



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 ششم: چگونه میتوانیم مهارتهای EQ را به عنوان مدیر پروژه در خودمان ارتقاء دهیم؟

ارائه دهنده:

سید محمدرضا علوی پور

(PhD, PMP, CMIT)



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What we will learn?

❑ How Can CMs Elevate their EQ?

- ❖ How To Apply EQ Using Appropriate Communications?
- ❖ The Four Stages of Group Development
- ❖ Applying Tools of Observation and Leadership
- ❖ EQ in Conflict
- ❖ Afterword

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.

Four-Faceted leader

❑ The **behaviors** can be categorized into **four key roles**:

1. Animator,
2. Navigator,
3. Interpreter and
4. Problem Solver.

Each role requires a different set of **tools and techniques**.

Meeting of the Minds: a Guide to Successful Meeting Facilitation,
Chapter 5, pages 38-59

Let's see the Animator!

Four-Faceted leader – CM as interpreter

Point Out Agreements. Sometimes it helps the team to point out connections between what different people are saying. You can periodically note themes people are bringing up, and identify key points that people have agreed on. They may think they don't agree, but you've heard a connecting theme. "You know what, I don't really think you guys are disagreeing even though you appear to be arguing. Didn't you say that you thought....And you said you thought....Well, you're not really far apart." This lays the groundwork for consensus building.

Let's see the problem solver!

Four-Faceted leader – CM as problem solver

❑ Even the **most expertly** planned, structured and facilitated **group** may have **conflicts**

❖ **Resolving** conflicts starts with

1. **Knowing** the **individuals** and
2. **Understanding** their **reactions** to each other.

What methods could we use?



Four-Faceted leader – CM as problem solver

- ❑ Prior to scheduling a **meeting** you know might be **contentious**,
you can **meet individually** with the **primary participants** who **disagree**.
- ❑ If they **each feel** that they **know and trust you**—and you understand their point of view—
they'll be more **likely to cooperate** in overcoming conflicts during the meeting.

What if you validate contentious positions that come up **during meetings**?



Four-Faceted leader – CM as problem solver

- ❑ If you **validate contentious positions** that come up **during meetings**
 - ❖ “Well, that is another valid approach, but in this case...” or
 - ❖ “I can see you feel strongly about this, but let’s also look at this from John (or Jane’s point of view ...”
- you can **guide the conversation without diminishing** the individual.

Could we break down a large team meeting?



Four-Faceted leader – CM as problem solver

❑ Another method is to **break down a large team meeting**

with **several arguing participants** into smaller groups,

encouraging those participants to talk with each other one-on-one

rather than grandstanding in front of the entire team.

❖ They're **more likely to find** common ground and

forge **new strategies** for workable solutions,

then **bring** those **back** to the team.

Let's see some specifics!



Four-Faceted leader – CM as problem solver

Foster a Nonjudgmental Environment.

Don't let animosities or strife between team members set the tone. Encourage everyone to share proposals and opinions, but be sure criticism is constructive. If you're hearing too much criticism that's shooting down too many ideas, box it in. For example, if you're having a brainstorming session, you can schedule evaluation of the ideas for a different session or have evaluation be written rather than oral so you can review it.

Point Out Areas of Agreement.

Team members may disagree, but at the very least they must agree it's worthwhile to sit and work together toward a common goal. For example, set the ground rules for a meeting about the issue: "Why are we meeting, what is the desired outcome, what does success look like? Does everyone understand that?

Have we agreed to that?" Suddenly, you have two areas of agreement. That motivates them to continue the discussion. And during the discussion, you can go back in time and point out more areas that they have agreed on. Keep on inching toward agreement on more and more major points.



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Four-Faceted leader – CM as problem solver

Focus Discussion on the Disagreements.

Once you have areas of agreement, you can encourage the team to confront the differences head on (because in the spirit of collaboration some may be skirting the issues). Really spell the differences out, logically. You may find there are more areas of agreement to point out!

Remain Neutral. In the problem-solving mode, you can't take sides. That would make you an active participant and leave the team leaderless. You can underscore the value of going through the problem-solving process and then advocate ideas or proposals that are related to ensuring a successful process.



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Four-Faceted leader – CM as problem solver

Use Hostility. You can't just shut down hostility—it will just fester silently until it eventually erupts and undermines your entire problem-solving process. Ask the person to identify the source of anger, what's happening or what issue is causing the anger? Again, sometimes just spelling it out clearly can help diffuse the emotions. Be sure not to scold or embarrass hostile team members; you need them participating and they can't if they've lost face. If necessary, talk privately and candidly during a break or at another time when others can't hear.

Encourage Creative Ideas. Shift the team into new territory, venturing beyond how they have done things in the past to encourage problem solving. When people abandon the familiar vantage points of their current positions, they may find paths to agreement, learn tools for change, and be able to apply new behaviors that they will want to achieve over and over again once they experience the positive outcome.



Four-Faceted leader – CM as problem solver

Participate When Needed. Maybe you have an opinion that you think can contribute to solving the problem. Should you say it? Yes. Ask the group for permission to step out of the facilitator or problem-solving role for a moment. That lets you have two roles at the same time. Without permission, you blur the lines and people might think you're being directive when you really mean to be non-directive.

Intervene When Needed. Sometimes you've done everything you can. A team member is obviously trying to undermine you as the CM or the team as a whole. Allowing that person to dominate will demoralize everyone else. Defend the process! You can simply ask that the person either work with the group or, if the group wishes (and ask them if they want it), leave the meeting or the group entirely. In construction sometimes none of the above works when emotions run extremely hot out in the field. Part 4 of this chapter covers EQ in Conflict and provides specific job site examples.

Your quad-cornered hat

You're an Animator to provide perspective and create a positive environment, an Interpreter to unpack statements and point out links and areas of agreement, a Navigator to suggest strategies and exercises to move the group forward and a Problem Solver who remains neutral, confronts hostility, encourages innovation and directly intervenes when needed.



Sometimes you need to solve a specific issue in a specific amount of time...

Your quad-cornered hat

Maybe you need to solve a specific issue in a specific amount of time.

❑ You might say,

- ❖ “**This is what we have to deal with,**” and explain the issue.
- ❖ “**We have to solve this problem by the end of the week.**”
- ❖ You can then, for example,
 1. **Assign small groups** to work on specific aspects of the problem, or
 2. **Ask everyone to come up** with ideas and meet again in 24 hours, or
 3. **Divide** the team in two.
- ❖ You’re looking for different ways to **step into the conversation,**
structure the work and
engage the entire group.

How Can CMs Elevate their EQ?

(EQ in Conflict)

Introduction

❑ Besides **telling your story**,

- ❖ You need to know **how to listen** to the other “half”.
- ❖ Your **body language** will give clues as to **how receptive** you are to what you are hearing.
- ❖ You will have a **tendency to prejudge**, so do **not allow that**.
- ❖ Concentrate by using **eye contact**,
- ❖ Be **mindful** of your **body language**
- ❖ Show your **comprehension by rephrasing** what people say in a **summarizing statement**.

*Even if you **get it wrong**, others will **appreciate your efforts** at being open and listening—and it allows them the **opportunity to correct your understanding**.*

What are **key methods** for reaching consensus in **conflict** situations?



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Key methods for reaching consensus in conflict situations

1. Avoid **solely insisting** on your position
2. Avoid **win-lose statements**
3. Avoid **giving in or changing** your mind **merely to avoid conflict**
4. **View differences** of opinion as both natural and helpful
5. **View initial hasty** or quick agreements **suspiciously**



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Key methods for reaching consensus in conflict situations

Avoid solely insisting on your position:

Present your position as clearly, calmly, logically as possible, but consider seriously the reactions and counter-positions of other parties.

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Avoid win-lose stalemates: Look for win-win alternatives, transcendent solutions and when impasses occur, look for the next most acceptable alternative.



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Avoid giving in or changing your mind merely to avoid conflict: Withstand pressures or power moves that have no objective or logical sound foundation.



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View differences of opinion as both natural and helpful rather than as a hindrance in seeking to manage conflict: Generally, the more ideas or possible solutions expressed and discussed, the greater the possibility of conflict, but also the more the likelihood of a satisfactory high quality solution.



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View initial hasty or quick agreements suspiciously: Explore the reasons and rationale before committing.

Let's see **shortlist for effective communications in conflict!**



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Shortlist for effective communications in conflict

Present yourself effectively with clarity, confidence and a high ability to defend your position without aggression.



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Understand how the other party perceives the communication.



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Understand how the other party perceives the communication.

Develop empathy with the other party.



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Shortlist for effective communications in conflict

Present yourself effectively with clarity, confidence and a high ability to defend your position without aggression.

Understand how the other party perceives the communication.

Develop empathy with the other party.

Read the feedback and try to find a positive response before responding.



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Give positive signs of recognition and acceptance of what others are saying.



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Give positive signs of recognition and acceptance of what others are saying.

And above all else, **listen!**



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Effective communications in conflict

But what happens when you are dealing with difficult and unreasonable parties who are in attack mode?

Dealing with difficult and unreasonable parties who are in attack mode

❑ Consider an **incident** between a **CM** and a **superintendent** that actually occurred during a construction site meeting.

❖ While the CM never **raised his voice**,

he certainly knew **how to push** the **superintendent's button** and

that was enough to **set off a chain reaction** that **ended physically**.

✓ **Don't push** buttons.

✓ However, we **can't** always **predict** what will **set someone off**.

So...



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Dealing with difficult and unreasonable parties who are in attack mode

FIRST TRY:

Recording meetings, if permission is granted, to control abusive and aggressive communications. Sometimes just the knowledge that the meeting is being recorded calms the rhetoric down.



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THEN TRY:

Stepping away.

Allow only a limited impact on the dialogue, listen, possibly reframe, but do not immediately engage.

Find a balance – act, but do not overreact and never ignore.



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IF THAT DOES NOT WORK AND THREATS BUILD, THEN:

Take the threat seriously.

And if beyond your capability to control, end the interaction or intervention immediately and leave.





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ALTERNATIVELY,

If not beyond your capability, use these magic words:

I understand that this is upsetting, (while listening empathetically)

I agree that this is a problem, (and comply if physical harm or property damage is threatened)

I'm sorry that this happened to you

Dealing with difficult and unreasonable parties who are in attack mode

These magic words could quite literally save your life as you back away from the threat.

Successful conflict resolutions usually end with each party giving up something. The secret is to compromise and if you don't have to give up as much as the other guy, be sure to do so graciously and remember that the best communications are done with integrity and honesty.

Dealing with difficult and unreasonable parties who are in attack mode

To manage conflict well you need to become a cosmopolitan communicator with a multicultural attitude who is mindful of what is being said and how it is being said.

EQ + IQ = SUCCESS!!



Afterword

Communication lifecycle

❑ What Key Concepts Need to be Mastered, identified six elements of communication:

1. Source,
2. Encoder,
3. Message,
4. Channel,
5. Decoder and
6. Receiver.

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

❑ There's **one final element** to consider in the communication lifecycle: **7. feedback**.

❖ This was **intentionally omitted** from the **initial listing of six elements**

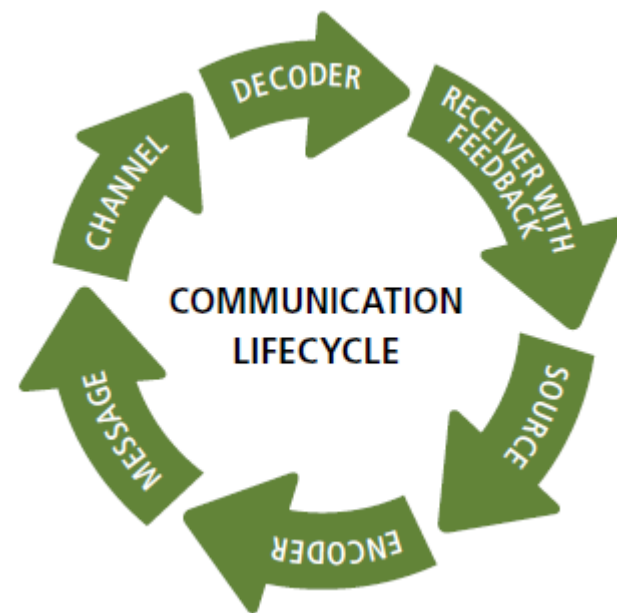
to address as a **separate and distinct element** and

is most suitable **in this summary**.

Feedback

- ❑ With all of your newly acquired communications skills and awareness **don't forget** that everyone **needs feedback** and we're all eager to receive it.
 - ❖ The CM needs to set the stage for feedback to be **accepted positively**.
- ❑ Immediate feedback can be **extremely beneficial**.
 - ❖ But they have to **agree** and know that you're there **to coach them** in a **positive atmosphere**.
- ❑ Non-immediate feedback is also **important**.

*Whether the feedback is **critical or laudatory**, we all need to know the **truth to be able to improve** and to build our confidence.*



Feedback

- ❑ Once again, remember to **employ P³⁺** whenever **possible**,
as both the **transmitter and receiver** and,
most importantly, **before** providing **feedback**
whether synchronous or asynchronous,
immediate or not so immediate.



When providing feedback, remember to use P³⁺ and consider your competency level of communications.

What are 4 levels of communication competence?

Levels of communication competence

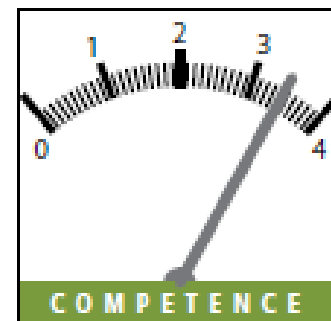
4 LEVELS OF COMMUNICATION COMPETENCE

- 1 Unconscious Incompetence: We are unaware that we misinterpret others' behavior.
- 2 Conscious Incompetence: We know that we misinterpret others' behavior but do not do anything about it.
- 3 Conscious Competence: We think about our communication and continually work to become more effective.
- 4 Unconscious Competence: Our communication skills are automatic.

❑ The **perfect balance** is to be **between** competence **levels 3 and 4**,

since **3 alone** can be very draining and **mentally exhausting**.

❖ But you do **sometimes need** to **consciously** think about communications, especially when conflicts arise.



Are you ready to lead a team?



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Are you ready to lead a team?

Since you have:

achieved this BI-level of Competency;

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understood **The 6 Elements of Communication**;

Prepared by Dr. ...
DO NOT DISTRIBUTE

Are you ready to lead a team?

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



استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه چگونه میتوانیم مهارت‌های EQ را به عنوان مدیر پروژه در خودمان ارتقاء دهیم؟

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understood **The 5 Basic Traits of Successful Groups**;

Prepared by
DO NOT DISTURB

Are you ready to lead a team?

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.



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become aware of **The 6 Components Affecting Communications using P³⁺**;

Are you ready to lead a team?

6 COMPONENTS AFFECTING COMMUNICATIONS

- 1 Tone: Appropriateness of tone
- 2 Volume: Appropriate sound level to the environment
- 3 Style: Old school or new school
- 4 Relationship: Superior, peer or subordinate
- 5 Persuasion: Effective and genuine or ineffective and fake
- 6 Avoidance: Breakdown in communication leading to rejection



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become aware of **The 6 Components Affecting Communications using P³⁺**;

applied **6 Principles of Ethical Influence**;

Are you ready to lead a team?

6 PRINCIPLES OF ETHICAL INFLUENCE⁹

- 1 Reciprocation: Be the first to give and then reciprocate.
- 2 Scarcity: Demonstrate value through unique features by presenting the prospects of what one loses vs. gains if your proposition is not taken.
- 3 Authority/Trust: Establish your position as credible, through your professionalism, knowledge, credentials—and admitting weaknesses.
- 4 Commitment/Consistency: To grow your sphere of influence, start small and build by demonstrating follow-through on existing commitments.
- 5 Liking: Build on commonalities, uncover similarities, discover areas for genuine compliments and show opportunities for cooperation—and others, in turn, will be persuaded.
- 6 Consensus: Present testimonials and offer references from past clients who are in general agreement over your past successes, which will demonstrate your influence and ability to achieve group consensus.



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applied **6 Principles of Ethical Influence**;

led teams through **4 Stages of Group Development**;

Are you ready to lead a team?

THE 4 STAGES OF GROUP DEVELOPMENT

- 1 **Forming:** The group gets organized, and you put the five basic traits of group dynamics into effect (starting on page 64).
- 2 **Storming:** The group or individuals may challenge their scope and test leadership.
- 3 **Norming:** The group resolves conflicts with CM facilitation; members agree to rules of behavior and focus on the work.
- 4 **Performing:** The entire group settles into the work program, strengthens working relationships, accomplishes tasks and meets goals.



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led teams through **4 Stages of Group Development**;

applied all of **The Tools of Observation and Leadership**; and

Are you ready to lead a team?

☐ The **behaviors** can be categorized into **four key roles**:

1. Animator,
2. Navigator,
3. Interpreter and
4. Problem Solver.

Each role requires a different set of **tools and techniques**.



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led teams through **4 Stages of Group Development**;

applied all of **The Tools of Observation and Leadership**; and

mastered **Goleman's** first four domains of **Emotional Intelligence**...

Are you ready to lead a team?

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



استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه چگونه میتوانیم مهارتهای EQ را به عنوان مدیر پروژه در خودمان ارتقاء دهیم؟

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learned how to control **The 7th Element** in the communication lifecycle (providing appropriate feedback);

understood **The 5 Basic Traits of Successful Groups**;

become aware of **The 6 Components Affecting Communications using P3+**;

applied **6 Principles of Ethical Influence**;

led teams through **4 Stages of Group Development**;

applied all of **The Tools of Observation and Leadership**; and

mastered **Goleman's** first four domains of **Emotional Intelligence**...

...**the Fifth Domain**, or social skills to manage relationships and the emotions of others on the team, will fall into place.

Are you ready to lead a team?

GOLEMAN'S 5 DOMAINS OF EI

- 1 Self-Awareness: Knowing your emotions
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mastered **Goleman's** first four domains of **Emotional Intelligence**...

...**the Fifth Domain**, or social skills to manage relationships and the emotions of others on the team, will fall into place.

Congratulations! You are now ready to lead a team!

Further reading

"A Boomer's Guide to Communication with Gen X and Gen Y," by Karen Auby, *Business Week*, August 25-September 1, 2008

"A Contradiction in Terms? Making Sense of Emotional Intelligence in a CM Environment," by Dirk Lindenbaum and Catherine Cassell, *British Journal of Management*, (Vol. 23, pages 65-79), 2012.

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The Empathic Communicator, by Dr. William Howell (Long Grove, IL: Waveland Press), 1986.

"Leading with Emotional Intelligence," *Georgia Construction Today*, a publication of Georgia AGC. Fourth Quarter Leadership Issue, 2008.

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"Three P's", by Ric Phillips, on-line presentation, viewed October 2013.

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"What Makes a Leader," by Daniel Goleman, *Harvard Business Review*, November/December 1998.

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

فصل سوم: استفاده از هوش ارزشی (VQ) در مدیریت پروژه
بخش اول: هوش ارزشی (VQ) چیست و مدیر پروژه چه زمانی میتواند ارزش آفرین باشد؟

ارائه دهنده:

سید محمدرضا علوی پور

(PhD, PMP, CMIT)



استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه
هوش ارزشی (VQ) چیست و مدیر پروژه چه زمانی میتواند ارزش آفرین باشد؟

What we will learn?

❑ Reasons For “Value Quotient (VQ)”

- ❖ Concepts
- ❖ Roadmap
- ❖ Part 1: What is Value Quotient?
- ❖ Part 2: What is a CM’s Path To Achieve Value?
- ❖ Part 3: What is Your Value?

Reasons For “Value Quotient (VQ)”

(Concepts)

Introduction

❑ There are **two reasons** this career guide chose the title **What is your Construction Management VQ (Value Quotient)?**

1. It completes a trilogy, **complementing two other publications;**

I. What is your Construction Management IQ?

II. What is your Construction Management EQ?

2. A **career guide** implies a focus on an **early career**,

however, this **document is intended as a guide** to benefit a **professional CM** at **any career phase** since value is timeless.



What VQ stands for?

❑ The **Oxford English Dictionary** defines value as simply,

“The regard that something is held to **deserve**; or the **importance, worth, or usefulness** of something.”

✓ It's appropriate for us to understand the **concept of value** as it relates to **Construction Management (CM) for Construction Managers (CMs)**.

*In fact, the fundamental **idea behind** the creation and growth of the CM industry was that **an independent entity could add value** to the design and construction process.*

✓ As CMs,

we strive to **bring real value** to our clients.

What values do we mean?





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هوش ارزشی (VQ) چیست و مدیر پروژه چه زمانی میتواند ارزش آفرین باشد؟

Value Quotient

We add value to our clients' capital construction programs by ensuring they manage their risks and select the best teams and contracting strategies for their projects.



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

We add value to our clients' capital construction programs by ensuring they manage their risks and select the best teams and contracting strategies for their projects.

We add value to the construction professionals' efforts by ensuring they get the answers they need and are paid fairly and quickly.



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We add value to the construction professionals' efforts by ensuring they get the answers they need and are paid fairly and quickly.

We add value to the quality and effectiveness of on-site safety programs by helping to establish the mind-set of all the project team members on the site that safety is everyone's responsibility.



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We add value to the quality and effectiveness of on-site safety programs by helping to establish the mind-set of all the project team members on the site that safety is everyone's responsibility.

We add value to design and construction efforts by keeping schedules and budgets on track and focusing the designer, builder, and owner on critical issues through clear and concise communications. Meeting agendas are issued in advance, meetings are well documented, follow-up actions are completed, and much, much more.



Value Quotient

❑ If we do **our jobs right**,

construction projects are **achieved more effectively**,

creating significant value for our clients.

❖ There are a **few things** you should do to **ensure** the
time spent on this effort provides the **most value** to
you.

What few things?

Value Quotient

1. First, sit down and as **honestly** as possible do a **self-evaluation** of your **current value** to your

1. Project team,
2. Employer,
3. Client.



2. Second, ask your **current and/or past mentor** to **assess your value** from the same **three perspectives**.

3. Finally, **develop a plan** to **improve your CM Value Quotient**.

It's one of the **most valuable investments**

you can make in **your professional life**.

Reasons For “Value Quotient (VQ)”

(Roadmap)



CHAPTER ONE – WHAT?

PART 1 – WHAT IS VALUE QUOTIENT (VQ)?

PART 2 – WHAT IS A CM'S PATH TO ACHIEVE VALUE?

PART 3 – WHAT'S YOUR VALUE?

CHAPTER TWO – WHO?

PART 1 – WHO ADDS VALUE?

PART 2 – WHO SEEKS HIGH VQ?

CHAPTER THREE – WHY?

PART 1 – WHY DO CMS NEED HIGH VQ?

PART 2 – WHY OWNERS NEED CMS WITH HIGH VQ

PART 3 – VQ SURVEYS

CHAPTER FOUR – WHEN AND WHERE?

PART 1 – WHEN AND WHERE DOES VQ APPLY?

PART 2 – AS STUDENTS

PART 3 – AS PROFESSIONALS

PART 4 – AS BUSINESS OWNERS

CHAPTER FIVE – HOW?

PART 1 – HOW CAN A CM BEST APPLY VQ CONCEPTS?

PART 2 – EARLY CAREER ADVICE

PART 3 – MID-CAREER ADVICE

PART 4 – MATURE CAREER ADVICE



Roadmap

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In this section

CHAPTER ONE – WHAT?

PART 1 – WHAT IS VALUE QUOTIENT (VQ)?

PART 2 – WHAT IS A CM'S PATH TO ACHIEVE VALUE?

PART 3 – WHAT'S YOUR VALUE?

CHAPTER FOUR – WHEN AND WHERE?

PART 1 – WHEN AND WHERE DOES VQ APPLY?

PART 2 – AS STUDENTS

PART 3 – AS PROFESSIONALS

PART 4 – AS BUSINESS OWNERS

CHAPTER TWO – WHO?

PART 1 – WHO ADDS VALUE?

PART 2 – WHO SEEKS HIGH VQ?

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CHAPTER THREE – WHY?

PART 1 – WHY DO CMS NEED HIGH VQ?

PART 2 – WHY OWNERS NEED CMS WITH HIGH VQ

PART 3 – VQ SURVEYS

What?

(Part 1: What is Value Quotient?)



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VQ formula

"Price is what you pay.

Value is what you get."

Warren Buffet

- ❑ The **Value Quotient** of a **construction manager** is the ratio of assignment outcome (numerator) to the cost of service (denominator).



$$VQ = \frac{\text{Assignment Outcome}}{\text{Cost of Service}}$$

The secret is to maximize your numerator so that your denominator is not commoditized.



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VQ formula

❑ This could be seen from the perspective of:

1. Customer
2. Employer



$$VQ = \frac{\text{Assignment Outcome}}{\text{Cost of Service}}$$

❑ Was the value received **worth the cost of service**?

❖ When your **VQ is evaluated** by the **customer experience**

think about **how the client** and other stakeholders **perceive your efforts**.

You must also consider how your employer sees your value especially by the time you're ready to be reassigned or promoted.

Let's see some recommendations!



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Recommendations to increase VQ

The challenge for personnel assigned to the field is finding opportunities to connect with decision makers in the main office. Check in every so often and be sure to review project outcomes, both successes and failures. It's essential to be able to communicate your progress and share concerns with those who can influence your future growth.



Recommendations to increase VQ

The challenge for personnel assigned to the field is finding opportunities to connect with decision makers in the main office. Check in every so often and be sure to review project outcomes, both successes and failures. It's essential to be able to communicate your progress and share concerns with those who can influence your future growth.

Demonstrate you have solutions to problems and don't just raise issues for others to solve. It's important to speak up when you need help. There's no value in failure and you should never attempt to solve problems that you can't handle on your own.



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Recommendations to increase VQ

You add even more value when you understand your weaknesses as well as your strengths. While there's nothing wrong in touting your strengths just be sure you aren't overselling yourself. Remember that admitting your limitations demonstrates honesty and humility while building trust. Do weaknesses reflect poorly on you? Not when you recognize what they are and have communicated your needs both internally and externally, and then do something about it.



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No one will fault you for not being an expert in every aspect of this field or for admitting there's too much work for your team or for you to handle, but they will blame you for not speaking up sooner to ask for assistance when it was needed to have avoided a costly mistake or missed opportunity.

What?

(Part 2: What is a CM's Path To Achieve Value?)



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Magic formula

❑ To achieve a **high Value Quotient (VQ)** you need

1. **Hard skills** honed by **years of experience**, raising your **IQ**,
2. Plus **strong soft skills** to attain a **high emotional quotient (EQ)**

High IQ + High EQ = High VQ

To excel at any job and reach your goals you need to have demonstrated your value to clients, users and employers alike.

What does it mean to be a **Qualified CM**

and

What is **Values-Based Construction Management?**

Qualifications of a CM

❑ The Construction Management profession is **relatively new** and is **less regulated** than many **other professions**.

❖ The **Certified Construction Manager (CCM) and CMIT programs** was accredited by

American National Standards Institute (ANSI) in 2006, only a few decades after CMAA was formed and

only a few years after CMAA developed its **Standards of Practice (SOP)**.

What is the loss of having
unregulated profession?



Qualifications of a CM

- ❑ To practice **CM** there are
 - ✓ No **points of entry** requirements,
 - ✓ No **gate keepers** requirements, and
 - ✓ No **standard education** requirements.

Without regulation of entry and practice of any profession

1. **Professional standards of practice** cannot be **enforced**,
2. **Compliance** cannot be **ensured**.



Why is this really important for CMs?

Qualifications of a CM

- ❑ As a result, the level and quality of **services** within the profession are **uneven**.
- ❑ The **immediate loss** is to the owners who are **unaware of the value** offered by true CM professionals.
 - ❖ If they were **unfortunate to hire** an unqualified CM and value is not delivered, they'll **assume** there's **no benefit** to retaining CM services in the future.

The long-term loss is to the **CM practitioners** when demand for our services **declines**.



Qualifications of a CM

According to CMAA:

*Construction managers are **uniquely qualified** through combined education and experience to work with the owner, architect, general contractor, and other stakeholders to determine the best possible sequence of construction operations and develop a detailed schedule and budget, while also establishing plans for project safety and security and helping the owner manage risk. This requires using project management information systems (PMISs) and complex planning techniques, like critical path method, as well as knowledge of construction methods. – CMAA*

Now, let's look at Values-Based Construction Management



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Value-based construction management

*George O. Lea, Jr, FCMAA, PE, CCM, is credited with coining the term and providing the
definition of Values-Based CM for this course.*



Value-based construction management

- ❑ Our **beliefs and behaviors** grow into our **values** over time.
 - ✓ *Someone who's willing to **lend a helping hand** is most likely always available to assist anyone in need. They embody the **value of being selfless**.*
 - ✓ *If you're a person who likes to **take risks**, then you **highly value risk takers**.*

While values are **determined individually**,
you can always find people who **share many of your same values**.

*Two people holding the same
or similar value have 'shared
values.'*

Do we embrace all of the values?

Value-based construction management

Do we embrace all of them?

☐ No, we tend to **embrace** values that are

1. **Most significant and meaningful to us** and

2. That we **repeat most often**.

✓ *A person who embraces the value of **truthfulness** is known for being an **honest person**.*

*More importantly, their **behavior is predictable**, and
they're relied upon to always **tell the truth**.*

***Repeat an action enough times** and it turns into
one of **your core values**.*

How have you been **recognized**?

Value-based construction management

*We become known to others by
our 'core values'.*

- ❑ Here are a **few core values** identified by **CMAA** under its **Code of Professional Ethics of the Construction Manager**

to be applied by **CMAA members** in performance of their services.

Which ones do you embody?

Candor | Competency | Dignity | Diligence

Ethical | Fairness | Honesty | Honor

Integrity | Skill | Truthfulness

What do values have to do with construction management?

Value-based construction management

*What do values have to do with
Construction Management?*

*There aren't one set of core values that can be applied equally
among all CMs.*

*We gravitate towards people with **similar interests**, have a **lot in
common**, and **share the same values**.*

- ☐ As we apply our **core values to our daily lives**,
we most certainly apply those **same values while on the job**.



Values based construction
management offers a
competitive edge

Let's see an example!

Value-based construction management

❑ A person with high integrity **wouldn't take** on a job knowing it **couldn't be done** in the **time specified**

even if it meant they would **lose the opportunity**.

❖ A client will listen to a CM known to have high integrity.

*This builds your **reputation** and therefore your **competitive edge**.*

What does uniquely qualified mean when factoring in
value-based construction management?

Value-based construction management

❑ A CM who applies the **SOP** and has defined **core values** that benefit the client is a **uniquely qualified CM** with high VQ.

1. **High VQ CMs** build **teams, organizations** and **associations** with **individuals who**

I. Share the **same values** and

II. Implement the **SOP**

2. Furthermore, these **same CMs** accept **work from organizations** with

i. Very same values

ii. Appreciation of the SOP.

Through **association of people** with **shared values** and practices
our profession will **strengthen**.



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Value-based construction management

*CMs add value in any number of
service areas and market sectors.*

According to the CMAA Membership Survey³
almost 90% of our members perform
some level of construction and program
management services including cost, claims
and risk management services. This includes
owner members.

*3 Source data for the Construction Management
Association of America, Inc. (CMAA) Membership
Survey is based on responses received
as of May 30, 2019.*

What are these CM services?

Construction management services

☐ Alternative Project Delivery Solutions

☐ Asset & Facilities Management

☐ Building Information Modeling (BIM)

☐ Claims & Contract Solutions

☐ Commissioning Services

☐ Construction Management

☐ Cost Management

☐ Energy & Sustainability Solutions

☐ Inspection Services

☐ Operations & Maintenance

☐ Program Management

☐ Project Controls

☐ Project Management

☐ Project Monitoring

☐ Quality Management

☐ Regulatory Compliance

☐ Risk Management

☐ Safety & Environ. Health Management

☐ Schedule Management

☐ Virtual Design & Constr. Services (VDC)

What are these construction management career options?

Construction management career options

❑ Professional CMs **don't just work** for construction management consulting firms

providing

1. At-Risk Construction Management (@ Risk CM) or
 2. Agency Construction Management (Agency CM) services.
- ❖ There are a **multitude of opportunities** for CMs to work for
- ✓ Builders,
 - ✓ Design firms,
 - ✓ Real estate companies,
 - ✓ Developers,
 - ✓ Construction divisions of law firms, and
 - ✓ Directly for either public or private owners of different sizes and a wide array of sectors.

Let's see what we mean...



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Construction management career options

Agency Construction Management Firms	At-Risk Construction Management Firms	Private Entities . Healthcare . Higher Education . Real Estate Developers
Architectural Firms	Engineering Firms	Construction Companies
Claims Consulting Firms	Management Consulting Firms	Big 4 Accounting Firms
Municipalities / Counties . Building Public Works Depts. . Public Education . Public Utilities / Transportation Departments	State Agencies . State Educational Institutions . State Transportation Authorities . State Utilities / Infrastructure Authorities	Federal Agencies . Federal Transportation Admin. . U.S. General Services Admin. . U.S. Military Organizations

Construction management career options



Graduate



Contractor



Design
Professional



Business
Executive

Even when you think you know what type of firm you want to work for when you graduate, **life happens** and it's **best to be prepared** for the **unexpected**.

More importantly **many of us** become CMs after first pursuing a **different career path**.

Per CMAA's Membership Survey nearly 70% of our membership work for construction management consulting firms and 18% of respondents have a small, veteran and/or diversity business certification designation.

Construction management career options

What are construction market sectors?

Construction management market sectors

Industrial	Infrastructure Heavy Civil or Heavy Engineering	Building Construction Residential, Commercial, Institutional
- Data Centers - Fulfillment Centers - Manufacturing Plants - Mills - Power Generation - Process Chemical - Research & Development Facilities - Refineries	- Airports* - Bridges - Dams - Highways - Ports* - Railways - Transit Stations* - Tunnels* - Utility Distribution - Water or Waste Water	- Civic & Government - Cultural - Education - Entertainment - Healthcare - Hospitality - Office & Commercial - Prisons - Residential - Retail & Mixed Use

* Infrastructure project types which overlap with Building Construction

Which areas the CMs work more?

Construction management market sectors

- ❑ Some CMs specialize in **transportation and infrastructure projects**, while others may focus on vertical construction projects such as *hospitals, schools, universities, municipalities, cultural, corporate, manufacturing, retail, themed entertainment, hospitality, high end or mixed use residential.*

CMAA's Membership Survey indicates members work on projects representing a diverse mix of market sectors across all regions, with close to 80% currently working on infrastructure and transportation projects.

Which majors and backgrounds the CMs come from the most?

Construction management market sectors

❑ Based on such a wide range of service offerings and market sectors,

it's not surprising that CMs come from **varied backgrounds** including
law, real estate, engineering, architecture, construction, and business.

✓ Evaluate your education and training to determine

1. What experiences you've **already attained** and
2. What experiences you'd **still like to have** to maximize your value.

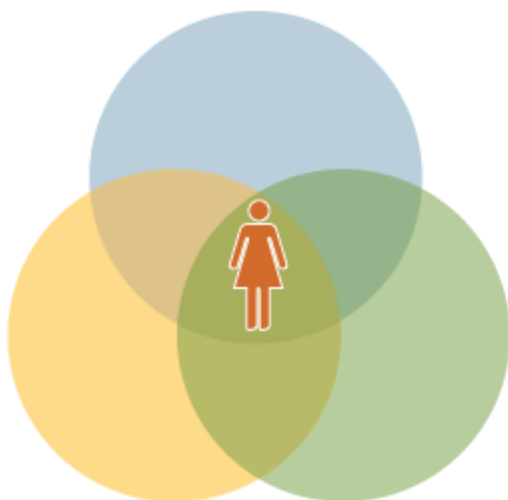
According to the CMAA Membership Survey over 28% of those surveyed, graduated from programs with Construction Management in their name, and the balance included engineering, architecture and/or business.

Note: Results exclude degrees with Construction Technology or Construction Engineering in the title.

Construction management market sectors

What are the Construction Management Education Pathways?

Construction management education pathways



Construction Path:
Construction Management programs and/or
technical trade school



Engineering Path:
Civil, structural, mechanical, electrical or
hydro and petro environmental programs



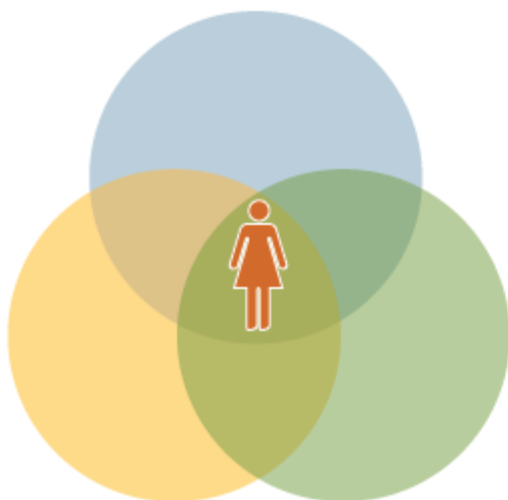
Architectural Path:
Landscape, interiors, urban design or
architecture programs



Construction Management Path:
Professional Practice CM programs and any of the
pathways listed as well as business or legal programs

Which one could **lead** to Professional CM?

Construction management education pathways



Construction Path:
Construction Management programs and/or
technical trade school



Engineering Path:
Civil, structural, mechanical, electrical or
hydro and petro environmental programs



Architectural Path:
Landscape, interiors, urban design or
architecture programs



Construction Management Path:
Professional Practice CM programs and any of the
pathways listed as well as business or legal programs

Your educational background may guide you down a certain path, but it may not dictate the end of your journey. Many roads can lead to construction management.

CM career path

Where to start career path?

If you want to work for a CM consulting firm there are three (3) options.



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CM consulting firms

Agency CM firms provide consulting services to owners as independent agents/representatives to oversee projects or programs throughout the lifecycle of a project employing the professional practice of CM and are *delivery method neutral* because they recognize that every project is unique. CMs working for these types of organizations have a fiduciary responsibility to their owners and are often called Owner Project Managers (OPMs) or Owner Authorized Representatives (OARs). OPMs manage the owner's assets and hold an ethical relationship of trust.



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At-Risk CM firms specifically employ the CM @ Risk delivery model. They initially act as consultants to owners during the planning and design phases, but once there's agreement to perform the construction work for an established price they convert to a general contracting role with primary fiduciary responsibility to their shareholders.



CM consulting firms

Agency CM firms provide consulting services to owners as independent agents/representatives to oversee projects or programs throughout the lifecycle of a project employing the professional practice of CM and are *delivery method neutral* because they recognize that every project is unique. CMs working for these types of organizations have a fiduciary responsibility to their owners and are often called Owner Project Managers (OPMs) or Owner Authorized Representatives (OARs). OPMs manage the owner's assets and hold an ethical relationship of trust.

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And finally, some CM firms do both.

The nature and culture of each firm type is distinct, so consider the choices carefully to best suit your methodology. The business of handling subcontractors is different from managing subconsultants due to the level of risk. And the trust level between an owner and CM who is an OPM fiduciary, far outweighs the trust level of an At-Risk CM whose primary allegiance is to the firm it supports.



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CM career path

Where is your entry point to CM profession?



Entry point to CM profession

1. If you have **technical expertise** in **cost or scheduling**
 - ✓ Perhaps you start off as a junior estimator or scheduler.
2. If you're familiar with various **design technology software**,
 - ✓ You could become an assistant to a building information modeler or virtual design and construction engineer.
3. If you have **internship experience**,
 - ✓ You could apply for a field engineer, junior inspector or contract administrator position
for either a CM or a General Contractor (GC).

There are any number of early career options to consider.

Let's see some of them...



Entry point to CM profession

❑ **Working on a construction site** early in your career will

- ✓ Expose you to the **realities** of being out in the **field** and
- ✓ Need for **clear and concise contract documents**
- ✓ Oversight and **inspection requirements**.



Entry point to CM profession

❑ You can **start off** working as an **office or field engineer** and then work your way up the ranks to project engineer and project manager.

❖ Along the way be sure to learn about

- ✓ Estimating,
- ✓ Scheduling,
- ✓ Project controls, and
- ✓ Contract administration

including change and claims management



Entry point to CM profession

Regardless of the type of firm you work for
keep in mind, that while technical skills may **open doors**,
soft skills will keep them **open and ensure your success**.

Ask yourself the following questions as you search your path to achieve high VQ.



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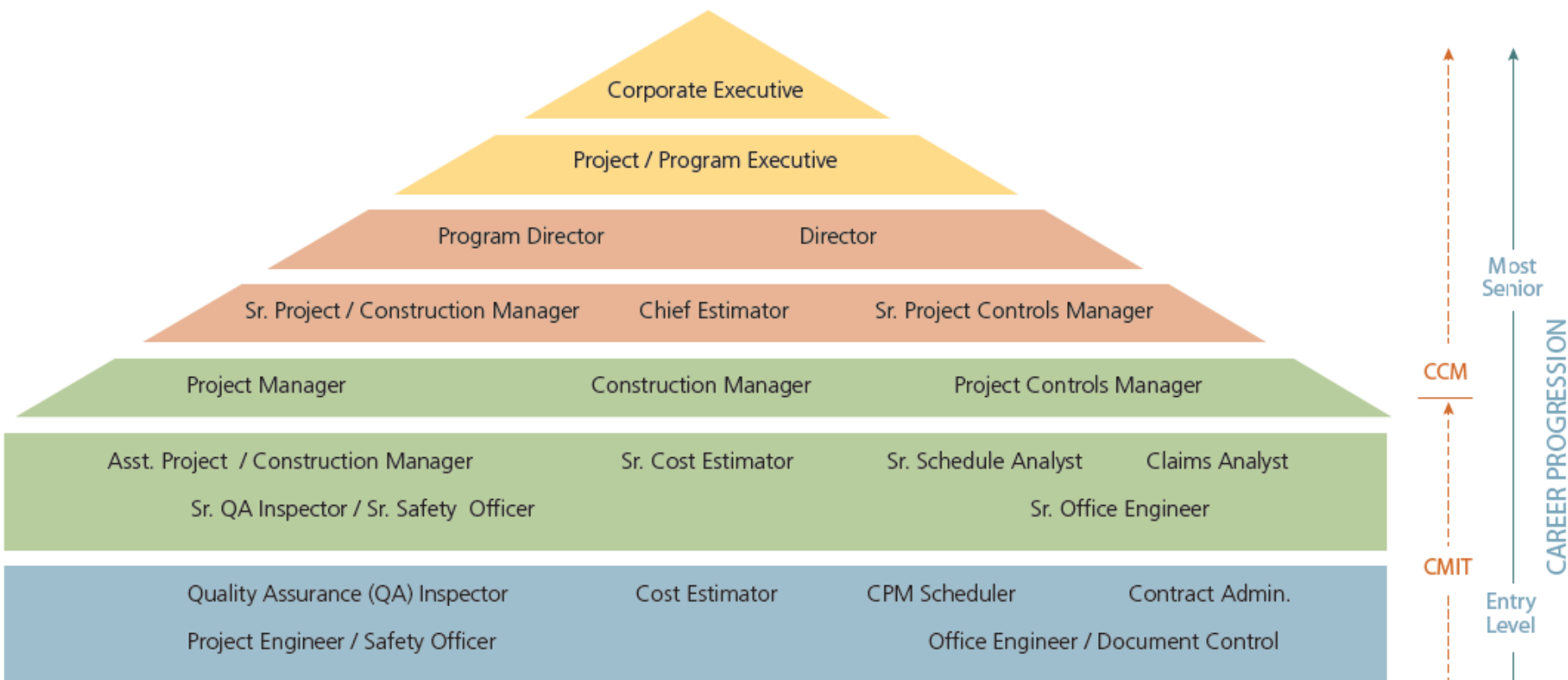
Entry point to CM profession

"What are people saying about you?
What do you want them to say about you?
What are you doing to get other people to talk about you?"

Ken Schmidt, Director of Communications for Harley Davidson

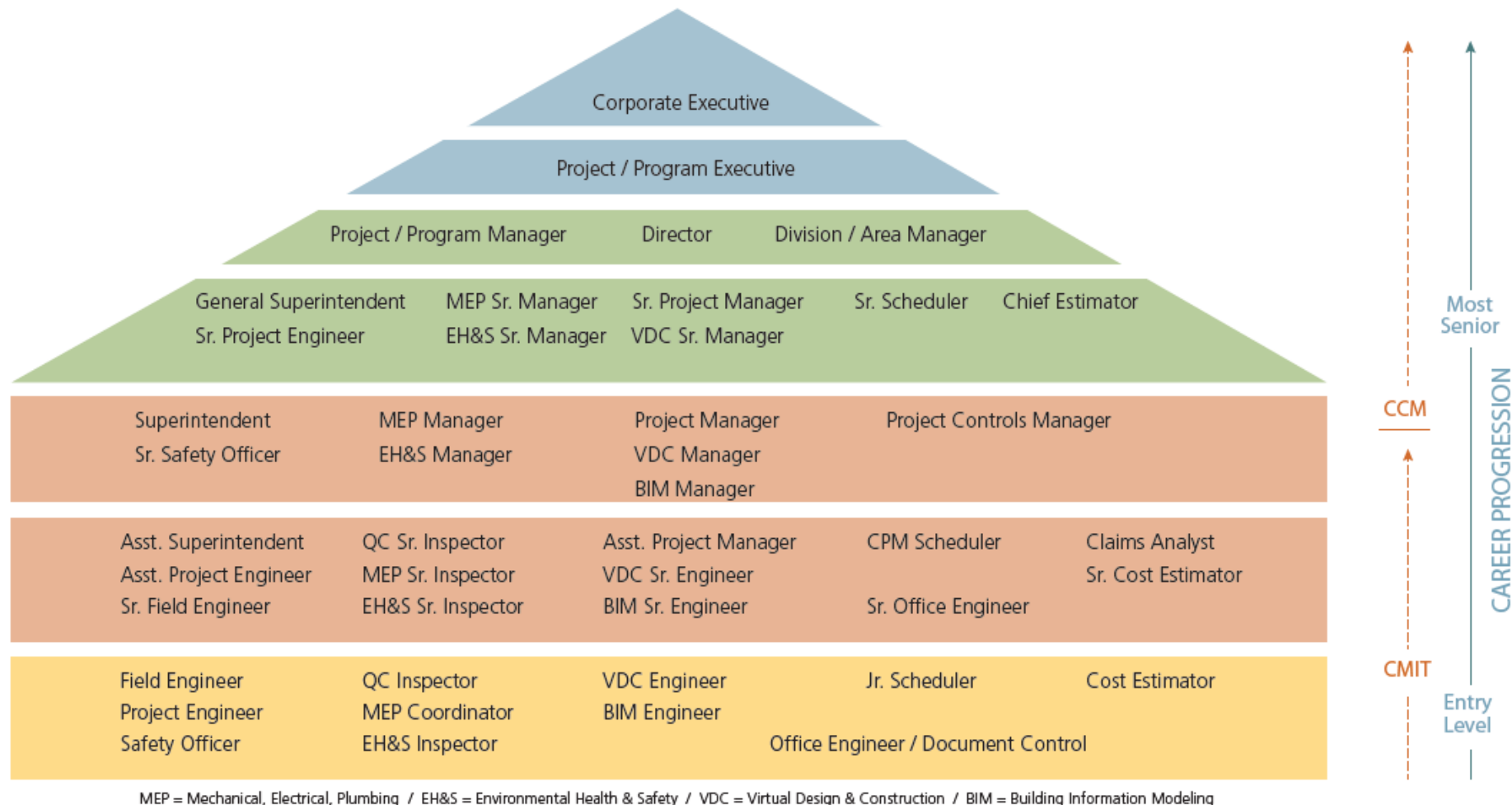
Would you like to see the progression in **CM consulting firms**?

Career progression agency construction management



Note: This is a general representation of potential career progress in an Agency CM firm. Actual titles, levels of progression and time spent at each level, will vary from company to company. There is no set progression of positions from one level to the next.

Career progression at-risk construction management



What?

(Part 3: What is Your Value?)

Billable or chargeable

- ❑ It's important for CMs to understand their **basis of compensation**.
- ❑ Keep in mind that opportunities and salaries vary by **geographic region**.

*If you've priced yourself out of the market you should **review your VQ** and evaluate **what you can do to increase it**.*



In a billable or chargeable position

How geographic region affects?



Geographic region

- ❑ If you reside in a **region that's growing** and has a **healthy and stable economy** you can **optimize your value**,
 - ✓ if not, you may want to consider **relocating** if you have that option.
 - ❖ *If you're seeking a job with a **public owner**, the salary ranges are set and **openly disclosed**.*
 - ❖ *If you're **filling a billable position** with a firm do your **homework**.*

Let's analyze some of them!



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Areas you work

1. Public agencies
2. Developers and corporations
3. Subject matter expert in a company
4. Outside consultant
5. Owner's in-house CM leader

Public agencies

❑ Public agencies and non-profits are often controlled by **boards** that are influenced by their **constituents**.

❖ **Budgets** are determined through legislation, elections, and/or private donations.

CM departments within these types of organizations have the **least control** over the **budget setting process**.





Subject matter expert in a company

- ☐ What if you're **not planning to be fully billable** and
 - ✓ Are a **subject matter expert**, or
 - ✓ **Seeking a leadership role** within a firm, or
 - ✓ **Working for** a public organization or a private developer?



Unless you're an expert who provides value through your knowledge in a specialized field, your value will no longer be defined by doing a great job on a project or assignment that is billable or charged to a project account.

Outside consultant

☐ As an **outside consultant**,

1. You must **ensure success within your division** by
 - i. Keeping the **internal departments satisfied** and
 - ii. Meeting **external expectations**
2. **Repeat business with existing clients** and
3. **Bring in new clients** to contribute to business revenue,
4. **Oversee teams** to manage the projects you bring in.



Owner's in-house CM leader

- ❑ As an **owner's in-house CM leader** of a public or private organization,
 1. You'll be responsible to **manage** your **internal team within budget limits** set annually,
by **optimizing staff utilization**.
 2. You'll also need to be able to **manage the politics** of **administrators and boards** who determine the fate of your department.



VQ relation to career path

In any of these situations, do you have the **requisite VQ** to

1. Represent yourself,
2. People you lead?

If you do, should you do it for yourself and start your own firm?



Start your own firm

To be successful,

1. Be realistic and give yourself enough time to network, develop relationships,
2. Explore new opportunities **before you transition** into a less billable role.
3. Continue to maintain a high percentage of billability until you **can truly demonstrate your value**.

Start your own firm



As a business owner or
leader of a business unit

*Now you're responsible
for feeding the team who
determines your value.*

As an employer, you'll need to recruit and attract new employees and be perceived as a firm of choice. Managing personnel requires a whole new set of skills and a lot of patience. If you have neither be sure you hire team members with the right attributes and specialized expertise as soon as your revenue growth allows. Just remember, people like to work for people they respect, and they won't respect someone who isn't running a professional operation.

Start your own firm

It's important to remember what motivates you most.

1. Winning a project and moving on to the **next win**, or
2. Working on a project and seeing it through to **completion**? Or
3. Maybe it's a combination of both.

Either way you need to decide if you have what it takes to start a new firm.

Start your own firm

If you're going in **partnership** with others

1. Be sure to get **upfront agreement** on positions to be filled and percentage of work to fall under your responsibility.
2. Then, be sure to **formalize the agreement** through a memorandum of understanding (MOU) or other formal commitment between you and your partner to ensure shared information is kept **confidential**.

Especially when circumstances change and the people you had an agreement with have selective memory or leave their firm.



A hand shake isn't enough

Conclusion

Whether your preference is to

1. **Own** your own firm or
2. **Elevate your position** in a firm to a senior scheduler, senior project manager, regional cost leader, vice president, or managing principal,

*you **need to choose a path that maximizes your value** and is satisfying enough to keep you*

1. Motivated,
2. Positive and
3. Challenged.

موسسه مهندسی و مدیریت ساخت علوی پور (ACEMI)

دفتر آموزش



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



+۹۸ ۲۱ ۴۶ ۱۰۰ ۴۴۵



+۹۸ ۲۱ ۴۶ ۱۰۰ ۴۵۰



info@dralavipour.com



www.dralavipour.com



@alavipour_pm



@acemi_social



@alavipour_pm



@IRANACEMI

