Project Management Institute.

KEEPING THE TEAM ON TRACK

- Lead a Team
- Support Team Performance
- Address and Remove Impediments, Obstacles, and Blockers
- Manage Conflict
- Collaborate with Stakeholders
- Mentor Relevant Stakeholders
- Apply Emotional Intelligence to Promote Team Performance

Lead a Team

TOPIC A

Deliverables and Tools

Vision / Mission document

Charter

Product box

Reward and Recognition Plan

Diversity awareness

Leadership styles

Influence matrix

Salience model

Power grids

Behavior modeling

Challenge status quo

Recognize contributions

Remove impediments

Communicate vision

Leadership

The project manager is the visionary leader for the project.

- ✓ Educate the team and other stakeholders about project value delivery
- ✓ Promote teamwork and collaboration
- ✓ Remove roadblocks

Promote the project's mission and value to inspire the team, keep them focused and feel part of the organization's mission.
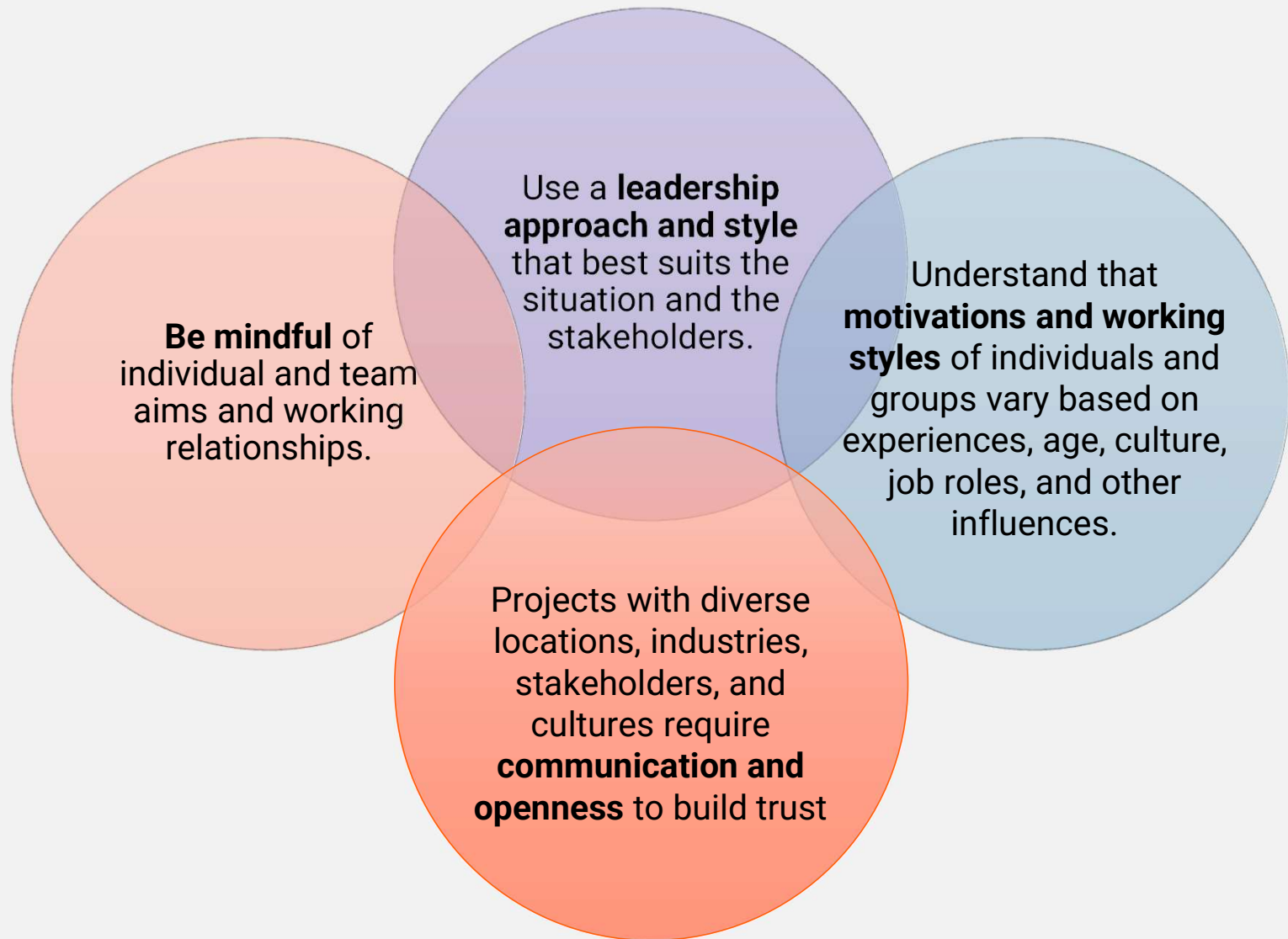
Leadership Skills

- ✓ Conflict management
- ✓ Cultural awareness
- ✓ Decision making
- ✓ Facilitation
- ✓ Meeting management
- ✓ Negotiation
- ✓ Networking
- ✓ Observation/conversation
- ✓ Servant Leadership
- ✓ Team building

Diversity Awareness and Cultural Competencies

Be mindful of individual and team aims and working relationships.

Use a **leadership approach and style** that best suits the situation and the stakeholders.

Understand that **motivations and working styles** of individuals and groups vary based on experiences, age, culture, job roles, and other influences.

Projects with diverse locations, industries, stakeholders, and cultures require **communication and openness** to build trust

Leadership ≠ Management

Lead and Manage

Let's reflect on two of the project manager's roles to understand the difference.

Management	Leadership
Direct using positional power	Guide, influence, and collaborate using relational power
Maintain	Develop
Administrate	Innovate
Focus on systems and structure	Focus on relationships with people
Rely on control	Inspire trust
Focus on near-term goals	Focus on long-range vision
Ask how and when	Ask what and why
Focus on bottom line	Focus on the horizon
Accept status quo	Challenge status quo
Do things right	Do the right things
Focus on operational issues and problem solving	Focus on vision, alignment, motivation, and inspiration

Leadership Traits

Strong personal ethics, integrity, and trustworthiness

Interpersonal skills (communicator, collaborator, motivator)

Conceptual and analytical skills

Servant Leadership

DEFINITION

The practice of leading through service to the team, by focusing on understanding and addressing the needs and development of team members in order to enable the highest possible team performance.

Servant Leadership

✓ Facilitate rather than manage

✓ Provide coaching and training

✓ Remove work impediments
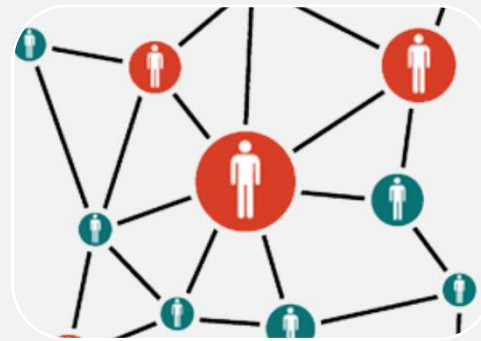
✓ Focus on accomplishments
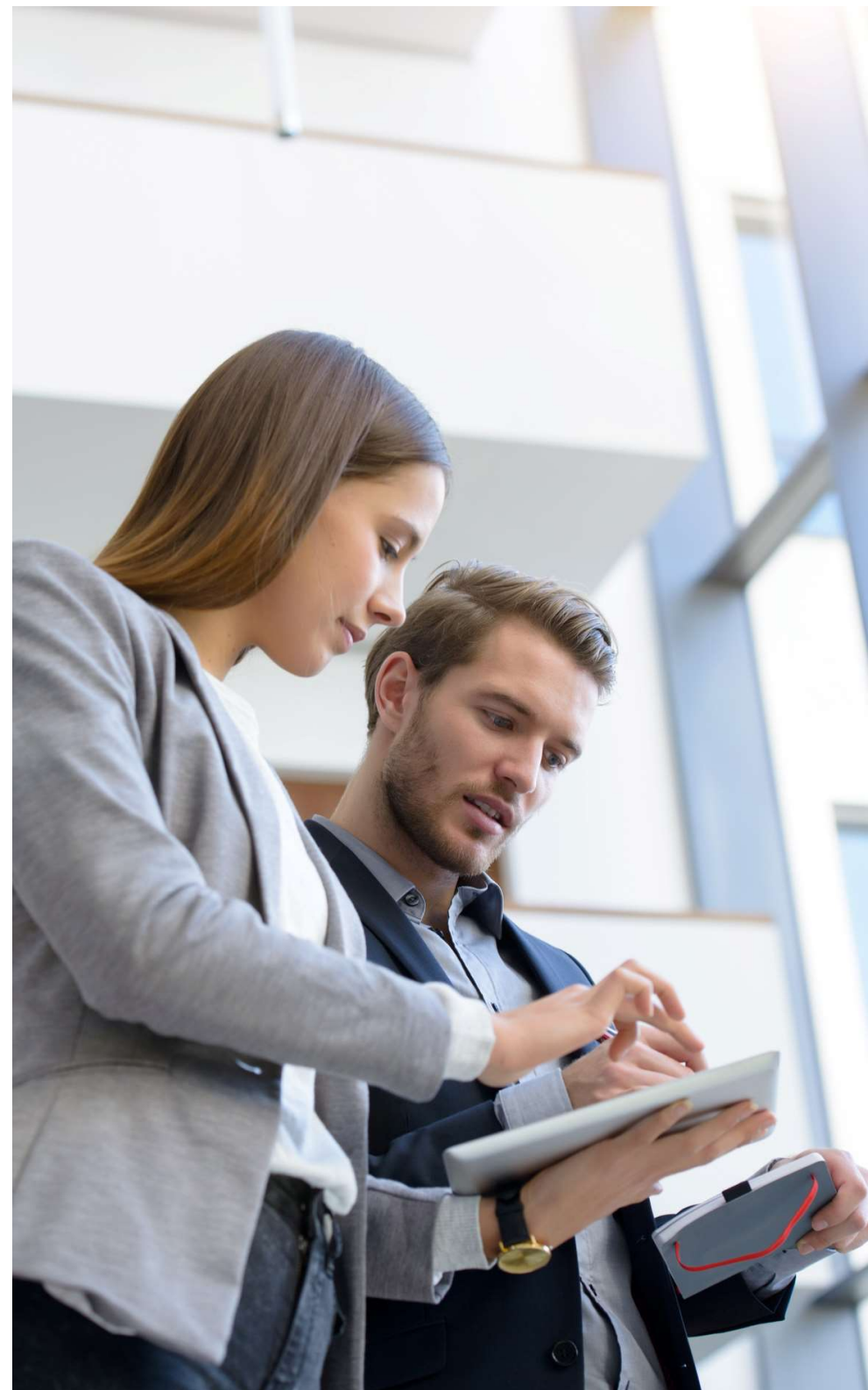
Challenge the Status Quo

✓ Let past experiences and processes provide guidance to but not dictate your actions.

✓ Commit to a **growth mindset** to continuously improve and innovate, to find new ideas and perspectives.

✓ Discover the best approach through **challenge** and **introspection.**

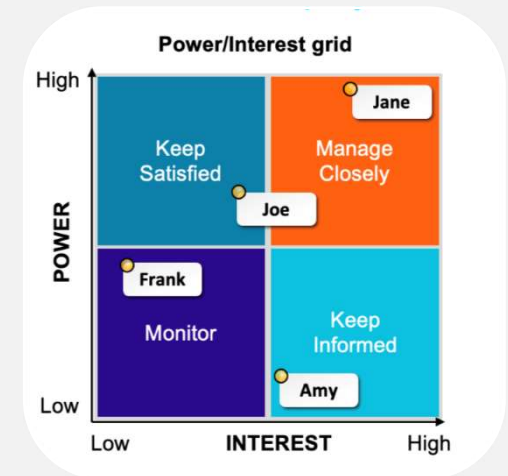✓ Avoid complacency and blind acceptance.

360 View of Stakeholders

✓ Good leadership is based partially on your influence and the influence of the other project stakeholders.

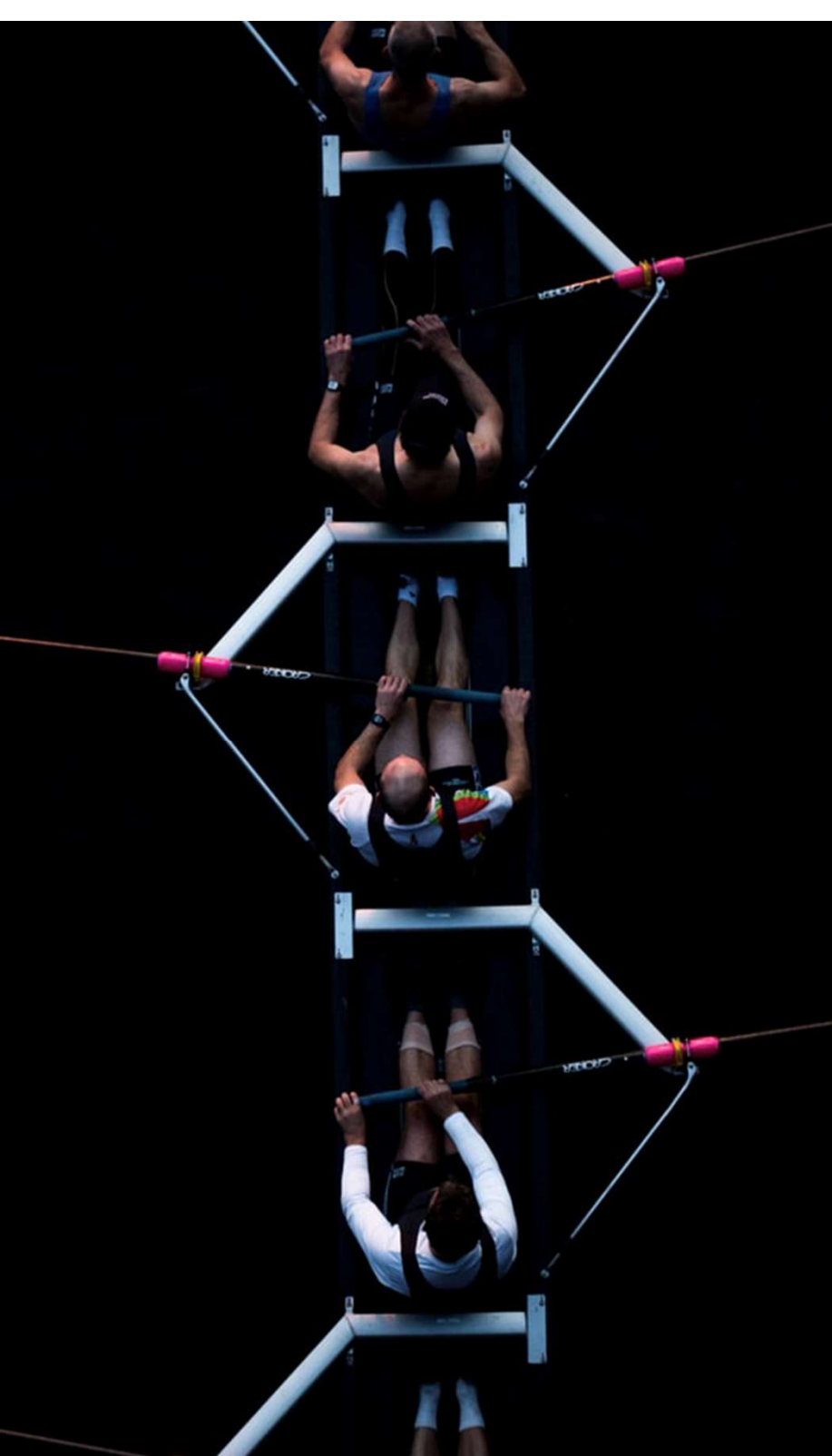✓ Use tools and techniques to ensure that you understand your stakeholders. Some examples:

Salience Model
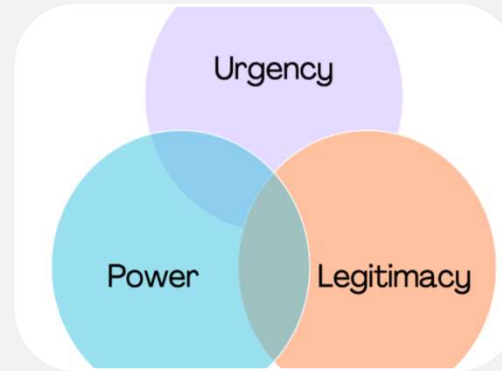
Power/Impact/Interest Grid

Directions of Influence

Team Building

✓ Cohesion and **solidarity** help teams perform better.

✓ Good leadership facilitates the **bonding** between project team members.

✓ Team-building activities build **unity, trust, empathy, and focus** on the team over the individual.

Team Building

Use rewards and recognition to keep teams motivated.

Rewards

- ✓ Tangible, consumable items

- ✓ A specific outcome or achievement achieved

- ✓ Definite start and finish, or fixed time

- ✓ Usually expected when goal is met

> Motivate towards a specific outcome; never without recognition too.

Recognition

- ✓ Intangible, experiential event

- ✓ Acknowledge behavior rather than outcome

- ✓ Not restricted to a set time

- ✓ Usually not expected by recipient

> To increase recipient's feeling of appreciation; can be given without a reward

Lead a Team

- Use emotional intelligence and other leadership methods to motivate your team.

- Adapt your leadership style to work best with each stakeholder.

- Establish good communication among team members, internally and externally.

- Monitor performance of team members on an ongoing basis.

- Manage conflict.

- Establish an issues log to track and assign project issues.

Support Team Performance

TOPIC B

Deliverables and Tools

RACI matrix

Management by Objectives

Benchmarking

Performance reports

RACI matrix

Task boards

Performance tracking tools

Information Radiators

Burnup charts

Earned Value
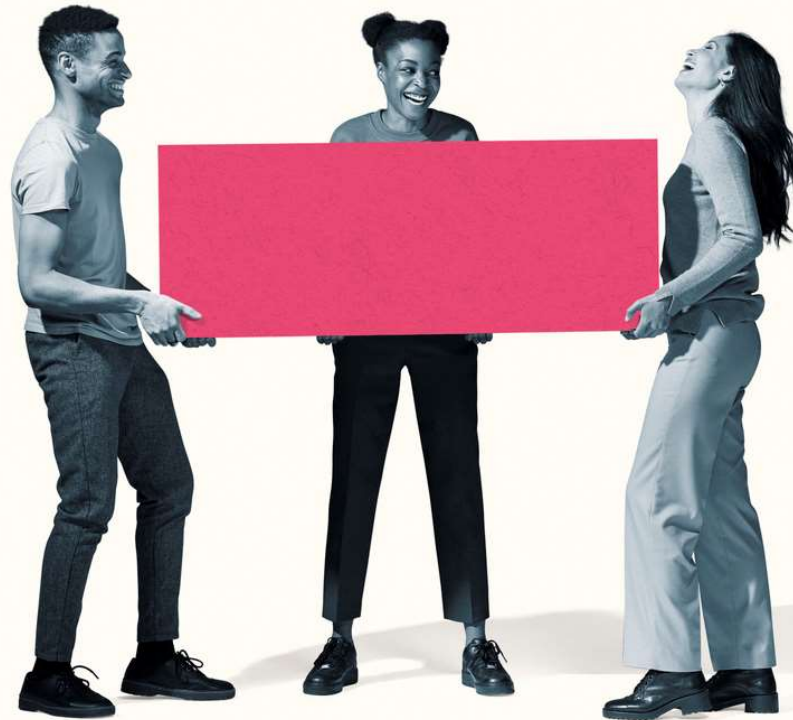
Throughput metrics

Cycle time

Value stream map

Key Performance Indicators (KPIs)

DEFINITION

Metrics used to evaluate an organization's progress toward meeting its goals and objectives. Usually defined by organizational leadership.

Strive to shape a team with a **healthy culture** of working **autonomy** and a shared **sense of responsibility** for their work.
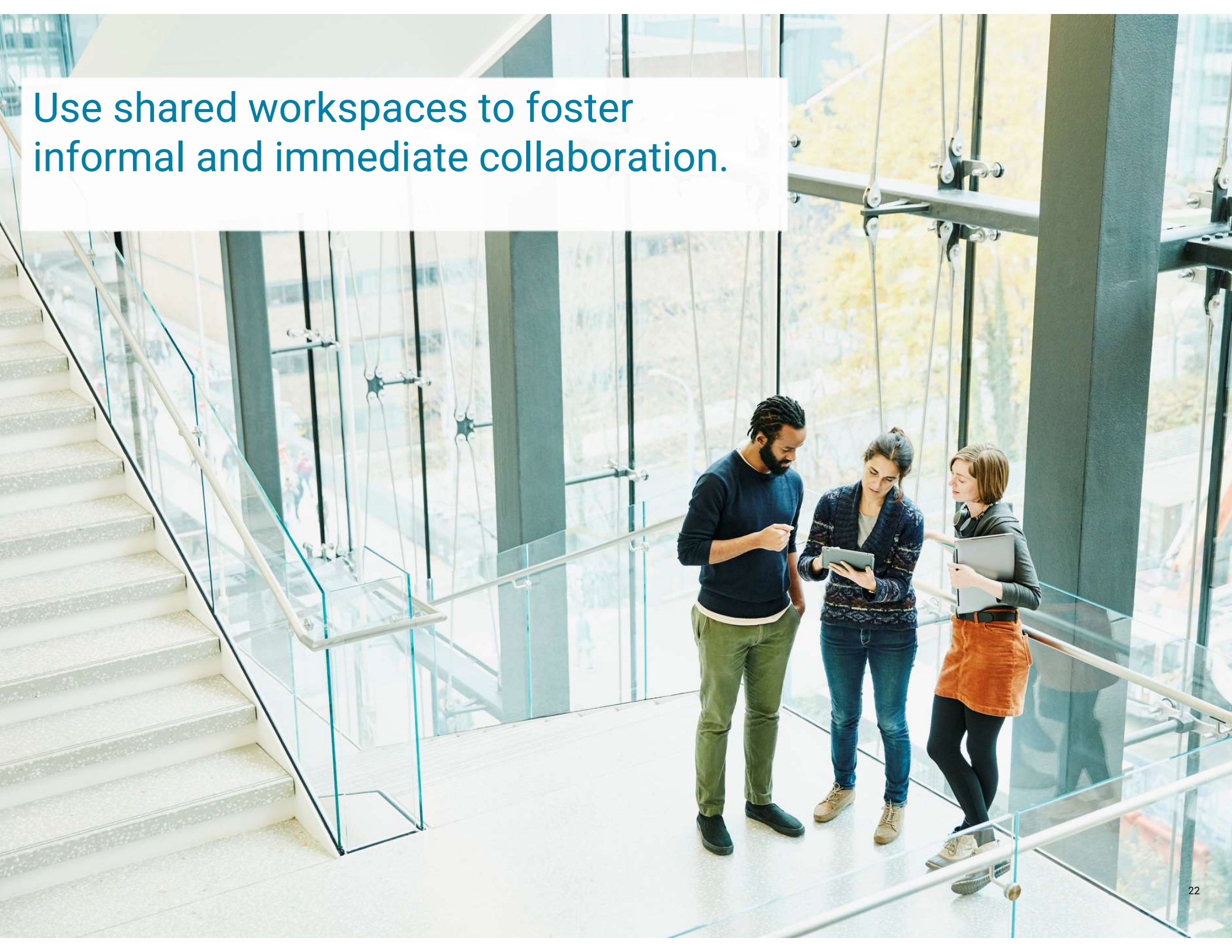
Team Structure and Workspaces

✓ Team environments are physical and virtual.

✓ Factor in environment and location to team performance.

✓ Foster meaningful interaction– this is a core tenet of agile.

✓ Respect agreed team working hours and practices.

Facilitate **fluid engagement of team members. . .**

...so they can take **initiative** when needed.

Use shared workspaces to foster informal and immediate collaboration.

Team members need to be able to contribute from everywhere and at any time.

Empowerment and Unity

✓ Empower them to make **timely decisions**.

✓ Encourage the team's **sense of ownership of the work**.

✓ Encourage the team to **foster collaborative work and decision making**.

✓ **Prioritize team unity**. Individual contributions are important, but team unity is critical.

Autonomy and Teamwork

Know when to interfere. In general, people work more productively when granted autonomy.

Include the team in:

- ✓ Clarifying and prioritizing requirements
- ✓ Splitting requirements into tasks
- ✓ Estimating effort

Keep the Tone Positive and Fluid

✓ Establish a culture of **fluid communication** and engagement in a workspace that promotes **positive interactions**.

✓ It makes leading and managing a team easier.

Team Building Activities

✓ Also known as "team-building strategies"

✓ Formal or informal

✓ Brief or extended

✓ Facilitate yourself or use a group facilitator

Use team-building activities to influence diverse individuals from many functional areas, each with their own goals, needs, and perspectives, to work as a cohesive team, for the good of the project.

Team Performance Assessments

- ✓ Improve team member interaction
- ✓ Solve issues
- ✓ Deal with conflicts
- ✓ Improve team member skills and competencies
- ✓ Increase team cohesiveness

Can be formal or informal

Assess potential continually

Identify positives and negatives
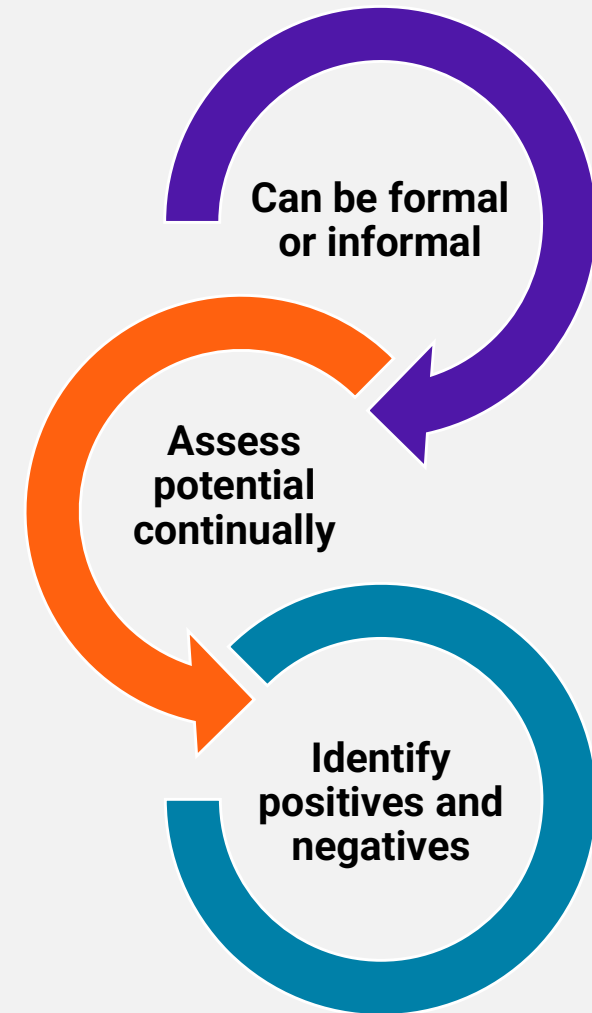
Performance Assessment Tasks

- ✓ Compare performance to goals
- ✓ Reclarify roles and responsibilities
- ✓ Deliver positive as well as negative feedback
- ✓ Discover unknown or unresolved issues
- ✓ Create and monitoring individual training plans
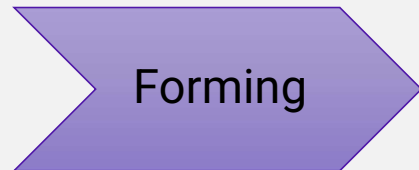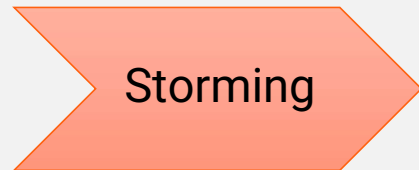- ✓ Establish future goals

Team Development

- ✓ Is a process which can **progress and regress**

- ✓ Acknowledges **diversity** and promotes **inclusivity**

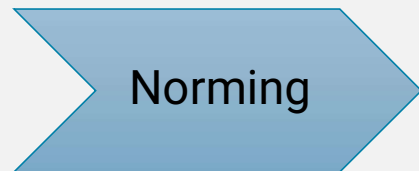- ✓ Requires **trust**, **communication**, and **respect**

- ✓ Takes **effort**!

Team Development Stages (Tuckman ladder)

Forming	**Team members** get to know each other and trust one another.
Storming	**Team members** begin to assert themselves and control emerging issues.
Norming	**Team** begins to work productively, without worrying about personal acceptance or control issues.
Performing	**Team** is working at optimum productivity and is collaborating easily, communicating freely, and solving its own conflict problems.
Adjourning	**Team members** complete their assigned work and shift to the next project or assigned task.
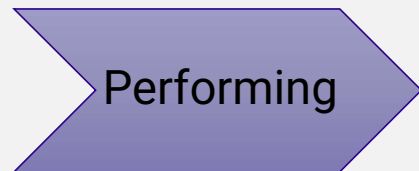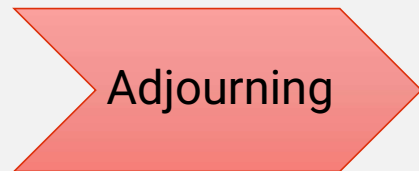
Manage with Objectives

✓ Use clear objectives for a more productive and driven team.

✓ Set objectives collaboratively with the team.

✓ Create challenging, yet attainable objectives.

✓ Conduct objective setting:
  - At the start of a project or phase
  - Throughout the project life cycle, as in an iteration planning session

Feedback

✓ Is crucial for any team, using any methodology, in any environment.

✓ Discover the most appropriate and timely means of feedback.
- Public/private
- Individual/group

✓ Give and receive constructive feedback freely.

Performance Tracking Techniques

Tool	
Scrum/Agile/Kanban boards	Based on the Japanese management method of pulling cards to various stages as they are worked on, physical or electronic boards can track work as it progresses across various stages or categories.
Throughput Metrics	Measurement of the team's work that has moved from one stage to another stage over a certain time.
Cycle Time	Measurement of work that has progressed all the way from plan to completed or delivered.
Quality Metrics	Various measurements to track quality deliverables, defects, and acceptable output.
Earned Value	Tracking cost and effort performance against a planned value.
Bar Charts (Gantt)	Using the project schedule to track performance over time.
Velocity	Measurement of total output from an iteration to attempt to predict future iteration outputs.
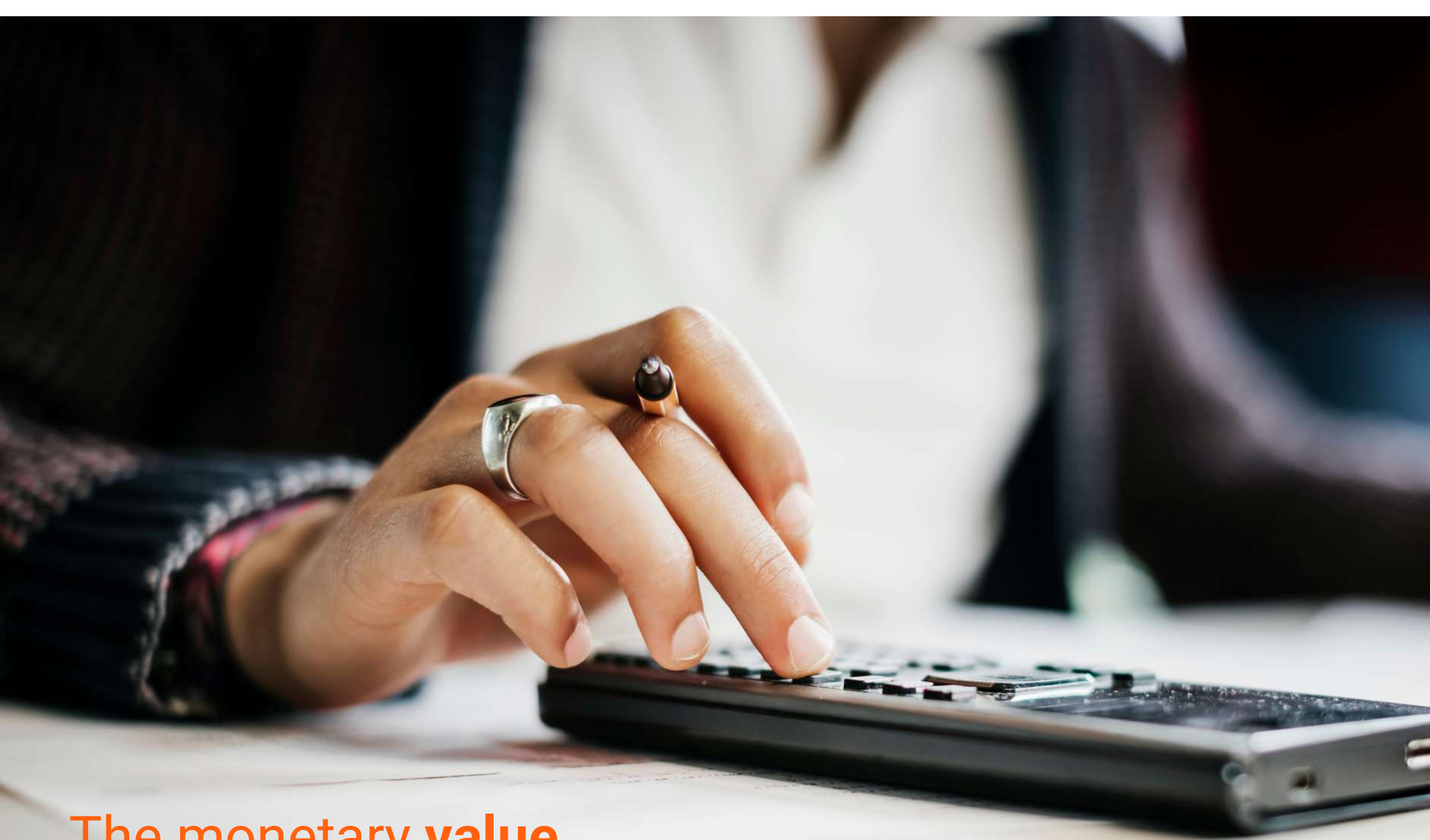
The monetary **value**
of the work contribution is another way of
supporting and **measuring** performance.

Earned Value Management (EVM)

DEFINITION

A methodology that combines scope, schedule, and resource measurements to assess project performance and progress.

Earned Value Management (EVM)

In projects that use earned value management, the cost baseline is referred to as the performance measurement baseline.

PV

Planned Value
- The authorized budget assigned to scheduled work.

EV

Earned Value
- The measure of work performed expressed in terms of the budget authorized for that work.

AC

Actual Cost
- The realized cost incurred for the work performed on an activity during a specific time period.

AC PV EV
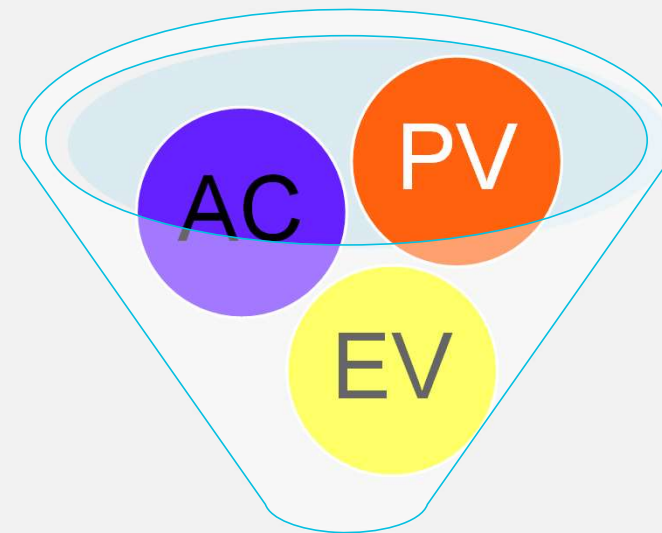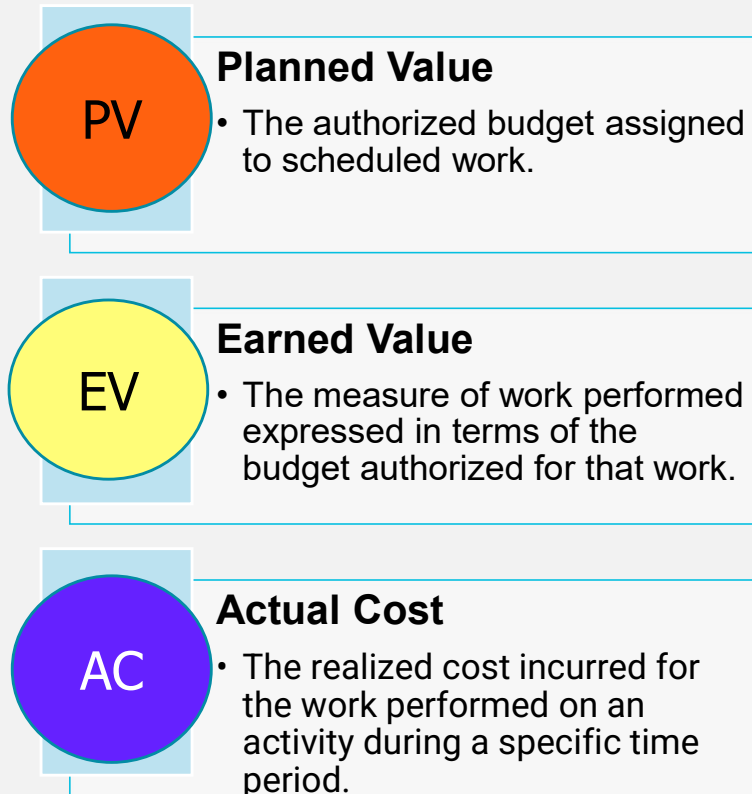
Schedule
And
Cost Variance

Earned Value Management (EVM)

PV — **Planned Value**
The authorized budget assigned to scheduled work.

EV — **Earned Value**
The measure of work performed expressed in terms of the budget authorized for that work.

AC — **Actual Cost**
The realized cost incurred for the work performed on an activity during a specific time period.

EV = % work complete to date x budgected cost

Legend:
— Planned Value (PV)
— Earned Value (EV)
— Actual Cost (AC)
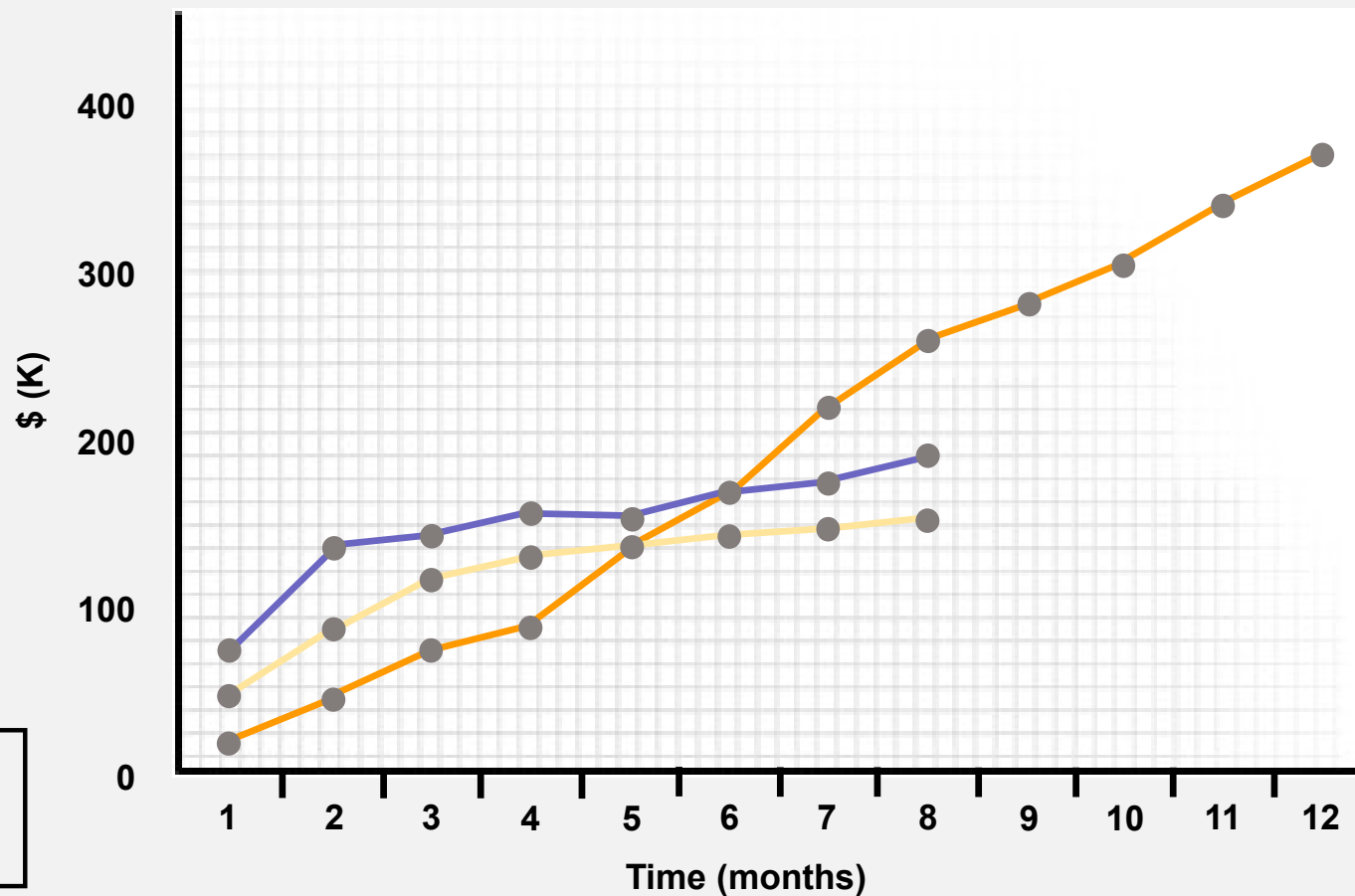
EVM Measures for Schedule Control

Schedule Variance - a measure of schedule performance expressed as the difference between the EV and the PV.

- A positive SV indicates a project is ahead of schedule.
- A zero SV indicates a project is on schedule.
- A negative SV indicates a project is behind schedule.

$$(SV = EV - PV)$$

Schedule Performance Index - a measure of schedule efficiency expressed as the ratio of EV to PV.

- An SPI number greater than 1.0 indicates a project is ahead of schedule.
- An SPI of 1.0 means the project is on schedule.
- An SPI number less than 1.0 indicates a project is behind schedule.

$$(SPI = EV / PV)$$

EVM Measures for Cost Control

Cost Variance - the amount of budget deficit/surplus at a given point in time, expressed as the difference between EV and AC.

- A positive CV indicates a project is ahead of schedule.
- A zero CV indicates a project is on schedule.
- A negative CV indicates a project is behind schedule.

Cost Performance Index - a measure of the cost efficiency of budgeted resources expressed as the ratio of EV to AC.

- An CPI number greater than 1.0 indicates a project is ahead of schedule.
- An CPI of 1.0 means the project is on schedule.
- An CPI number less than 1.0 indicates a project is behind schedule.

$$(CV = EV - AC)$$

$$(CPI = EV / AC)$$

Estimate at Completion Analysis

Estimate At Completion (EAC) - The current projected final cost of the project.

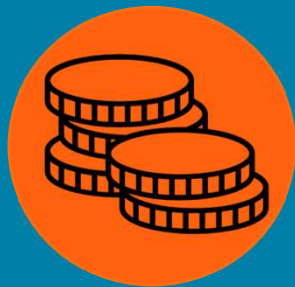Based on the current spending efficiency (the CPI).

Calculated from the following formula, where BAC is the projected budget at completion:

$$EAC = \frac{BAC}{CPI}$$

Estimate at Completion Analysis

Estimate To Complete (ETC) - The amount of money needed to complete the project.

Based on the current spending efficiency of the project.

Calculated using the formula below:

$$ETC = EAC - AC$$

Performance Report Types

Type	Description
Information Radiators	Big visual boards to display in high traffic public locations about the project and the advancement of the project. The aim is to radiate information to all about the project work.
Burndown Chart	A graph to show the progress by plotting the burning down of work during an iteration or other time period.
Burnup Chart	A graph to show the progress and gains made by the project team over time.
Earned Value Management Reports	Graphs and values based on the earned value management (EVM) equations.
Variance Analysis Reports	Graphs and their analysis comparing actual results to expected results.
Work Performance Reports	The physical or electronic representation of work performance information compiled in project documents, intended to generate decisions, actions, or awareness.
Quality Reports	Charts and reports based on the quality metrics collected.
Dashboards	Physical or electronic summaries of the progress, usually with visuals or graphics to represent the larger data set
Task Boards	Physical or electronic depictions of the work that must be done and their current state.

Value Stream Map

DEFINITION

A lean enterprise technique used to document, analyze, and improve the flow of information or materials required to produce a product or service for a customer.

Value Stream Map
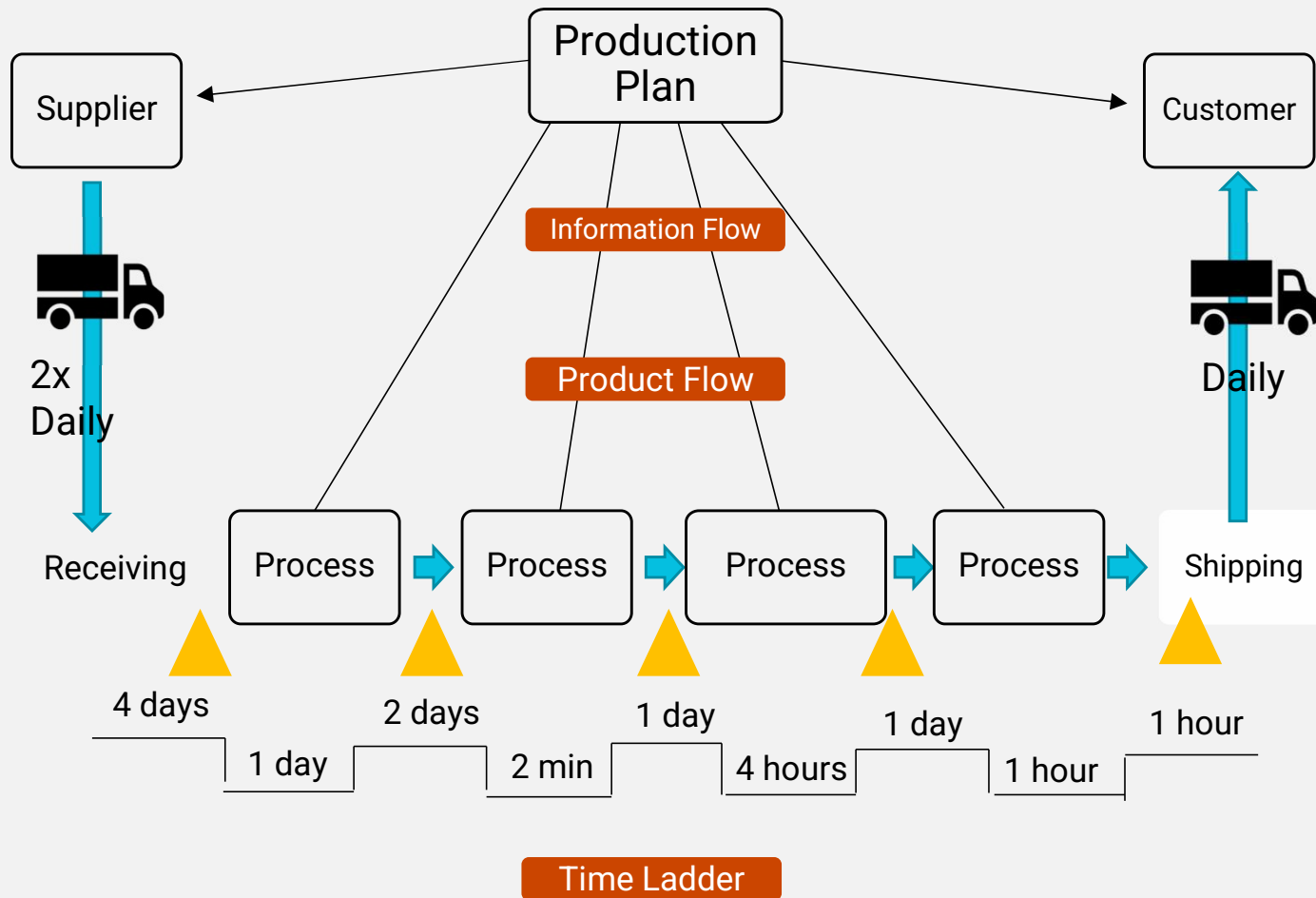
Retrospectives and Lessons Learned

✓ Gather data on improvements and recognize successes.

✓ Review what went well and what could have been better.

✓ Involve everyone and respect their input.

✓ Avoid the blame game and focus on learning and growth opportunities
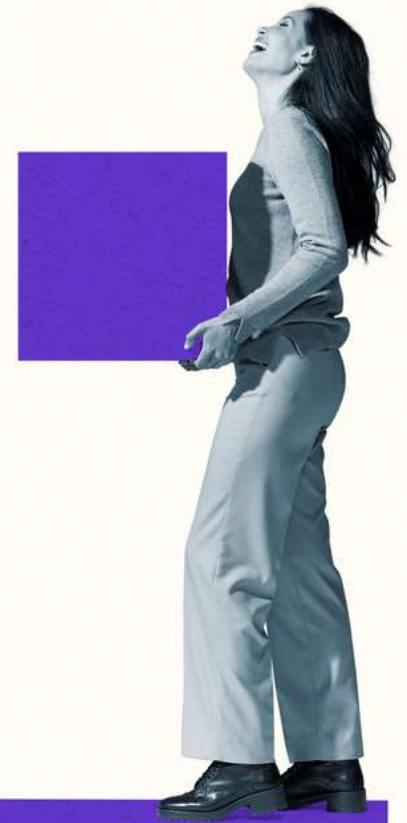
Agile Retrospectives – held as necessary throughout the project

Lessons Learned – at the end of projects

Implement Results of Retrospectives/Lessons Learned

✓ **Rank** the opportunities by importance and urgency.

✓ **Incorporate tasks necessary** to realize the improvements.

✓ **Apply ideas** to the team environment.
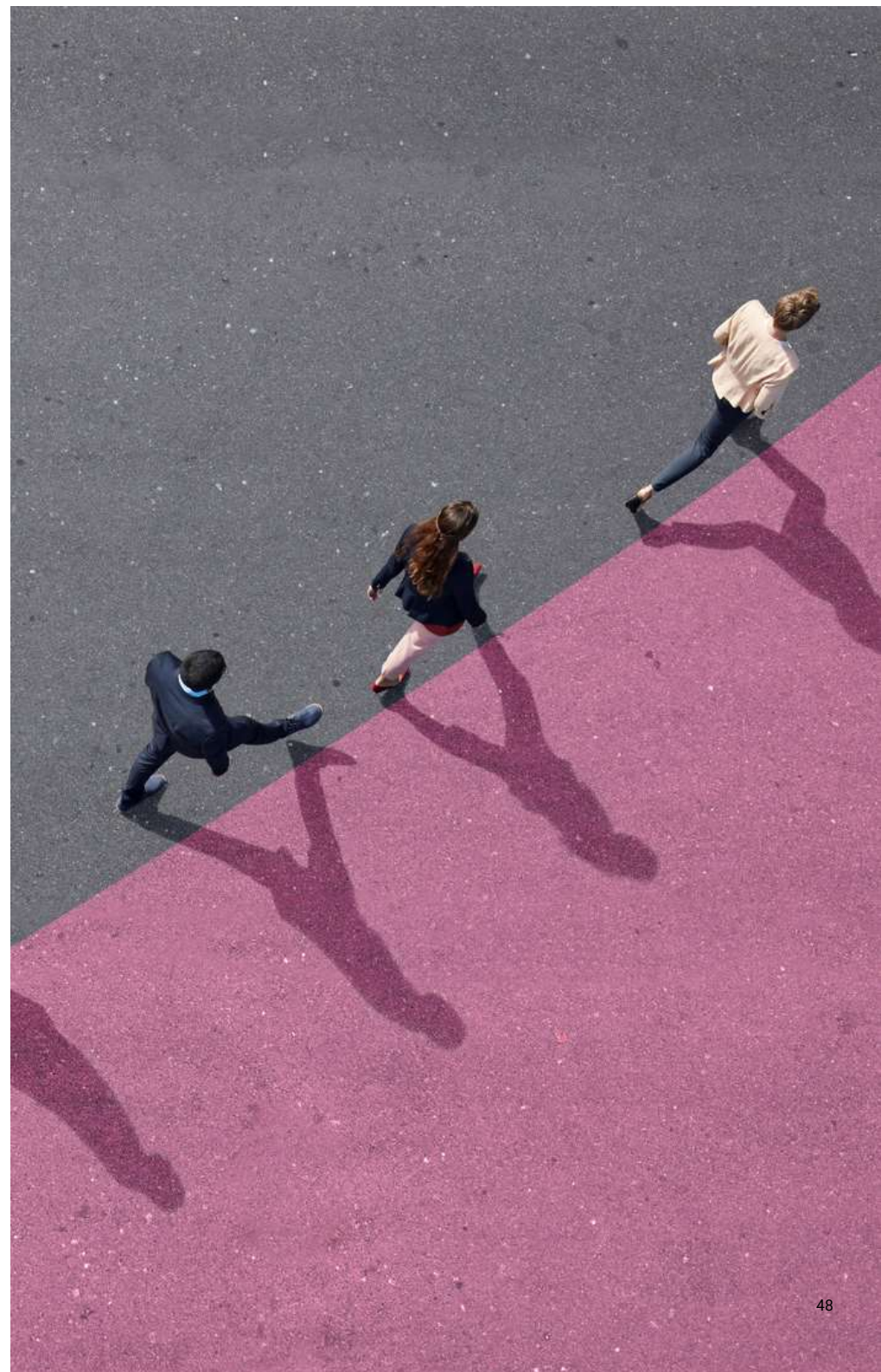
Conduct a Retrospective

- Prepare some ideas or areas of focus in case the team needs inspiration or ideas.

- Make two columns on a board: "What Went Well" and "What Could Be Improved".

- Ask attendees to identify items that went well in the iteration and add them to the first column.

- Ask them to identify items that could be improved and add them to the second list.

- Allow each participant to identify the reason for the improvement.

- Moderate a conversation about common items that need improvement and mark those.

- Narrow the list down to a few areas for improvement that will bring value in the next Sprint.

- Get team consensus on the plan improvement.

- Update these tasks to the Product Backlog after a discussion

  with the Product Owner.

- Implement changes.

Address and Remove Impediments, Obstacles, and Blockers

Deliverables and Tools

Backlog (reprioritized)

Updated risk register

Action plans

Updated impediment task board

Daily standup

Sprint reviews

Risk reviews

Backlog assessment

Impediments, Obstacles, and Blockers
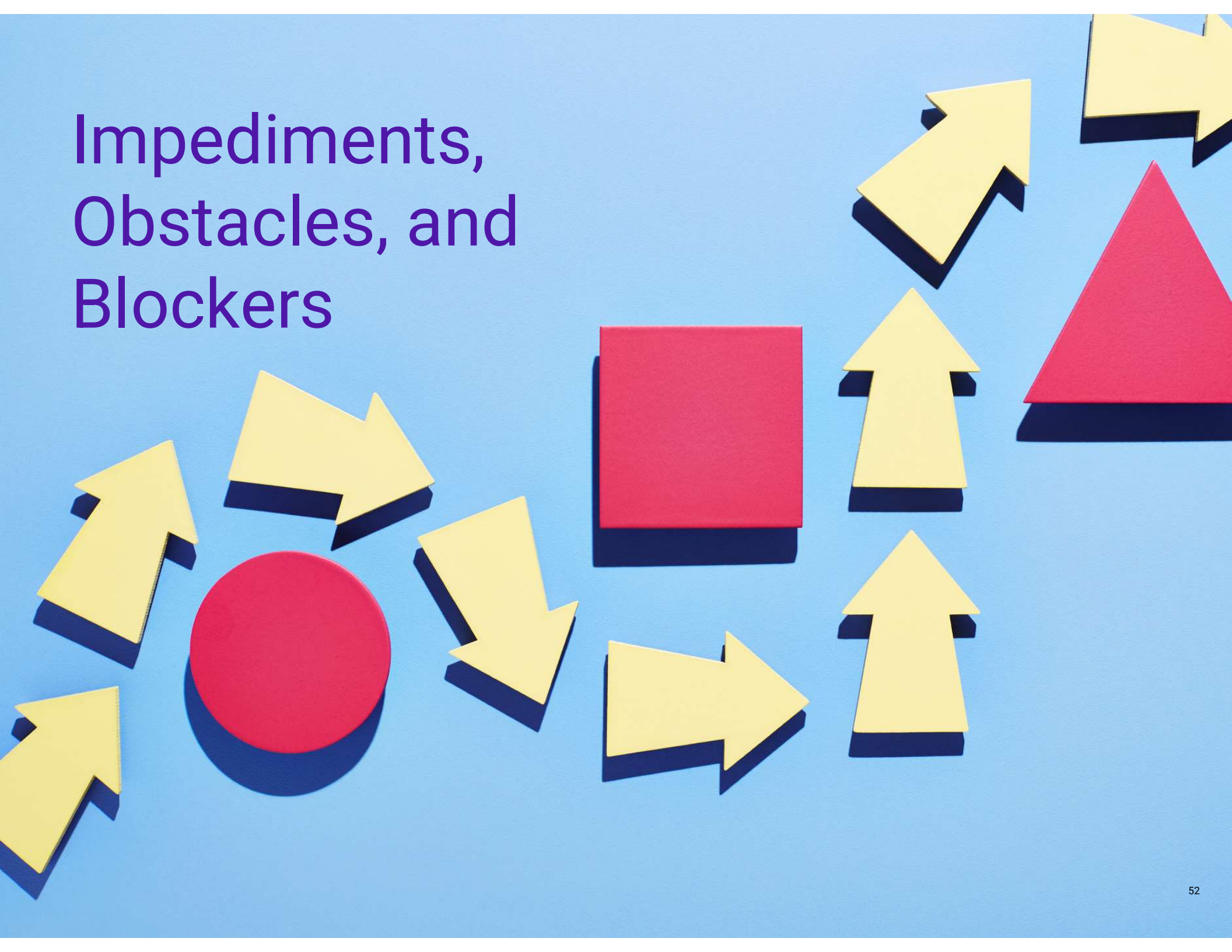
Impediments

DEFINITION

Situations, conditions, and actions that slow down or hinder progress.

Obstacles

DEFINITION

Barriers that should be able to be avoided or overcome with some effort or strategy.

Blockers

DEFINITION

Events or conditions that cause stoppages in the work or advancement.

Impediments, Obstacles, and Blockers

The team can't agree on a solution!

Construction can't begin before permits are granted!

The company has halted the use of the product until a new contract is signed!

Assess Product Backlog

✓ Work to be done is also called a product backlog.

✓ Use backlog assessments and refinements to explore alternatives to overcome or avoid risks, such as removing work items or blockages.

☑ Continually assess the backlog for potential impediments, obstacles, and blockers.

☑ Evaluate impediments against pending work.

☑ Also assess scheduled activities and other lists of work items.

☑ The team and business stakeholders must assess the work backlog work in terms of value and priority.

Daily Standup (Daily Scrum)

DEFINITION

A brief, daily collaboration meeting in which the team reviews progress from the previous day, declares intentions for the current day, and highlights any obstacles encountered or anticipated.

Daily Standup

✓ Conducted at a designated time (in the team "ground rules").

✓ Mandatory attendance of everyone in the Sprint.

✓ During the meeting, answer:

- What's been done since the last meeting?
- What needs to be done before the next meeting?
- What does anyone need help with?
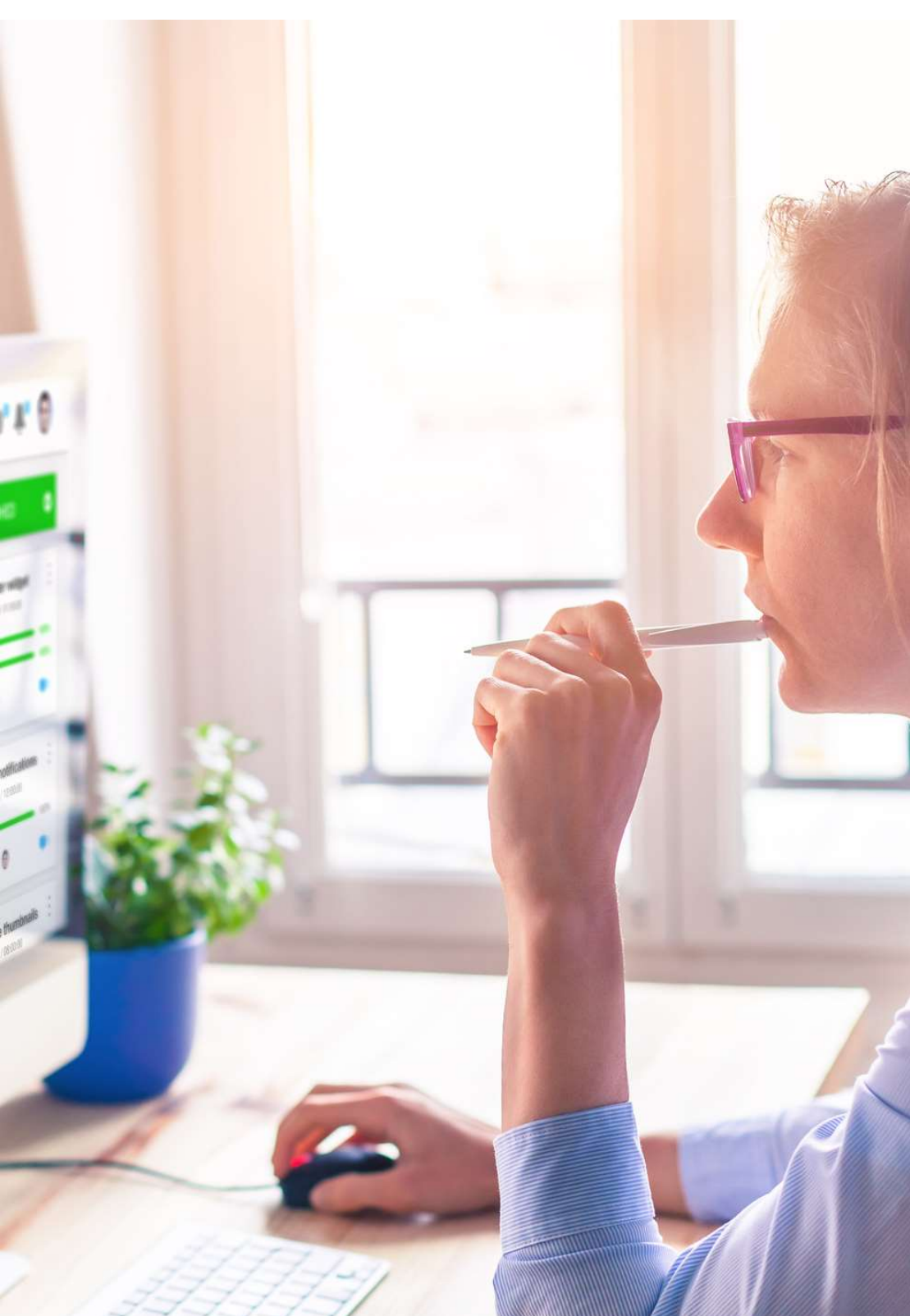
Tracking Impediments

Tracking impediments as they are raised, addressed, and resolved, to ensure communication and oversight.

Track impediments with:

- ✓ Issue log
- ✓ Kanban (task) board
- ✓ Software applications

Capture the status and efforts associated with the identified impediments.

Risk Reviews/ Risk Register

✓ Impediments may be due to, or a result of, project risks or issues.

✓ Risks raised formally during the daily standup meetings, iteration reviews, or informally, are added to the risk register.

✓ Newly identified and existing risks are updated based on the current knowledge and situation.
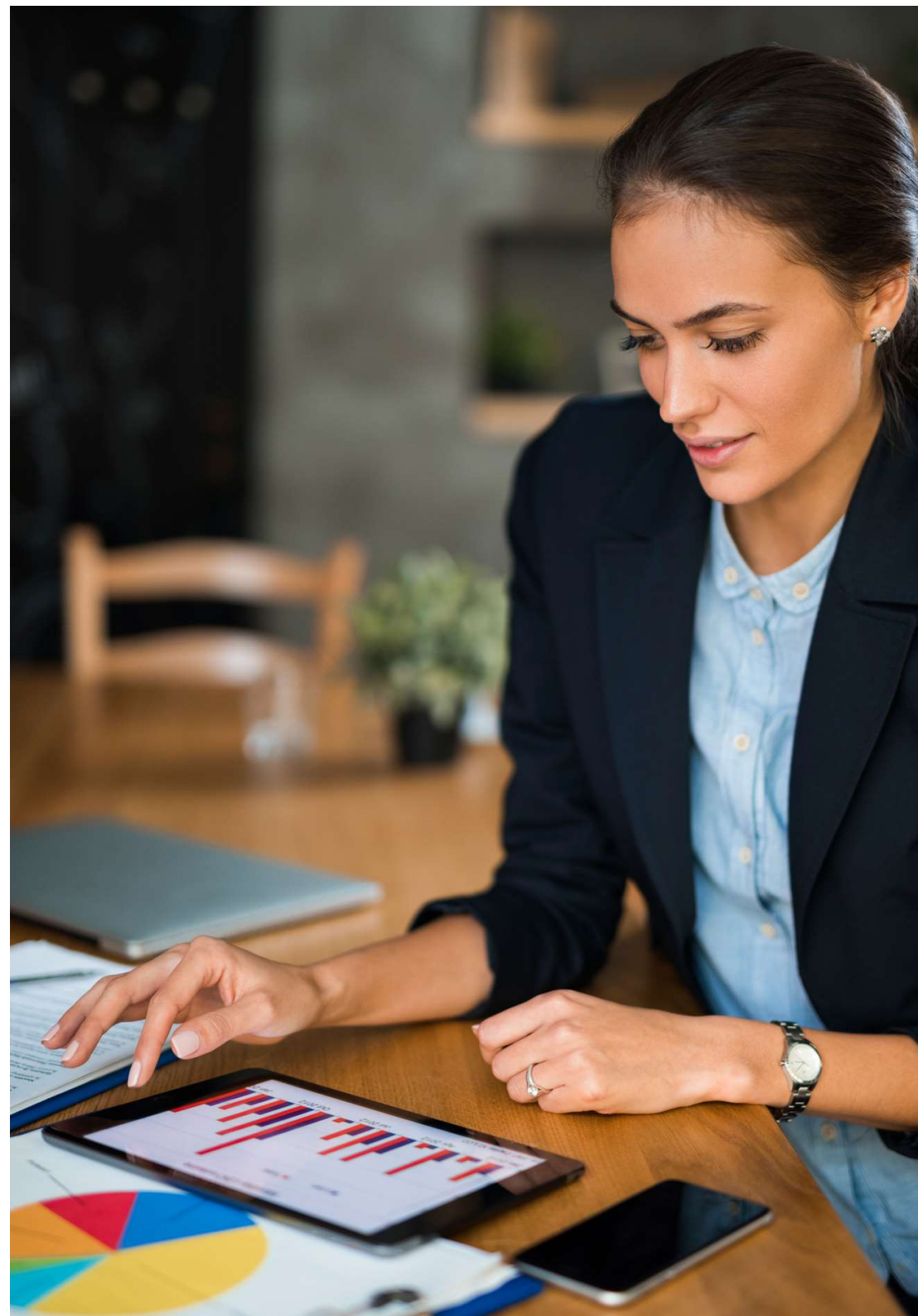
Handle Impediments as a Servant Leader

Aim to **clear an unobstructed path** for the team so they can contribute and deliver.

Optimize the workplace to be free of obstacles and other impediments.

- ✓ Create the right team space
- ✓ Focus efforts on work
- ✓ Remove distraction, non-value work, and other confusion

Take on most of the burden of **addressing and removing impediments** so the team can do their best work.
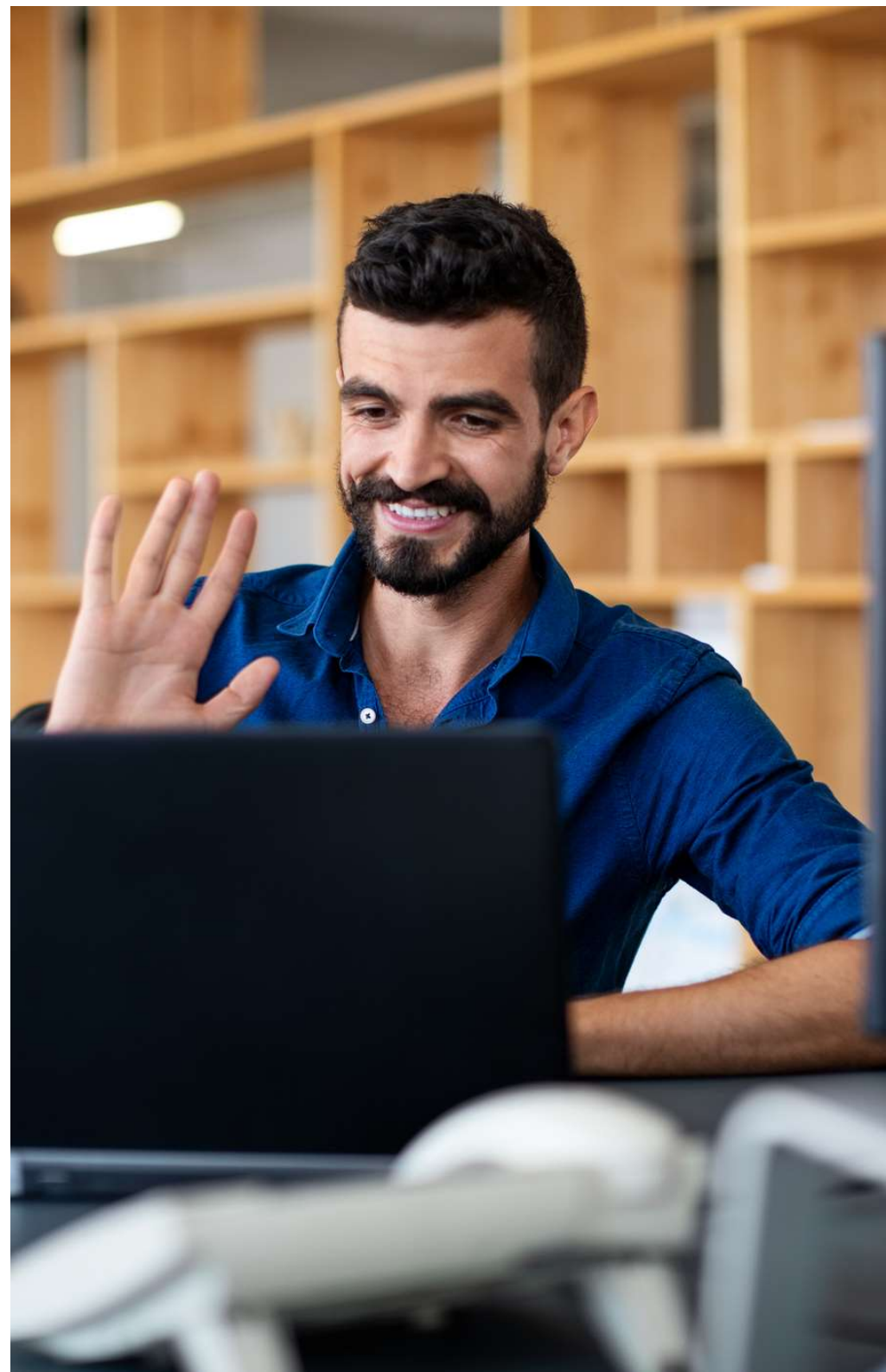
Working with External Stakeholders, Other Projects, and Work Demands

- Work with the team to assess and evaluate the impediment.

- Review previous attempts or efforts to fix the problem.

- Discuss impact and solutions.

- Connect the impediment to the external source.

- Establish a single point of contact (SPOC) within the team, typically the project manager or person with the most subject matter knowledge.

- Shield the rest of the team to focus on other work.

- Create action plan and schedule.

- Follow up and communicate per agreements.

- Document resolution and lessons learned for future reference.

Prioritize Critical Impediments, Obstacles, and Blockers

- Define the prioritization categories appropriate for team, project, and/or organization.

- Redefine levels as needed.

- Anchor the priority levels with real examples.

- Clarify the new and still open impediments.

- Review the impact or potential impact to the team and to the project objectives.

- Assign a priority to each impediment as a team or a selected subgroup based on connection to the impediment

- Communicate the priorities in a visible place, such as an information radiator.

- Create action plans for the highest priority impediments.

- Continually reassess for impediments, obstacles, and blockers.

Manage Conflict

TOPIC D

Deliverables and Tools

Team charter or Ground Rules

Updated RACI matrix

Conflict management theory

Change management theory

Conflict management models

Conflict resolution strategies

Emotional Intelligence

Active listening

Empathy

The Project Manager's Role

✓ While all stakeholders are responsible for managing conflict, your job is to **heavily influence the direction and handling of conflict.**

✓ Use interpersonal and team skills to **ensure positive results** when handling conflict.

✓ In agile projects, you facilitate conflict resolution while the team is empowered to resolve conflicts.

✓ As a servant leader, you assist in the removal of impediments or sources of conflict.

Skills and Leadership Techniques

In addition to the conflict management techniques we discuss shortly, also use your interpersonal skills to address conflict:

✓ Emotional Intelligence
✓ Influencing
✓ Leadership
✓ Decision-Making

Causes of Conflict

- ✓ Competition
- ✓ Differences in objectives, values, and perceptions
- ✓ Disagreements about role requirements, work activities, and individual approaches
- ✓ Communication breakdowns

Conflict Management

DEFINITION

Application of one or more strategies to deal with disagreements.

Conflict Management
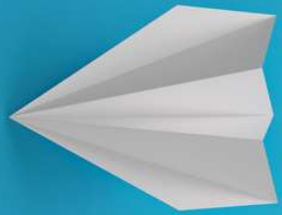
Effective conflict management leads to:

- ✓ Improved understanding
- ✓ Better performance
- ✓ Higher productivity

Ineffective conflict management leads to:

- ✗ **Destructive behavior**
- ✗ **Animosity**
- ✗ **Poor performance**
- ✗ **Reduced productivity**

Conflict Management Approaches

Smooth/Accommodate

Withdraw/Avoid

Collaborate/Problem Solve

Force/Direct

Compromise/Reconcile
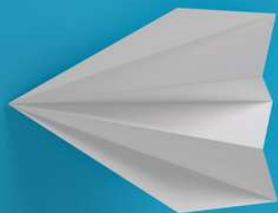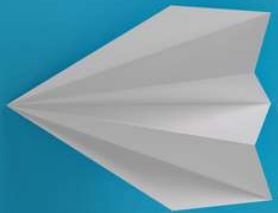
Conflict Management Approaches (1 of 2)

Smooth/Accommodate

- ✓ Emphasize areas of agreement
- ✓ Concede position to maintain harmony and relationships

Withdraw/Avoid

- ✓ Retreat from the situation
- ✓ Postpone the issue

Collaborate/Problem Solve

- ✓ Incorporate multiple viewpoints
- ✓ Enable cooperative attitudes and open dialogue to reach consensus and commitment

Conflict Management Approaches (2 of 2)

Force/Direct

- ✓ Pursue your viewpoint at the expense of others
- ✓ Offer only win/lose solutions

Compromise/Reconcile

- ✓ Search for solutions that partially satisfy everyone
- ✓ Compromise to temporarily or partially resolve the conflict

Collaborate with Stakeholders

TOPIC E

Deliverables and Tools

Stakeholder Register

Stakeholder Engagement Plan

Stakeholder Management Plan

Facilitated Workshops

Engaging Stakeholders

✓ Trust
✓ Collaboration
✓ Productive working

Stakeholder Engagement Plan

DEFINITION

Identifies the strategies and actions required to promote productive involvement of stakeholders in project or program decision making and execution.

Effective collaboration builds trust between all parties.

Collaboration

Optimize understanding of aims and expectations through open dialogue and meaningful communication.

Accept that each person's involvement and engagement level may fluctuate during project.

Keep discussions transparent to ensure stakeholders are knowledgeable and expectations are set.

Leverage communication and interpersonal skills, feedback, and meeting management to maximize feedback loop and stakeholder engagement.

Collaboration Activities

Nearly constant engagement is recommended

Base the frequency of engagement on mutual needs and expectations

Activities that encourage regular collaboration include:

- Daily stand-up meetings
- Co-locating teams for face-to-face communication
- Scheduled sessions e.g. milestone reviews, backlog grooming sessions, and project update meetings

Determine and optimize collaborative activities as an ongoing team effort

Develop a Stakeholder Engagement Plan – (Part 1 of 2)

- Review project artifacts:

  – Project management plan - life cycle selected for the project, how work will be executed, how resource requirements will be met, how changes will be monitored and controlled, and the need and techniques for communication among stakeholders.

  – Stakeholder register - how to appropriately engage stakeholders.

- Organizational culture, structure, and political climate - determine best options to support an adaptive process for engaging stakeholders.

- Lessons-learned database and historical information - insight on previous stakeholder engagement plans and their effectiveness.

Develop a Stakeholder Engagement Plan – (Part 2 of 2)

- Use expert judgment to decide on the level of engagement required from each stakeholder at project stages.

- Hold meetings with experts and the project team to define the required engagement levels of all stakeholders.

- Use analytical techniques to classify the level of engagement for stakeholders.

- Document the stakeholder engagement plan.

Maximize Meeting Time

- ✓ Be organized
- ✓ Timebox
- ✓ Collaborate

Facilitating a Meeting

- Ensure meetings are appropriate to the stakeholder's engagement level.

- Set and distribute an agenda before the meeting.

- Allow stakeholders to review and change the agenda.

- Start meetings promptly to support a sense of urgency.

- Timebox meetings.

- Allow others to speak and share.

- Take notes or record the meeting, with permission.

- Keep meeting discussions on topic. Save off-topic discussions for another time.

- Recap the meeting and assign action items.

- Thank everyone for attending.

- Adjourn the meeting per the scheduled time or earlier.

- Distribute the meeting notes or recording.

Monitor Relevant Stakeholders

TOPIC F

Deliverables and Tools

Training and Mentoring Plan

Training Effectiveness Assessment

Training Schedule

Group Coaching

Teaching and Training

Facilitation

Transformation Skills

Interacting with Relevant Stakeholders

Examples of how to interact with relevant stakeholders:

- ✓ When refining the backlog, mentor the Product Owner on best practices.

- ✓ When onboarding a new project team member, guide them on team processes.

- ✓ When a team member must purchase material for the project, show them the procurement best practices and processes for the organization.

Coaching and Mentoring

Coach and mentor others to help them improve.

Raise team abilities to increase their output and value.

Increase the knowledge base and skill sets of all project stakeholders to promote more successful and effectively managed projects.

Start mentoring relevant stakeholders in a project and expand your mentoring reach into throughout the organization.

Make Time for Mentoring and Coaching

Individual Mentoring and Coaching

- ✓ Encourage others to take lead on activities
- ✓ Facilitate meetings and sessions
- ✓ Practice taking on new roles
- ✓ Use informal opportunities
- ✓ Create formal opportunities
- ✓ Transfer skills
- ✓ Model behaviors
- ✓ Encourage teammates to assist each other

Share Explicit Knowledge with an Individual while Performing a Task

- ✓ Encourage self-organization and initiative
- ✓ Facilitate opportunities for others to practice project management tasks
- ✓ Coach individuals on how to contribute to other project roles
- ✓ Coach an individual with tacit knowledge
- ✓ Lead formal training sessions
- ✓ Pass on and practicing skills
- ✓ Demonstrate desired skills and best practices every day
- ✓ Self-organizing teams coach and mentor each other every day in their work

Mentor and Coach as a Group

✓ Mentoring and coaching also occurs in whole team settings.

✓ Everyone learns when you demonstrate the best way to complete a project management task.

✓ Call out and explain actions and their causes or motivations.

✓ Allow others in the group to contribute and guide the practice.

✓ The entire team learns and grows as a unit.

Training and Sharing Plans

✓ **Set aside time** for sharing and learning to increase the opportunities to capitalize on mentoring.

✓ Establish **formal or informal** plans for training and sharing.

✓ Leverage **retrospectives** and **lessons learned sessions** to call out successes and failures in project management and operation.

✓ Schedule training sessions to **formalize mentoring and coaching**. These sessions can be facilitated by anyone.

Facilitation

✓ Take the lead in facilitating project management activities.

✓ Model good project facilitation skills so others can learn.

✓ Encourage participation from stakeholders to build their knowledge and comprehension.

✓ Guide and offer advice to provide relevant feedback to help people grow in confidence.

✓ Increase the abilities of all project stakeholders to increase success. **When all contribute, all gain.**

Transformation Skills

✓ **Support co-workers to support the business** - Supporting business transformations requires patience and compassionate mentoring.

✓ **Enable an agile operating system** - You will be required to coach team members when introducing new methods such as agile.

✓ **Keep knowledge current** - In today's digital world, the skill set being used today may be obsolete or limited tomorrow.
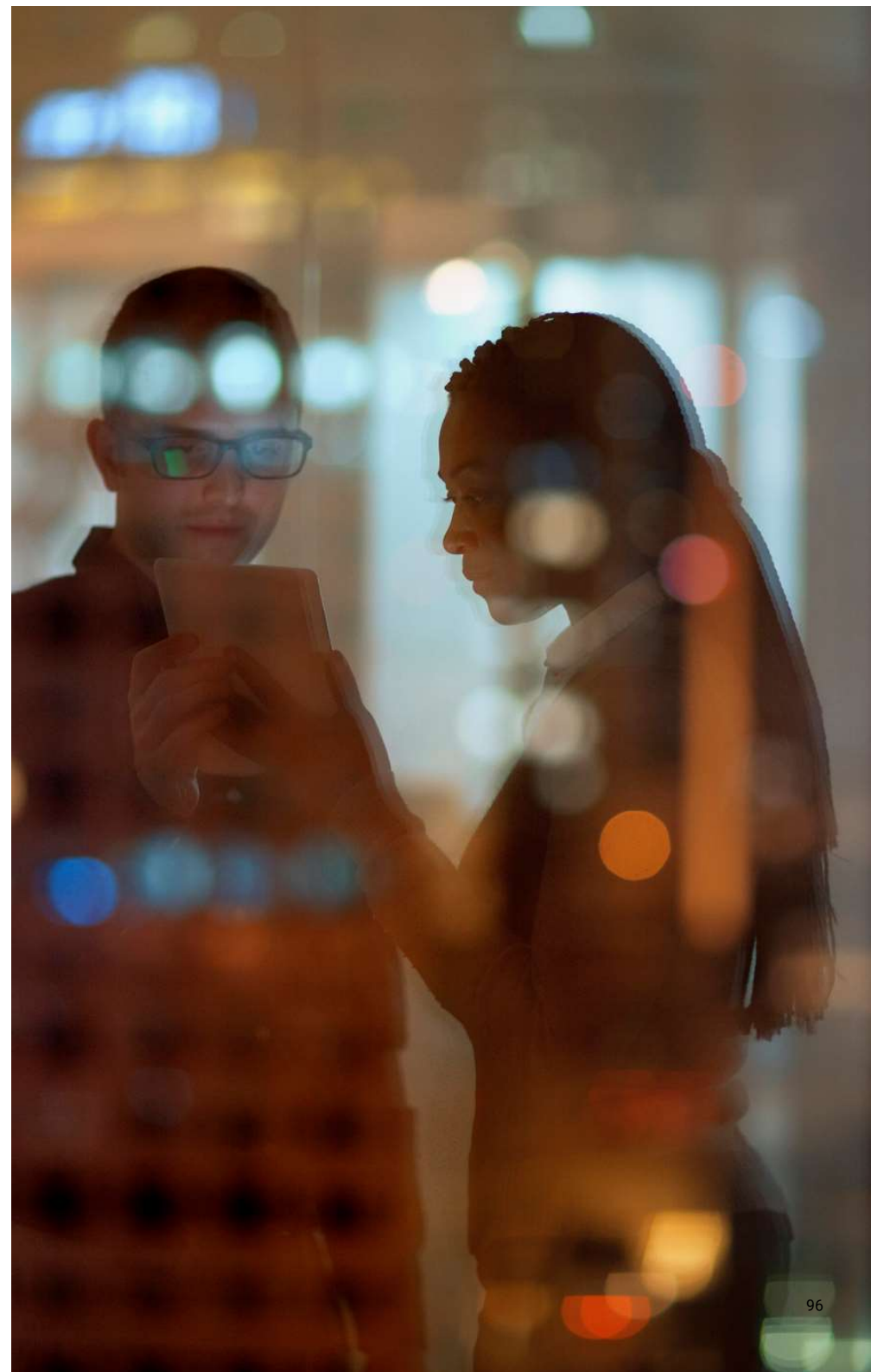
Apply Emotional Intelligence to Promote Team Performance

TOPIC G

Deliverables and Tools

Personality Profile Assessments

Communications plan

Motivation Triggers

Performance Reports

Risk Register

Emotional Intelligence

Empathy

Listening skills

Transparency

Problem solving

Motivational models

Emotional Intelligence

Emotional Intelligence

Count on your soft skills to help
Personal Skills:

✓ Self-awareness
✓ Self-regulation
✓ Motivation

Interpersonal Skills:

✓ Social skills
✓ Empathy

Self-Awareness Elements

	Emotional Awareness	• Knowing feelings. • Perceiving connections between feelings and behavior. • Recognizing how emotions affect performance. • Being conscious of values, goals.
	Accurate self-assessment	• Perceiving strengths and weaknesses. • Becoming aware of blind spots. • Knowing emotional triggers.
	Self-confidence	• Expressing potentially unpopular opinions. • Taking risks. • Displaying poise, self-assurance. • Having knowledge of self-esteem, proficiencies. • Being decisive.

Self-Regulation Elements

Self-control
- Remaining cool under pressure.
- Staying focused in a stressful environment.
- Controlling rash, destructive emotions.

Innovation
- Producing fresh ideas.
- Considering innovative answers to problems.
- Embracing new approaches and possibilities.
- Looking for novel ideas.

Trustworthiness
- Acknowledging errors, challenging others' immoral conduct.
- Establishing confidence via reputation for honesty, credibility.
- Standing by principles.
- Behaving in morally correct way, above suspicion.

Adaptability
- Adapting to changing events.
- Interpreting events in a flexible way.
- Handling numerous demands and changing priorities.

Conscientiousness
- Having well-ordered, meticulous approach to work.
- Being accountable for fulfilling goals.
- Satisfying obligations, delivering on promises.

Interpersonal and Team Skills

- ✓ Active listening
- ✓ Communications styles assessment
- ✓ Emotional intelligence
- ✓ Influencing
- ✓ Motivation
- ✓ Nominal group technique
- ✓ Political awareness
- ✓ Transparency

Motivation Elements

Commitment

- ✓ Making decisions based on team's core principles.
- ✓ Realizing benefit in comprehensive quest.
- ✓ Sacrificing to fulfill company goal.
- ✓ Searching for opportunities to achieve team's mission.

Achievement Drive

- ✓ Setting tough goals, taking chances.
- ✓ Driving hard to get results.
- ✓ Discovering how to upgrade capabilities.
- ✓ Striving to minimize uncertainty.

Initiative

- ✓ Working above-and-beyond toward goals.
- ✓ Inspiring others through extraordinary feats.
- ✓ Cutting through rules to finish job.
- ✓ Seizing opportunities.
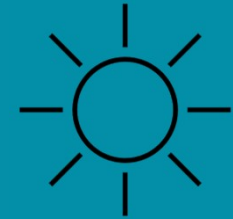
Optimism

- ✓ Hoping to succeed instead of fearing failure.
- ✓ Seeing reversals as events caused by controllable factors.
- ✓ Working toward goals regardless of barriers.

Empathy

The ability to understand the feelings of another, to see from their point of view.

The capacity to empathize is a powerful tool. It provides a foundation for understanding the motivations of other people.

Empathy – Looking Inward

Understanding Others

✓ Serving others based on needs.

✓ Observing emotional cues and listening carefully.

✓ Displaying tact and appreciating others' points of view.

Service Orientation

✓ Happily providing proper help.

✓ Understanding customers' point of view.

✓ Seeking strategies to increase consumers' satisfaction.

✓ Recognizing consumers' needs.

Empathy – Looking Outward

Developing Others

✓ Recognizing, rewarding associates' achievements

✓ Providing helpful criticism.

✓ Coaching and mentoring.

Leveraging Diversity

✓ Appreciating various ideologies.

✓ Creating conditions where different types of groups can thrive.

✓ Showing consideration for diverse groups.

✓ Objecting to discrimination and bigotry.

Political Awareness

✓ Understanding political truths and realities of companies.

✓ Grasping influences that set opinions of clients, consumers, rivals.

✓ Recognizing critical social systems.

✓ Correctly interpreting power connections.

Social Skills - Elements

✓ Communication

✓ Building Bonds

✓ Collaboration/Cooperation

✓ Change Catalyst

✓ Conflict Management

✓ Influence

✓ Leadership

✓ Team Capabilities

Social Skills Elements (Part 1 of 4)

Communication

- ✓ Managing tough problems directly.
- ✓ Effectively exchanging information.
- ✓ Cultivating clear communication.
- ✓ Achieving a mutual awareness.

Building Bonds

- ✓ Building connections with colleagues.
- ✓ Establishing large, casual networks.
- ✓ Keeping others informed.
- ✓ Seeking mutually rewarding relationships.

Social Skills Elements (Part 2 of 4)

Collaboration/Cooperation

- ✓ Fostering a collaborative environment.
- ✓ Cultivating options for cooperation.
- ✓ Balancing job duties and professional relationships.
- ✓ Working together; sharing strategies, knowledge, assets.

Change Catalyst

- ✓ Challenging current situation to appeal for change.
- ✓ Advocating for change.
- ✓ Appreciating importance of change.
- ✓ Exhibiting change anticipated of others.

Social Skills Elements (Part 3 of 4)

Conflict Management

- ✓ Detecting clashes, moving disputes into the open.
- ✓ Managing difficult individuals.
- ✓ Urging open discussion of issues.
- ✓ Engineering resolution for both sides.

Influence

- ✓ Polishing presentations.
- ✓ Winning people over.
- ✓ Coordinating impressive events to sell an idea.
- ✓ Building solidarity and approval.

Social Skills Elements (Part 4 of 4)

Leadership

- ✓ Stimulating interest for collective vision and goal.
- ✓ Modeling effective leadership.
- ✓ Taking on leadership role regardless of official title.
- ✓ Directing others' performance.

Team Capabilities

- ✓ Building team character.
- ✓ Attracting group members.
- ✓ Displaying team characteristics.
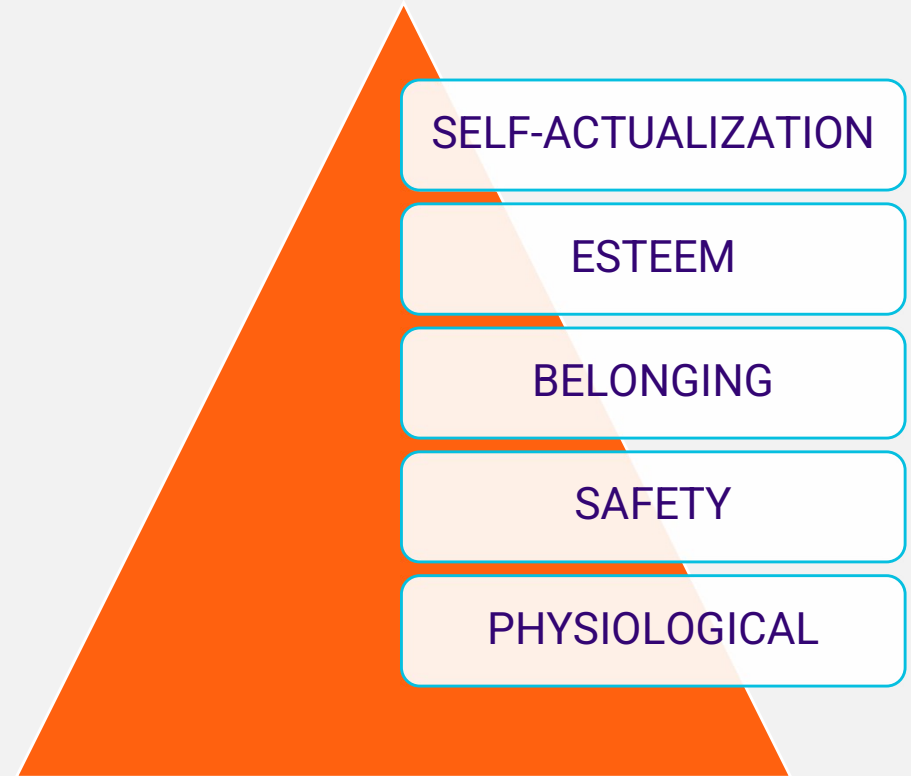- ✓ Safeguarding team and its good name.

Organizational Theory

DEFINITION

The study of how people, teams, and organizations behave

Organizational Theory

- ✓ Purpose of organizational theory
- ✓ Maximize efficiency and productivity
- ✓ Solve problems
- ✓ Motivate people
- ✓ Meet stakeholder requirements
- ✓ Common organizational theorists
- ✓ Maslow's Hierarchy of Needs
- ✓ McGregor's Theory X and Theory Y
- ✓ McClelland's Achievement Theory
- ✓ Herzberg's Motivation Theory

SELF-ACTUALIZATION

ESTEEM

BELONGING

SAFETY

PHYSIOLOGICAL

Active Listening

Reflecting

Repeat the gist of the message

Verify your understanding of the message

Attending

Lean slightly toward the speaker

Focus on the speaker at eye-level

Maintain eye contact without staring

Following

Respond with non-verbal gesture or verbal response
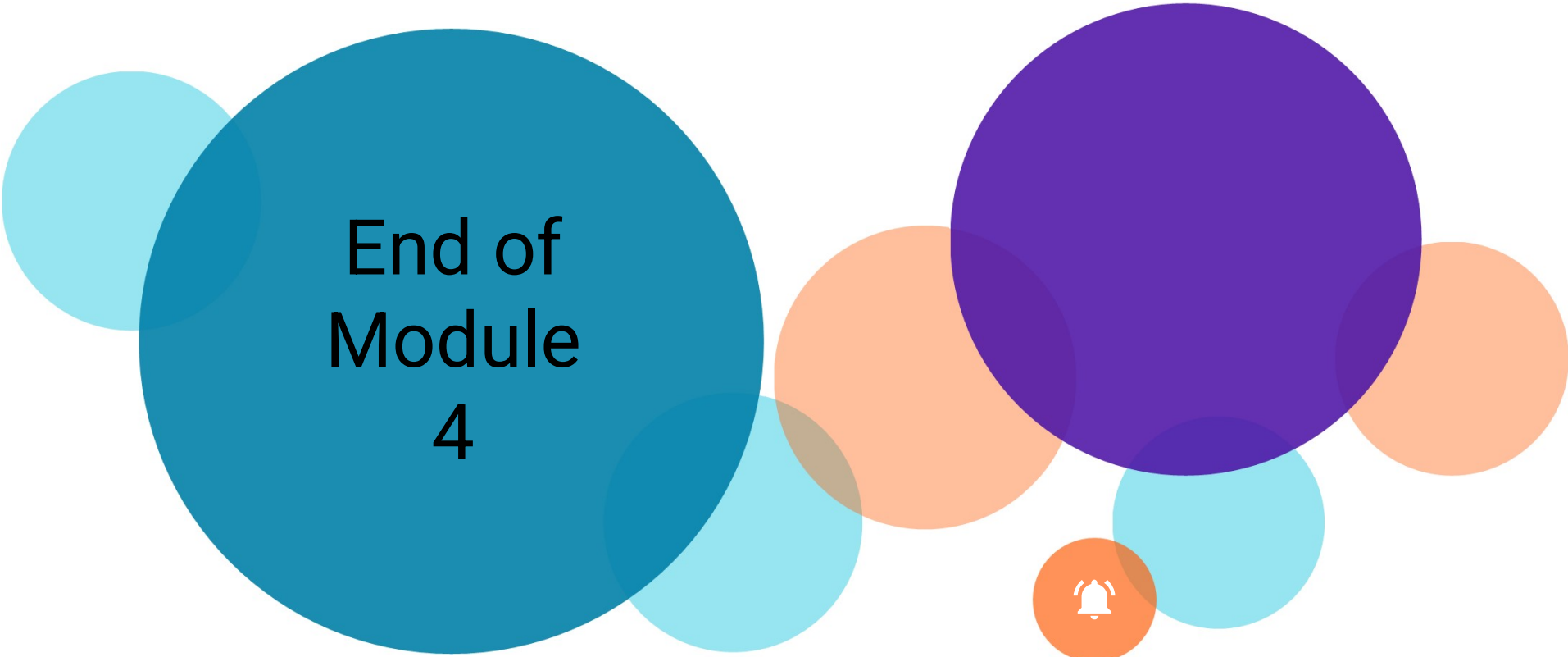
Ask questions

Allow speaker a moment to collect their thoughts

Building Emotional Intelligence with Key Stakeholders

- Recognize your own emotions and behaviors.

- Assess how your emotions, attitudes, actions, behaviors control you.

- Observe how your emotions affect those around you.

- Take note of physical nonverbal cues of others, such as a shrug or smile.

- Interpret those cues against the context, situation, and your emotions.

- Remain mindful of the emotions of others.

- Mirror the behaviors of others when suitable to become better connected.

- Practice controlling or changing your emotions to better suit the situation.

End of
Module
4