Emotional Intelligence
An overview for Project Managers

By Bill LaMarsh
Director of the Reed Learning Institute;
Reed Integration, Inc.
“Anyone can become angry ... that is easy.

...But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way ... that is not easy.”

(Aristotle)
Are There Multiple Intelligence Types?

EQ vs. IQ
Definition of Intelligence

• The ability to learn or understand or to deal with new or trying situations: the skilled use of reason

• The cognitive abilities of an individual to learn from experience, to reason well, and to cope effectively with the demands of daily living.
What is Intelligence?

- "Intelligence, as a hypothetical construct, is the aggregate or global capacity of the individual to act purposefully, to think rationally, and to deal effectively with his environment"

- Wechsler
What is Intelligence?

• Although experts differ on an exact definition of intelligence most agree that intelligent behavior has at least two components:

  – The ability to learn from experience.
  – The ability to adapt to the surrounding environment.
Factors of General Intelligence Tests

1. Verbal Comprehension - vocabulary, verbal analogies
2. Number - mathematical operations
3. Space - visual-spatial and mental transformation
4. Associative Memory - rote memory
5. Perceptual Speed - quickness in noticing similarities and differences
6. Reasoning - skill in inductive, deductive, and math problems
What Do We Know About IQ?

- Predicts school grades relatively well
- Does not predict success in life
- Predicts 6% of job success
- Peaks in late teens
- Culture-bound, Gender Bias, SES
- Racial controversies
- Gets you in the door
  - Professional schools (medicine, dentistry, law)
  - Can help you get hired (Harvard MBA)
- Static after the teenage years
History of Emotional Intelligence

- Daniel Goleman (1985) credited for EI topic. Creator of the four quadrant EI model (we will be using this model).
- E. L. Thorndike (1920) discusses something referred to as “social intelligence”.
- Reuven Bar-on (1985) coined the phrase Emotional Quotient (EQ).
- Peter Salovey and John Mayer (1989) started working on what became the Multidimensional Emotional Intelligence Assessment (MEIA).
- Plus more...
Leaders Who Believe in Emotional Intelligence

• Jack Welch
• John Maxwell
• Ken Blanchard
• George Washington
• Abraham Lincoln
• Kouzes and Posner
• Most all successful people believe in/talk about EI in some form.
Why try to understand Emotional Intelligence?

• We have been trying to understand how some people are successful while others are not?
• There has to be another measurement other than IQ?
• Neuroscience and Technology advances are finally able to measure emotional responses of the brain.
• Can Emotional Intelligence help Project Managers with team dynamics?
• Are Project Managers with higher Emotional Intelligence levels more successful?
“We are being judged by a new yardstick; not just how smart we are, or by our training and expertise, but also how well we handle ourselves and each other.”

Daniel Goleman, Ph.D.
Working with Emotional Intelligence
Daniel Goleman
Overview

• What is emotional intelligence (EI)?
• Why is EI important?
• Why bother to develop EI skills?
• How can I develop EI skills?
• Is EI needed to be an effective or good Project Manager?
What is Emotional Intelligence?

“The capacity for recognising our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships.”

(Goleman, 1995)
Goleman’s 4 Quadrant Model

1. The ability to perceive emotions
2. The ability to access and generate emotions so as it assist thought
3. The ability to understand complex emotions and emotional knowledge
4. The ability to reflectively regulate emotions so as to promote emotional and intellectual growth
Emotional Intelligence
The Conceptual Model

Self-Awareness
Self-Management

Social Awareness
Relationship Management

Positive impact on others
# Emotional Intelligence Competencies Framework

<table>
<thead>
<tr>
<th>Self-Awareness</th>
<th>Social Awareness</th>
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<tbody>
<tr>
<td>- Emotional self-awareness</td>
<td>- Empathy</td>
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<tr>
<td>- Accurate self-assessment</td>
<td>- Organizational awareness</td>
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<td>- Self-confidence</td>
<td>- Service</td>
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<tr>
<th>Self-Management</th>
<th>Relationship Management</th>
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<tr>
<td>- Self-control</td>
<td>- Influence</td>
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<td>- Transparency</td>
<td>- Inspirational leadership</td>
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<tr>
<td>- Adaptability</td>
<td>- Developing others</td>
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<td>- Achievement</td>
<td>- Change catalyst</td>
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<td>- Initiative</td>
<td>- Conflict management</td>
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<tr>
<td>- Optimism</td>
<td>- Teamwork and collaboration</td>
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Adapted from the Goleman Model
What Does High or Low EI Look Like?

HIGH
- 'I feel...'
- Open expression of emotions
- Not preoccupied with negative emotions
- Can identify the feelings of others
- Emotionally resilient
- Decisions based on feelings and logic
- Accepts self and others
- Good listener
- Talks about problems

LOW
- 'You always make me feel....'
- Cannot share feelings verbally
- Negative feelings dominate
- Not perceptive to others' feelings
- Carries grudges, unforgiving
- Acts without reasoning or logic
- Not accepting of self or others
- Poor listener
- 'Hits out' when there is a problem
Is EI just a repackaging of other concepts?
• Emotion regulation
• Social cognition
• Personality

An umbrella term that encompasses lots of areas of emotional knowledge and control that we have lots of empirical data to support.
So Why is EI Important?

High EI individuals compared to those low on EI are:

- Less aggressive
- More empathic
- Happier
- Less depressed
- Less stressed
- Higher self-esteem
- Less lonely
But Can We Change EI?

• Based on research, the answer is Yes!
• EI changes throughout one’s life.
• Emotional Regulation and Self Awareness are the keys to increasing your EQ!
• Research has shown EI techniques can be taught and adapted as early as Middle School.
• EQ has a tendency to decrease after 55. Why?
Let’s Look at EI in action

• Film Clip.
• Jimmy is a Baseball Coach.
• Questions to ponder:
  – Jimmy’s knowledge of EI.
  – Does it have any influence on the team?
  – What Demonstrates Jimmy’s EI?
• What can we learn from this?
Discussion

• Is Jimmy Self-aware?
• How does Jimmy manage his emotions?
• Is Jimmy Socially-aware?
• How about Jimmy’s Relationship Management?
Learning and Using EI

• Jimmy has taken an EI class.
• Questions to ponder:
  – Do you notice a change?
  – Does it have any influence on the team?
  – What demonstrates Jimmy’s EI?
  – Does it affect the team?
• Do you think it was easy?
Discussion

• What changed?
• Is Jimmy more or less Self-aware?
• Why do you think Jimmy is managing his emotions?
• Did this have an affect on the team?
• Do you think it was easy to change?
Recap

• Emotional Intelligence is not about being soft or touchy feely.
• Emotional Intelligence has to do with understanding one’s self and being empathetic to others.
• Emotional Quotient (EQ), unlike IQ, can always be improved.
• Is EQ a good thing or bad thing for Project Managers?
• Should all Project Managers take an Emotional Intelligence class?
It Depends…

• Research has shown in some disciplines, a High EI is not as important:
  – Doctor
  – Fireman
  – Pilot

• However, most research has shown higher EQ means better Project Management solutions.

• Let’s take a deeper look.
PMI and the PMBOK® Guide

• 3 Knowledge areas touch on EI:
  – Stakeholder
  – Human Resource Management
  – Communication

• PMI has added Emotional Intelligence to their Continuing Certification Requirements (CCR) Program. It is listed under the Leadership area.

• Examination Content Outline for the PMP Exam (June 2015), Emotional Intelligence is listed as a key cross-cutting knowledge and skill.
In Conclusion

• EI is important for life and career.
• IQ is pretty static past your teenage years.
• EQ is dynamic and can constantly be developed.
• Research has shown that EQ is important for many jobs; just not all jobs.
• However, this does not mean Project Managers do not need to understand EQ! We lead people and people are creatures with emotions.
About Reed

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Thank You

Bill LaMarsh II, PhD, PMP, CISSP
Director of the Reed Learning Institute
Reed Integration Inc.
757-541-8033
blamarsh@reedintegration.com