

**Project Management
and Leadership
Challenges, Volume II**

Project Management and Leadership Challenges, Volume II

*Understanding Human Factors
and Workplace Environment*

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Abstract

Project management is both a science and an art that duly emphasizes on human aspects. The approach is leadership intensive in order to make a right decision at the right time in the right manner to move in the right strategic direction.

Project management systems require a “good fit” of well-served human aspects of team members.

The engagement of team members is enhanced with satisfying their human needs and helps in environment for working together. Individuals support one another and collectively reach a desired result effectively and efficiently.

You learn the challenges for human factors in order to advance with the project management approach, the psychological aspects, and how to fill in the gaps. The underpinning human behaviors are discussed for effective management.

The understanding of human factors need to be managed to perform beyond mediocrity.

The transformation endeavor in project management helps to deal with a unique project of reshaping an organization, which requires unique transformational requirements to withstand the challenges.

Managing workplace environment means dealing with digital economy; combining robotics, AI, and humans; and exercising critical thinking coupled with collective wisdom.

Keywords

critical thinking, enabling environment, human factors, human needs, human psychology, peak performance, workplace environment

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CHAPTER 1

The Human Factors in Project Management

Introduction

Project management is both an art and a science calling for a strong understanding of human factors needed to make effective progress in a strategic direction. The major human factors that influence energies for advancement on a project are discussed. The need for a sense of humanity in the workplace is gaining recognition, and professionals prefer working for organizations that value them rather than viewing them merely as a resource. Emphasis is laid on interacting humanely with a team.

Practically, you rely more on emotional intelligence than on your technical skills to gain success in a high-stress work environment. Leadership provides a good understanding for emotional intelligence.

Psychology is inevitable for an effective leader who is supposed to manage the needs and expectations of the team and create enthusiasm. Major human influencing factors are discussed that have an impact on team performance.

Delegation is essentially to avoid suffocation and make the best use of available talent. It is not a choice but surely a necessity.

Objectives

How certain human factors impact the implementation of a project?

How human factors may influence progression?

How important is the understanding of emotional intelligence and its impacts on leadership?

Why understanding of psychology is necessary for leaders and how to manage it for performance?

What are the influencing factors to manage performance?

Why delegations need attention?

The following are discussed for performance:

- The Sense of Humanity
 - Self-Interest “Smart” Questions
 - The Power of Intention
 - Intuitive Abilities
 - Emotional Intelligence Factors
 - Impact of Emotional Intelligence on Leadership
 - Leadership Styles and Emotional Intelligence
-

Project management deals with business advancement in uncharted waters under constraints of time and budget with a team implementing change and satisfying all those who may be affected by the change. The outcomes of an endeavor have a direct bearing on the level of satisfaction of every human being involved in any capacity. This sensitivity requires close attention to the behavior and attitudes of team members and all others involved. To improve the situation in any environment, some of the following human aspects need to be focused on:

- A) *The power of influence*: driving progress and making things happen sometimes requires pushing the boundaries with a view of the bigger picture, convincing the team to buy into the vision. Leadership skills are mandatory for the purpose.
- B) *Team members’ commitment*: in an extreme situation of abuse of the power of influence, team members may tolerate it with high commitment for compliance. Likely, feelings of resentment are overpowered by the sense of engagement with and genuine appreciation for the purpose and bigger picture. However, jumping into compliance mode with fear-based approaches to create sense of urgency is mostly counterproductive.

The project management processes need to be facilitated to help people with diverse views and backgrounds create sustainable solutions. Excellence does not emerge from telling team members exactly what to do, but rather engaging them enough that they want to do excellent work.

- C) *Team relationship building*: trust is the foundation for a relationship and it needs building; it does not just happen. The real truth about trust is that when others trust us, they are truly taking a risk. When people may be depended on, it reduces risk and builds trust in the relationship.

Relationships are never a smooth ride; they are invariably tested in tough times where questions about what is more important arises: the situation or the relationship. Choosing situation impacts negatively on the relationship.

- D) *Assertive communication*: an assertive communicator knows how to clearly articulate thoughts and express opinions. You engage others by asking intelligent powerful questions and you actively listen to what team members say. You remain grounded yet can dance into a moment without getting thrown off or erecting defensive barriers. You have good boundaries and won't allow yourself to be taken advantage of, and, at the same time, you communicate respectfully with others, not taking advantage of them or communicating with them in an aggressive or passive-aggressive manner.
- E) *Voicing out*: Have the voice heard not by shouting over others, but by commanding attention through the clear articulation of ideas, the tone of voice, and the confidence of body language. You know how to focus conversations and keep teams on point. Your words act as a bridge to others. The team listens when you speak because they know you don't hog air space; rather what you say is worth listening to because your comments are honest, clear, direct, respectful, and valuable.
- F) *Emotional intelligence*: you understand the team and know how to shape your communication to particular audiences so that you are properly heard and understood. You have a good ability to read the team and the situation and know how to adapt your communication to meet the needs of the moment. Since a main aspect of leadership is to know how to influence and motivate the team toward specific goals, you understand what you need to say and how you need to say it to reach and influence the team at any given time, situation, and place.
- G) *Maintaining a team mindset*: your actions help or break the mindset for working as a team. There is always liking, disliking, or other influences in a team situation and a leader upholds the collective output of a team, and *not* an individual one.

The unique endeavors of project management demand special care in talent management and team building to pursue assigned goals with the utmost level of satisfaction derived from important aspects of human psychology.

1.1 The Sense of Humanity

Project management is both an art and a science where art deals with human aspects for repeat success and to enhance team engagement. Here, it helps to revisit the teachings of Confucius as well as Maslow's hierarchy.

These two theories depict the pattern that human strengths and virtues (Confucius) and motivations (Maslow) generally move through.

Maslow's hierarchy of human needs is popularly used in sociology studies as well as in leadership courses around the world.

When leaders do not remember human virtues, or what drives human motivations on a day-to-day basis, they often face problems. Let's look at the five layers in Maslow's hierarchy, illustrated in Figure 1.1.

When you want the team to understand your needs, you must understand their needs first, as noted in Figure 1.1.

Physiological Needs

Physiological needs come first; when not met, the human system fails. The needs for survival are air, water, food, clothing, and shelter.

The physiological needs of a team must be satisfied with all necessary support for productivity before moving onto the second layer.

Safety Needs

Once the physiological needs are satisfied, safety needs will drive team behavior.

Safety and security in the work environment leads to personal security, job security, financial stability, well-being, and protection against unexpected adversities, such as illness or accidents.

At this stage, the reputation of a leader and an organization for honoring commitments brings the needed safety that a job would have covered most of the basic needs.

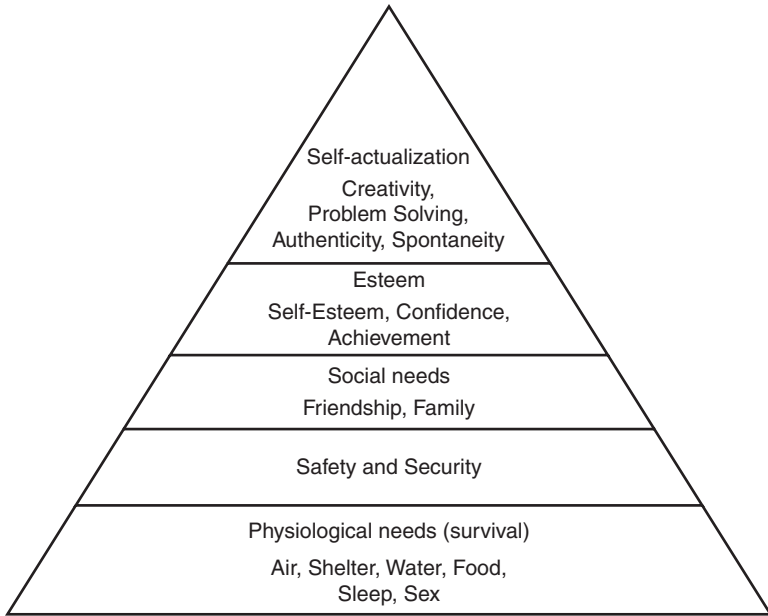


Figure 1.1 Maslow's hierarchy of needs

Love and Belonging

Once basic physiological and safety needs are fulfilled, humans need to develop a sense of belonging. The sense of belonging is developed with engagement to the purpose of works that contribute to larger benefits of the community, business, house, and team.

When you want teams to love you, you must love them first and engage them with sharing the bigger picture, showing the value being added by them.

Esteem and Respect

The feeling of respect is not limited to positions of authority and power; every human being has the need for respect. When you want the team to respect you, you must respect them first.

The team desires to be respected at work, where one-third of their mature lives are spent. Their interest declines when they do not find due respect at work, and attention is diverted to other activities that may satisfy the self-esteem and nurture the respect they need.

“People follow leaders who understand their needs, show respect for them, and, most importantly, make them feel part of a cause.”

Self-Actualization

Every team member has the potential for self-actualization, which is achievable when team members get the opportunity to reach their full potential. The leader is responsible for helping each team member achieve the full potential for every task they are assigned.

Team members want to achieve excellence. They want to take pride in their contribution and feel that they have accomplished something important in their field of interest. The sense of achievement with excellence is a source pride that every member aspires to.

We rarely hear the inward music but we are all dancing to it nevertheless.

—Maulana Rumi

Be Humane

You need to connect with team members at human level and practice at least the below noted;

Be sensitive—you must be sensitive to negative emotions from a team members for any reason and proactively address the issue to build trust and confidence. The emotions are contagious and damage takes place subtly. The emotions are contagious and particularly the negative ones.

Be honest—be above reproach in your ethics and honesty. When you are always honest and ethical, it spreads to other people. Even when your honesty and ethics do rub off on others, you'll feel better about yourself. Realize the opposite is true: that dishonesty and unethical behavior spread like wildfire.

Listen—Keep your ears open and listen empathetically. This means be quiet and listen to what someone is saying to you. Repeat what you thought you heard, in your own words, to make sure what you heard them say is what they truly meant to say.

Keep a schedule—a calendar and a schedule help to keep activities organized; you will discover more time in your day to accomplish your goals.

Ask for help—never be afraid to ask for help. No one is an island and no one succeeds in this world alone. So always ask for help when you need it. The more you ask for help, the better it is for everyone

around you. By asking for help, you empower others to take a leading role and give yourself a break.

Say what you mean—be straight, say what you mean, and mean what you say, but do it with a kind heart. There is no need to be mean spirited to be clear. The tone of voice makes a big difference in how communication comes across. Clear communication is very important to help avoid misunderstandings and misgivings.

Take responsibility—be the first to accept your own responsibility for your choices. Many times you do not acknowledge when there is a decision to be made between two things that are less than ideal. The fact remains that there is still a choice at every step on the way and multiple choices of how one reacts and behaves.

1.2 Find Self-Interest “Smart” Questions

Mind Power (1981), a Berkley/Reader’s Digest book, published by Reader’s Digest Press, noted the following:

- What do I like working with: words or numbers? Abstract concepts or concrete ideas?
- Am I better at dealing with people or things, and why?
- When explaining something, do I draw pictures, use words, or do I prefer to act things out?
- Faced with a new situation, do I tend to memorize things or figure them out?
- For fun, would I rather solve puzzles or make up stories?
- Am I better at grasping the specific relationship between things or at seeing the whole picture?
- Given a chance between two jobs, would I take the one demanding quick action or the one requiring patience?

Building a—Trust Account

There are 13 common behaviors of high-performing leaders around the world that build—and allow you to maintain—relationship and trust. When you adopt these ways of behaving, it’s like making deposits into the “trust account” of another party.

1. Talk straight
2. Demonstrate respect
3. Create transparency
4. Right wrongs
5. Show loyalty
6. Deliver results
7. Get better
8. Confront reality
9. Clarify expectations
10. Practice accountability
11. Listen first
12. Keep commitments
13. Extend trust

Remember that these 13 behaviors always need to be balanced by one another (e.g., “talk straight” needs to be balanced by “demonstrate respect”) and that any behavior pushed to the extreme may become a weakness.

Depending on your roles and responsibilities, you may have more or less influence on others. However, you always have extraordinary influence on your starting points: self-trust (the confidence you have in yourself—in your ability to set and achieve goals, to keep commitments, to walk your talk, and to inspire trust in others) and relationship trust (how to establish and increase the trust accounts you have with others).

High-performing leaders recognize that trust impacts us 24/7, 365 days a year. It undergirds and affects the quality of every relationship, every communication, every work project, every business venture, and every effort in which one is engaged. It changes the quality of every present moment and alters the trajectory and outcome of every future moment of our lives—both personally and professionally.

In every situation at the workplace, nothing is as fast as the speed of trust. There in a work environment of trust the mind power may bring extraordinary results with capturing power of intention.

1.3 Capture the Power of Intention

You will find that the surrounding circumstances will start favoring you and a viable solution will present itself, just like intuitions. Your deep

gratitude and trust in the power of nature is mandatory. All big ideas that have emerged and the inventions that have taken place in the world are part of intuition, where a person arrives at a solution in a flash of insight. There is no doubt that nature helps those who are looking for solutions.

Create Daily Intention Instead of a To-Do List

- Clear your mind for getting self-inspired by something, such as finding solutions for issues at hand, reading materials, listening to peers, or discussing with subject matter experts (SMEs).
- When setting intentions, focus on who you want to be and how you want to show up in the space that you are a part of that day.
- Avoid to-do lists.
- Let the intention rise from your heart and gut. Do not *think* about how you *should* be; just let your intention rise up from the depths of your core self.
- Throughout your day, check in with your intention and make a conscious effort to bring it to the physical world. Notice your emotional responses to what is happening around you as you are intentionally showing up, and use this awareness as a guide in your actions.
- At the end of the day, celebrate your own magnificent beingness, express gratitude, and wonder at your amazing self. Feel good about the impact you have made on your world, knowing that tomorrow you will wake up and be intentionally magnificent all over again!
- The level of gratitude governs the depth of intention.

Intention to Make Use of Mind Power

- Think thin! Physique—control your diet.
- Learn to take charge.
- Figure out team members from their words.
- Think through crisis and improve creativity.
- Sharpen your judgment.
- Keep your memory sharp.
- Improve empathy.

Intention to Take Charge

- Develop inner balance and politeness for enhanced civility.
- Manage emotional health by placing the center of emotional gravity not rooted within the self but to the outside world of spirituality.

- Achieve serenity of spirit to become the master of your own actions and attitude.
- Maintain a positive attitude in all circumstances.

Intention to Figure Out Team Members from Their Words

The book *Mind Power* (pp. 28–29) mentioned the following:

- Instinctively notice how often someone says “I,” “me,” “my,” and “mine,” first person singular simply means “self-centered” and may have some personal problem that is attracting attention.
- Use a “judgmental test” to recognize values by cataloguing the particular adjectives one uses for approval and disapproval.
- An emotional barometer compares the number of words used to express ill health, annoyance, or boredom with the number of words used to express relief, comfort, fun, or satisfaction to establish a “discomfort relief quotient” and measure progress in emotional adjustment. [generally used in Medical Treatment Care]
- Grammar count—verb tenses may provide a hint as to how much a team member dwells on the past as compared to showing concern for the present, and plans and hopes for the future.

Mind power leads to intuitive abilities that add to outstanding performance.

1.4 Intuitive Abilities: Mentally Strong Behavior

Humans are gifted with special abilities to live a purposeful life: empathy, foresight, intuition, peace, and trust. The value of data may not be questioned for intuition, a huge part of human potential that must not be ignored. In fact, honing intuition reaps benefits. All inventions are the result of an intuition.

Business leaders invest so much time and money into analyzing huge amounts of data for decision making, while at the same time ignoring innate abilities to make wiser decisions. Business intelligence initiatives are commanding millions of dollars in most large companies, where leaders believe the holy grail of making wise decisions is to make them all fact-based, or

data-based, by analyzing such things as customer transactions and team-member performance.

Scientists have proven the ability to read the emotions of other people, which can help to make better decisions about how to provide the best service to customers or where to focus our time. There's also credible evidence that one is able to intuit information about future events. Consider the results of numerous controlled experiments, such as:

- From the 1930s, there have been recorded experiments to determine if people have the knowledge of future events. The experiments have taken many forms over the years. Some tested a subject's ability to guess a playing card before it was pulled from a deck. After the advent of computers, the experiments were more likely to test a subject's ability to guess the symbols that were going to appear on a computer screen.
- In 1989, two researchers, Charles Honorton and Dianne Ferrari, performed a meta-analysis by gathering all the controlled experiments that had been conducted over the previous 50 years. In total, there were about 50,000 test subjects and 2 million trials.
- Researchers found that 62 scientists had proved that subjects could substantially predict future events at a rate greater than chance. Taking into account all of the studies, the odds that the results were due to chance was 10 million to 1.
- The findings about the power of emotions have presented evidence that one can read the emotions of other people. There's also evidence that our emotions gear up for future events.
- Consider the experimentation conducted by the American parapsychologist Dean Radin and his colleagues at the University of Nevada. They used the fact that the electrical activity of human skin is impacted by the emotional state of test subjects, and the variation in the electrical activity that is conducted by the skin can be measured and charted. As a person's emotions change due to exposure to emotionally charged words or pictures, the electricity conducted by their skin changes measurably.
- Radin and his colleagues used emotionally charged photos to determine if a person's skin would show a reaction to future events.

- The researchers measured the electrical conductivity of the skin of test subjects as they clicked through a series of photographs displayed on a computer screen. Most of the images were beautiful scenes of nature, but a few photos of dead bodies or pornography were interspersed. The computer randomly picked the next image from a large database and would display a blank screen for five seconds before showing an image for three seconds. The experiments revealed that three to four seconds prior to the disturbing images being displayed, the subjects would have a noticeable change in their skin response. This kind of reaction was not present prior to the beautiful images being displayed. These kinds of experiments have been replicated successfully by other universities.

These intuitive abilities may probably be explained by what physicists say about time being only an illusion and that the past, present, and future are all really happening now. No one claims to know how it works, but the fact that it does work tells us we should pay more attention to our intuitive abilities. It reminds us of experiences in deciding which projects to pursue. In determining which projects to fund during a budget year, we would gather endless data about the return on investment and the readiness of the targeted users. One would create huge spreadsheets to rate and rank each project and come up with overall scores for decision making. But every time the decisions made didn't feel right, they didn't turn out well, even though all the data pointed to them were right. Business intelligence will never be able to give us this type of insight into highly complex, human dependent, business alternatives.

Let's understand, hone, and use our intuitive abilities. (*Mastering Group Energy* e-book.)

Move On

Project management deals with advancements in uncharted waters that demand extraordinary mental strengths to move on no matter what adversaries one faces along the way.

Team professionals are required to manage their attitude and learn to stay positive, overcome shortcomings, and learn from failures and bad experiences (see Figure 1.2).

6 THINGS MENTALLY STRONG PEOPLE DO

1. They Move On: they do not waste time feeling sorry for themselves.
2. They Embrace Change: they welcome challenges.
3. They Stay Happy: they do not waste energy on things they cannot control.
4. They are Kind, Fair and Unafraid to Speak-up.
5. They are Willing to Take Calculated Risks.
6. They Celebrate Other People's Success: they do not resent the success.

Figure 1.2 Things mentally strong people do

Source: <http://i1.wp.com/www.anirudhsethireport.com/wp-content/uploads/2014/12/6-Things-Mentally-Strong-people-do.png>

Things mentally strong people do:

1. Move on: feeling sorry for yourself is a negative attitude; instead, learn from your mistakes, make corrective actions, and move on.
2. Embrace change: project implementation is essentially a change management approach and requires the project team to embrace change first and then make others follow.
3. Stay happy: this is a matter of having a positive attitude, keeping positive mode, and focusing on good points of view.
4. Be kind, fair, and unafraid: a person with a positive attitude, pursuing the right thing for the larger benefit of the community, organization, or stakeholders, is always kind in dealing with team and fair in matters and speaks the truth.

5. Take calculated risk: taking risks is necessary for advancements, particularly when options and consequences are well calculated. You can find the consequences before action and manage it.
6. Celebrate others' success: people are highly motivated and encouraged when their success is celebrated.

Mental strengths coupled with the understanding of emotional sides add to performance at the workplace.

1.5 Emotional Intelligence Factors in Project Management

High performance in project implementation demands leaders to look toward satisfactory resolution of the following two questions:

1. **How well are team members' needs being met?**
2. **How do the leader and the team find new ways of meeting the goals of the project without compromising them?**

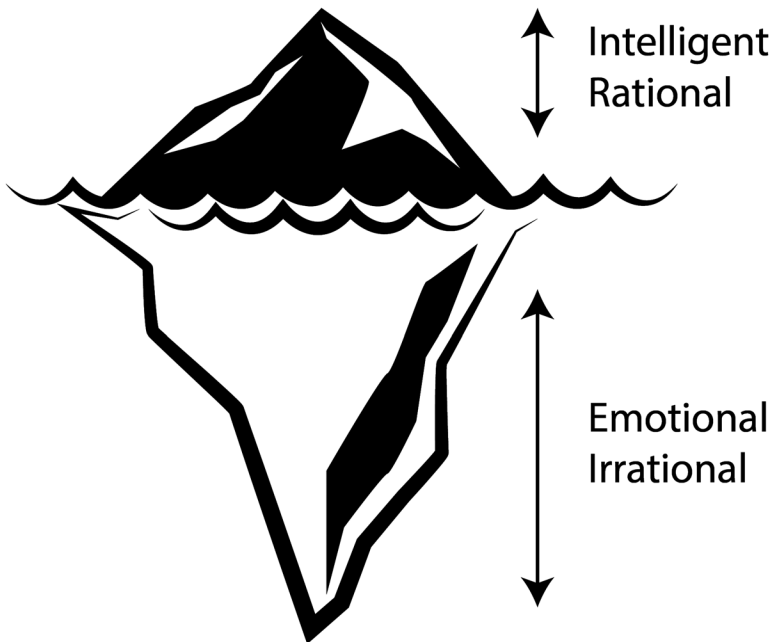


Figure 1.3 Hidden irrational force

Source: <http://tinypic.com/?ref=260zslu>

The leader is challenged with finding the right answers to the questions about the emotional aspects of their team members. This demands an awareness of the fact that the intelligent and rational side of a team member is merely the tip of the iceberg, and the emotional and irrational sides hide underneath. In a stressful situation, a person's behavior is influenced by the emotional and irrational side (see Figure 1.3).

The influence of the irrational side increases with the increase in stress in a person, and a good understanding is helpful in such situations.

1.6 Emotional Intelligence Impacts Leadership

Dr. Travis Bradberry and Jean Greaves (2009) opined the following:

Emotional intelligence is the “something” in each of us that is a bit intangible. It affects how we manage behavior, navigate social complexities, and make personal decisions that achieve positive results. Emotional intelligence is made up of four core skills that pair up fewer than two primary competencies: personal competence and social competence.

Personal competence is made up of your self-awareness and self-management skills, which focus more on you individually than on your interactions with other people. Personal competence is your ability to stay aware of your emotions and manage your behavior and tendencies.

- **Self-Awareness** is your ability to accurately perceive your emotions and stay aware of them as they happen.
- **Self-Management** is your ability to use awareness of your emotions to stay flexible and positively direct your behavior.

Social competence is made up of your social awareness and relationship management skills; social competence is your ability to understand other people's moods, behavior, and motives in order to improve the quality of your relationships.

- **Social Awareness** is your ability to accurately pick up on emotions in other people and understand what is really going on.

- **Relationship Management** is your ability to use awareness of your emotions and the others' emotions to manage interactions successfully.

Emotional Intelligence and Leadership

Daniel Goleman, psychologist, speaker, and author, in his article “Emotional Intelligence and Leadership,” wrote the following:

Project advancement is dependent on the ability to build effective working relations, which is very critical to your success. Most successful leaders work well with others.

How good you are at reading the intentions of other people? This is a core skill for lawyers and accountants. In order to pick up cues from other people and most importantly to know whether they are telling you the truth, you need to develop empathy. Empathy is the basis for building trust.

Empathy is defined as the ability to see things from the point of view of another person. Goleman defines it as the ability to read other people. Other definitions include the concept of identifying with the other person or their situation. This implies more than a cognitive understanding, more than just remembering a similar situation that you may have gone through yourself. Empathy means that you can recall some of those same feelings based on your own memories. There happens a sharing and identifying with emotional states.

An understanding of empathy helps project teams manage tasks effectively. Leaders provide focus and guidance for goal completion.

According to Goleman, empathy represents the foundational skill for all social competencies important for work:

1. Understanding others—sensing the feelings and perspectives of others, and taking an active interest in their concerns
2. Service orientation—anticipating, recognizing, and meeting the needs of customers
3. Developing others—sensing the development needs and bolstering the abilities of team members

4. Leveraging diversity and political awareness—cultivating opportunities through diverse people and reading the political and social currents in an organization

Leaders possess these traits and characteristics. That is why they are given high-level responsibilities. Success depends a great deal on having focus and being able to persevere and concentrate. But focus alone can result in undesirable consequences when not counterbalanced by empathy. Focus alone will not result in the fulfillment of goals. Focus and empathy together will.

Empathy skills are those that involve paying attention to other people—for example, listening and attending to the needs and wants of others, and building relationships. When empathy skills are high, one is more likely to inspire the team. When you understand team needs, and communicate effectively with the team members, you are more likely to be highly respected. That is how practicing empathy results in better performance. When a leader is respected, the team is more likely to go the extra mile. Empathy and focus need to be balanced, and when they are, management skills are optimally effective.

Both leaders and team members need empathy in order to interact well with stakeholders, with the general public, and with each other. Leaders need it even more when they are assigning a task to someone who may not like it; when offering criticism to someone who predictably will get defensive; when having to deal with someone who is not liked; when dealing with team-member disputes; and when giving bad news, such as telling someone that they will not be promoted or that they are being laid off. The first step in dealing with any negativity is to empathize. The next step is to focus back to the goals and the tasks at hand.

At the outset, empathy involves real curiosity and a desire to know or understand. There is a genuine interest in what the person is saying and feeling. You cannot have empathy without asking questions.

Leaders high in empathy skills are able to pick up emotional cues. They appreciate not only what a person is saying, but also why they are saying it. At the highest levels, they also understand where feelings might come from in a person.

Those who lack empathy have a tendency to misread other people. They do not ask questions to clarify. They do not pay attention to nonverbal cues. Those people who are analytical by nature will listen to the words, facts, and figures and completely miss the real message of what is being said.

Researchers state that only 7 percent of the message is carried in words and the rest are hidden in nonverbal cues. Listening only to the content of what is being said may actually be misleading. How good are you at interpreting the body language of other people, including facial expressions?

Emotional Intelligence a Modern Tool for Leadership

Source: <http://www.businessdictionary.com/article/732/emotional-intelligence-and-its-impact-on-leadership/>. Adapted the following;

Emotional intelligence comprises the skills or ability necessary to identify, assess, and control one's emotions, those of other stakeholders, or of the entire team. The concept of emotional intelligence has become widely popular in management texts and related literature for its ability to enhance and capitalize on the human potential in an organization.

Seeking to support a leader's cognitive, emotional, and physical resources, the use of emotional intelligence is a modern tool for effective management, enabling the individual to manage a wide range of team members who often perform in a unique set of roles. In addition, emotional and personal competencies are two primary factors that are shown to be directly linked to performance within a work environment, making their identification and analysis essential for effective management as well as the increased development of the organization's human capital. The importance of emotional intelligence is seen as

- a response to the problems businesses face in the modern world with tighter budgets, escalating costs, and the continuous demand to produce more for less;
- a need to develop a higher standard for leadership skills, ones that will effectively address the challenges of high team turnover;
- a rapidly changing business environment and the ever-increasing demand for improved products and services; at least in part, the solution to these problems is found in a leader who possesses technical knowledge as well as the social

and emotional abilities that will enable them to meet and beat the aforementioned challenges;

- maximizing the human potential of the organization.

Any organization at the forefront of its industry needs to retain the best team members to remain competitive. Take a look at the factors that contribute to the highest levels of creativity and effectiveness in the workplace within these types of businesses, and you'll find components of emotional intelligence 9 out of 10 times.

That's because the duration of employment of an individual is directly linked to their relationship with their immediate supervisor. It has been reported that only 11 percent of members who rated their boss as "excellent" would consider looking for a new job. In comparison, 40 percent members would consider leaving after rating their boss "poor."

Moving Up Requires More Than Just Technical Capability

Your technical and managerial skills often land you a great job, but emotional intelligence is what enables you to keep it and, more importantly, make advancements and motivate those around you.

In fact, psychologists believe that emotional intelligence matters twice as much as both technical and analytic skills combined. The higher the individual moves up within an organization, the more crucial emotional intelligence becomes to obtain the high degree of loyalty required to inspire people toward achieving an expansive, complex, or long-term goal.

Leaders are required to be competent within their chosen field, with a finely tuned sense of emotional intelligence to move to higher levels of the hierarchy. Specifically, they are expected to be more positive, approachable, warm, empathetic, and optimistic, traits many believe to be more important than traditional cognitive intelligence in the successful achievement of goals. The focus on emotional intelligence often includes the ability to contain negative feelings and focus on positive outcomes. It is a capability that is vital for high-reaching leaders and executives.

1.7 Leadership Styles and Emotional Intelligence

Daniel Goleman (2000), a psychologist, researcher, and author, consults with Hay/McBer on leadership development. His article, “Leadership That Gets Results,” was published in HBR in March 2000.

There is virtually no quantitative research to demonstrate which leadership behaviors precisely yield positive results. Leadership experts offer advice based on inference, experience, and instinct. It depends; sometimes the advice is right on target, and sometimes it is not.

But new research by the consulting firm Hay/McBer, which draws on a random sample of 3,871 executives selected from a database of more than 20,000 executives worldwide, takes much of the mystery out of effective leadership. The research found six distinct leadership styles, each springing from different components of emotional intelligence. The styles, taken individually, appear to have a direct and unique impact on the working atmosphere of a company, division, or team, and in turn, on its financial performance.

Perhaps most important, the research indicates that leaders with the best results do not rely on only one leadership style; they use most of them in a given circumstances and in different measures depending on the business situation. The selection of style is usually automatically based on experience. While sensing the challenge ahead, leaders swiftly adapt the right style and elegantly put it to work. That’s how high-impact leaders operate effectively.

The Figure 1.4 noted on the next page provides a primer for an understanding of basic fundamental capabilities for emotional intelligence.

What are the six styles of leadership? None will shock workplace veterans. Indeed, each style, by name and brief description alone,

Emotional Intelligence: A primer

Emotional intelligence – the ability to manage ourselves and our relationships effectively-consists of four fundamental capabilities self-awareness self-management social awareness, and social skill. Each capability, in turn, is composed of specific sets of competencies. Below is a list of the capabilities and their corresponding traits.

Self-Awareness	Self-Management	Social Awareness	Social skill
<ul style="list-style-type: none"> ● <i>Emotional self-awareness</i>: the ability to read and understand your emotions as well as recognize their impact on work performance, relationships, and the like. ● <i>Accurate self-assessment</i>: a realistic evaluation of your strengths and limitations. ● <i>Self-confidence</i>: a strong and positive sense of self-worth. 	<ul style="list-style-type: none"> ● <i>Self-control</i>: the ability to keep disruptive emotions and impulses under control. ● <i>Trustworthiness</i>: a consistent display of honesty and integrity. ● <i>Conscientiousness</i>: the ability to manage yourself and your responsibilities. ● <i>Adaptability</i>: skill at adjusting to changing situations and overcoming obstacles. ● <i>Achievement orientation</i>: the drive to meet an internal standard of excellence. ● <i>Inititalize</i>: a readiness to seize opportunities. 	<ul style="list-style-type: none"> ● <i>Empathy</i>: skill at sensing other people's emotions, understanding their perspective, and taking an active interest in their concerns. ● <i>Organizational awareness</i>: the ability to read the currents of organizational life, build decision networks, and navigate politics. ● <i>Service orientation</i>: the ability to recognize and meet customer's needs. 	<ul style="list-style-type: none"> ● <i>Visionary leadership</i>: the ability to take charge and inspire with a compelling vision. ● <i>Influence</i>: the ability to wield a range of persuasive tactics. ● <i>Developing others</i>: the propensity to bolster the abilities of others through feedback and guidance. ● <i>Communication</i>: skill at listening and at sending clear, convincing, and well-tuned messages. ● <i>Change catalyst</i>: proficiency in initiating new ideas and leading people in a new direction. ● <i>Conflict management</i>: the ability to de-escalate disagreements and orchestrate resolutions. ● <i>Building bonds</i>: proficiency at cultivating and maintaining a web of relationships. ● <i>Teamwork and collaboration</i>: competence at promoting cooperation and building teams.

Figure 1.4 Emotional intelligence capabilities

will likely resonate with anyone who leads, is led, or as is the case with most of us, does both.

- *Coercive leaders* demand immediate compliance.
- *Authoritative leaders* mobilize people toward a vision.
- *Affiliative leaders* create emotional bonds and harmony.
- *Democratic leaders* build consensus through participation.
- *Pacesetting leaders* expect excellence and self-direction.
- *Coaching leaders* develop people for the future.
- *The desired style of leadership is when one can adapt to any of these styles based on the demand of a given situation.*

The Styles in Detail

Executives use six leadership styles, but only four of the six consistently have a positive effect on climate and results. Let’s look then at each style of leadership in detail. A summary of the material that follows is shown in the chart in Figure 1.5.

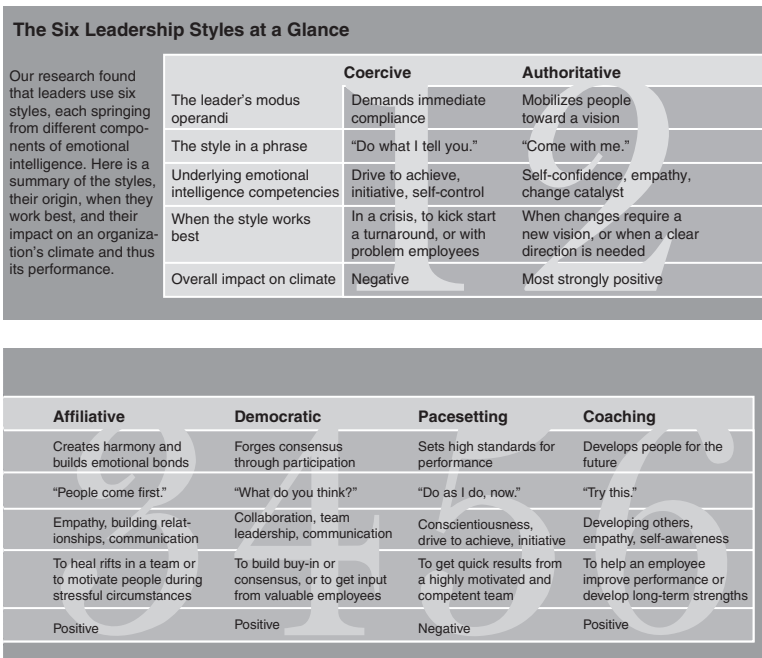


Figure 1.5 Leadership styles

The Coercive Style

In the coercive style, unlike project management approaches, human aspects often are neglected and teams are considered just part of a machine. The desired results are paramount for achievement at any cost.

It's easy to understand why out of all the leadership styles, the coercive one is the least effective in most situations. Flexibility is the hardest hit. A leader's extreme top-down decision making kills new ideas. People feel disrespected, sense of responsibility evaporates: Unable to act on their own initiative, they lose their sense of ownership and feel little accountable for their performance.

Coercive leadership has a damaging effect on

- Conducive work environment;
- Team members' engagement and meaningfulness;
- Creativity and innovation;
- Accountability for performance;
- The rewards system (most high-performing workers are motivated by more than money—they seek the satisfaction of work well done; the coercive style erodes such pride);
- Demotivating people by showing them how their job fits into a grand, shared mission;
- Diminished clarity and commitment, leaving people alienated from their own jobs, wondering, "How does any of this matter?"

However, there are occasions when it works masterfully well, like

- Changing the direction of a company and turnaround to break failed habits;
- Achieving a short-term goal.

The coercive style should be used only with extreme caution and only in few situations when it is absolutely imperative. It is always appropriate during a genuine emergency, like in the aftermath of an upheaval, an earthquake, or a fire.

The Authoritative Style

Short-duration projects carried out with a strictly defined methodology are successfully implemented with the authoritative approach.

The authoritative style is the most effective in driving up every aspect of the work climate. Take clarity: The authoritative leader is a visionary; he or she motivates people by making clear to them how their work fits into a larger vision for the organization. People who work for such leaders understand that what they do matters and why. Authoritative leadership also maximizes the commitment to the organization's goals and strategy.

An authoritative leader states the end but generally gives people plenty of leeway to devise their own means. Authoritative leaders give people the freedom to innovate, experiment, and take calculated risks. Because of its positive impact, the authoritative style works well in almost any business situation. But it is particularly effective when a business is adrift. An authoritative leader charts a new course and sells his people on a fresh long-term vision.

The authoritative style, powerful though it may be, will not work in every situation. The approach fails when

- A leader is working with a team of experts or peers who are more experienced;
- A manager trying to be authoritative becomes overbearing; he or she may undermine the egalitarian spirit of an effective team.

The Affiliative Style

Project management is an art and a science. The emphasis on "art" is in terms of keeping the team first may lead to compromises on standards and the desired outcomes.

When the coercive leader demands, "Do what I say," and the authoritative leader urges, "Come with me," the affiliative leader

says, “People come first.” This leadership style revolves around people—its proponents value individuals and their emotions more than tasks and goals.

The affiliative leader strives to keep the team happy and to create harmony among them. He manages by building strong emotional bonds and then reaping the benefits of such an approach, namely through fierce loyalty. The style also has a markedly positive effect on communication. Team members like one another. They share ideas; they share inspiration. The style also drives up flexibility; teams trust one another, allowing habitual innovation and risk taking.

Affiliative leaders bring added value by providing a sense of recognition and reward for work well done—they offer ample positive feedback. This makes the affiliative leader’s positive words all the more motivating. They are masters at building a sense of belonging in the following ways:

- They enhance the cohesion and interrelationships in the team by taking their direct reports out for a meal or a drink, one on one, to see how they’re doing. They bring in a cake to celebrate a group accomplishment. They are natural relationship builders.
- They minister to the emotions of people and own their emotions openly to build team harmony, increase morale, improve communication, or repair broken trust.

The shortcomings of the affiliative style include the following:

- When members are offered constructive advice on how to improve, they must figure out how to do so. The advice may be used only with exclusive focus on praise. This may allow poor performance to go uncorrected. Team members may perceive that mediocrity is tolerated.
- Team members may rarely own their emotions.
- Clear directives to navigate through complex challenges are left rudderless.
- Overly relying on this style may lead to failure.

This is why many affiliative leaders use this style in close conjunction with the authoritative style, with a stated vision, set of standards, and feedback to let the team know how their work is furthering goals.

The Democratic Style

For high-tech projects involving high-caliber team members for implementation, the democratic style of leadership is the right solution.

The democratic-style leader builds trust, respect, and commitment by spending time getting ideas and buy-in from the team. Workers have a say in decisions that affect their goals and how they do their work. The democratic leader learns what to do to keep morale high by driving flexibility, responsibility, and listening to team members' concern. Teams operating in a democratic system tend to be very realistic about what can and cannot be accomplished, and set their goals and standards for evaluating their success.

The drawbacks of the democratic style include the following:

- Endless meetings where ideas are mulled over, consensus remains elusive, and the only visible result is scheduling more meetings;
- Some democratic leaders use the style to put off making crucial decisions, hoping that enough thrashing things out will eventually yield a blinding insight. In reality, their people end up feeling confused and leaderless. Such an approach can even escalate conflicts.

The best use of the democratic style is

- When a leader is uncertain about the best direction to take, and needs ideas and guidance from able team members. When a leader has a strong vision, the democratic style works well to generate ideas for executing that vision;
- When team members are competent and informed enough to offer sound advice. Building consensus is the right approach in times of crisis.

The Pace-Setting Style

Some projects or certain parts of a project need implementation through a pace-setting style to improve results and reach deliverables in an effective manner.

The leader sets extremely high performance standards and exemplifies them by doing things better and faster, by asking the same of everyone around them, and by quickly pinpointing poor performers and demanding more from them. When they don't rise to the occasion, they are replaced with others who can.

Negative impacts of the pace-setting style may include the following:

- A deteriorating work climate in which many team members feel overwhelmed by the pacesetter's demands for excellence, and morale drops.
- Unclear work guidelines—team members are expected to know what to do rather than being explicitly told what to do.
- Work becomes a matter of guessing what the leader wants.
- Team members often feel that the pace setter doesn't trust them to work in their own way or to take initiative, resulting in an evaporation of flexibility and responsibility, and creating a boring work routine.

The Coaching Style

Project implementation at times requires coaching team members through necessary processes and finding solutions to issues. The coaching style is required and best suited for advancement in the right direction.

Coaching improves results because it requires constant dialogue, pushes for flexibility, watches for and cares about what to do, and encourages experimentation. Team members feel secure about getting quick and constructive feedback. The ongoing dialogue of coaching guarantees that team members know what is expected of them and how their work fits into a larger vision or strategy. This entails responsibility and clarity for commitment. The coaching

style supports the message that “I believe in you, I’m investing in you, and I expect your best efforts,” which helps team members rise to meet challenges with their heart, mind, and soul together.

The best results of the coaching style of leadership occur in situations where

- The team on the receiving end is “up for it.”
- Team members are already aware of their weaknesses and like to improve their performance.
- Team members realize how cultivating new abilities is helpful for advancement.
- Team members want to be coached.

A shortcoming of the coaching style is that leaders who follow the style are reluctant to commit time to the slow and tedious work of teaching the team and helping them grow.

An advantage is that after a first session of coaching, it generally takes little or no extra time to positively impact the work environment and team performance.

Many Styles for Leaders Changing with Demand

Project management is a leadership-intensive approach that deals with change management challenges in uncharted waters. A project manager needs to move to a leadership role by learning leadership skills and understanding human factors. The success of a project manager demands an ability to understand and apply the styles befitting the situation to reach desired outcomes.

The more styles a leader exhibits, the better it is. Leaders who have mastered especially the authoritative, democratic, affiliative, and coaching styles perform to the best of their capability. The most effective leader can switch flexibly among the leadership styles, as needed.

Such leaders don’t mechanically match their style to fit a checklist of situations; they are far more fluid. They are exquisitely sensitive to the impact have on others and seamlessly adjust their style to get the best results. These are leaders, for example, who can read in the first few minutes of conversation that a talented but underperforming team member has been demoralized by

an unsympathetic work environment and needs to be inspired through a reminder of why work matters. Or that leader might choose to re-energize the team member by asking about their dreams and aspirations and finding ways to make the job more challenging. Or that initial conversation might signal that the member needs an ultimatum: improve or leave.

Summary

In this chapter, a good exposure to human factors has been provided to appreciate and understand their benefits for an enhanced end result. Project management is indispensable for business result, and the management of human factors is inevitable for making it happen.

You are required to behave humanely in a workplace, keep a high sense of humanity, and consider the hidden irrational factors while managing a team for a task.

Enhance your mind power, capture the trust of your team members, and take advantage of your intuition to achieve extraordinary results.

Your technical skills support a task by not more than 35 percent, and the rest comes from your emotional skills. An understanding of emotional intelligence has been provided in this chapter to play an enhanced leadership role.

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