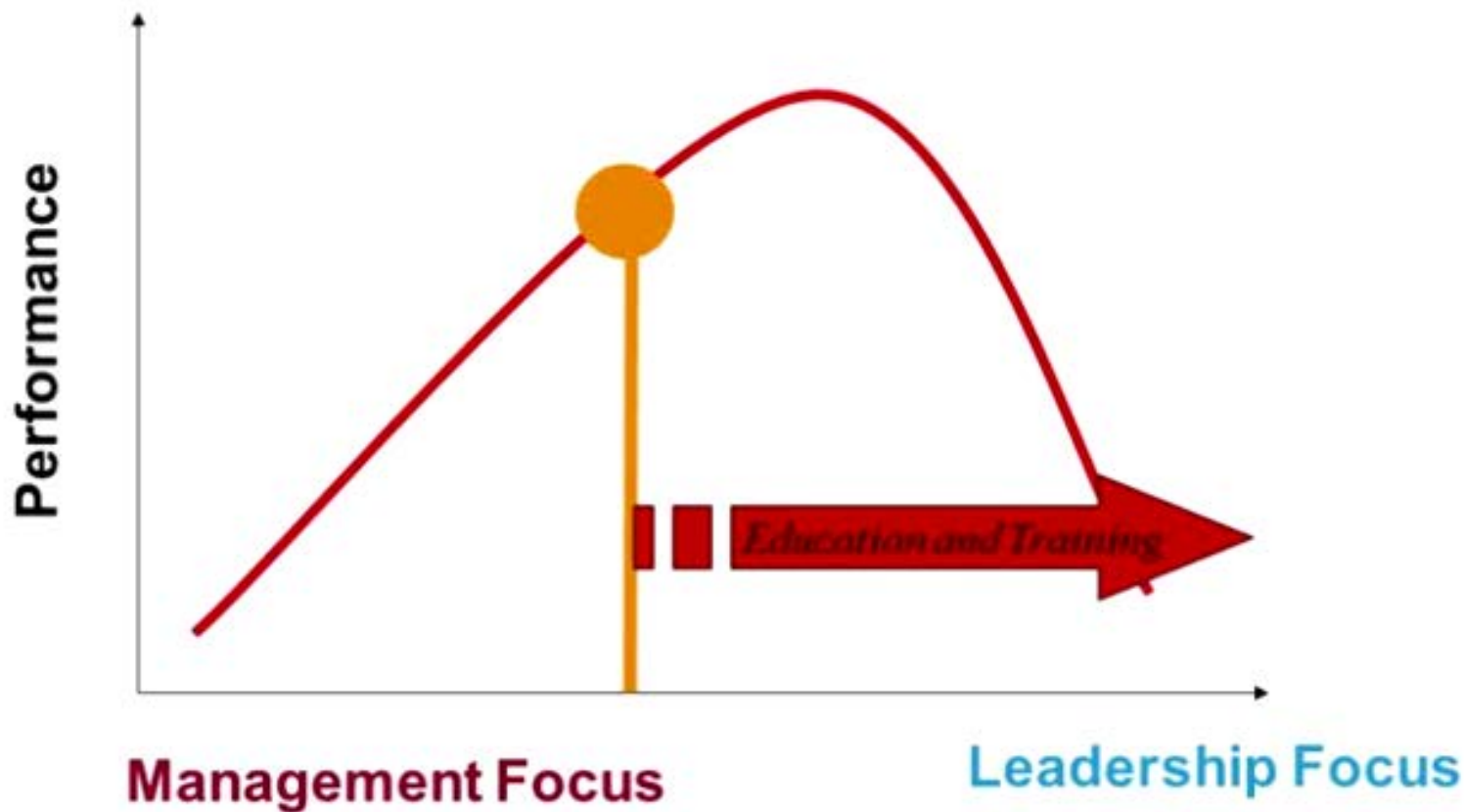
both in the **private and public** sectors—
the **more teams** must learn how to **collaborate**.



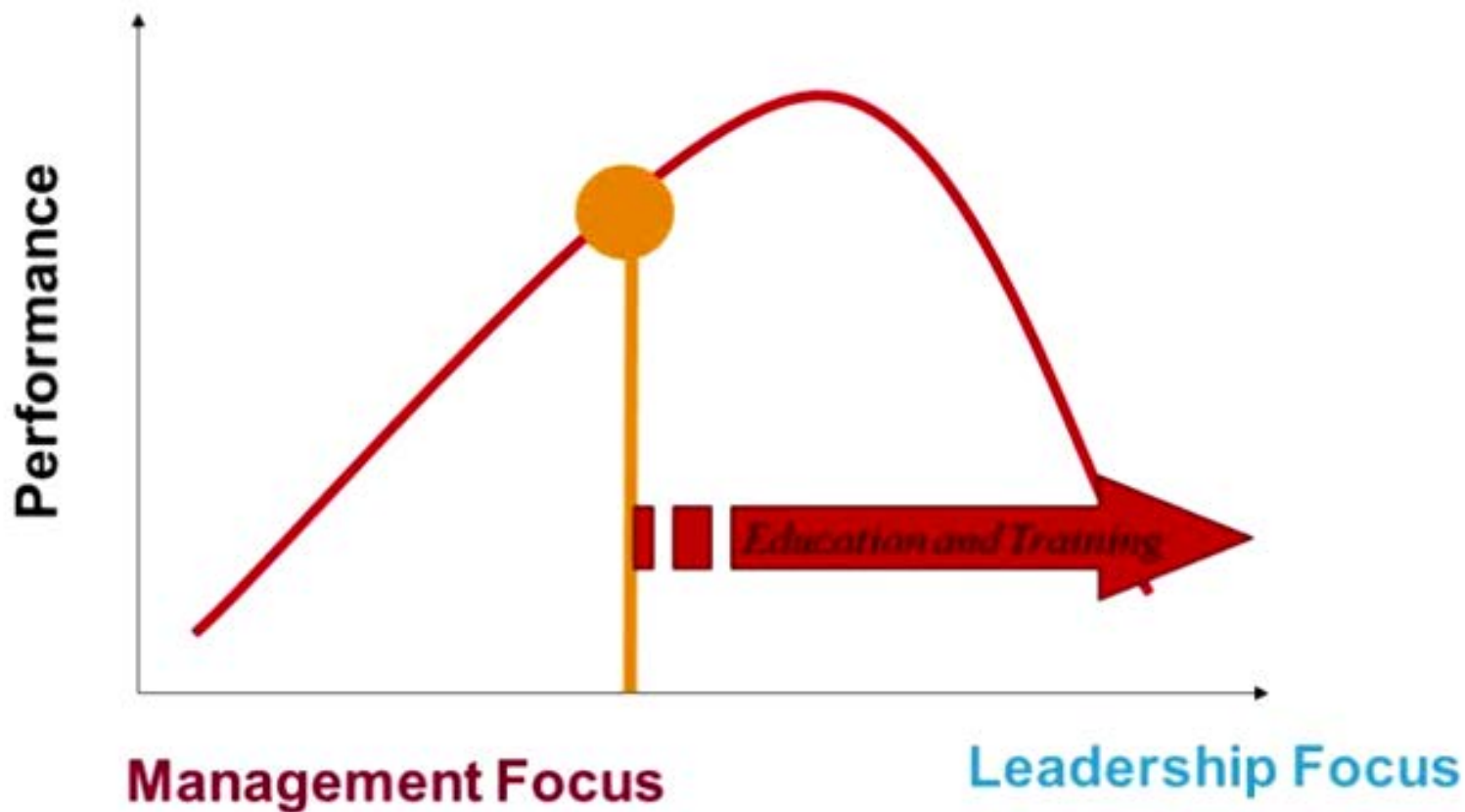
Leadership and management skills

- ☐ Both **leadership** and **management skills** are needed for construction managers to become business managers.
- ☐ An optimal balance exists between leadership and management at
 1. Individual level
 2. Organizational level
- ☐ When all your people **“want to do things”** then you are a **leader**,
when all your people **“have to do things”** you are a **manager**

Individual Performance



Organizational Performance



How the CM could manage this process?

- ❑ Becoming self-aware and understanding how you work in a group—
your effect on the **group** and the group's effect on **you**—
is the **first place to start** as a leader of high-performance teams.

That means understanding the emotions that drive people.

How the CM could manage this process?

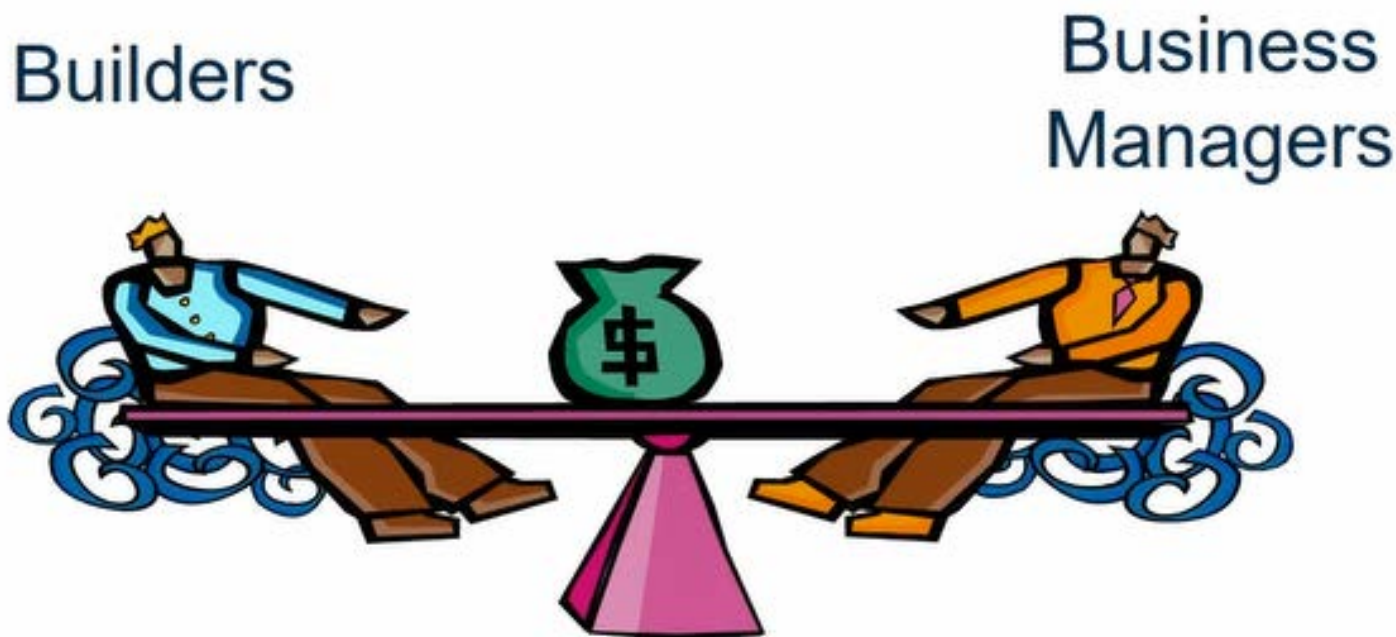


Reasons For Learning About “Emotional Intelligence (EI)”

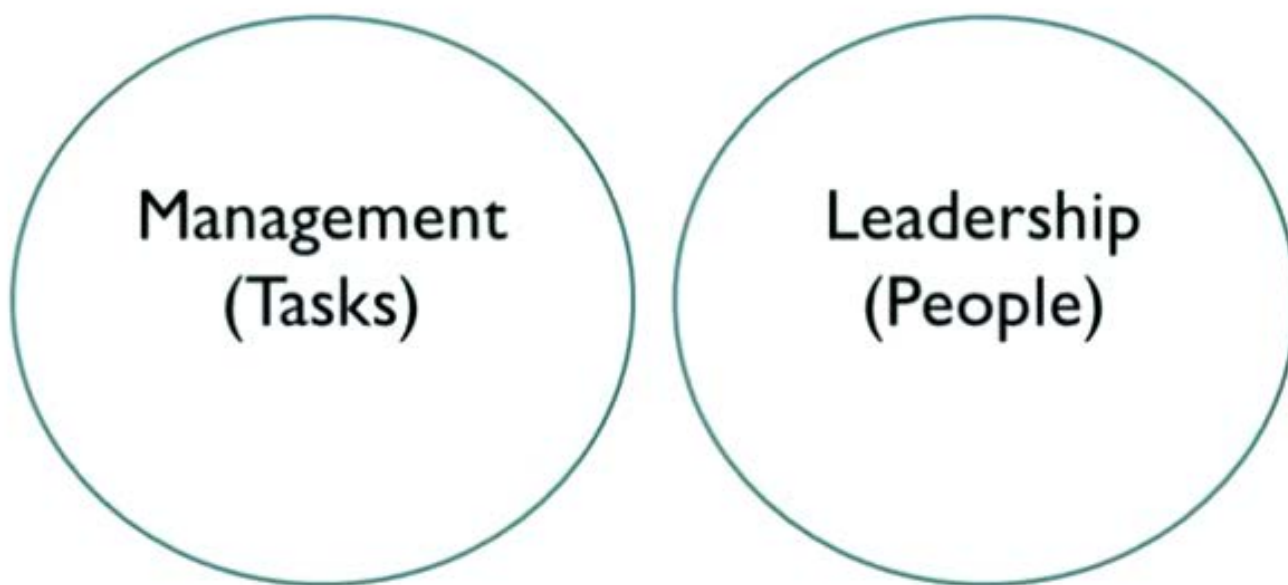
(How the CM Should Manage?)

How the CM could manage this process?

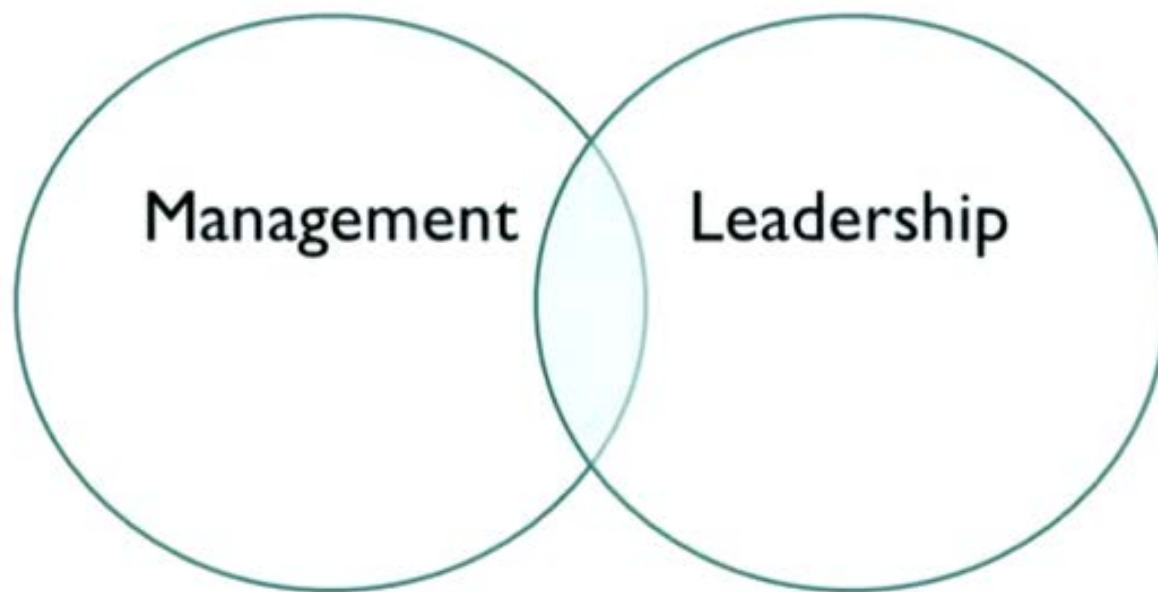
Developing a culture of project leaders



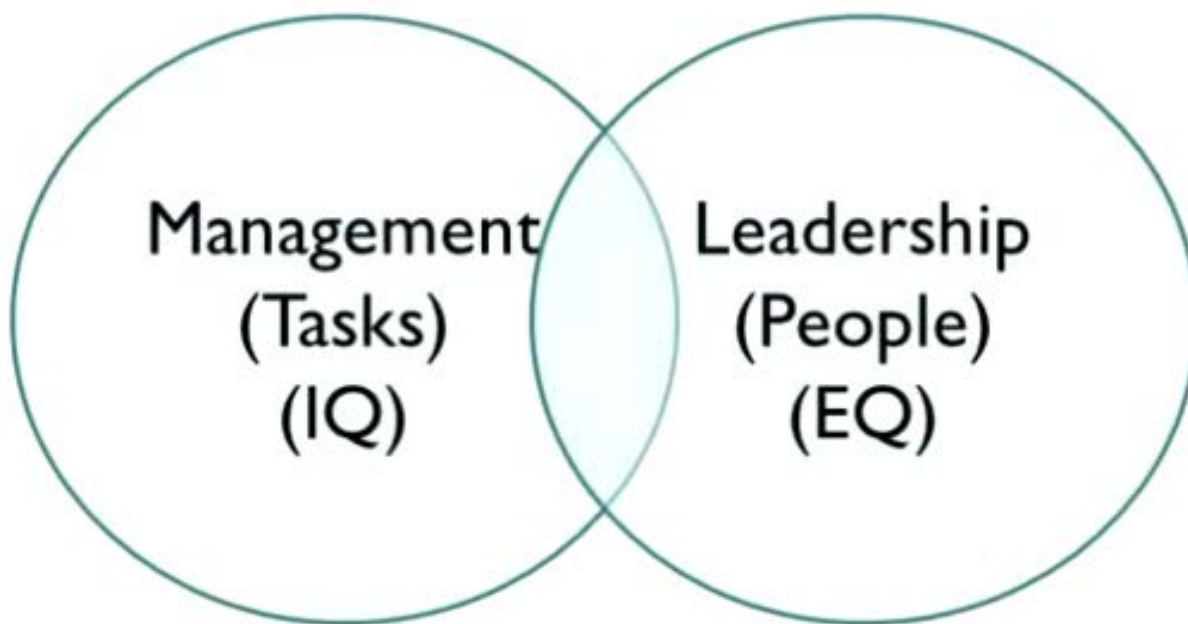
Difference between IQ and EQ



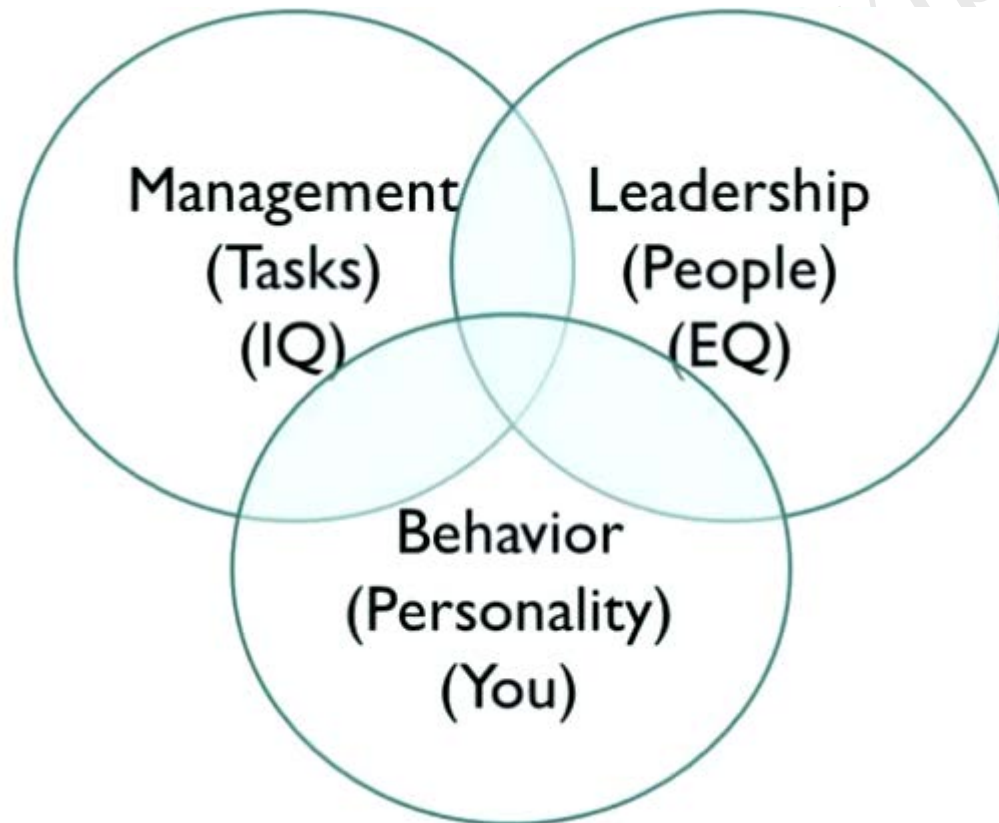
Difference between IQ and EQ



Difference between IQ and EQ



Difference between IQ and EQ





Turning project managers into leaders

...what does this mean? Turning PMs into business managers means **developing leadership skills and increasing business focus** – giving PMs the skills to advance and add further value to the organization

Career Focus Matrix (with Example Positions)

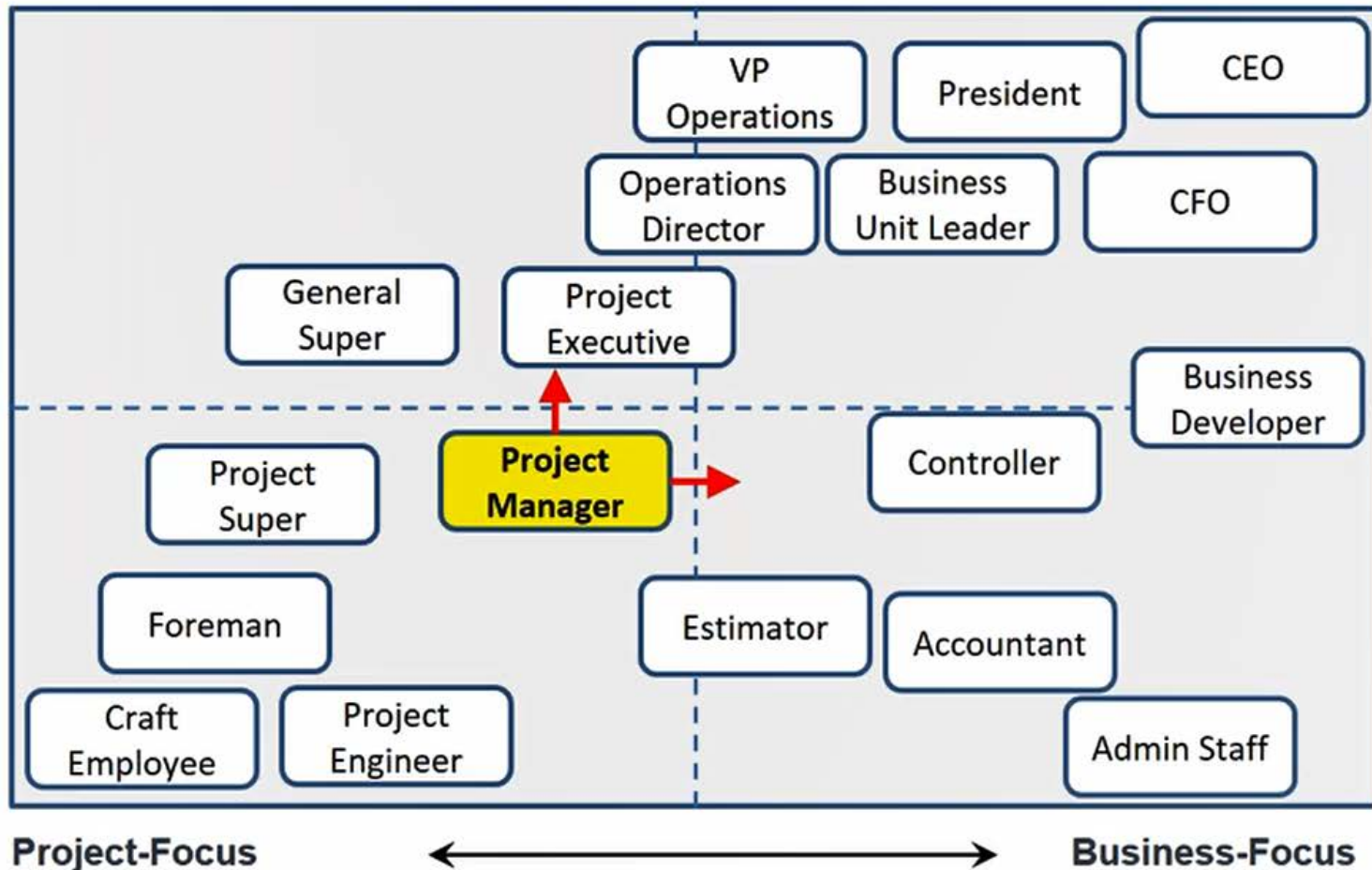
Leadership Needs

- Set Goals
- Align Resources
- Motivate Staff



Managerial Needs

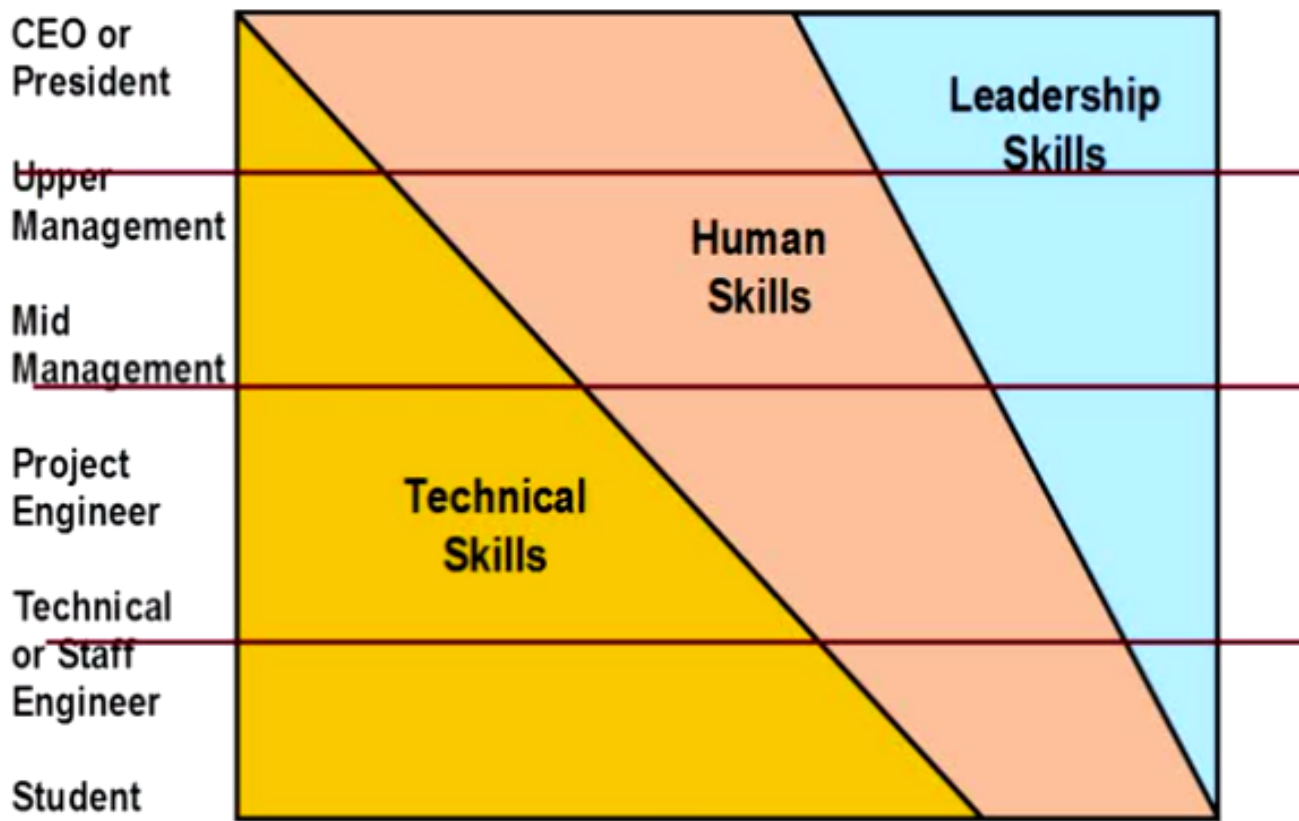
- Plan
- Organize
- Control



Turning project managers into leaders

Leadership Development for Engineering Managers

by John V. Farr, Stuart G. Walesh, & George B. Forsythe

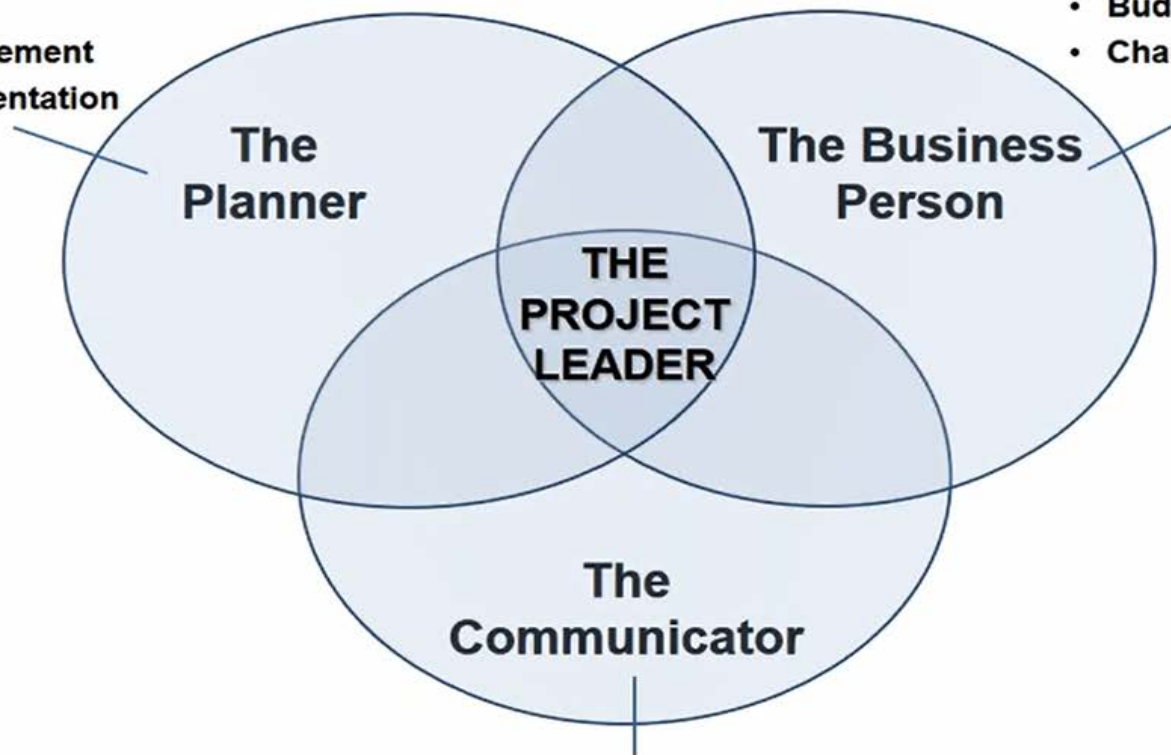


Evolution in Skills for a Successful Engineer

Turning project managers into leaders

- Scheduling
- Subcontractor Management
- Safety
- Meeting Management
- Project Documentation

- Procurement
- Quality Management
- Budget Establishment
- Change Order Management



- Closeout Procedures
- Project Integration
- Risk Management
- Customer Management

Turning project managers into leaders

Project leader processes

1. Good processes have structure
2. Great processes have structure and encompass the perspectives of:
 - a) Planning
 - b) Communicating
 - c) Business management
3. Operation in vacuum leads to missed opportunity

“Lone Wolves” lead to disorganization and inconsistency



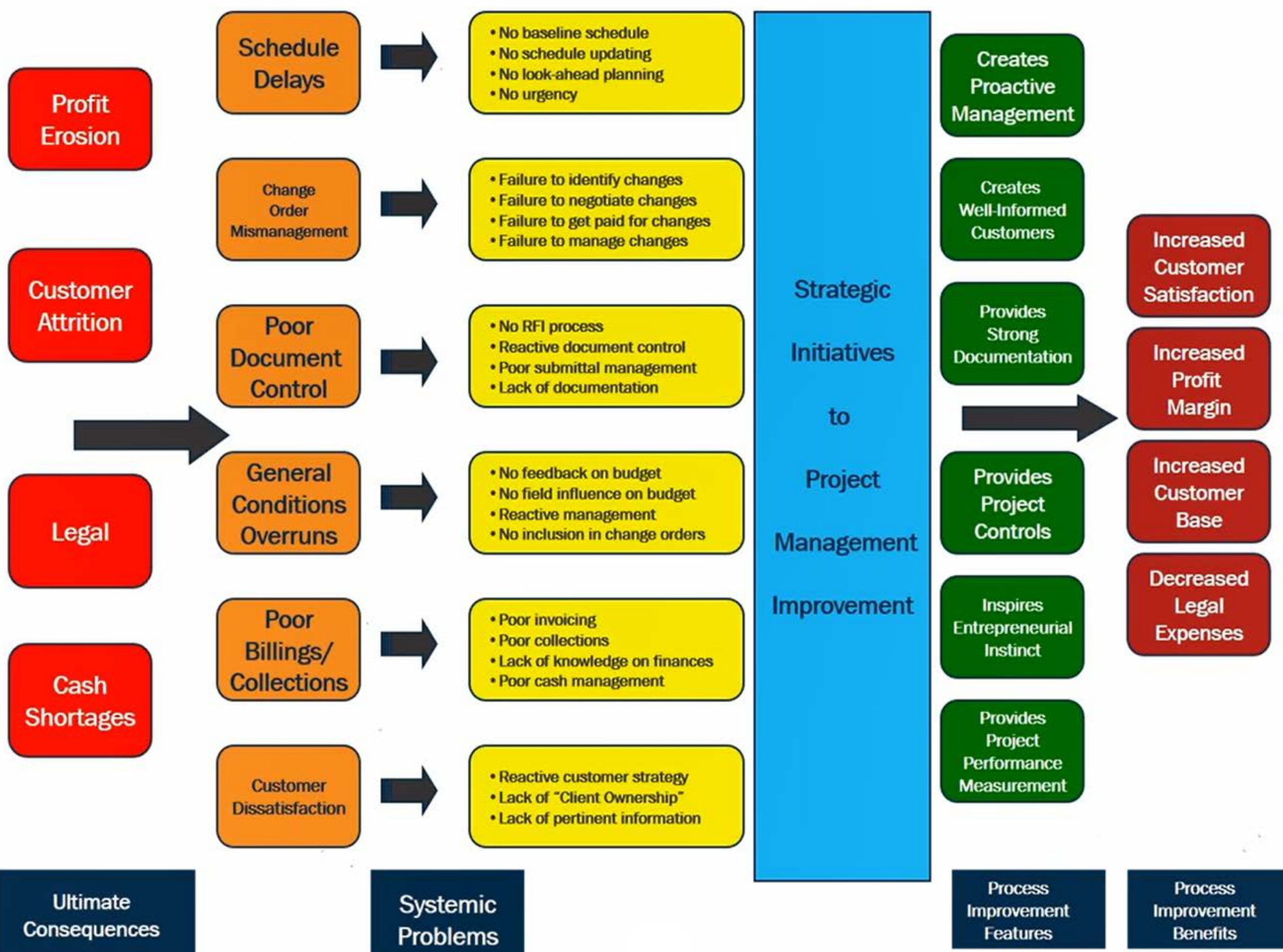
Turning project managers into leaders

Example of Starbucks

- ☐ Legacy organization – Established in 1912
- ☐ Number of employees – 190,000 worldwide
- ☐ Annual approximate revenue - \$17 billion
- ☐ Menu – Infinite potential menu combinations
- ☐ With all this variability, how can Starbucks create the “same” cup of coffee in Tampa, FL as it does in Seattle, WA?



Process, Tools and Accountability



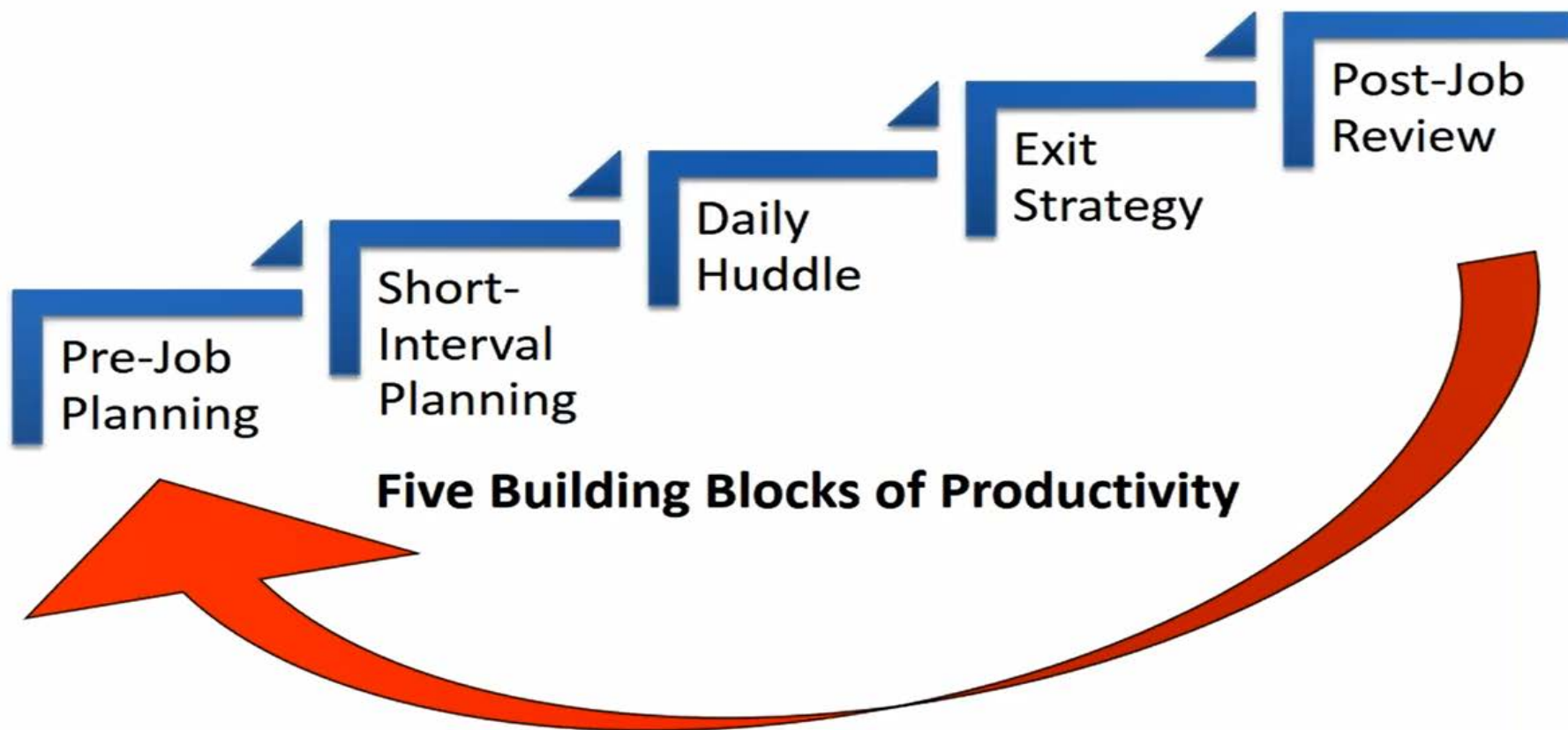


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Turning project managers into leaders

Internal firm-wide structure

Skills development goes beyond learning how to write change orders or managing subs; your PMs should take ownership of project execution and productivity....



Five Building Blocks of Productivity

Turning project managers into leaders

Process, tools and accountability

Pre-Construction Planning

- Pre-construction Hand-Off/Turnover
- “Stand and Deliver”

Short-Interval Planning

- Resource Management
- Trade Coordination

Daily Planning/Huddle

- Daily Planning
- “Knowing the Score”

Exit Strategy

- “Pre-Job Planning” for the End
- Customer Management

Post-Job Review

- Lessons Learned Library
- Post Mortem Process



**Is partnering and conflict resolution
the total EQ solution for CMs?**

Is partnering and conflict resolution the total EQ solution for CMs?

- ❑ **Partnering** can certainly be an **important part** of the equation,
but it is **not the sole remedy**, which is the **reason** for this Section.
- ❖ There were also **spectacular failures due to inexperienced management teams** who could **not build stable organizations**.
- ❖ The **construction industry** certainly **isn't broken**,
but there is **always room for improvement**, especially when it comes to teamwork.

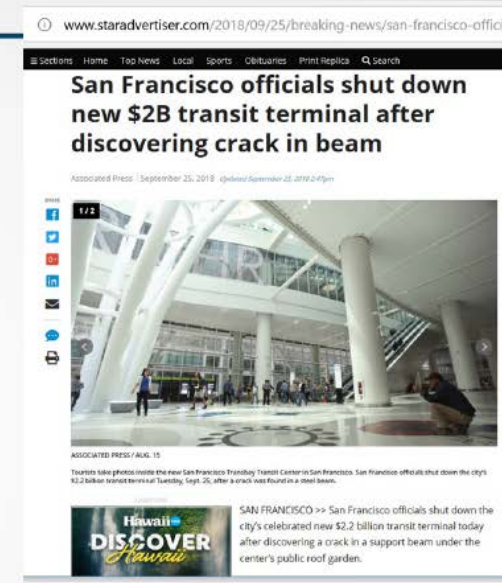


Is partnering and conflict resolution the total EQ solution for CMs?

Millennial Towers built on 80 ft friction piles in wet sand instead of 200 ft down to bedrock



The building's [Millennial Towers] developers, Millennium Partners, argue that construction nearby is to blame for any sinking [16 in] or tilting [2 in]. A transportation hub, the Transbay Transit Center, broke ground next door in 2010, two years after the Millennium Tower was completed. Construction included dewatering and a sixty foot horizontal tunnel.



Is partnering and conflict resolution the total EQ solution for CMs?

What are the ramifications and how can CMs ensure a positive outcome in the workplace and beyond as team leaders? And most importantly how can CMs best lead the team?

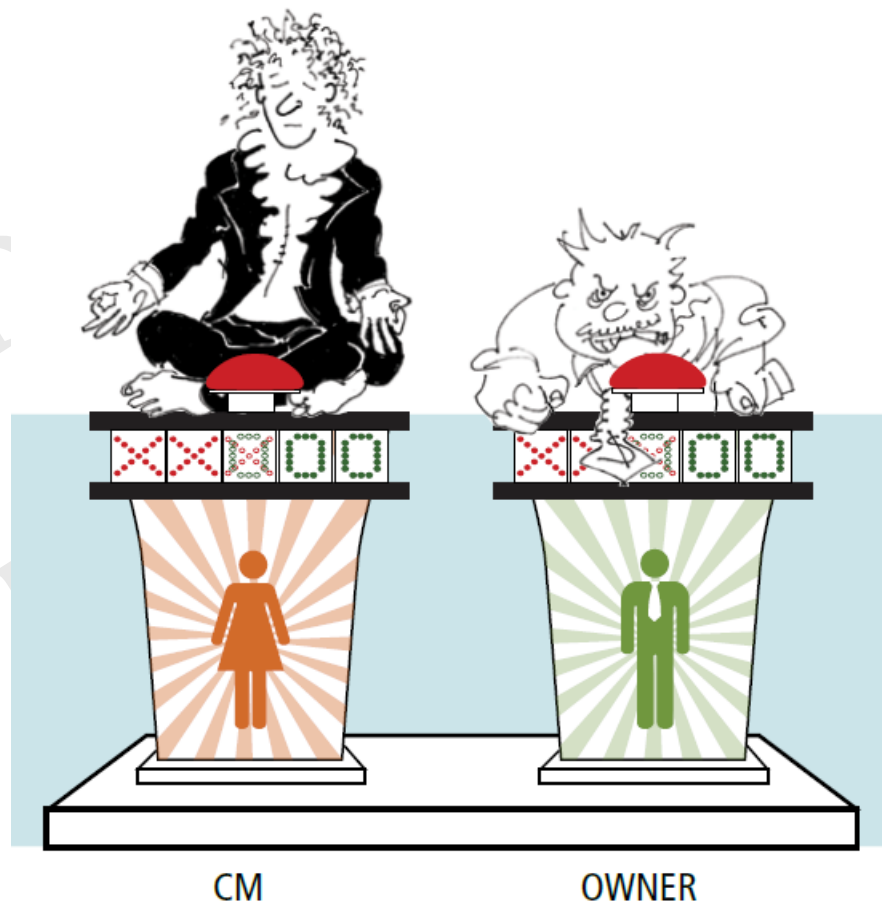
This Section considers the *Who, What, Why, When, Where* and *How* of EI, aiming to elevate your EQ specifically related to Construction Management.

What are the cast of characters in **construction industry**?

Cast of characters

The calm, cool and collected **CM** (at least that's the objective)

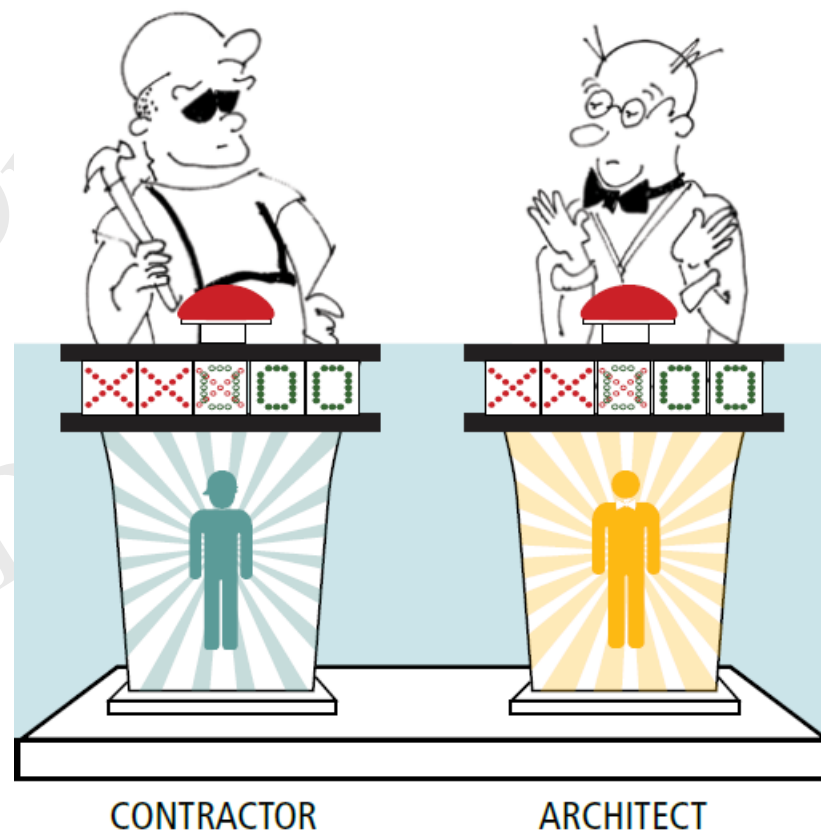
The angry **Owner** (oftentimes with good reason)



Cast of characters

The macho **Contractor** (not so much the norm anymore but fun to illustrate)

The nerdy **Architect or Design Professional** (also not the norm but certainly a good contrast to the Contractor)



Reasons For Learning About “Emotional Intelligence (EI)”

(Roadmap)



Road map

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WHO DO CMs MANAGE AND LEAD, AND WHO NEEDS HIGH EQ MOST?
Design and construction teams, subordinates, superiors and peers
who are each unique.

WHAT IS EQ, WHAT KEY CONCEPTS MUST BE MASTERED, AND WHAT
GETS IN THE WAY? EQ $\neq$ IQ—and keep those egos in check.

WHY DO CMs NEED EQ+IQ? It's not just what you know, but how you
communicate that knowledge.

WHEN & WHERE DOES EQ APPLY? Throughout all phases of a project, while in the
office and on the jobsite.

HOW CAN CMs ELEVATE THEIR EQ? Through motivated awareness
of your communications, your emotions and the emotions of
others—with empathy and social skills.



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What we will learn?

- ☐ Who do CMs manage and lead, and who needs high EQ most?
- ☐ Whom do CMs manage and lead?
- ☐ Who needs high EQ most?

In this section

WHO DO CMs MANAGE AND LEAD, AND WHO NEEDS HIGH EQ MOST?
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Who Do CMs Manage and Lead, and Who Needs High EQ Most?

(Whom Do CMs Manage and Lead?)

Introduction

- ❑ The terms “**manage**” and “**lead**” are complementary because you **need both** to be a **successful CM**.

These terms are **not meant** to be used **interchangeably**, and one should **never assume** that if you are **managing** you are **necessarily leading**.



Leaders vs. managers

Here's a quick and easy way to discern the difference between managing and leading, according to William W. Badger, professor emeritus at Arizona State University:



Leaders encourage their team members to *want* to do things. Managers drive team members to *have* to do things.

Since CMs must **both manage and lead**, how do CMs achieve **right balance** when **individual performance is so highly affected by outside pressures and influences?**

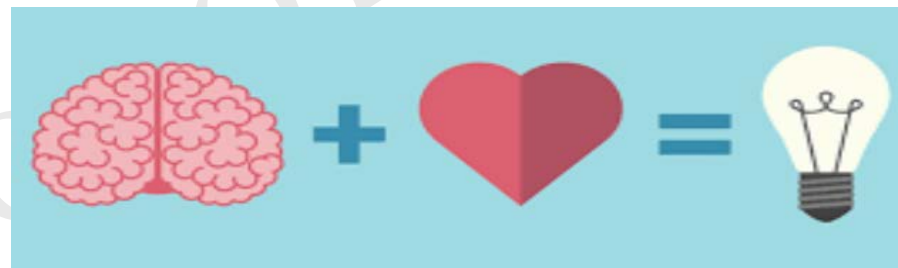
Managing and leading by CMs

- ❑ Let us keep in mind that CMs **manage** and **lead** a **myriad of people**, each with **differing levels** of expertise, perspectives and experiences derived from **past projects**.

*How a CM approaches an issue with a **contractor** often **differs** from the approach used with the **design professional** or the **owner**.*

CMs need **emotional intelligence** to **understand their audience**—
who is being **managed** and **led**.

A **difficult** balancing act.



Managing and leading by CMs

❑ A good CM must **adopt** a suite of behaviors that **support team development**—

becoming a **role model** for

1. **Desired behaviors** and
2. **Managing people** with differing **perspectives** and **expectations**, including design professionals, construction professionals, superiors, subordinates and peers.



Managing and leading by CMs

- ❑ To help you **better understand differences** among team members,
following summaries illustrate **varying viewpoints**
based on **roles and responsibilities**.

*Always remembering your role in relationship to whom you manage
will help **elevate your EQ**.*

Let's see how you should do this as a CM!



Managing and leading by CMs

1. CMs manage/lead **Design Professionals**
2. CMs manage/lead **Construction Professionals**
3. CMs manage/lead **Team Subordinates**
4. CMs manage/lead **Their Peers**
5. CMs manage/lead **Their Superiors**
6. CMs manage/lead different **Types of People**



Let's see how you should do this as a CM!

CMs manage/lead Design Professionals

CMs MANAGE/LEAD
DESIGN PROFESSIONALS



Consider the perspective of the design professional. Design engineers and architects are problem solvers who are well educated and not accustomed to being questioned or second-guessed.

What do you think and how do you treat as a CM?

CMs manage/lead Design Professionals

❑ Sometimes this is **mistaken for ego**...well, sometimes it is **ego**.

Nevertheless, they have **chosen their professions** because they are **generally good** at what they do.

***Never criticize** a design solution in **attack mode**,
either in **writing or orally**,
even if it is **warranted**.*

Let's see an example!



CMs manage/lead Design Professionals



How do you respond?



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CMs manage/lead Design Professionals

DOES THE FOLLOWING
SOUND FAMILIAR?

"Why would you design something so outrageous? This is going to make us go way over budget!"

Does it? What do you think?



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CMs manage/lead Design Professionals

DOES THE FOLLOWING
SOUND FAMILIAR?

"Why would you design something so outrageous? This is going to make us go way over budget!"

- ☐ People can **easily be offended** when under attack, so **don't attack**.
- ☐ Provide **constructive and pragmatic solutions** about budget, schedule, constructability, buildability, and maintainability or durability.
- ☐ Remember **why you are there**; you were **not hired to**
 1. **Offer** design solutions or
 2. **Express your own** personal design sensibilities.

*Let the designers do what they do best or were hired to do, and **help guide them** through the process—based on your expertise.*

How?



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CMs manage/lead Design Professionals

DOES THE FOLLOWING
SOUND FAMILIAR?

"Why would you design something so outrageous? This is going to make us go way over budget!"

TRY THIS:

"Let's work together to find solutions to bring your concept to fruition. I have some suggestions you may want to consider."

Your job is to keep the project on track, exceeding client expectations. Don't expect others to be aware of EQ or even consider it relevant.

CMs manage/lead Construction Professionals

CMs MANAGE/LEAD CONSTRUCTION PROFESSIONALS



Contractors take on the majority of the risk. They are responsible for means and methods, and guaranteeing delivery of projects within specified timelines and budgets while meeting quality expectations outlined in the contract documents.

**What do you think and how do you treat as a CM
if contractor fights with someone else in the jobsite?**



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CMs manage/lead Construction Professionals

❑ The **more risk**,

the **higher the stakes** and

therefore the **higher the emotions**

when **dollars** are on the line.

Let's see an example!

CMs manage/lead Construction Professionals



CONSTRUCTION PROFESSIONAL
WITH LOW EQ

How CM should act?



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CMs manage/lead Construction Professionals

HAVE YOU HEARD THIS
BEFORE FROM THE PROJECT
SUPERINTENDENT?

"I'm stopping the job. I can't proceed any
further while your inspector continues to
overstep his authority."

Have you? What do you think?



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CMs manage/lead Construction Professionals

HAVE YOU HEARD THIS
BEFORE FROM THE PROJECT
SUPERINTENDENT?

"I'm stopping the job. I can't proceed any
further while your inspector continues to
overstep his authority."

☐ Just remember that CMs are there to **ensure** that

1. **Contract deliverables are met** and
2. **Owners' needs** are represented.

☐ CMs must

1. **Document**, **track** and **monitor** the work **objectively**,
2. **Keep all team member emotions in check** and
3. Professionally **facilitate** conflicts to protect the **interests of their clients**.

It is really that simple.

How?



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CMs manage/lead Construction Professionals

HAVE YOU HEARD THIS
BEFORE FROM THE PROJECT
SUPERINTENDENT?

"I'm stopping the job. I can't proceed any
further while your inspector continues to
overstep his authority."

TRY THIS TO KEEP THINGS
FROM ESCALATING:

"Ok, I hear you. Let's get the team together
to better understand the inspector's
concerns."

Do not get pulled into an emotional battle of
wills. As the leader, the CM sets the tone for
the job, using IQ + EQ.

CMs manage/lead Team Subordinates

CMs MANAGE/LEAD TEAM
SUBORDINATES



Remember when you were the Project Engineer (PE) or Assistant CM (ACM)? Think back on what you liked and what you did not like about your project or construction manager leader. More often than not, there were more things you did not like.

What do you think and how do you treat as a CM with your team subordinates?

CMs manage/lead Team Subordinates

- ❑ Most likely your **boss moved up** the ranks from the **PE or ACM level** and was **accustomed to handling** all the details.

Finding **comfort in the technical details** can lead to **micromanagement**.



Let's see an example!



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CMs manage/lead Team Subordinates

DOES THE FOLLOWING SOUND
FAMILIAR?

"I wanted you to create a log exactly in
the format I showed you last week. Can't
you follow simple directions?"

Does it? What do you think?



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CMs manage/lead Team Subordinates

DOES THE FOLLOWING SOUND
FAMILIAR?

"I wanted you to create a log exactly in
the format I showed you last week. Can't
you follow simple directions?"

☐ Do micromanagers make **good leaders**?

You know the answer to that.

☐ As a CM managing your **internal team**,

delegate and manage your team members with **strong** guidance and support.

Don't dump responsibilities and then play the blame game.

How?



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CMs manage/lead Team Subordinates

DOES THE FOLLOWING SOUND
FAMILIAR?

"I wanted you to create a log exactly in
the format I showed you last week. Can't
you follow simple directions?"

TRY THIS:

"Thank you for putting this log together
for me. I'd like to review this with you
after lunch so we can finalize together."

Give people the responsibility and then
hold them accountable. Be a coach and
help them succeed!

By opening up dialog with your assistant,
you've offered a better understanding of your
rationale. He or she is now empowered and
may even have something to contribute to the
end product.

CMs manage/lead Their Peers

CMs MANAGE/LEAD THEIR PEERS



Have you ever sat on a Board? Are you currently in a business or personal partnership? Your peers, also considered your equals, are probably the most difficult group to lead. Persuading equals requires the utmost emotional intelligence.

What do you think and how do you treat as a CM with your Peers?

CMs manage/lead Their Peers

❑ First you must **earn their respect**, and

then you may have a **chance at reaching consensus** on an **issue**.

Even then, a persuasive argument may **not always prevail**.

❖ Remember, **bullying or manipulating individuals** to achieve
a **desired result** could **backfire**.

Is that how you would like to be treated?

So, what should be done next?





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CMs manage/lead Their Peers

1. **Preparation,**
2. Consideration of **appropriate timing,** and
3. Using well-honed **facilitation skills**

always **works best,**

as will be discussed in **next section.**

But, let's continue...



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CMs manage/lead Their Peers

❑ Leading an individual is much **easier** than leading or managing a group with **equal decision making ability**.

- ❖ It's all about reaching **mutual agreement**.
- ❖ In any scenario it's important to **understand the perspective of each individual**.

In a board meeting, for example, it's essential to observe group dynamics and pay attention to each individual's role in the group, monitor alliances and watch for strategic alignment.

People will tend to follow those they trust based on prior experience.

What else?



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CMs manage/lead Their Peers

- ❑ Be sure to **provide** all the necessary **facts** to **decision makers** well in **advance** of any meeting to allow them **adequate time to absorb** the information.

Then lay the **groundwork** to **guide resolution**.

- ❖ Ideally, as the CM, you are **objective** and
can truly **facilitate the group** to reach a well-thought-out
response or decision.

*If **all voices** are truly **heard**, consensus is more readily achieved.*

CMs manage/lead Their Superiors

CMs MANAGE/LEAD THEIR SUPERIORS



And let's not forget that subordinates even manage their bosses. So continue to manage yours, whether internal to your company or external (including your clients).

What do you think and how do you treat as a CM with your Superiors?



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CMs manage/lead Their Superiors

A successful CM has the
ability to induce prompt
decision-making.

Let's see an example!

CMs manage/lead Their Superiors



OWNER WITH LOW EQ

How CM should act?



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CMs manage/lead Their Superiors

Always provide options and
never present alternatives you
cannot support or justify.

- ❑ Also, **don't be afraid** to stay on **top of a pending decision** until it is **rendered**.

Of course, the **power of persuasion** requires another level of EQ,
which we will explore further in the **How** **Section**.

CMs manage/lead different Types of People

CMs MANAGE/LEAD DIFFERENT
TYPES OF PEOPLE



CMs also manage and lead different types of people, with attributes beyond their profession or job title. You especially need EQ when working with diverse races, ages, generations, genders, sexual orientations—and consider the team member's own attitudes toward stereotyping.

What do you think and how do you treat as a CM with different types of people?

CMs manage/lead different Types of People

- ❑ Because **CMs** manage both **internal** and **external** team members with **diverse** backgrounds and experience levels, they need to know **how best to lead** each individual to achieve the **overall** team's project success.



How?

CMs manage/lead different Types of People

DIVERSITY

Consultant teams and site crews today are from all walks of life, all backgrounds, all countries. The best way to build a relationship is to find common ground.

Learn about the person and their background on a personal level. "Oh, I see you're from Morocco. I visited there two years ago and really enjoyed the art and food." "You went to UCLA? My daughter is there now." "Boy, we both have a long commute. Have you tried that new Waze app?"

Establishing personal connections shows respect for that person.

Use your EQ to know when you've made a connection—and that you're not overdoing it. You don't want to define someone only as being Moroccan; that's just one of their attributes. That person is also a skilled professional on your team, with talents the team needs.

EXPERIENCE

If you're younger than your supervisor, you'll need to prove yourself, without feeling defensive. Openness to the team's ideas, showing respect and acting decisively will go a long way to helping prove yourself as a leader.

On the other hand, you may have a less experienced team member who's trying too hard to prove himself. You might take that person off line and say, "You know I think you're maybe going into too much detail here for us seasoned veterans and it actually makes you look less experienced. But I know you know your stuff." We've been around for a while, so maybe we can help you in that process." Then monitor and regularly check in with them.

It's about empathizing with that person's situation, whether with more or less experience. Once respect is earned trust is gained.

**Who Do CMs Manage and Lead, and
Who Needs High EQ Most?**

(Who Needs High EQ Most?)

Introduction

Those who need Emotional Intelligence (EI) the most are often the most resistant. The inherent defensive-ness associated with internal defense mechanisms, generally an issue of style over substance, is nevertheless sufficient to cause a breakdown in communications. Lack of self-awareness gets in the way of EI growth, and knowing your emotions is the first step to becoming more receptive to improving your EQ.

For example, let us consider how a CM lacking EQ **approached team members in the following hypothetical scenario.**



CM lacking EQ – Example

- ❑ The **CM** has **just learned** that ABC Contractor **submitted another delay notice** and, as is **customary** for Mr. ABC, it is on a **Friday afternoon at 4 PM**.
 - ❖ But this time it arrived on a Friday **before a three-day holiday weekend** and it was the straw that **broke the camel's back**.

A well **thought out response** could **not be issued** until Tuesday at the earliest, but most likely **not until Wednesday**—
adding **even more days** to the **potential claim**.

Let's see what will happen...



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CM lacking EQ – Example

Without carefully **reading** the notice or **analyzing** the scheduling detail,

CM immediately sits in front of his computer screen and starts to pound away on his keyboard...

*"Dear Mr. ABC,
You X*#@. How dare you issue this delay claim right before the holiday weekend? Who do you think you are? Don't you have better things to do, like build my building? I have my child's soccer game to attend tomorrow and my mother-in-law is coming over for a barbeque on Sunday with plans to stay over through Monday night. This claim has no merit. You will get nothing, absolutely nothing."*

Let's see what will happen next...



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CM lacking EQ – Example

The CM **hits send** and is **starting the next email** to the **design professional**, with this to say...

*"Dear Designers R Us,
Please reference the attached claim from ABC contractors. Once again your documents lack measurable compliance and have affected the job. I will hold you personally accountable for each day of delay impacting the owner as a result of this notice, and any moneys owed the client will be deducted from your next billing."*

Let's see what will happen next...



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CM lacking EQ – Example

And now that the CM is **starting to feel better**

because all the **blame has been pushed off** on to **others** and

he believes **no risk or liability** rests with the **owner**,

the **next email** goes out to the **owner**...

*"Dear High Roller,
Just want to inform you that ABC filed another
delay claim today, but have no fear, I have
already put Designers R Us on notice as the
responsible party."*

Is it the true approach? Why?

Let's analyze the case first...



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CM lacking EQ – Example

❑ Please consider this **“teachable” moment** an example of what one **“should not do.”**

None of us have ever sent out an over-heated first email **draft...right?**

WRONG.



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CM lacking EQ – Example

- ❑ Please consider this **“teachable” moment** an example of what one **“should not do.”**

None of us have ever sent out an **over-heated first email** draft...right?

WRONG.

- ❑ We have all been tempted to **clear our desks** at the **end of the day** so we can start fresh in the morning.

Emails and texts make things so much **easier to communicate**...right?

WRONG AGAIN.

So, what?

CM lacking EQ – Example

Be careful. While communications have become more immediate and less formal, the message received is no less relevant, and is often more powerful than a traditional letter, which generally takes more time and effort to think through. If you have something personal to express, pick up the phone.



AN ENLIGHTENED CM

CM lacking EQ – Example

Be careful. While communications have become more immediate and less formal, the message received is no less relevant, and is often more powerful than a traditional letter, which generally takes more time and effort to think through. If you have something personal to express, pick up the phone.

Only document the facts in writing,
and always be sure that correspondence is
professional and polite without emotion. If
you want people to be cooperative, have a
non-adversarial relationship with your team
members, and even have fun in the process,
then you must behave like a leader.



AN ENLIGHTENED CM

So, How to take a high road?



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CM lacking EQ – Example

❑ Let's revisit the preceding scenario with a CM who has taken some leadership training,

has developed a **higher level of emotional intelligence**, and

knows how to work with different stakeholders.

Or should we say, an **enlightened CM**.

Managing emotions through preparation and appropriate **communications** leads to success.

Let's revisit the case...



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CM lacking EQ – Example

- ❑ First of all, the CM **as manager** will have set the ground rules for **delay notifications**.
- ❖ Most importantly, there **should never** be any **unexpected notifications**, since **anticipated delays** will have been **discussed and submitted** at **weekly job-site meetings** and **open verbal communications** will keep emotions in check.

Remember TIA?

So what happens?



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CM lacking EQ – Example

"Dear Mr. ABC,

*We are in receipt of ABC Delay Notice #____
dated September __, 20__, regarding ____.
It is currently under review and a response
is forthcoming."*

cc: Designers R Us and High Roller

Whatever is communicated in writing should represent facts only. When rules are broken, people need to be reminded of what was agreed upon. Remind them orally, with respect, and with your EI. Stay committed and motivated to follow through with optimism.

**There are Three Golden Rules for CMs
regardless of who you are managing or leading!**

CM lacking EQ – Example

THREE GOLDEN RULES FOR CMs	
CM RULE #1	NEVER put anything personal or sensitive in writing, especially emotional diatribes; these are often quite embarrassing when read out loud at a deposition two years later.
CM RULE #2	Always maintain control over volume, and NEVER use a condescending tone in meetings. Stick to business and stay objective.
CM RULE #3	NEVER publically embarrass the offending party; always discuss sensitive issues privately and out of earshot from curious team members.

Is there really a **difference** in how one communicates with various stakeholders?

CM lacking EQ – Example

Is there really a **difference** in how one communicates with various stakeholders?

ABSOLUTELY!

❑ Even if the differences are **subtle**,

CMs must rely on a **keen understanding** and **awareness** of each stakeholder's **emotions and/or perspective**.

By recognizing and understanding other people's emotions

*CMs will know **whom** they are managing and leading, and*

ultimately gain proficiency in managing the emotions of others.

CM lacking EQ – Example

*Whom do CMs Manage and Lead, and
Who Needs High EQ Most? Design
and construction teams, subordinates,
superiors and peers—who are each unique.*



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EQ Exercise to apply to other parties you work with

1. Choose one problem you have had in your project with others
2. Type 1 solution: Address problem with low EQ
3. Type 2 solution: Address problem with high EQ
4. Send it to my email (ralavipour@gmail.com)

Your homework is due on next 2 weeks



استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه

فصل دوم: استفاده از هوش هیجانی (EQ) در مدیریت پروژه
بخش سوم: چه مفاهیمی از EQ باید در پروژه ترویج یافته و چه مهارتهایی در این مسیر باید افزایش یابد؟

ارائه دهنده:

سید محمدرضا علوی پور

(PhD, PMP, CMIT)



استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه
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What we will learn?

❑ What is EQ, what key concepts must be mastered, and what gets in the way?

❖ What is EQ?

❖ What Key Concepts Need To Be Mastered?

❖ what gets in the way of high EQ?

In this section

WHO DO CMs MANAGE AND LEAD, AND WHO NEEDS HIGH EQ MOST?
Design and construction teams, subordinates, superiors and peers who are each unique.

WHAT IS EQ, WHAT KEY CONCEPTS MUST BE MASTERED, AND WHAT GETS IN THE WAY? EQ $\neq$ IQ—and keep those egos in check.

WHY DO CMs NEED EQ+IQ? It's not just what you know, but how you communicate that knowledge.

WHEN & WHERE DOES EQ APPLY? Throughout all phases of a project, while in the office and on the jobsite.

HOW CAN CMs ELEVATE THEIR EQ? Through motivated awareness of your communications, your emotions and the emotions of others—with empathy and social skills.

What is EQ, What Key Concepts Must Be Mastered, and What Gets in the Way?

(What is EQ?)



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What is emotional intelligence (EI)?

❑ PMBOK 7th Edition

- ❖ *Emotional intelligence is the ability to **recognize** our own emotions and those of others.*
- ❖ *This information is used to **guide** thinking and behavior.*
 1. **Recognition** of personal feelings,
 2. **Empathy** for the feelings of others, and
 3. **Ability** to act appropriately

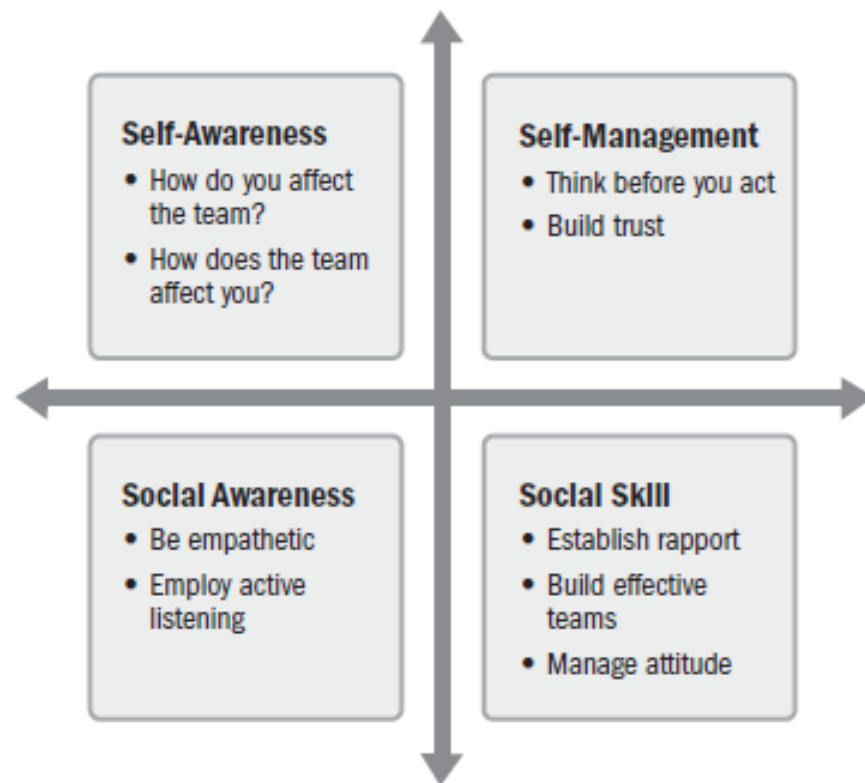
*are the **cornerstones** for effective*

 1. Communication,
 2. Collaboration, and
 3. Leadership.

What is emotional intelligence (EI)?

❑ **PMBOK 7th Edition:** Since projects are undertaken by people and for people, **emotional intelligence**—the **ability to**

1. **Understand** one's self and
2. Effectively **sustain** **working relationships** with others—
is critical in project team environments.



What is emotional intelligence (EI)?

- ❑ Daniel Goleman popularized the concept of the **role of emotions** in communications and leadership in his **1995 publication**, Emotional Intelligence.

DANIEL GOLEMAN'S DEFINITION OF EI:

"Emotional intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships. It describes abilities distinct from, but complementary to, academic intelligence, the purely cognitive capacities measured by IQ. Many people who are book smart but lack emotional intelligence end up working for people who have lower IQs than they but who excel in emotional intelligence skills."

What is emotional intelligence (EI)?

- ❑ Goleman identified **five domains** of Emotional Intelligence (EI).

GOLEMAN'S 5 DOMAINS OF EI

- 1 Self-Awareness: Knowing your emotions
- 2 Self- Regulation: Managing your emotions through appropriate communications
- 3 Motivation: Motivating yourself through commitment and optimism
- 4 Empathy: Recognizing and understanding emotions of others from diverse groups
- 5 Social Skill: Proficiency in managing relationships, i.e., managing the emotions of others

What is EQ?

❑ When those **domains** are measured,

this is also referred to as **Emotional Quotient (EQ)**



How to master these domains?

Let's see the definition of these domains.



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Domains of EI

1. Self-Awareness: The more you are aware of your own personality traits, the better you will understand others, which in turn will help you manage relationships.

2. Self-Regulation: Only through self-awareness are you able to manage your emotions and self-regulate, applying the appropriate communication technique to each situation.

3. Motivation: Exercising your newly found EQ skills will motivate you even more, as you receive positive feedback and more importantly, successful results.

4. Empathy: To be empathetic you must let go of your own views and be open to other perspectives with awareness of their emotions.

5. Social Skill: Once you have mastered Goleman's first four domains of Emotional Intelligence, the fifth domain, or the social skill to manage the emotions of others, will fall into place.

EQ is all about effective communications

- ❑ Because **communication flows** in two directions, we both **transmit** and **receive**.
- ❑ For those of us who are **less social or sociable**,
communicating effectively becomes even **more challenging**.
- ❖ It is so **much easier to sit quietly** in front of a **computer** surfing the net, wrapped in thought with no interruptions,
than it is to **reach out and share knowledge, mentor or lead a team**.
- ❑ If **none** of this seems **relevant or important to you**, then most likely **you are not quite ready** to
address your EI to improve your EQ.

How about CM?



EQ is all about effective communications

How about CM?

As CMs however, if you are in the business of managing and leading or looking for that ever-elusive promotion, you are compelled to understand the importance of good communications. In fact, CMs need to communicate better than anyone else on the team.

Why this is important
in your career?



EQ is all about effective communications

- ❑ How many times have you seen **others** move up the **ranks** to **lead teams**

who, in your opinion, don't have a solid grasp of the technical side of the business?

Well, there's a good reason for this.



Whether you like it or not, EQ often trumps IQ.

Are you one of those CMs...



Are you one of those CMs...

- ☐ Who start every sentence with **“I”**.
 - ❖ *“I did this” or “I did that.”*
- ☐ Who put the **“m”** in **“we”** and state,
 - ❖ *“because of me”, or*
 - ❖ *“if it weren’t for me this project never would have been completed on time?”*
- ☐ Who continue to **expound** upon the virtues of **Building Information Modeling (BIM)** long after you’ve **lost your audience**.
- ☐ Who let your **temper get out of hand**, **shouting expletives** at the contractor’s project manager **during a construction meeting** in front of **his team** over an **unexpected delay notice**, **without** considering the causes?
- ☐ Or worse, use a **condescending tone** to **incite** the contractor?

Are you like the above examples?



استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه
چه مفاهیمی از EQ باید در پروژه ترویج یافته و چه مهارتهایی در این مسیر باید افزایش یابد؟

Are you one of those CMs...

*Even if you are none of the above don't you still think there is **room for improvement**?*

☐ Assuming your **CM IQ** is already **strong**,

next you must work on your **CM EQ** to

better position yourself for **growth opportunities**.

*This Section should help **make you more aware** by **highlighting key EQ concepts**.*

What is the first step?



First step

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According to Goleman's five domains of emotional intelligence, step one is self-awareness, and step four is awareness of the emotions of those around you.

GOLEMAN'S 5 DOMAINS OF EI

1 Self-Awareness: Knowing your emotions

To become aware of both yourself and others, you must first understand person-to-person communications and group dynamics.

Let's see...

What is EQ, What Key Concepts Must Be Mastered, and What Gets in the Way?

(What Key Concepts Need To Be Mastered?)

Awareness

- ❑ Recognizing that human beings **live in their heads**,
we must conquer the **first step** of **interpreting interpersonal;
communications.**
- ❖ Understanding oneself and one's self-image is critically important.
- ❑ People perceive the **world differently** and act on those perceptions **differently.**
 - ✓ Some are **introverts**, others **extroverts**.
 - ✓ Some are **more accepting** of things a CM may say,
 - ✓ Others require **tangible evidence**; they want you to prove it.



Awareness

- ❑ People also **learn**, or take in information, in **different ways**.
 - ✓ Some are **highly visual**,
 - ✓ Others need things **written down**,
 - ✓ Others learn through **experience**.
- ❑ People from **different cultures** also perceive and react to **information** and **situations** differently.

How this affects CMs performance?



Awareness on CMs

❑ CMs need to pay attention to the **patterns** they see **in people**;

how **they react** to what you **may say or ask them** to do.

❖ **Saying the same thing** over and over in the same manner may not get the results you need—you may **not actually be communicating**.

❖ You may need to **communicate in different ways** with **different people** within your team.

How we assess people's styles for perceiving and rendering decisions?

People's styles assessment

1. Myers-Briggs Type Indicator (MBTI Test)

- ❖ Describes sixteen possible psychological types and how they relate to each other
- ❖ <https://www.truity.com/test/type-finder-personality-test-new>
- ❖ <https://b2n.ir/627481>

2. Birkman Method

- ❖ Online workplace personality, social perceptions and occupational interest assessment tool
- ❖ You can request technical manual at <https://birkman.com/the-birkman-method/>

3. Process Communication Model

- ❖ Originally developed for NASA astronaut selection
- ❖ <https://www.processcommunication.com/>

People's styles assessment

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Key ENTJ Characteristics

- People with this personality type enjoy spending time with other people. They have strong verbal skills and interacting with others helps them feel energized.
- ENTJ types prefer to think about the future rather than focus on the here-and-now. They usually find abstract and theoretical information more interesting than concrete details.
- When [making decisions](#), ENTJs place a greater emphasis on objective and logical information. Personal feelings and the emotions of others tend not to factor much into their choices.
- ENTJs are planners. Making decisions and having a schedule or course of action planned out gives them a sense of predictability and control.
- They are highly rational, good at spotting problems, and excel at taking charge. These tendencies make them natural leaders who are focused on efficiently solving problems.
- ENTJs are not necessarily good with emotions, but that does not mean they are intentionally cruel. They are prone to hiding their own emotions and sentimentality, viewing it as a weakness that should not be made known to others.

Strengths

- Strong leadership skills
- Self-assured
- Well-organized
- Good at making decisions
- Assertive and outspoken
- Strong communication skills

Weaknesses

- Impatient
- Stubborn
- Insensitive
- Aggressive
- Intolerant

موسسه مهندسی و مدیریت ساخت علوی پور (ACEMI)

دفتر آموزش



تهران، بلوار فردوس شرق، مجتمع آبگینه، طبقه سوم اداری، واحد C42



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