



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
چه مفاهیمی از EQ باید در پروژه ترویج یافته و چه مهارتهایی در این مسیر باید افزایش یابد؟

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.



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/>



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؟

People's styles assessment

1. Myers-Briggs Type Indicator (MBTI Test)

❖ <https://www.truity.com/test/type-finder-personality-test-new>

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

People's styles assessment

1. Myers-Briggs Type Indicator (MBTI Test)

❖ <https://www.truity.com/test/type-finder-personality-test-new>

✓ My test: <https://www.truity.com/test-results/typefinder/17786/18043788>



ENFJ - The Teacher

VERY GOOD MATCH

ENFJs are idealist organizers, driven to implement their vision of what is best for humanity. They often act as catalysts for human growth because of their ability to see potential in other people and their charisma in leading others.



ENTJ - The Commander

VERY GOOD MATCH

ENTJs are strategic leaders, motivated to organize change. They are quick to see inefficiency and conceptualize new solutions, and enjoy developing long-range plans to accomplish their vision.



ESTJ - The Supervisor

GOOD MATCH

ESTJs are hardworking traditionalists, eager to take charge in organizing projects and people. Orderly, rule-abiding, and conscientious, ESTJs like to get things done, and tend to go about projects in a systematic, methodical way.

People's styles assessment

1. Myers-Briggs Type Indicator (MBTI Test)

❖ <https://b2n.ir/627481>

✓ My test: <https://testotype.com/Result/MBTI/1015042>: ENTJ

تیپ شخصیتی ENTJ

برونگرا - شهودی - منطقی - قضاوتی

توسعه‌ی توانمندی‌های بالقوه‌ی سازمان‌های موجود

فرمانده

کلیاتی در مورد تیپ شخصیتی ENTJ در شخصیت شناسی تست MBTI

اگر فرد در تست MBTI شرکت کرده است و نتیجه آن تیپ شخصیتی ENTJ شده است باید بدانید که تیپ شخصیتی ENTJ از نظر شخصیت شناسی فعال و پرانرژی است. رهبری بزرگ و تصمیم گیرنده‌ای بسیار خوب بوده، بسیار مسئولیت پذیر است و تمامی منابع را به خدمت می‌گیرد تا به نتیجه‌ی نهایی برسد. تیپ شخصیتی ENTJ دوست دارد در بحث‌های روشنفکرانه شرکت کند و چالش‌ها را با کمال میل می‌پذیرد. شخصیت ENTJ دوست دارد در محیط کار مستقل بوده و رهبری گروه را به عهده بگیرد. می‌تواند مشکلات سازمان را به راحتی تشخیص دهد و راهکارهای نوآورانه‌ای در جهت بهبود اوضاع ارائه دهد. تیپ شخصیتی ENTJ دوست دارد محیط کاری‌اش مملو از افراد کارا و مسئولیت پذیر باشد. از نظر شخصیت شناسی این تیپ شخصیتی دوست دارد تا امکانات بالقوه را به صورت بالفعل در بیاورد و دیگران را راهنمایی کند تا این مهم محقق شود. شخصیت ENTJ بسیار متفکر بوده و می‌تواند به راحتی برنامه ریزی‌های کلان را انجام دهد. از نظر شخصیت شناسی تیپ شخصیتی ENTJ منطقی و تحلیلگر است و برای هر کاری به استدلال و منطق نیاز دارد. برای شخصیت ENTJ حقیقت و استدلال منطقی، بسیار مهم است و فقط با آن قانع می‌شود. این تیپ شخصیتی در صورت ورود به یک سازمان می‌تواند به راحتی مشکلات را تشخیص داده، برنامه استراتژیکی برای بهبود آنها بیابد. از نظر شخصیت شناسی تیپ شخصیتی ENTJ بسیار آینده نگر است و به دنبال کسب دانش و توانمندی برای رسیدن به اهداف بالاتر است. شخصیت ENTJ همچنین از انتقال دانش خود به دیگران بسیار لذت می‌برد. تیپ شخصیتی ENTJ متفکر، فعال، پر انرژی است و با شایستگی کارها را پیش می‌برد.

People's styles assessment

MBTI Limitations

Validity

The MBTI was born out of a set of theories, and those ideas were not tested before the tool became a commercial product, states an article in [LiveScience](#). Organizational psychologist Adam Grant [says on LinkedIn](#) that psychologists and researchers require that a personality test pass specific criteria to be trusted or valid. He adds, "In social science, we use four standards: Are the categories reliable, valid, independent, and comprehensive? For the MBTI, the evidence says not very, no, no, and not really." Grant also reveals, "A test is valid if it predicts outcomes that matter. If we're going to use it in organizations, it should shed light on how well I'll perform in a particular job or with a specific group of people."

Low Test, Re-Test Reliability

Some research suggests the Myers-Briggs tool is unreliable because the same person can get different results when retaking the test or low re-test reliability. "Across a 5-week re-test period, 50 percent of the participants received a different classification on one or more of the (MBTI) scales. This is to say that the test fails to meet standards of test-retest reliability," states David Pittenger in his paper, [Cautionary Comments Regarding the Myers-Briggs Type Indicator](#).

Missing Pieces of Personality

Some researchers feel the MBTI is not comprehensive because its categories do not capture the full extent of personality. For example, there is no measure of emotional stability, which is considered a critical predictor in terms of thinking patterns, feeling, and action. As psychologists [Robert McCrae and Paul Costa](#) state, "the MBTI does not give comprehensive information on the four domains it does sample."

People's styles assessment

Are you now curious about EI tests? Perhaps the following description of four examples of EI tests can capture your interest!

1. The Emotional Quotient Inventory 2.0 (EQ-i-2.0)



This test was the first scientifically validated, and now the most extensively used, EI assessment worldwide (Australian Council for Educational Research, 2016).

It was developed from 20 years of global research. The EQ-i is a self-report measure for individuals aged 16 years and older and can be delivered online. It takes approximately 30 minutes, and participants are required to respond to questions designed to assess key aspects of emotional skills related to life and workplace performance.



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؟

EQ Exercise for People's styles assessment

1. Use both websites and do your MBTI test
2. If you can, make a PDF from your result
3. Send it to my email (ralavipour@gmail.com)

Your homework is due on next 2 weeks

People's styles assessment

Having a better understanding of yourself and recognizing traits of those around you will begin to broaden your emotional intelligence realm.



ENTP = Extroversion, Intuition, Thinking, Perception;
ESFP = Extroversion, Sensing, Feeling, Perception
INTJ = Introversion, Intuition, Thinking, Perception
ISFJ = Introversion, Sensing, Feeling, Judgment;
ESTJ = Extroversion, Sensing, Thinking Judgment;
INFP = Introversion, Intuition, Feeling, Perception...and so on

Myers-Briggs Psychological Types



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؟

People's styles assessment

❑ By the way, there is **no right or wrong answer** when completing **assessment tool exams**; and

your personality profile **isn't intended to label you** as a personality “type”—
it's all about

1. **Suitability** with others on the team and
2. **Learning** how to make adjustments to **accommodate the differences**.
3. **More than anything else**, it clears the path to **awareness**.



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؟

People's styles assessment

How to increase EQ by increasing our understanding of ourselves and others?

People's styles assessment

❑ Simply paying attention to

1. **Yourself** as you communicate, and
2. **Each team member's reaction** as they hear you,

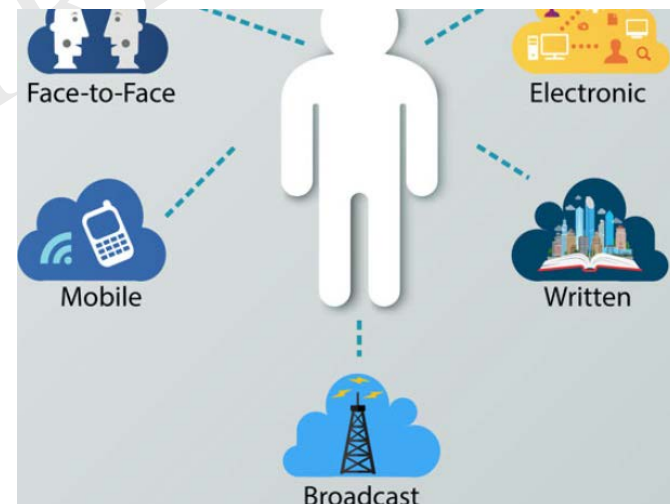
will increase your understanding of yourself and others—increasing your EQ.

So, how to communicate person to person afterwards?



Person-to-person communications

- ❑ When communication occurs, a **message is transmitted**.
- ❑ The desired recipient **receives the message** and if the communication is **successful**, recipient understands the sender's **intent and meaning**.



Person-to-person communications

❑ Communications can be **transmitted and received**

through a variety of channels, either

1. Instantaneously (synchronously) or
2. Not (asynchronously).

Synchronous or real time

- Face-to-face, including body language
- Telephone or video conferencing

Asynchronous or not instantaneous

- Can still be face to face but through an interpreter
- Voice mails
- Emails, snail mail, tweets or blogs
- Instant messaging and sometimes texting

Easy right?

Just spit it out or type it out. How difficult can that be?

Person-to-person communications

❑ IF ONLY IT WERE THAT EASY.

- ❖ Where things seem to **fall apart** is somewhere **between** what you think about in **your head**, how it actually comes out or is **“encoded,”** and finally, how it is **received** or **“decoded** by the recipient through the selected channel (**synchronously or asynchronously**).

A complex deciphering process ensues, starting with the sender's encoder and completing the cycle through the recipient's decoder vis à vis a select channel .

What are the elements of communication?

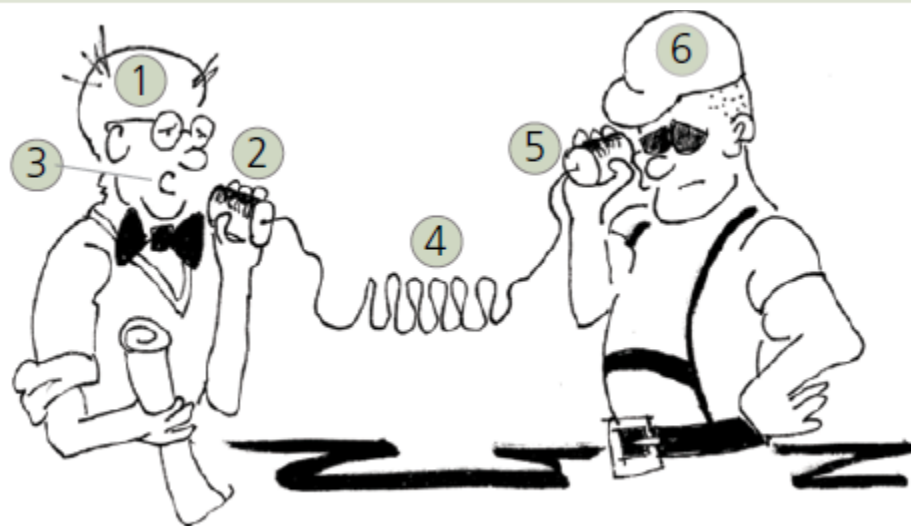
Elements of communication

❑ The **person (the source)** who has a **reason to communicate** must first access his or her **communication encoder** to **formulate a message**.

❑ Just as the **source needs an encoder** to **render his or her thoughts** into a message, **receiver must use a decoder** to **translate the message**.

6 ELEMENTS OF COMMUNICATION

- 1 Source: the communicator is the source of the message
- 2 Encoder: the source formulates the message
- 3 Message: the message is transmitted
- 4 Channel: the transmission is via a channel
- 5 Decoder: the receiver then decodes the message
- 6 Receiver: the message is then received



6 ELEMENTS OF COMMUNICATION AT WORK

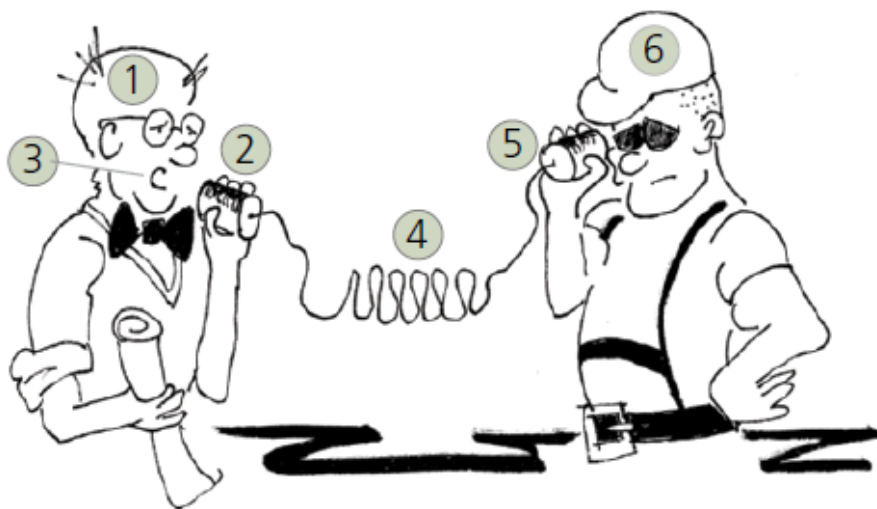
Elements of communication

❑ The message is **passed through a channel**,

affected by **emotional states** and surrounding “**noise**”,

which is where things **get lost in translation**,

even when we speak the **same language**.



6 ELEMENTS OF COMMUNICATION AT WORK

6 ELEMENTS OF COMMUNICATION

- 1 Source: the communicator is the source of the message
- 2 Encoder: the source formulates the message
- 3 Message: the message is transmitted
- 4 Channel: the transmission is via a channel
- 5 Decoder: the receiver then decodes the message
- 6 Receiver: the message is then received

Why Channel is important this much?

Elements of communication

❑ That is why **channels of communication** used to transmit a message **go beyond** just **synchronous and asynchronous dialog**.

❑ Channels are **further complicated** when **distorted** by **channel noise**— attributable to different personalities, prejudices, styles or other personal agendas,
*including the **moods** of both the transmitter and the receiver.*

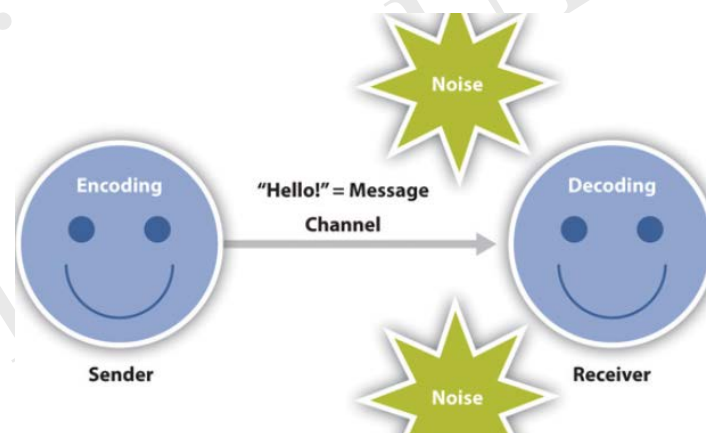
*Different channel filters can help **eliminate or at least reduce** some of the **noise**,
which is **also referred** to as the art of communication.*

Let's look at the Transmission Process!

Transmission process

*How often have you been told that you are **not a good listener**,
especially by the people closest to you?*

Most of us are better at transmitting than we are at receiving. There have been volumes of *How To* books written about sales and presentation techniques, but there's much less available on communications in the construction industry or rather, lack of communications.



Let's get into this matter!

Transmission process

- ❑ It's essential to **recognize where and when** communications **break down** during the **transmission** process.
- ❖ Tuning in to the **right channel** at the **right time** is harder than you think.



Why? Let's see why!

Transmission process

- ❑ On any **given day** you may experience a wide range of emotions.

Your **transmitter or receiver** may be tuned to a happy channel, sad channel, insecure channel, or 50 other channels,
depending on the day of the week and the time of day.



Let see some examples!

Transmission process - Examples

- ❑ If you're still working at the **end of a long day** and **haven't** had much success with your project—and in fact **found out ten minutes earlier** that you are **running over budget**—you are *not very likely* to share the *enthusiasm* of your co-worker who just **announced a promotion**.



What to do at this situation?

Transmission process - Examples

❑ If you're the **transmitter of great news**,

instead of being **upset** that **someone doesn't share** your excitement,

find out what's going on.

❑ By the **end of that conversation**,

1. That person will have **relaxed**,
2. You may have **subdued your enthusiasm a little**—using your **channel filter**— and
3. You may find **you've both eventually tuned into the same channel**.



What to do at this situation?

Transmission process - Examples

The simple act of **recognizing channel complexities** greatly enhances your EI.

The closer you can tune in to the recipient,
the more effective your communications will be.

Wait...How to do this when we have dynamic groups?

Group dynamics

❑ What may seem obvious is sometimes **overlooked during group meetings**.

❖ To achieve a common goal,

group members must have a basic level of mutual respect for each other.

❑ There must be **open communication** between group members with an **understanding** of each **other's perspective**,

which **gets to** the heart of **Goleman's 4th domain—empathy**.

What traits should be considered to have **successful groups or teams**?

Group dynamics – Basic traits of successful groups

- ❑ Researchers (Shepherd and Clovis, Small Groups, 1964) have long shown that successful groups or teams exhibit **five basic traits** as represented in the chart below.

5 BASIC TRAITS OF SUCCESSFUL GROUPS

- 1 **Goals:** Group goals and objectives are clearly stated and individual members know where their own goals stand in relation to the group goals.
- 2 **Values and Norms:** To a significant degree, the group shares common values and norms (the rules that govern behavior).
- 3 **Roles:** Each group member has a differentiated role, a way to make a meaningful contribution.
- 4 **Membership Criteria:** The criteria for why you are in the group are clear and well known.
- 5 **Communication:** There is open and full communication.



How about construction teams?

Group dynamics – Basic traits of successful groups

❑ In construction teams, the CM needs to **ensure those five traits** are in place.

❖ Employing the **right techniques**

as discussed in more detail in **Section 6**

in support of team collaboration

is the **basis of Partnering**.

❖ Retaining a **professional facilitator** at the start of a project as
your Partnering consultant

can help set the team on the **right path**,

but then you need to **reinforce** the process **every**
step of the way **through closeout**.



Let's see each of these traits!

Basic traits of successful groups: Goals

❑ Groups form around a **purpose**; they need a **mission** and **tasks** to perform.

❑ When people join groups, they look for that

1. Mission,
2. Structure,
3. Clarity and a sense of direction.

and **looking for signals and feedback** about their performance and **how it is helping** the group meet its goals.



What do you need to recognize as a CM here?



Basic traits of successful groups: Goals

❑ At the same time, you **need to recognize** that

different people in the group need **different levels of interaction** to make them feel **comfortable**.

1. Some need **more intense feedback**—hearing that they’re doing a **great job**, and asking them for **their input**.
2. Others need **less feedback**, and in fact may **think** you’re **condescending** if you’re always saying “great job!”

*As a leader, you need to recognize the **cues they’re giving you back**—*

- 1. **How they react** to what you say—and*
- 2. **Adapt your interaction** to each individual in the group.*

Basic traits of successful groups: Values and norms

❑ Before the team meets together, you can meet with key members to

1. **Gain** a better understanding of **why** they are there,
2. **Learn** more about **their background** and history,
3. **What** they **value about** what they do and **how** they work, and
4. **Find** **common values** that can help the group bond and cohere.

Norms are the rules that govern behavior in the group, including the accepted mode of interaction between members. Larger groups, complex tasks and conflictive situations will generally require a more formal, structured environment and interventions.



What do you need to do as a CM here?

Basic traits of successful groups: Values and norms

- As the CM, you introduce the norms. For example, these could include: "One person speaks at a time, if you wish to make a contribution please signal me and I'll acknowledge you before you start talking, try not to monopolize, no personal or emotional attacks, and please listen to what other people say so we can have a productive conversation."

Rules of Our Meetings

How could we improve execution of these norms as a CM?



Basic traits of successful groups: Goals

☐ Whatever norms or ground rules you set,

ask the team to agree to them.

Then **it's up to you to enforce** them through how you act.

You communicate the expected norms of behavior and
team follows your lead.

Let's see an example.



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؟

Basic traits of successful groups: Goals

- ❑ For example, here's how a CM with a low EQ might **unintentionally** sabotage his team.

The CM is very nice and prides himself on efficient and speedy communications. But he is constantly late to meetings while he deals with other issues, leaving his team to wait for him. During the course of the meeting he gets text messages that he replies to immediately and excuses himself to take important phone calls. Meanwhile, the team waits.

What do you think?

Basic traits of successful groups: Goals

- ❑ For example, here's how a CM with a low EQ might **unintentionally** sabotage his team.

The CM is very nice and prides himself on efficient and speedy communications. But he is constantly late to meetings while he deals with other issues, leaving his team to wait for him. During the course of the meeting he gets text messages that he replies to immediately and excuses himself to take important phone calls. Meanwhile, the team waits.

The CM thought he was multi-tasking, being responsive and effective in replying to questions and requests about the job. He wasn't even aware that his behavior actually made those team members in the room feel less important, that their input was not valued and their time not respected. They also began to check emails and reply to texts. The norm was lowered, the group lost its sense of cohesion, and it broke down.

If the norms **don't promote constructive interpersonal** relations,
it will be **difficult** for individuals to **work together**.



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؟

Basic traits of successful groups: Roles

❑ Group members play **different roles** within the group—

not the specific job they're doing,

but **their role** as a **member of the group**.

❖ You need to **interpret and guide those roles**.

*For example, one person may need a **lot of processing time before committing** to agreeing to a specific action or task.*

*You'll need to **let that person have the time, perhaps holding a decision in break** until you can meet individually.*

Let's see some example.

Basic traits of successful groups: Roles

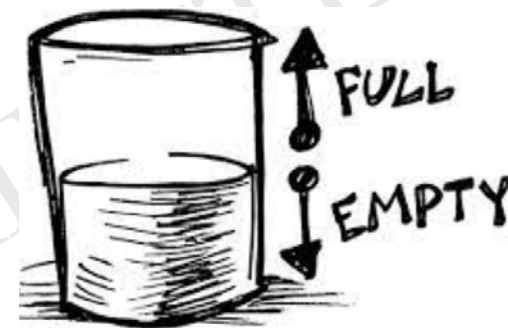
Some may be supporters, or cheerleaders, and help with maintaining a positive dynamic. You can acknowledge that role and support them in it.



Basic traits of successful groups: Roles

Some may be supporters, or cheerleaders, and help with maintaining a positive dynamic. You can acknowledge that role and support them in it.

Another person may be cynical and challenging. But take a closer look at the motivations behind the challenges. Is he trying to appear smarter than everyone and gain a stronger position in the group? You may need a private meeting to let him know you appreciate his intelligence and will ask for his opinion as appropriate.

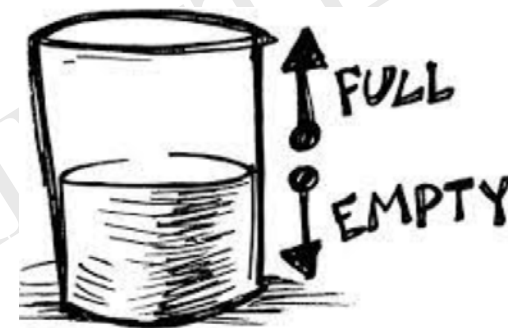


Basic traits of successful groups: Roles

Some may be supporters, or cheerleaders, and help with maintaining a positive dynamic. You can acknowledge that role and support them in it.



Another person may be cynical and challenging. But take a closer look at the motivations behind the challenges. Is he trying to appear smarter than everyone and gain a stronger position in the group? You may need a private meeting to let him know you appreciate his intelligence and will ask for his opinion as appropriate.



Or does he simply see things differently and is playing devil's advocate to ensure that all aspects of a decision are taken into account? You can turn that around to have him act as a bridge builder and help you as a mediator.

How should we act as a CM here?

Basic traits of successful groups: Roles

❑ As CM, you want to **strengthen both** your position as **leader** and **manage the role of each team member**.

❖ To do that, you need to

1. **Pay attention to the roles people** take on and
2. **Understand the motivations** behind them.

❑ People will **almost immediately start reacting to**

how others are acting in the group and

they'll look to you to **see your reaction**.

✓ They **take their cue** from you.



Basic traits of successful groups: Membership criteria

❑ This is **seemingly straightforward**;

you know why everyone is there.

But it's still important for **all the other team members** to **know and understand**

1. **Specific tasks** each group member will undertake, and
2. **How that task relates** upstream and downstream to what they are doing.



Basic traits of successful groups: Communications

❑ And we're back to EQ.

❖ Ensuring that each team member

1. Feels secure and **comfortable**
2. Contributing at **meetings** and
3. Asking essential **questions**

is key to the group's success.

What is EQ?
EQ ≠ IQ

What causes teams to break down?

Primary factors cause teams to break down

GROUP DYSFUNCTIONS—WHAT CAUSES TEAMS TO BREAK DOWN?

No clear understanding of the overall goals or the individual tasks of the team;

No stated rules of behavior, which leads to a lack of respect for each other;

A failure to follow-up on ideas, to close the loop on a thought or proposal;

Poor documentation of team decisions;

Too many/too long meetings, which takes time away from accomplishing tasks;

Team members don't listen to each other.

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

(What Gets in the Way of High EQ?)

Introduction

People carry baggage

❑ That means their history, culture, life experiences—
positive and negative—

which influence **how they interpret**

1. People,
2. Events
3. Processes.

What are EQ elements holding CMs back?

Introduction

□ According to **Dirk Lindebaum** and **Catherine Cassell (2012)** there are four elements holding CMs back:

1. **One-off** nature of our products [or projects]
2. Need to respond to **short-term pressures**
3. Reliance on **temporary workforce**
4. **Male-dominated** culture



Is it always good to have high EQ?

❑ Lindebaum and Cassell say that having too much EQ (not balanced with IQ)

may make you inclined to **exploitation in negotiations** and

therefore it's **not beneficial**.

❖ Additionally, an industry built on labor and the trades,

which are still largely **masculine**,

does **not** view **emotions** as an essential or necessary characteristic.

*In fact, it often views them **negatively**.*



So what?

Why EQ needed for a CM?

❑ But CMs and the people they **manage and lead**

are now an **increasingly female** population.

- ❖ They come from a **variety of backgrounds** including legal, engineering, architecture and construction.
- ❖ As long as **teams need to work** together to build projects,
a team **leader is needed** to manage and keep these **disparate groups**,

with **varied perspectives and egos**, in check.



Let us consider the four
elements holding CMs
back from a CM's
perspective...

One-off nature of our projects

- ❑ Many construction teams **don't have the opportunity** to develop **long-term relationships** built on

trust, cooperation and flexibility.

- ❑ Projects with the **same client** are **few** and **clients** generally select team members through what can be referred to as **speed dating**,

only to be disappointed later when the firm **switches out a key team member** in pursuit of the **next new win**.



SPEED DATING

So what?

Why EQ needed for a CM again?

One-off nature of our projects

❑ So for at least the **foreseeable future**,

teams need to get used to the dating game,

control egos and break down the barriers that **hinder EQ growth**,

while individuals shift from project to project with new team members.



Need to respond to short-term pressures

- ❑ One could **compare** the **jobsite** to an **emergency room**.

Each day brings **unexpected surprises**.

- ❖ Project teams **never know**
 - ✓ What **political challenge** will arise during design,
 - ✓ What will be **unearthed during excavation**, or
 - ✓ What **force majeure** event will upend things in construction.
- ❖ Worse yet, your **key contact from the owner's side** retires and now you are dealing with a new boss
 - with a whole **new set** of priorities and working style.

So what?

Why EQ needed for a CM again?

Need to respond to short-term pressures

❑ Just like a **skilled surgeon**, a CM also requires a

steady hand to **guide the team**

when dealing with **short-term unexpected events** so as not to inadvertently **sever ties** in the process.

❖ CMs can always **improve their abilities** to **think clearly** and **react positively** under pressure,



LOW EQ = DISHEARTENING RESULTS

Reliance on transient workforce

❑ Unlike other industries where projects are brought to the worker,

CMs must follow the projects and **revenue stream**.

Intrinsically, CMs understand how the **economy affects** their workflow,

but what is **less obvious** is how **specialization** further limits opportunity.



Let's see an example!

Reliance on transient workforce

- ❑ Not only is the **CM industry workforce** affected by **geographic opportunities**, it is also **limited by specialization**.

❖ For example, if you've been **working only** in the **education sector** for the last ten years,

it will **not be possible** to submit your resume for a **healthcare project**.

✓ This is **less true** for the **trades**,

but definitely the **case** for **professional design and construction experts**.



ENDLESS SEARCH TO FIND CMs

Male-Dominated culture

- While it is still true that trades and labor are largely composed of a **masculine workforce**, the complexities of projects today require much **more specialization** and the involvement of a **wider and more diverse** group of specialists.

The truth is, we're not all alike. Not all men are alike, not all women are alike. In fact, you may find that there is greater variation within the gender categories of men and women than there is between men and women. In the end, both genders want the same thing: a successful collaboration and project. Start from there.

A CM with high EQ is aware that team members may need to get over gender stereotypes of a male or a female CM, and get over the same stereotypes about their team members.



IT'S HARD TO COLLABORATE WHEN
YOU DON'T SEE EYE TO EYE

EQ improvement

What gets in the way of EQ for CMs?

Egos, Egos and more Egos

Despite the one-off nature of projects, short-term pressures, transient workforce and a male-dominated culture in construction, you can still ensure expectations are met, avoid claims, reach consensus and have fun in the process. How can this be accomplished while managing disparate groups with different interests and varying degrees of responsibility at the various phases of a project's lifecycle?

The simple answer
is to communicate,
communicate,
communicate.



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؟

EQ improvement

Sound Easy?

What gets in the way of EQ for CMs?

❑ While the concept may **sound easy**, it is **not easy in practice**.

Good communications are **harder to achieve** than you think.

1. Recognizing **Who** you communicate with and **their relationship to you** is **paramount**.
2. Then, having an understanding of
 - i. What **key concepts** need to be **mastered** and
 - ii. What **inhibits effective communication**
 - iii. **Why** good communication is **needed**.
3. And finally, timing the **When & Where** to communicate is necessary before you are ready to consider **How best to apply EQ**.

What gets in the way of EQ for CMs?

WHO DO CMs MANAGE?	WHAT GETS IN THE WAY OF EQ?
Design Professionals	One-off Nature of Projects
Construction Professionals	Short Term Pressures
Superiors	Transient Workforce
Subordinates	Male Dominated Culture
Peers	Egos, Egos and more Egos

Luckily, EI can be learned and developed during an individual's professional career



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 چهارم: دلیل آنکه مدیر پروژه به ترکیب EQ و IQ نیاز دارد چیست؟

ارائه دهنده:

سید محمدرضا علوی پور

(PhD, PMP, CMIT)



استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه
دلیل آنکه مدیر پروژه به ترکیب IQ و EQ نیاز دارد چیست؟

What we will learn?

□ Why Do CMs Need EQ + IQ?

❖ Reasons

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.

Why Do CMs Need EQ + IQ?

(Reasons)

Introduction

- ❑ EQ and IQ are complementary opposites

with separate yet equal qualities.

- ❑ While EQ results are not measured in the **same way as IQ**,
end result is apparent.



- ❑ While IQ is a measurement of intelligence derived from several **standardized tests**,
EQ is measured through **self-judgment** with **no standard of measurement**.

The perfect balance between EQ and IQ is the winning combination.

Let's see the four reasons why you need CM EQ + IQ



Reason #1: Ensure expectations are met

❑ One reason CMs need to increase their EQ + IQ is to

1. **Open up awareness** to client expectations and
2. **Ensure** they are met or better yet, exceeded.

Sounds easy, but it's **not as easy** as one might think.

If you're the owner footing the bill, you may have multiple stakeholders—especially in the public sector. For you, meeting expectations includes meeting the needs of the community, your board or council members, facility personnel, maintenance departments, and user groups... and this includes expectations of folks who have never even viewed your contract.

On the other hand, consultants and contractors do not always consider outside forces and the political environment that might have an effect on multiple stakeholders. Yet they fully expect to meet contractual obligations and make a profit. John Mackey, co-founder and co-CEO of Whole Foods refers to this as SyQ or systems intelligence. One should figure out who all the stakeholders are and ensure they are all winners.

So what?

Reason #1: Ensure expectations are met

- ❑ It's critical to understand that **expectations vary**.
- ❑ So while you may have performed your contractual obligations,
you may **not have satisfied each stakeholder**.

What does that mean?

- ❖ It is **either black or white**; there is no gray, right?.



Solution?

Reason #1: Ensure expectations are met

❑ More than anybody, CMs should know that **construction management** is all about the gray—

and the gray is controlled through **communications**.



Using your IQ, schedule a meeting at the onset of a program or following contract execution to review expectations, and roles and responsibilities of all stakeholders to develop a clear understanding of deliverables.

Could you explain more?

Reason #1: Ensure expectations are met

It's not just what you know,
but how you communicate
that knowledge.

Before diving into communication awareness to help avoid angry villagers or, worse yet, a cancelled contract because you did not consider the gray zone, consider a few more reasons why CMs need EQ + IQ.



Reason #2: Claim avoidance

- ❑ Effective communications can **mitigate** and **avoid** conflict.

Every CM knows construction projects can **lead to conflict**.

Why?

- ❑ Because **dollars are on the line** and,

as in **any contract (including a marriage contract)**,

when **commitments** are tied to **dollars**,

there is bound to be **disagreement**.

What is a solution?



Reason #2: Claim avoidance

❑ As long as **communications** are

open, honest and fair,

resolution is **largely possible** without costly legal fees.

❑ Sometimes issues **cannot be resolved**

no matter how hard you try to reason with all parties

so there is **no use wasting emotional energy.**

**Stick to the facts and agree to disagree so that
you can move on...**

Reason #3: Reaching consensus

❑ CMs need to **forge ahead**,

steer the ship and make things happen.

❖ If not, you failed to do your job.

✓ That is **where your EQ comes in**.

Ensuring you get all the disparate groups on the same page takes diplomacy, extra care, and a unique ability to read and understand people so they willingly and happily join the crew taking direction from the captain.



Reason #3: Reaching consensus

As the leader, it is critical to have the crew rowing in unison; otherwise you are dead in the water or, worse yet, going in circles expending a lot of energy without making any progress.





Reason #4: Having fun

- ❑ Finally, and perhaps **most importantly**, don't forget about **having fun**.
 - ❖ Since construction teams spend at minimum **8 hours a day on the job**, more likely **10 or 12**,
they **deserve to enjoy** that precious time away from their **loved ones**.
- ❑ It becomes **difficult to remember** why you wanted to be in this business when you start to **resent everyone** with whom you work
just because they are doing their job.
- ❑ Take a **breather and think back** about
why you wanted to become a **CM** in the first place.



استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه
دلیل آنکه مدیر پروژه به ترکیب IQ و EQ نیاز دارد چیست؟

Reason #4: Having fun

When you successfully build a team to construct your project, you ensure expectations are met, avoid claims, get everyone on the same page (singing from the same sheet of music), and can even have fun!

WHY CMs NEED EQ?	WHEN DOES EQ APPLY?	AND WHERE DOES EQ APPLY?
Expectations Met	Pre-Construction	Design Professional's Office
Claims Avoidance	Construction	Jobsite Trailer/On Site
Reaching Consensus	Post Construction	Your Office
Having Fun	Throughout all Phases	Board Room/Client's Conference Room



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 پنجم: چه زمانی و کجا باید از EQ در پروژه استفاده نمود؟

ارائه دهنده:

سید محمدرضا علوی پور

(PhD, PMP, CMIT)



What we will learn?

☐ When and Where Does EQ Apply?

- ☐ Introduction
- ☐ Pre-construction phase
- ☐ Construction phase
- ☐ Post-construction phase
- ☐ Throughout all phases

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.

When and Where Does EQ Apply?

(Introduction)



استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه
چه زمانی و کجا باید از EQ در پروژه استفاده نمود؟

Introduction

When and where does EQ apply? Throughout your career, while in the office and on the jobsite.

- Whether team members are **design professionals, construction professionals, CMs,** or an **owner footing the bill,** all parties have a **common goal—success.**

What does success mean?

Introduction

❑ Success equates to

a **profitable, high quality**, possibly **award-winning project**

that was **enjoyable to work on, completed safely, on time and on budget.**

❖ **Only teams** that have applied **EI** are aware of their differences,
can find the **common ground** that lets them respect each other's roles
and **work together**
toward achieving success throughout the **lifecycle of a project**,
from **initiation to closeout** and certification.

What life cycle do you mean?



استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه
چه زمانی و کجا باید از EQ در پروژه استفاده نمود؟

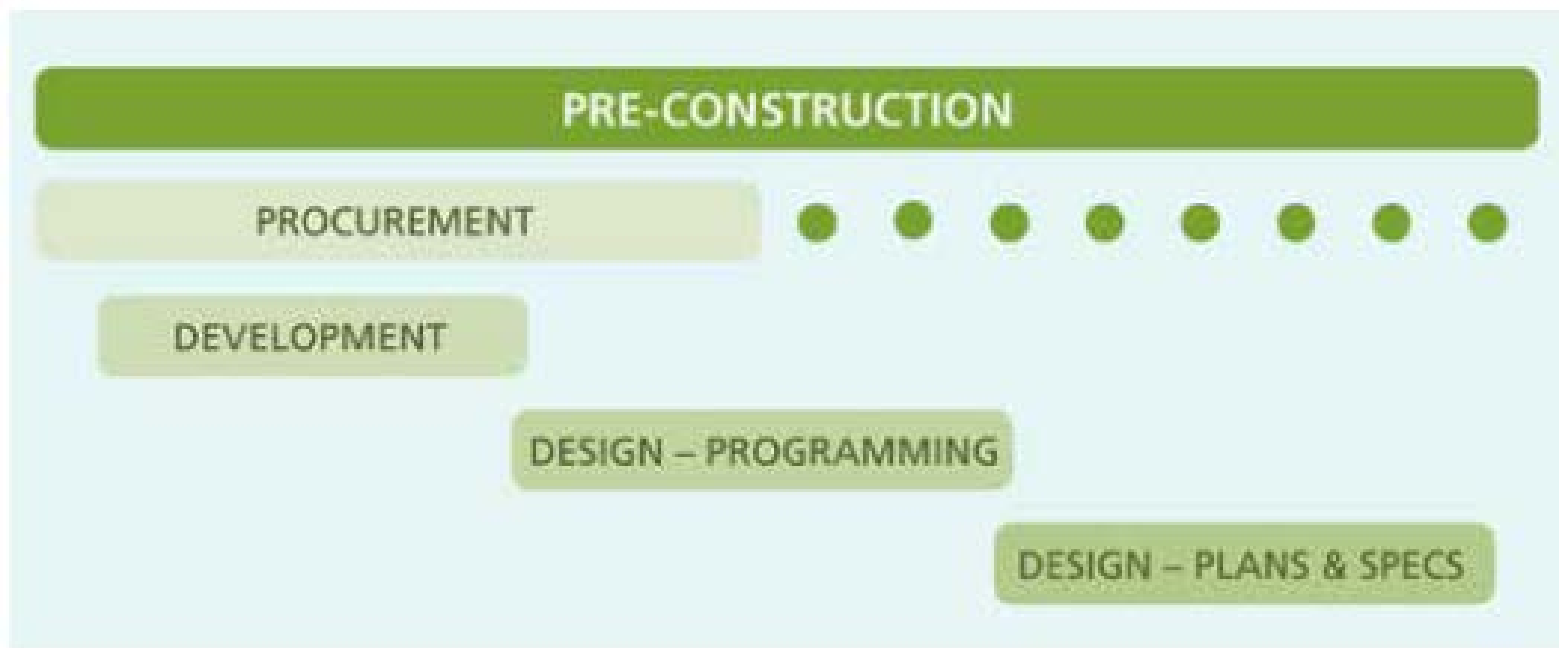
Introduction

PRECONSTRUCTION PHASE	CONSTRUCTION PHASE	POST CONSTRUCTION PHASE
PROCUREMENT IN DESIGN	PROCUREMENT IN CONSTRUCTION	CLOSEOUT
DEVELOPMENT	OVERSIGHT	COMMISSIONING
PROGRAMMING	OCCUPANCY	POST CONSTRUCTION EVALUATION
PLANS & SPECS		

When and Where Does EQ Apply?

(Pre-Construction Phase)

Pre-Construction phase

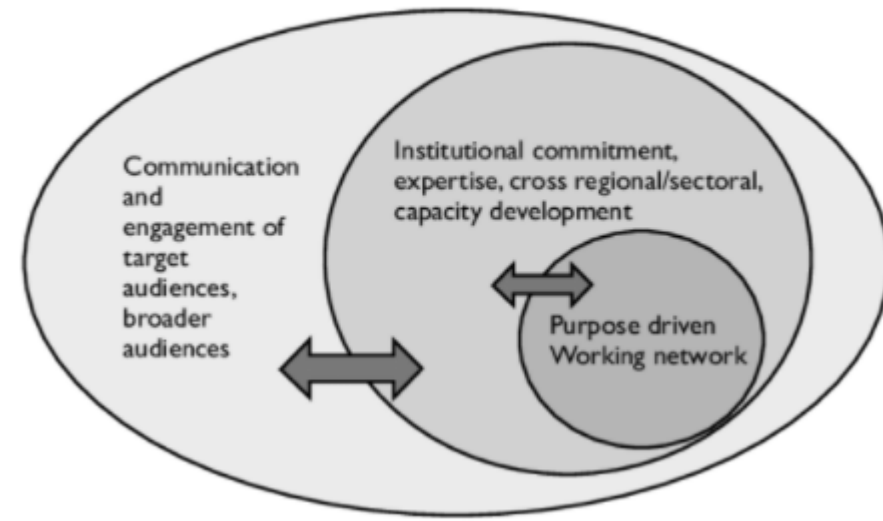


Introduction

- ❑ The **construction process** may seem very **prescribed and familiar to CMs**,
but the **players are always changing**,
which makes it even more **important to agree on**
ground rules early on.

- ❑ Creating a set of “**operating principles**” or
principles of communication
that outline **what** you and the team
will **do to move** the project forward
right from the start of a project
*which is **when most of the***
***critical problems** arise*

Operating principles



Design-Bid-Build

- ❑ In **traditional design-bid-build** projects, the owners and their representatives get to hire the **consultants** they want to work with,
but **don't necessarily get** to choose the **construction professionals**,
who account for more than **70% of the budget**.
- ❖ Yet you still have to **form an organization** for the life of the project,
which means you need to **build good working relationships**.

How?

A good
relationship
starts
with good
communication.

Communication in pre-construction

❑ The **root of that** is

- ❖ Active listening,
- ❖ Problem-solving orientation,
- ❖ Creativity,
- ❖ Openness to ideas,
- ❖ Non-defensive positioning and,
- ❖ Even empathy.



Communication in pre-construction – Example

In Hollywood productions there are often teams that work together a lot, for example, those headed by directors such as Woody Allen and Judd Apatow. They choose actors, writers, cinematographers, set designers and other crewmembers they have worked with before, and know and trust to make a great film. They get to the point that everyone understands the “operating principles” and can hit the ground running—much faster than other teams.



How this concept can be used in construction?

Communication in pre-construction – Example

❑ That “**Hollywood**” model is beginning to take hold in the design-build arena because owners want to have **more control** over their teams, to work with **people they know** and trust.

❖ **Bids** these days are **not necessarily** all about **price** and finding the absolute **low-cost contractor**.

Make **no mistake**; owners are very price-sensitive.



But they have realized the low-cost bid **isn't necessarily** going to get them the **building they want**, in fact it isn't necessarily even going to be low-cost, considering potential change orders and delays due to conflicts.

Communication in pre-construction – Example

More and more, owners are looking for a balance between spending what it takes to build the design the architect has envisioned and building that design without cost overruns. They want the CM to find that balance. The more you can keep the owner, the architect and the rest of your team working collaboratively within budget, the more valuable you are.

If you are the “easy” person to work with and your team gets results, you’ll be called back again and again for new projects—with your team.

Procurement phase

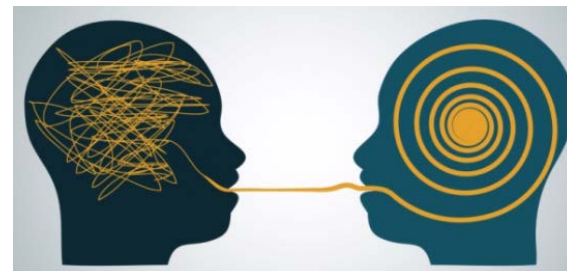


Procurement phase – Design

- ❑ When you're **selecting consultants** either for your own team or on behalf of the client, **using your EI** can make all the difference.

As you **evaluate individuals** consider how **each person will fit** in with the team **as a whole**.

- ✓ How do they **complement skill sets**,
- ✓ How do they **communicate with you and the client**, and
- ✓ More importantly how do they **communicate with each other**?



Do we still need IQ?

Procurement phase – Design

❑ Just because you **like working together** and **have worked together** before,
doesn't automatically mean they are suited to this project and you'll
automatically get great results.

❖ You still **need to use your IQ** and
be **objective to analyze** and critique abilities.

*Once you move forward, **don't get too cozy** and familiar allowing
the team to **slack off**.*

Always **stay professional and objective** and
keep everyone on **task**.

Procurement phase – Design

How your business get succeeded in the market?

Procurement phase – Design

❑ Being viewed as a **high-quality, people-oriented organization**

will have your **colleagues pounding on your door** to work with you.

❖ Clients will see how **cohesive** and **collaborative** your team is—and call on you again and again.

At the end of the day, the collaborative business model makes you more profitable—even if you have smaller margins per job, they will be more frequent and consistent.



Evaluate skill sets of team members and look for team members who are the “right fit”.

Development phase



Development phase

- ❑ **Once funding** has been identified, the **CM develops** the plan and framework for the organization to manage the process for **all team members** involved on the project.

Let's see this in small projects!

Development phase

- ❑ **Once funding** has been identified, the **CM develops** the plan and framework for the organization to manage the process for **all team members** involved on the project.

For smaller projects, the owner, with support from the CM, may only need to select the architect and the contractor and just expect them to work together. If they can work collegially using their EI, their interpersonal relationship can drive the project.

Contractors can manage cash flow and work with architects to reduce costs. Architects sometimes need to be reined in, but may also come up with ideas a contractor might never think about in terms of design and creative solutions.

Development phase

- ❑ **Once funding** has been identified, the **CM develops** the plan and framework for the organization to manage the process for **all team members** involved on the project.

When more stakeholders are involved however, and situations are more complex and unpredictable, your level of EQ can be the deciding factor between a good or bad project. As the CM it is your responsibility to communicate the vision of the project, set the expectations, define the roles and responsibilities, and get commitments from the team to be accountable and work toward mutual goals. Then let them work.

Be sure to build a strong team framework and when you get the right talent involved, recognize their strengths and let them fly. You will raise the bar on results.

Design-Phase programming



Design-Phase programming

Good building programming requires listening skills, empathy and sensitivity to human needs, which is then translated into physical space - the result of high EQ! And a good CM masterminds it."

Why this is important?

Let's see an example!

Design-Phase programming

❑ For example, a **new children's courthouse** was being built, where **child abuse and neglect cases** would be handled.

❖ Who were the **primary users**?

Not the judges, lawyers, police or parents.

No—the children!



Let's get into that...



Design-Phase programming

- ☐ They realized that the children entering the **previous building** were already **traumatized** and then **had to wait** in **little rooms** that resembled jail cells.
- ☐ They were **small people**, but all the **courtrooms were large**,
- ☐ **Judge** loomed above them.
- ☐ There was **no private place** to talk with their advocates or meet with their parents.
- ☐ No place to **play or do homework**.
- ☐ The building made them feel they were in the wrong; they were the **“bad guys”** and **being punished**.

The design team then had to translate solutions.

Design-Phase programming

Good building programming requires listening skills, empathy and sensitivity to human needs, which is then translated into physical space - the result of high EQ! And a good CM masterminds it."

Design phase – Plans & Specs





Design phase – Plans & Specs

❑ The contractor's highly experienced

joins your **design review meeting** with the architect and owner.

❖ They're going through a design they believe

- ❖ Is unbuildable.
- ❖ Can't be done.
- ❖ Going to go way over budget.

Stop that architect right now!

SHOULD THE PROJECT STOP?

Not necessarily.

So what should be done?



Design phase – Plans & Specs

With the right leadership, the team can be guided to look at the intent of the building and the design, finding solutions that might be more cost effective and less complicated. The key is to remember that the construction professionals may have some good solutions, once they get over the initial shock. And the architect can find creative ways to increase functionality. The result may turn out to be an even more functional and aesthetically pleasing building.

The CM, the deliverer, and the receiver use their EI to realize that criticism can be constructive and there is no need to get defensive.

How?



استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه
چه زمانی و کجا باید از EQ در پروژه استفاده نمود؟

Design phase – Plans & Specs

And through your
new-found awareness,
you will always be
mindful to ensure both
written and oral comments
are respectful in tone,
substantive in nature,
not ambiguous, and
never condescending
or threatening.

vipour
BIBUTE

Pre-construction phase – Conclusion

PRECONSTRUCTION PHASE	IQ	EQ
PROCUREMENT IN DESIGN	Evaluate skill sets of team members	Look for team members who are the "right fit"
DEVELOPMENT	Build framework for talented team members	Recognize strengths and let them fly
PROGRAMMING	Facilitate collaborative user group sessions	Use listening skills with empathy and sensitivity
PLANS & SPECS	Lead constructive design review meetings	Guide creative and non defensive dialogue

When and Where Does EQ Apply?

(Construction Phase)

Construction phase



Procurement phase



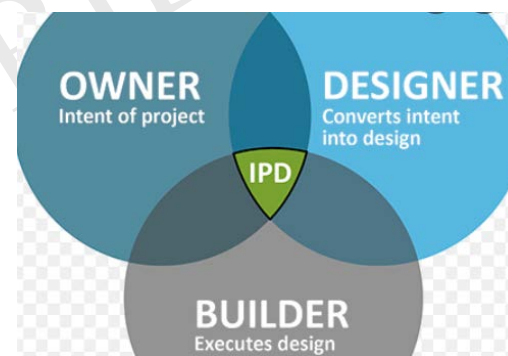
Construction phase – Procurement

❑ A CM with high EQ will

1. **Objectively** explain **pros and cons** regarding **various delivery methods** and
2. **Listen closely** to their clients' **issues and concerns**
to best understand their **risk tolerance**.

❖ In addition to risk tolerance it is important to understand the **clients' in-house capabilities** relative to

1. Contract management,
2. Risk management,
3. Procurement and
4. Accounting.



**An appropriate delivery method for one client
can generate very poor results for another.**

Construction phase – Procurement

CONSTRUCTION PHASE PROCUREMENT:

Construction Managers are best able to guide owners with the selection of the most appropriate delivery method for their project including traditional Design-Bid-Build procurement. By being a good listener with high EQ CMs as owners' advocates and advisors, unlike architects and contractors, have no set agenda or ulterior motive to select one delivery method over another.

Use your EQ to recognize what is best for your owner.

Evaluate all project delivery options and
understand the risk tolerance of your client.

Oversight phase



Construction phase – Oversight: Technology

It's not one size fits all.

- ☐ Is **Excel spreadsheet** sufficient to track a million-dollar project?
- ☐ Do you need to input **facilities information** into your model?
- ☐ Do you need to consider modeling levels offered through **Building Information Modeling (BIM)** 3D, 4D, or 5D and beyond?
- ☐ Or are **2D Computer Aided Design and Drafting (CADD)** programs sufficient?
- ☐ Maybe even a **hand-drawn** set will suffice?



How to decide?

Construction phase – Oversight: Technology

- ☐ **Evaluate** the project needs on a **case-by-case** basis and then recommend the appropriate tools.
- ☐ Also, consider the **level of sophistication of the client** and of the **design and construction professionals** who are likely to work on the project.
- ☐ Do **not recommend** tools that **won't be used**.

Technology does make us more efficient—

but sometimes it's hard to get everyone on board.

Many people have an inherent resistance to change and expect you'll develop accommodations or work-arounds for them.
Sometimes resistance to new processes and tools festers, and causes much greater problems down the road.

What should we do here?



Construction phase – Oversight: Technology

- ❑ Having high EQ means you can **sympathize**,
but it doesn't mean you have to **enable resistance**.

*Once the team has agreed on the appropriate tools to get the job done,
then everyone needs to **comply**.*

Let's see an example

Construction phase – Oversight: Technology

If there are certain tools that are standard for the client or owner to use such as Meridian's Proliance software or Oracle's Contract Management software for contract administration and Primavera software for schedule management—and the owner is insistent on using them—the team has to be clear upfront that there's no point in fighting it. Even if team members have more experience with other tools or like a different software product, they will just have to learn a new tool (and the client will of course have to provide the training). With that training behind them, team members will be that much more valuable on the next job!



Sometimes you have to set limits and then make sure everyone complies.

Construction phase – Oversight: Site management

- ❑ Everyone wants to be **kept in the loop**.
- ❑ A lot of **misunderstandings and conflicts** can be **avoided simply** by making sure everyone is **up to speed** about what's going on.
- ❑ Communicating progress and remembering what **level of information** is required for **various stakeholders** is critical.

Ultimately, everyone wants to know the project is on budget and ahead of schedule. Since we all know projects never run that smoothly, use your IQ+EQ to set realistic expectations and always keep people informed openly, transparently and with multiple options for midcourse corrections.

How?

Construction phase – Oversight: Site management

❑ **Site meetings** are one way to inform the team about

- ✓ Status of the job,
- ✓ Latest changes,
- ✓ When to expect deliveries,
- ✓ What's delayed,
- ✓ What's on time,
- ✓ Etc.

Is there any information that is non-negotiable?

Construction phase – Oversight: Site management

- ❑ Or perhaps you need to **communicate information** that's **non-negotiable** and needs to be very **directive**, such as **signage** about **site safety information**.
- ❖ You might get some **cynical reactions** to what could be interpreted as **overly simplified** and **obvious signage**.
- ❖ You can **diffuse dissent** by letting the team **know upfront** what the **concerns** are through **site meetings** and **asking for suggestions** about how to improve site safety.



How?

Construction phase – Oversight: Site management

- Whether it's in person, written, through meetings, through signage, through high-level dashboards, status updates on websites or other mechanisms, **ongoing communications** can keep the **team moving forward**.

There are an ever-increasing number of invaluable apps available to the construction industry that really help speed up the work and keep team members informed. And email is perfect for documenting communications. But, their proliferation can lead to an even greater need for high EQ, as we look for ways to connect.



Is it for example good to send letter or email to the contractor?

Construction phase – Oversight: Site management

- ❑ A CM shooting a **stream of emails or texts** about a problem to the contractor **all day long** rather than having a chat is **not going** to be well received.

You'll get annoying notes back or

even worse, you'll get **nothing back**.

You've documented just fine, but you don't have a solution.



How to solve?

Construction phase – Oversight: Site management

❑ Try **picking up the phone** to tell the contractor,

“there’s a problem, this is what it is, and I’m going to send an email so we have a record but we really need to meet to figure this one out.”

❖ That can totally **change the tone of the communication.**

✓ The **reception** will be **much better** when the **receiver knows** what’s going on.



Construction phase – Oversight: Site management

Voice-to-voice or, even better, eyeball-to-eyeball meetings are still the most trusted form of communication and most effective when you're on the same channel, of course. You'll then use your high EQ to understand how your message is being received.



By keeping people informed there is no room for surprises—otherwise referred to as the principle of least astonishment.

Construction phase – Oversight: Schedule management

- ☐ Sometimes projects just **don't go well**.
- ☐ The job is **behind schedule** and you finally narrow it down to a **subcontractor** who is the **bottleneck**,
affecting **all of the other trades** unnecessarily.

Do you send nastygrams or pick up the phone and make accusations?

The response will of course be defensive.

So, what could be done instead?

Construction phase – Oversight: Schedule management

- ❑ Try scheduling an in-person meeting with the **subcontractor** through the **general contractor** to

address the issues impacting their ability to **get back to the job site.**

- ✓ Find out what's **needed to get back on track.**



How this solution helps?

Construction phase – Oversight: Schedule management

**SOLUTIONS COME
WHEN YOU START ALLOWING**

*You're then **allowing** that person to be part of the **solution**.*

- ☐ Better yet, you **assist them** or you **bring** in some **additional help**.
- ☐ The point is that **you have met** and **worked things** through **together**.

No defensiveness required.

It boils down to just getting less personal and more objective to try to solve the problem.

Construction phase – Oversight: Quality management

- ❑ There's **no negotiating** about **quality**.
- ❑ The **inspector** has issued a **notice of non-compliance** on your project and you have **no choice but to fix** the problem.

What was the **reason**—

was it lack of information about the requirements, lack of resources, lack of materials?



Let's see some of the challenges that we may have!

Construction phase – Oversight: Quality management

❑ Sometimes **inspectors will wait** to ding you **near the end of a job**

when it's **very difficult to do anything** about it,

rather than being part of the team and **proactively providing** some helpful, initial quality checks **along the way**.

❖ *That style of regulation can lead to poorer performance, rather than improved performance.*

Why this may happen?

Construction phase – Oversight: Quality management

❑ Perhaps the **inspector** is **worried**

you'll **interpret any cooperation** as **weakness** and try to **take advantage**.

❖ Like **doctors** trying to **protect themselves**

by **not getting too close** to patients,

they're **holding you at arm's length**.



How to encounter this challenge?

Construction phase – Oversight: Quality management

So use some EI.

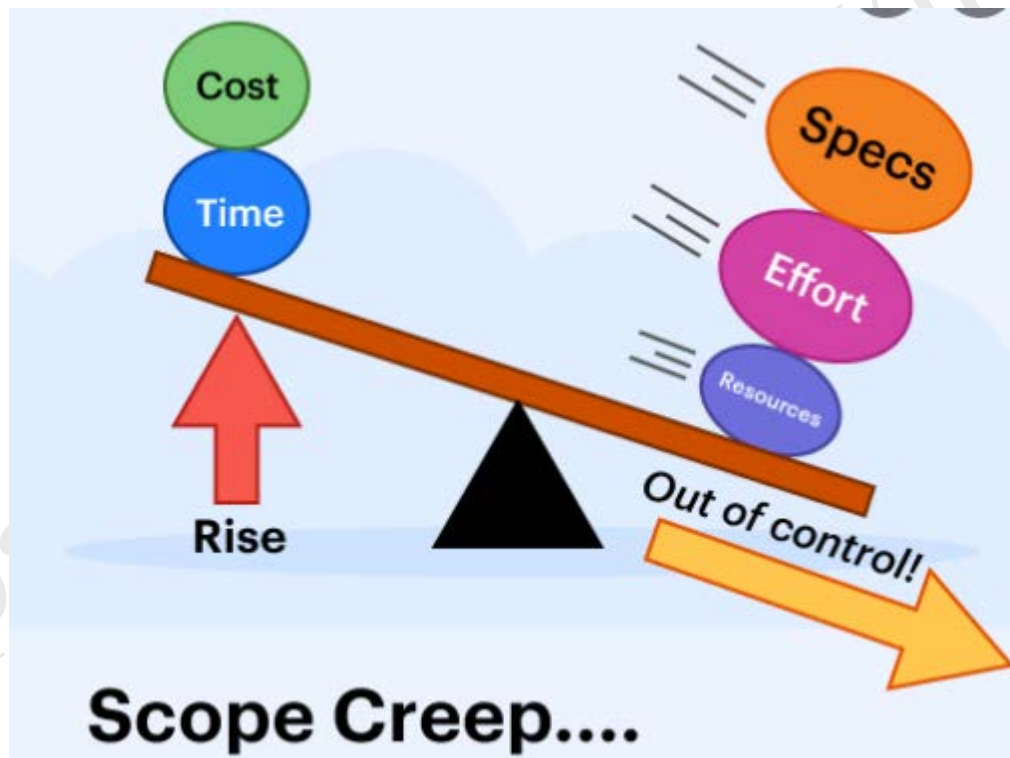
- ☐ Don't react **personally**.
- ☐ In fact, you really need **non-reactive EI** rather than reactive.
- ☐ You can change the dynamic by **being proactive**.

*What about **sitting down and talking**
about a schedule of inspections for specific items,
so everyone knows the quality expectations and timing?*

First use your EI to understand what motivates people. Depersonalizing can be used as a defense mechanism making it easier to treat someone poorly. Then use your IQ to take control of the situation proactively.

Construction phase – Oversight: Budget and change order control

- ❑ Scope creep might just be the most insidious cause of **project failures**.



How to solve before bidding?

Construction phase – Oversight: Budget and change order control

1. Prior to bidding a project, this is **best controlled** through continuous cost management practices to keep the **design team** and **user groups** on track.
 - ✓ *Don't be afraid to share the bad news.*
 - ✓ *Be sure user groups understand what they're **getting before you award** a contract,*
especially if the original vision is downgraded to stay within budget.

How to solve during construction?

Construction phase – Oversight: Budget and change order control

2. Through a project, ongoing communications and project updates can help **keep scope under control**.

✓ Honest communications will **mitigate avoidable changes** during construction—

when the **cost of the change** will **increase twofold**.

How to use IQ?

Construction phase – Oversight: Budget and change order control

- ❑ Setting up protocols and processes in **advance of project start-up** as part of the general conditions to the contract,

can **ensure** that **everyone knows**

what to do when scope changes affect the schedule and/or costs.



What to do when protocols aren't followed?

Construction phase – Oversight: Budget and change order control

- ❑ When protocols aren't followed, interactions on the **job site** become **more divisive**.

How to solve?

- ❑ At the **start of construction** it is best if **you've all agreed in advance** that you'll **work together** as a **team** to **uncover issues** and **work through** impacts together at **weekly meetings**.



Let's see an example!

Construction phase – Oversight: Budget and change order control

*“Okay, so let’s **avoid** what happened on my last job, let’s agree on some mechanisms we can put in place to be **more proactive** in rooting out conflicts between the trades.*

*If we see problems arising, we **won’t wait** until a notice of delay is issued; we’ll let each other **know in advance** and follow-up with the **necessary documentation**.”*



As the CM, you should encourage the construction team to tell you what the issues are upfront and early.

Agreeing on open and honest communications might be the best way to stay on budget.

Construction phase – Oversight: Safety

Everyone knows how to dress for safety on a work site, right?

❖ Not always.

✓ As the CM, your job is to **ensure they do**,

without making them **feel uncomfortable**.



Let's see an example!

Construction phase – Oversight: Safety

❑ Most job sites provide hardhats, vests and safety glasses for **visitors**,

but they're **not** going to provide **shoes**.

❖ Obviously it's more common for women than men to arrive in **heels** or other **inappropriate footwear** they're sometimes subjected to **ridicule** for it.



Does it mean they are inappropriate?

Let's analyze this case and find the solution!

Construction phase – Oversight: Safety

But don't equate high heels with low IQ. Hollywood has even touched on this topic—in *Legally Blonde* a woman shows up for law school wearing all pink, high heels, and carrying a Chihuahua in her purse. Of course, she's the crack student.



You can use your high EQ to expect and prepare for high heels. A note sent in advance—to everyone who visits—can outline the appropriate clothing, including proper footwear and no long scarves.



Construction phase – Oversight: Punchlist

Lists are great.

❑ But using lists **effectively** needs some EI.

- ❖ If you're the **only one aware** of all the items on the list,
team members might **not know** if they're holding **things up**.
 - ✓ Being clear on **assignment of responsibilities and timing upfront**
will help **prevent** items from falling through the cracks.

How to do this?



Construction phase – Oversight: Punchlist

- ❑ You can have **team members**
 - ✓ Create **initial punch lists individually**
 - ✓ Schedule a **meeting together**;
 - ✓ Take your **clipboards or tablets** and
 - ✓ **Actually walk through** the site or building together.
 - ✓ Make **annotations**,
 - ✓ Agree on **who's doing** what and when,
 - ✓ What are the **co-dependencies**.



Why this helps?

Construction phase – Oversight: Punchlist

*Then, **no one can later say a task didn't get done because Joe didn't do his task** and I can't do mine until he does— **everyone is aware of the tasks and has agreed to the timing.***



While you're the administrator of the punch list, it becomes a shared team responsibility.

Occupancy phase

