

# **THE RESONANT PROJECT MANAGER -**

**Creating and Nurturing  
Relationship with Deep  
Emotional Connection**

# CONTENTS

## Project Leadership

- Project Manager Attributes
- Importance of Soft Skills
- Why Projects Fail

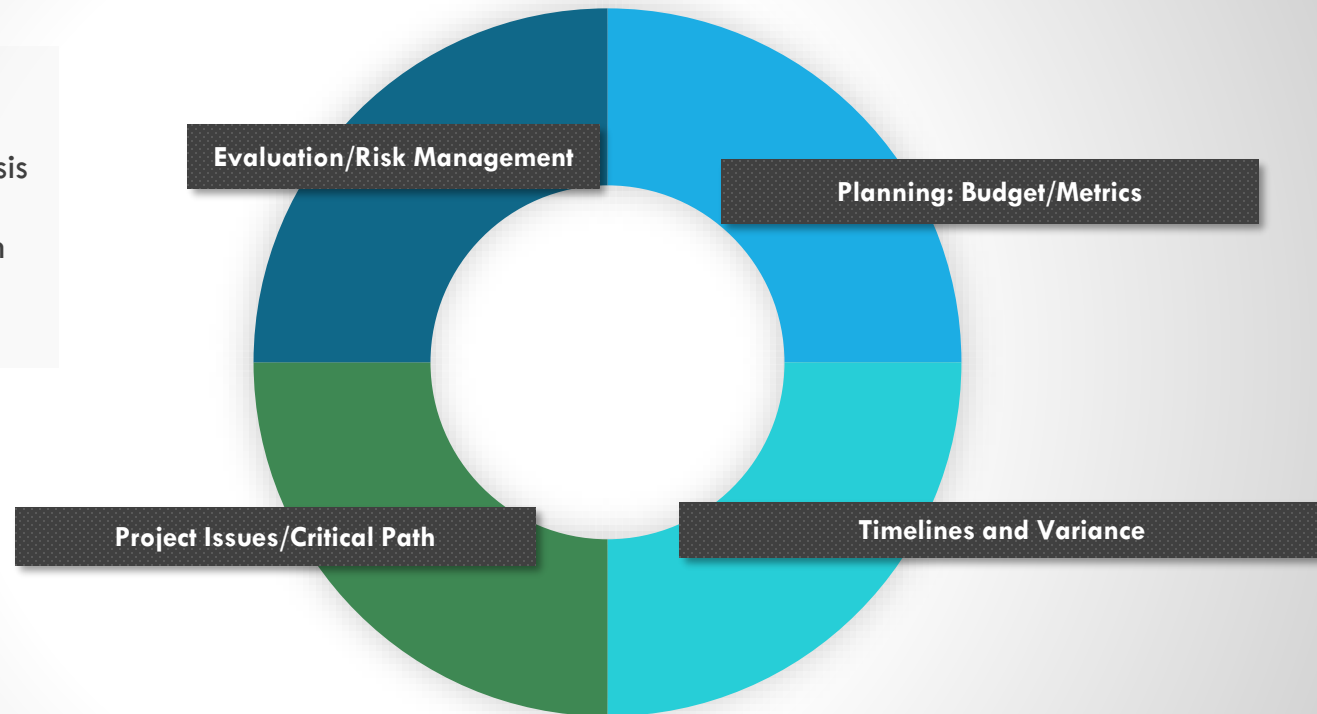
## Resonance: Key Ideas

- Emotional Intelligence
- Sacrifice Syndrome
- Power Stress
- Physiological Changes
- Renewal
- Intentional Change

# PROJECT MANAGER SKILL SET

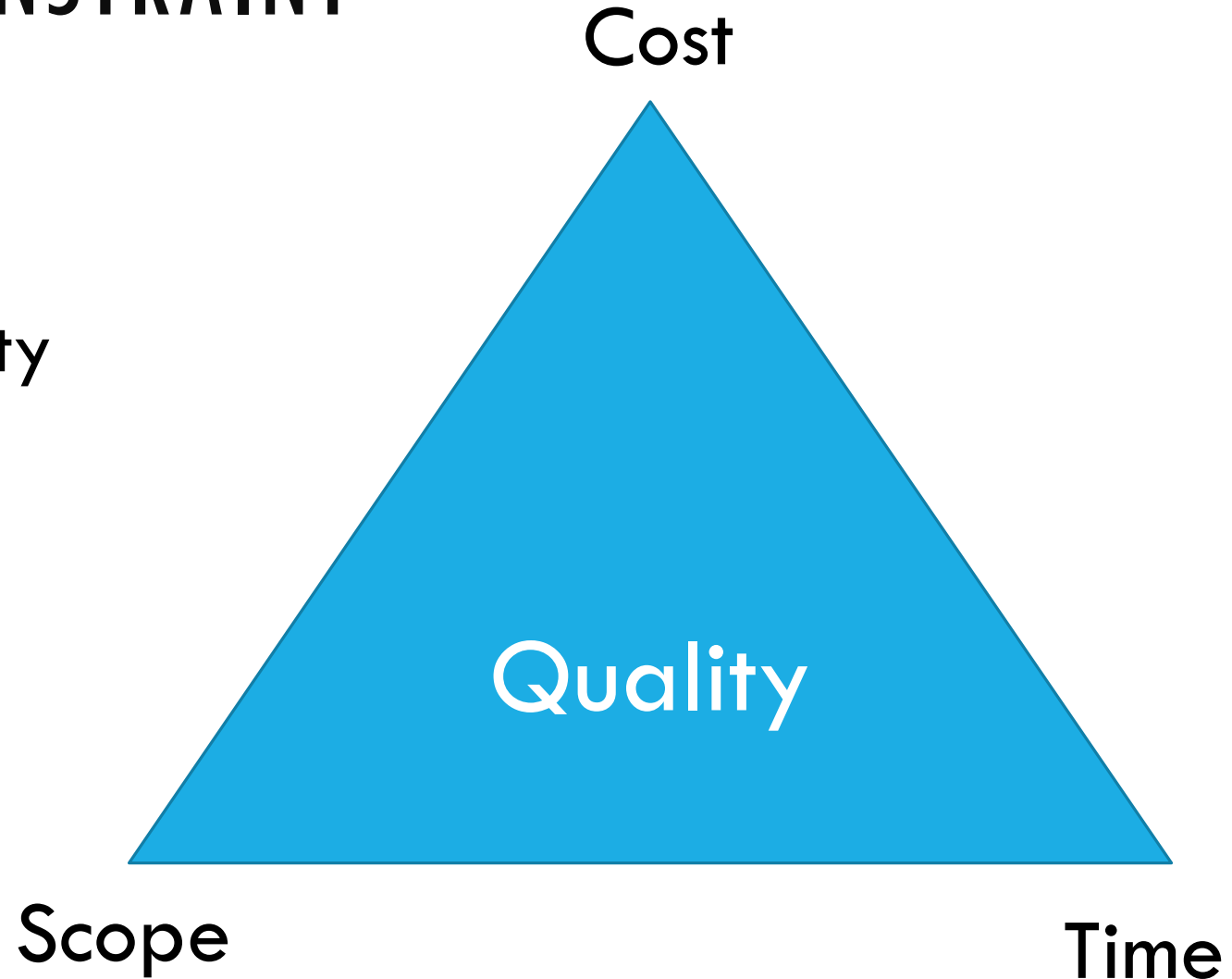
## Hard Skills

- Project Planning, Budget, Metrics
- Managing Timelines, Variance Analysis
- Managing Project Issues, Critical Path
- Evaluation, Risk Management

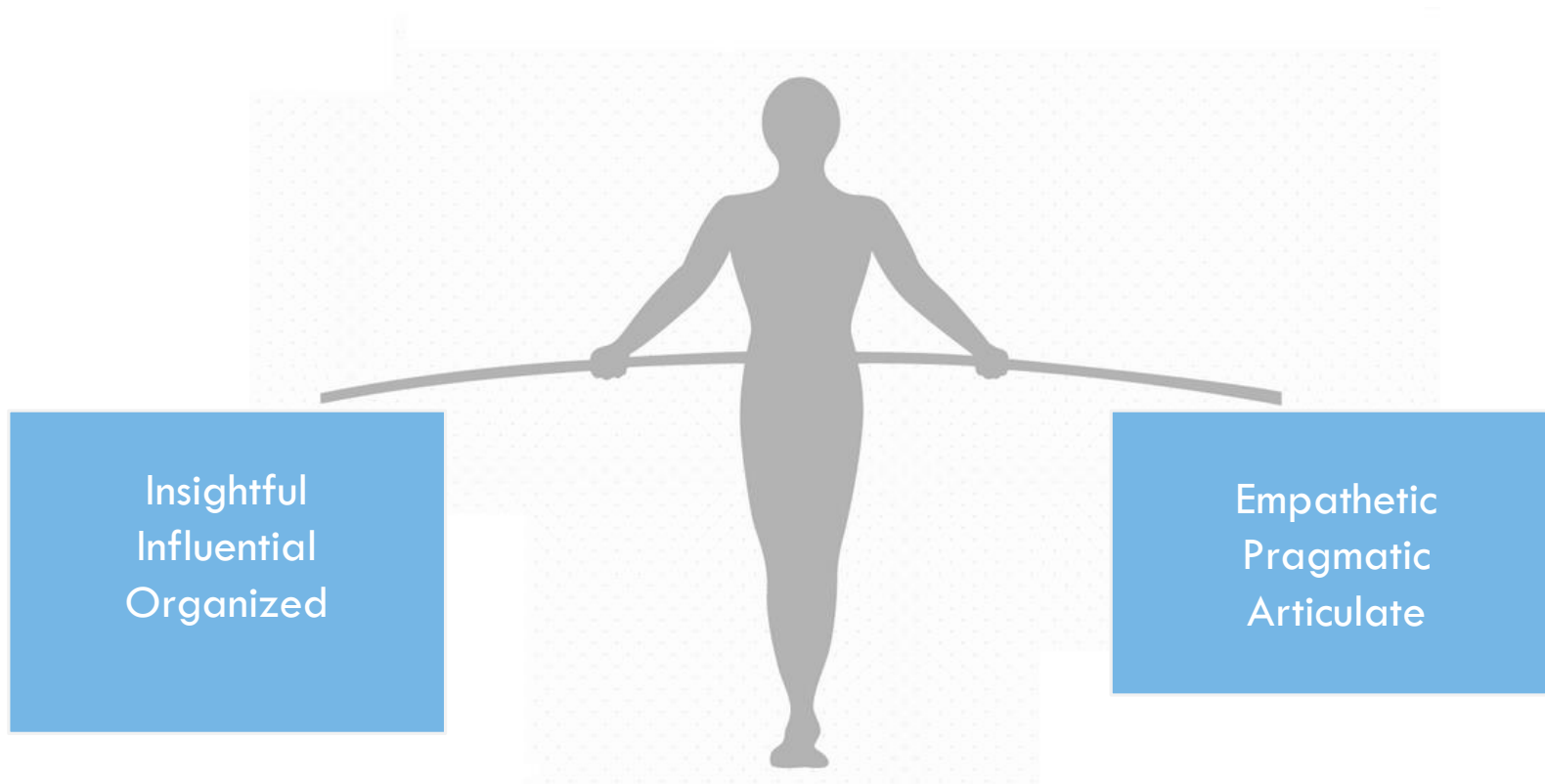


# THE TRIPLE CONSTRAINT

Each constraint forms the vertices, with quality as central theme



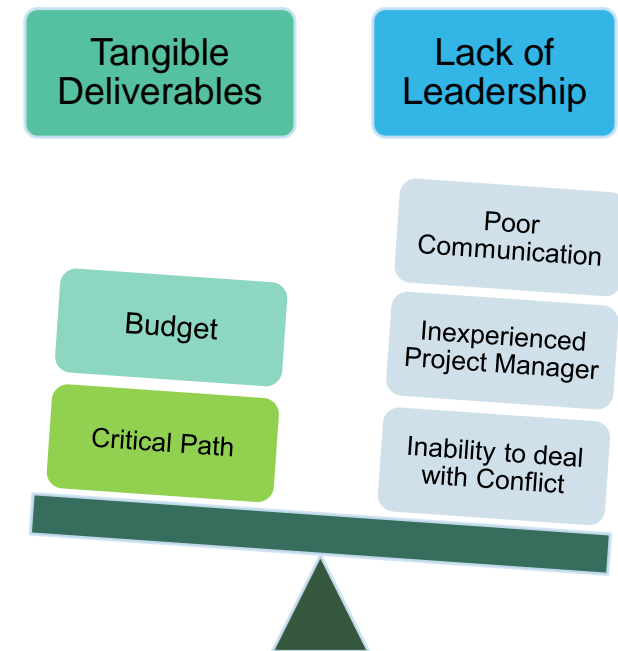
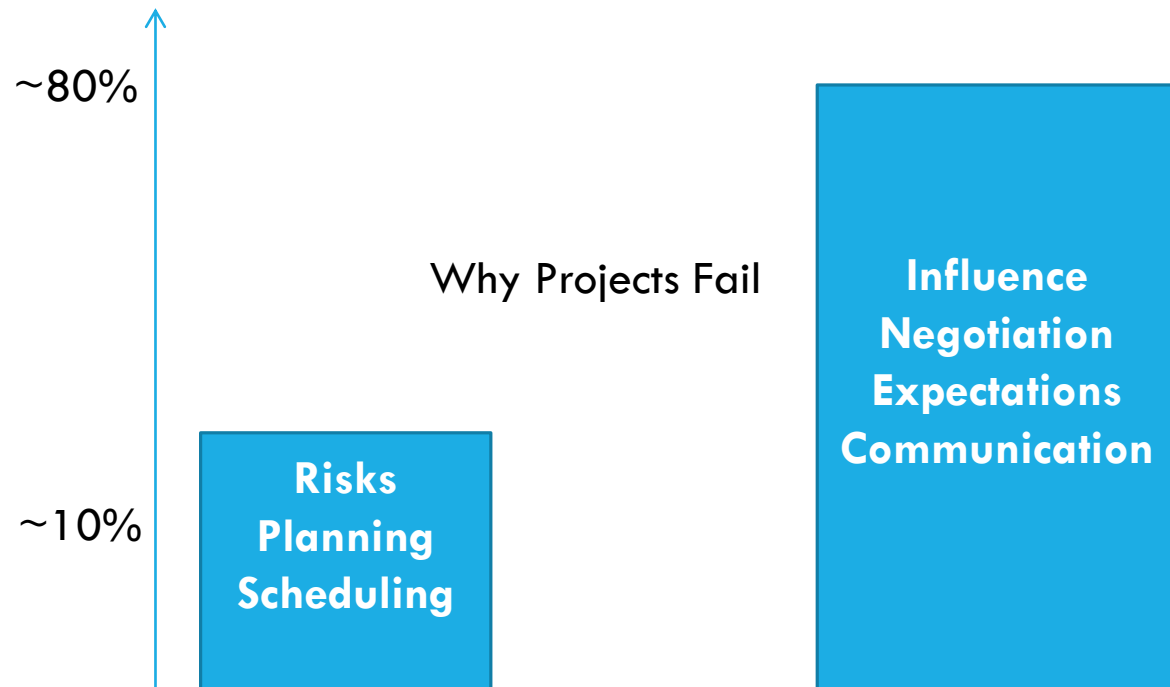
# SOFT SKILLS OF A SUCCESSFUL PROJECT MANAGER



# PROJECT LANDSCAPE

## Technical Factors

## Human Factors



Studies have shown the main reasons for failure is almost never purely technical – but largely made up of organizational causes.

# STANDISH GROUP 2016 CHAOS REPORT FACTORS THAT AFFECT THE SUCCESS OF A PROJECT

FACTORS OF SUCCESS	POINTS	INVESTMENT
Executive Sponsorship	15	15%
Emotional Maturity	15	15%
User Involvement	15	15%
Optimization	15	15%
Skilled Resources	10	10%

Reference: Standish CHAOS Summary Report 2016 [www.standish/reports/reports.php](http://www.standish/reports/reports.php)  
Reprinted with the explicit consent of the Standish Group.

# STANDISH GROUP 2016 CHAOS REPORT FACTORS THAT AFFECT THE SUCCESS OF A PROJECT - CONTINUED

FACTORS OF SUCCESS	POINTS	INVESTMENT
Standard Architectural Management Model	8	8%
Modest Execution	6	6%
<b>Project Management Expertise</b>	5	5%
Clear Business Objectives	4	4%



# LEADERSHIP IS KEY

30%

of variability  
in performance  
is a result of  
**leadership** and  
climate

70%

of all change  
initiatives do  
not succeed  
due to **people**  
issues

30%

of the time,  
poor **leadership**  
is cited by  
people as a  
reason for  
leaving

20%

Organizations  
with **superior**  
**leadership**  
capability  
outperform  
annual earnings  
goals by **20%**

# WHY IS RESONANCE SUCH A BIG DEAL?



**Productivity**

**+30%**



**Profitability**

**+20%**

# RESONANCE = EFFECTIVE LEADERSHIP

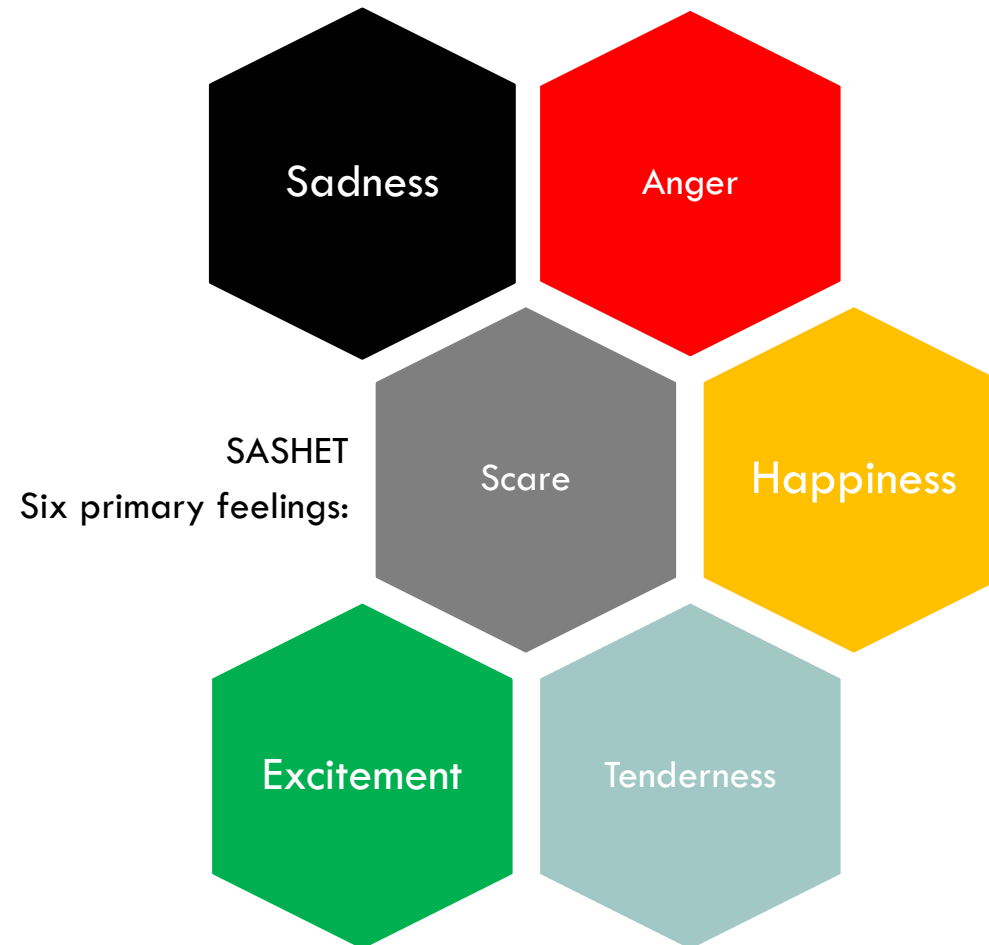
*Effective leaders develop a sense of **purpose** by pursuing goals that align with their personal values and advance the collective good.*

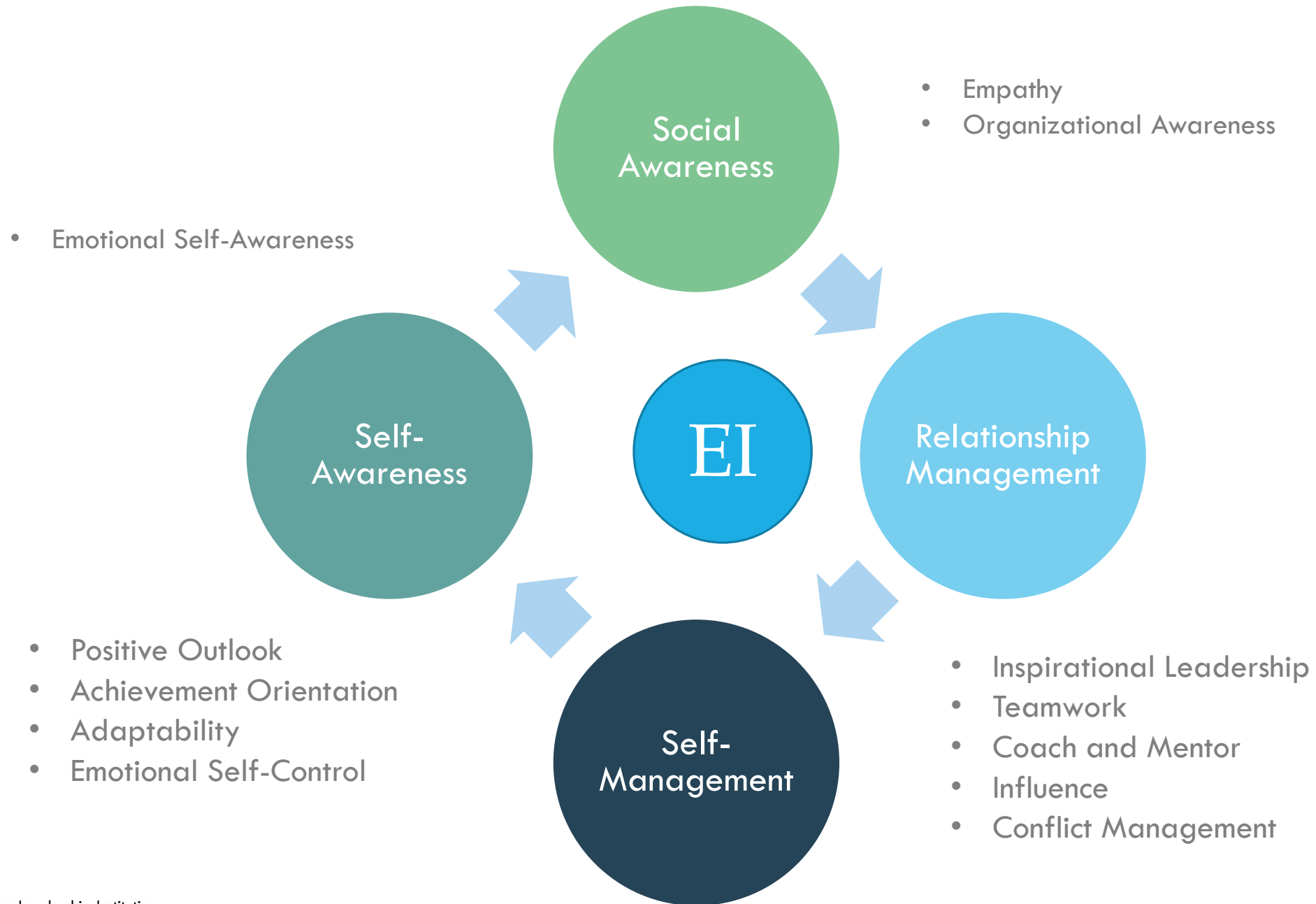
- High emotional intelligence
- Authentic and trustworthy
- Inspire commitment
- Encourage and influence others positively
- Assist their team members discover meaning in their work

# EMOTIONAL INTELLIGENCE

...is the ability to monitor one's own and others feelings and emotions, to **discriminate among them**, and to use this information to guide one's thinking and actions.

(Salovey and Mayer 2004)





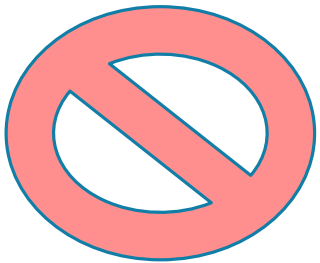
# CHECK POINT

## **Resonant Leaders**

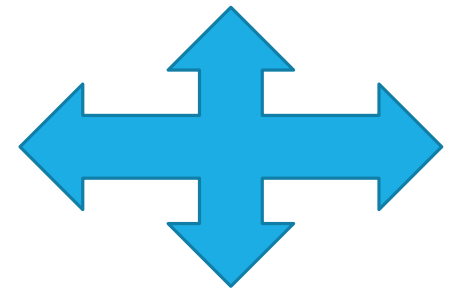
- A. Have empathy for team members experiencing personal problems.
- B. Tend to create harmony within a group and influence even in challenging work situations.
- C. Are seen by the teams they are leading as caring equally for the person as well as their job performance.
- D. All of the above.

# RESONANT VS. DISSONANT LEADERSHIP

Dissonant leaders tend to operate more on the authoritative side of leadership.



Resonant leaders have a greater ability to connect personally with followers.



# SCENARIO

Linda is the project manager on a large acquisition project. She is reviewing the final presentation for a phase gate meeting scheduled for 8am the following day. Its 5:30pm and Engineering calls. The original cost estimates were incorrect. The financials will need to be revised before the meeting.

William is a highly skilled technical analyst who was responsible for creating the financials report. The project team have been putting in many long hours especially William, who is the single parent of a child with special needs. He left early to pick up his parents at the airport. His five-year-olds birthday party is tonight.





# RESONANT LEADERSHIP: PATHWAY

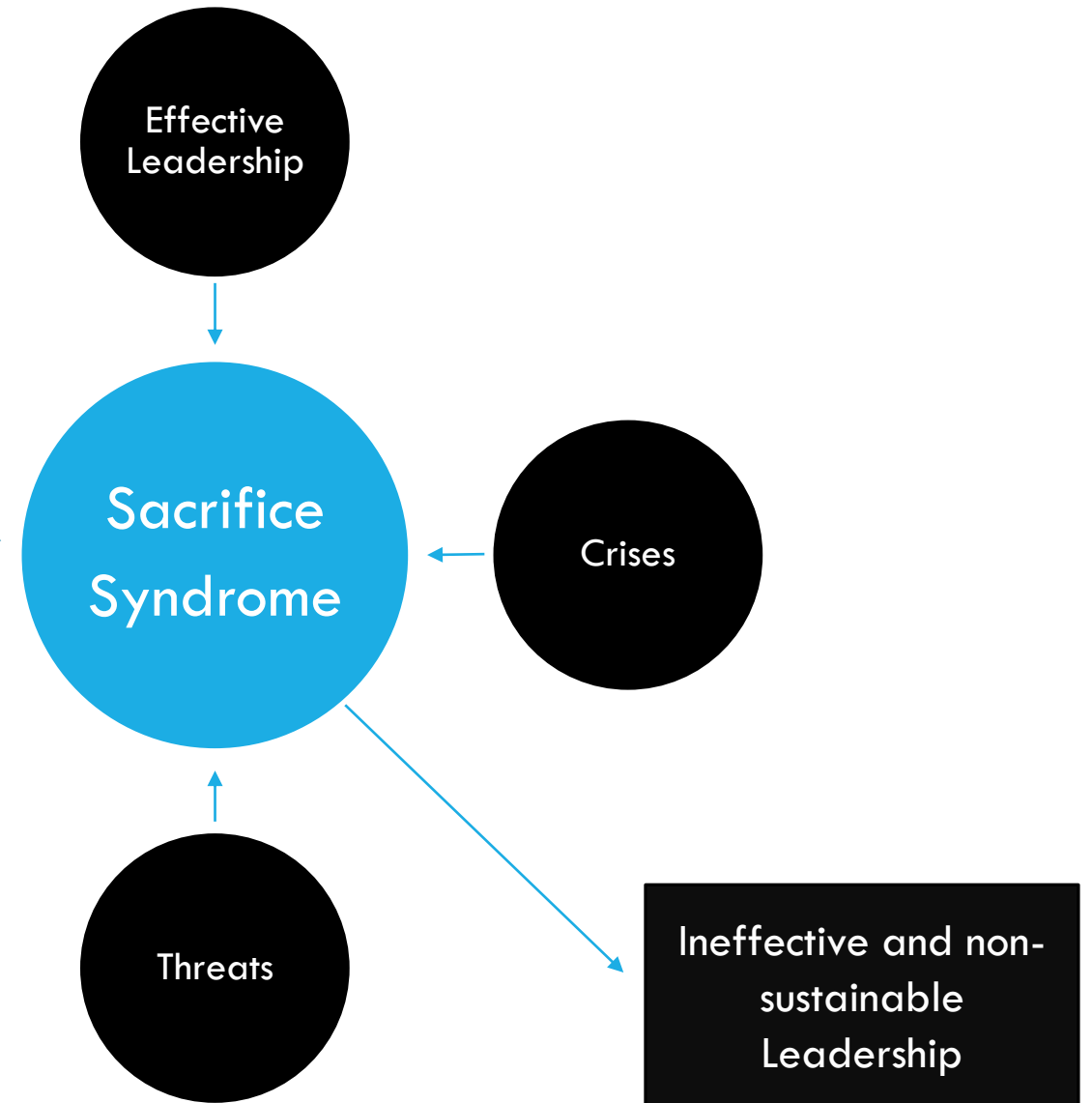


# SACRIFICE SYNDROME

## Top Warning Signs

Occurs over time because of a number of factors, including **pressure to get results, heavy responsibilities, the perpetual need to influence people and loneliness**

Productivity	Emotional	Physical
<p>Working harder with less result</p> <p>Getting home later and leaving earlier</p>	<p>Not caring about eating habits</p> <p>Never enjoying quiet time</p> <p>Little exercising, smiling or laughing</p>	<p>Feeling tired even after sleeping</p> <p>Rarely relaxing or only with alcohol</p> <p>Drinking excessive amounts of coffee</p>



# PROJECT STRESS AND PRODUCTIVITY

Project management is inherently stressful due to:

- Nature of matrix management
- Complex problem solving
- Project unpredictability
- Trends such as virtual teams
- Implicit expectation of a 24/7 work cycle



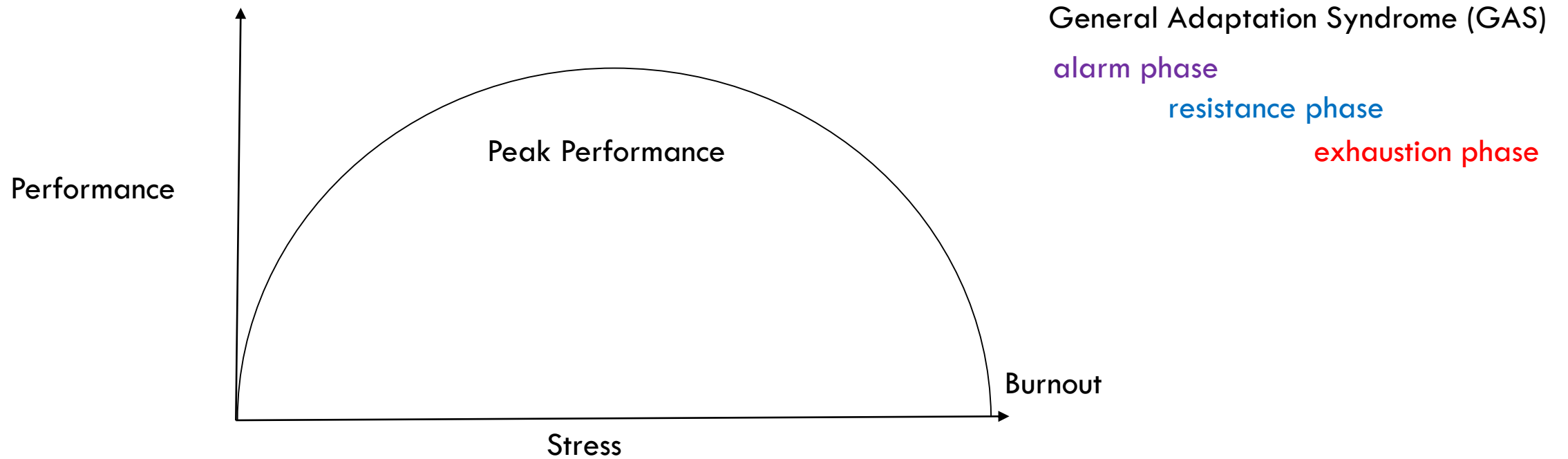
# PROJECT STRESS AND PRODUCTIVITY

Addressing stress is necessary to reduce the consequences of stress, such as **poor decision making**, ‘task shedding’ (the dropping of key tasks) and **reduced attention span**

[Tangible Tips for Handling the Endless Stress in Project Management](#)

Dr. Steven Flannes

# PHYSIOLOGICAL CHANGES



Yerkes–Dodson Human Performance Curve Under Stress

# POWER STRESS

... caused by emotional demand of influencing others and the increased responsibility of the position (McClelland, 1985).

"The major emotions a CEO has are frustration, disappointment, irritation and overwhelm"

Steve Tappin - The Secrets of CEOs

47% of newly hired or recently promoted Senior Executives get fired or quit within first 18 months on the job

Project Management and Executive Management most stressful jobs

<http://www.salaryexplorer.com>



Stress is an uncomfortable feeling or when one starts to experience fear, anxiety or apprehension because of the perception of a perceived threat.

# ARE YOU RESONANT?

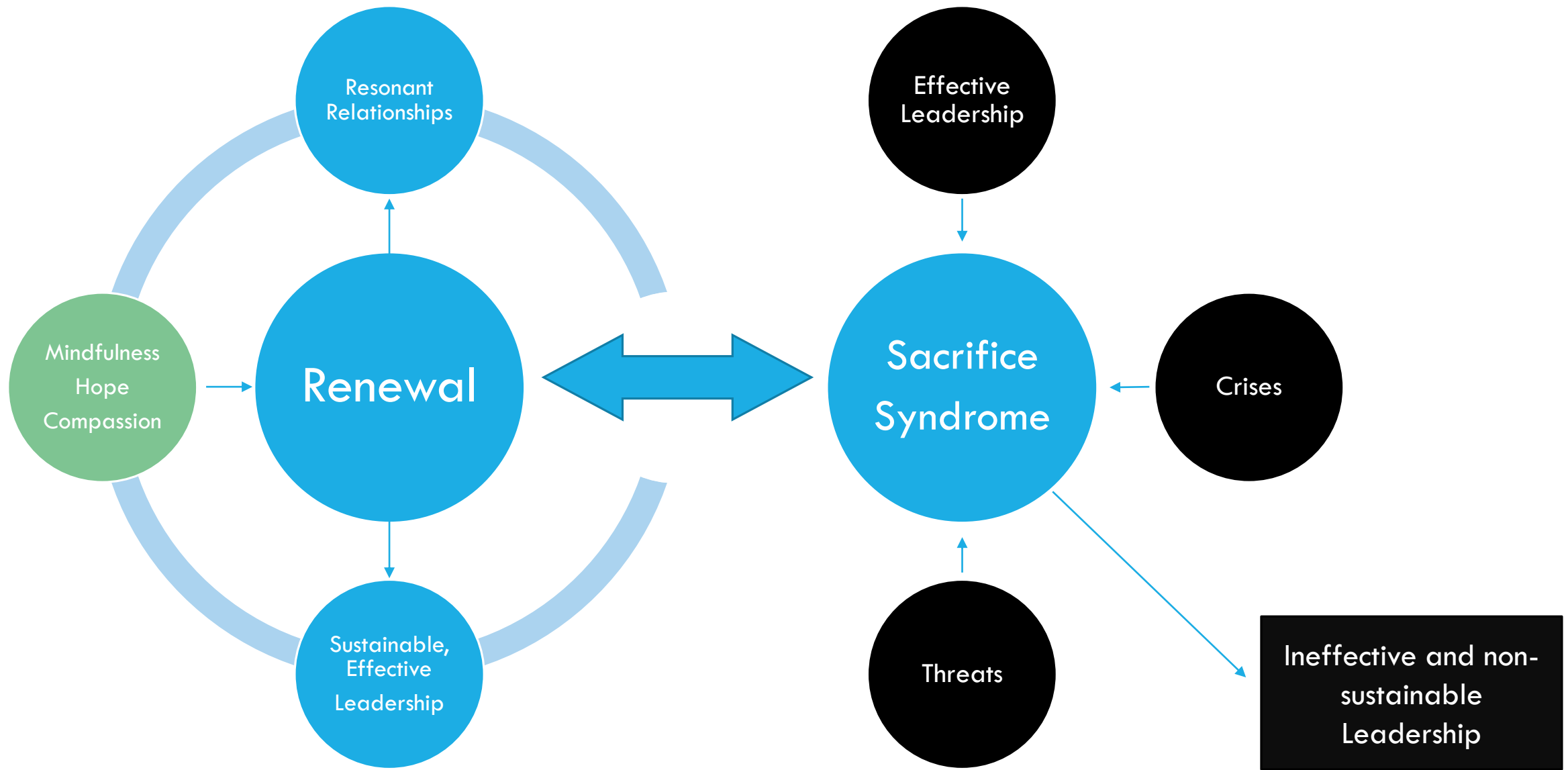
Can you answer yes to these 4 questions?

1. Do you inspire others?
2. Have you created a positive work environment?
3. Do you demonstrate compassion for yourself and others?
4. Do you understand yourself, others and the broader environment?



“Every time you confront something painful, you are at a potentially important juncture in your life—you have the opportunity to choose healthy and painful truth or unhealthy but comfortable delusion.”

— Ray Dalio, Principles: Life and Work



# MINDFULNESS

First critical step in renewal

Reflection

Meditation

Journaling

Supportive relationships



Awake

Aware

Attentive

# HOPE

Having a clearly articulated set of goals

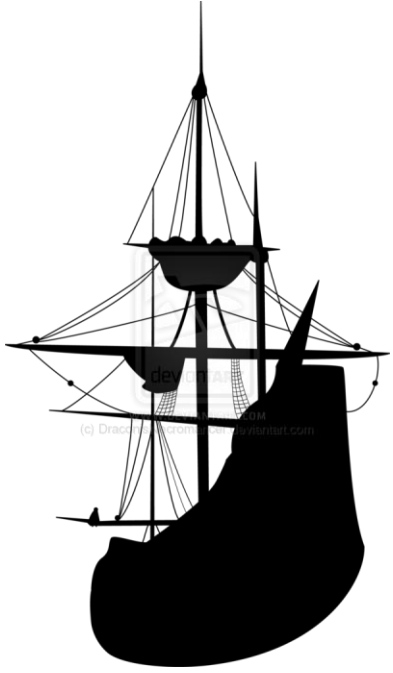
How?

Develop a **vision** of the future

Inspiration is getting **buy-in** to the idea that a better future lies ahead



**Florence  
Chadwick**



## Imperial Trans-Antarctic Expedition, 1914–17

Disaster struck Ernest Shackleton's expedition when his ship, *Endurance*, became trapped in pack ice and was slowly crushed before the shore parties could be landed.

The crew escaped by camping on the sea ice until it disintegrated, then by launching the lifeboats to reach Elephant Island and ultimately the inhabited island of South Georgia, a stormy ocean voyage of 720 nautical miles.

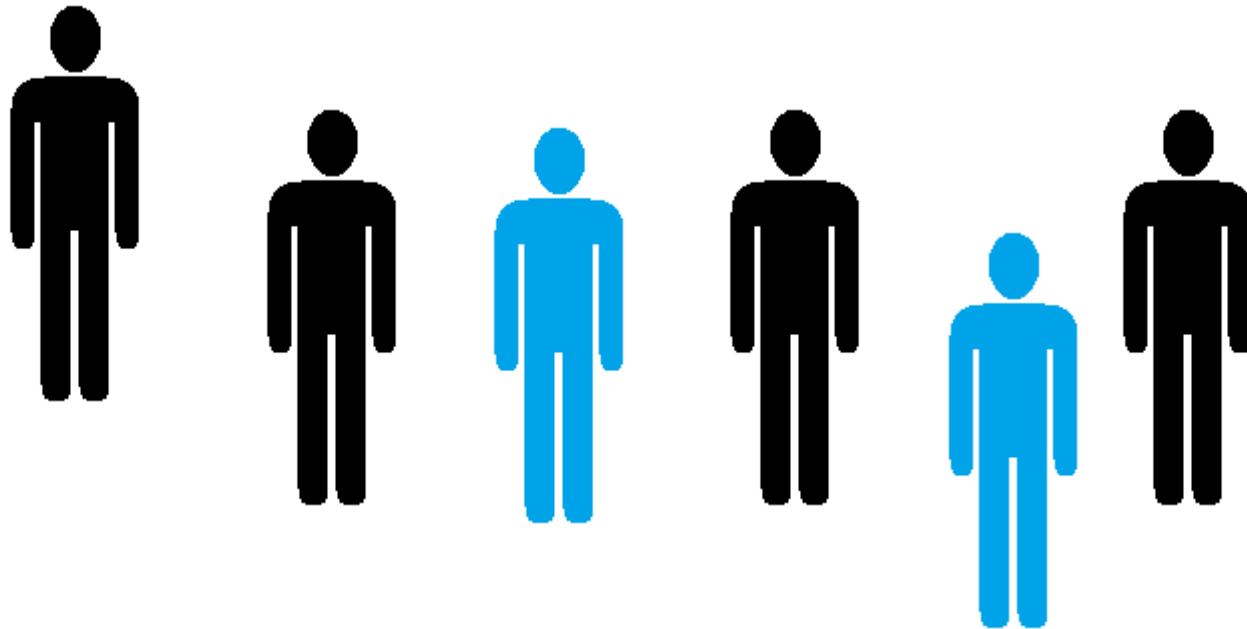


# COMPASSION



# COMPASSION

Understanding needs and dreams of those around others and respecting them and their perception of reality



Business Case for Compassion

Reduces stress and improves a leader's overall effectiveness

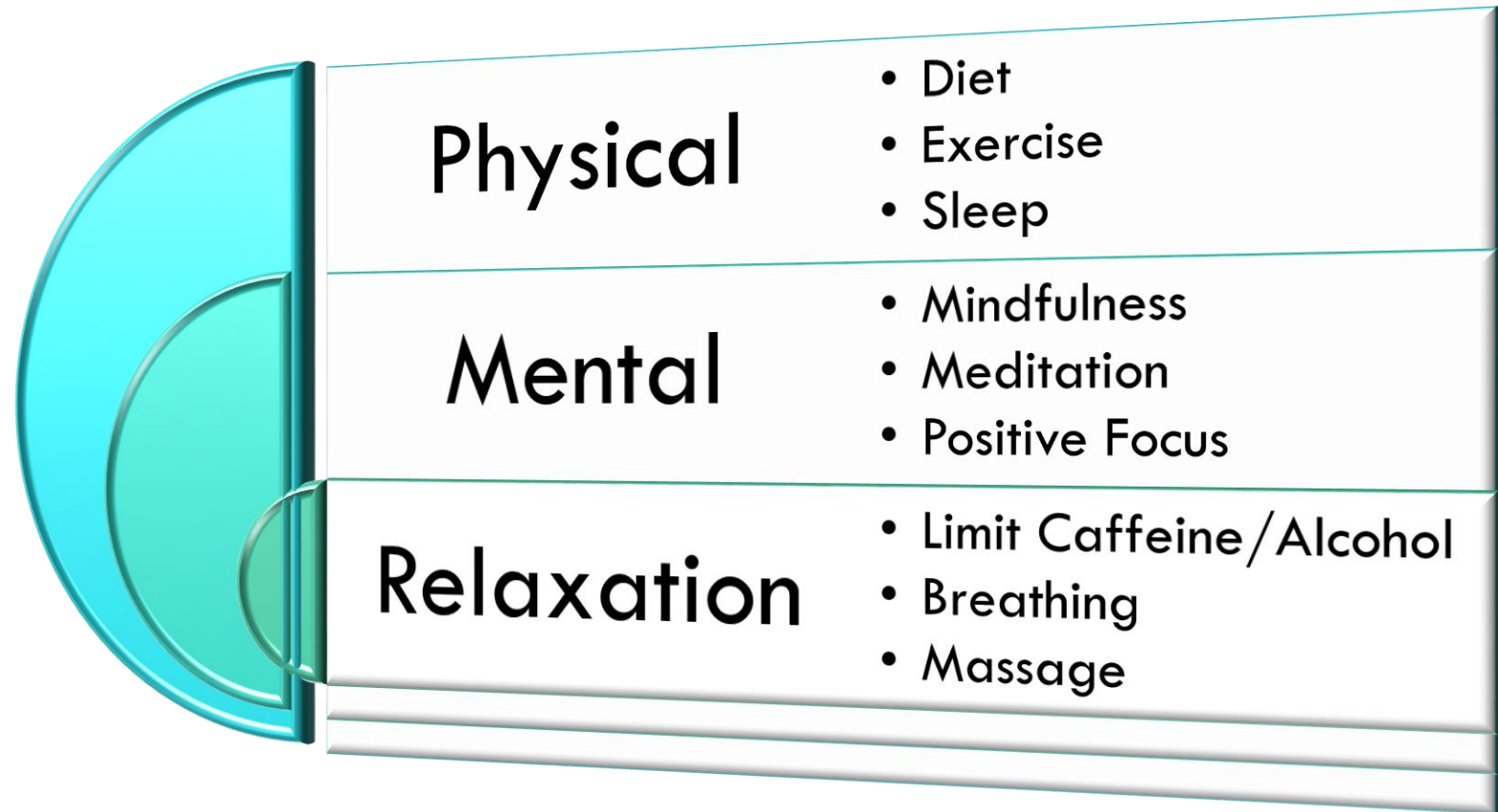
Develop more people as leaders

Builds company loyalty



# INTENTIONAL CHANGE

Top-performers use various strategies under stressful circumstances to lower their stress level, so that their exposure to stress is intermittent rather than prolonged.



# RENEWAL LEADS TO RESONANCE

Power stress has always been a part of leadership reality.

The issue is too little recovery time. While the pressure and stresses will not relent, the key is to take steps in which recovery can be achieved.



Family Time



Exercise



Enjoyable Activities & Relaxation

# CHECK POINT

## Dissonant Leaders

- A. Distant emotionally and socially from employees.
- B. Logical and fact-based in decision-making.
- C. Are often perceived as cold and aloof
- D. Generate feelings of burnout among the teams they lead.
- E. All of the above.

# SUMMARY

*Effective leaders develop a sense of **purpose** by pursuing goals that align with their personal values and advance the collective good.*

# SCENARIO

Joseph is the nephew of the Executive you are delivering a project for.

You have an opening on your team for a scheduler. The Executive has inquired several times if you have a chance to interview Joseph yet.

You have reviewed Joseph's resume and he is definitely not qualified. This particular Executive has a lot of influence within the company. Your budget for resources is tight and you can't afford to have someone on the team, who is not performing.

What should you do?

# APPENDIX

## *Additional Reference Materials*

- Books
- Magazines and Journals on Emotional Intelligence
- Emotional Intelligence Web Sites
- Additional Information

# BOOKS - THE BASIS

McKee, Annie (2011). *Management: A Focus on Leaders*. London: Pearson Prentice Hall.

McKee, Annie, Boyatzis, Richard, Johnston, Frances (2008). *Becoming a Resonant Leader: Develop your emotional intelligence, renew your relationships, sustain your effectiveness*. Boston: HBR Press.

Boyatzis, Richard and McKee, Annie (2005). *Resonant Leadership: Renewing yourself and connecting with others through mindfulness, hope and compassion*. Boston: HBR Press.

Goleman, Daniel, Boyatzis, Richard, and McKee, Annie (2002). *Primal Leadership: Realizing the power of emotional intelligence*. Boston: HBR Press.

# MAGAZINES AND JOURNALS ON EMOTIONAL INTELLIGENCE

There are many magazines and journals on topics related to emotional intelligence such as *PM Network*, *Time*, *Newsweek*.

Below are academic journals that carry articles related to emotional intelligence:

American Psychologist  
Applied Psychology  
Current Directions in Psychological Science

Journal of Applied Social Psychology  
Journal of Managerial Psychology  
Journal of Occupational Health Psychology  
Journal of Organizational Behavior  
Journal of Personality and Individual Differences

European Journal of Work and Organizational Psychology  
Human Resource Development Quarterly  
Human Resource Management Review

Personality & Social Psychology Bulletin  
Research on Emotion in Organizations



# EMOTIONAL INTELLIGENCE WEB SITES

Consortium for Research on Emotional Intelligence in Organizations -  
<http://www.eiconsortium.org/>

The Hay Group—<http://ei.haygroup.com/default.asp>

Businessballs.com—<http://www.businessballs.com/eq.htm>

TalentSmart—<https://www.talentsmart.com/>

Tune Up Your EQ—<http://www.tuneupyoureq.com/>

The EQ Directory—<http://www.eq.org/>

# ADDITIONAL INFORMATION

EI Multi-Health Systems - <http://ei.mhs.com/>

6 Seconds Emotional Intelligence Network: EQ Reflections  
<http://www.6seconds.org/connect/>

Emotional Intelligence Appraisal [www.talentsmart.com/test](http://www.talentsmart.com/test)

\*Web sites, blogs, LinkedIn Groups, Twitter

# Speaker Information

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SoundCloud: <https://soundcloud.com/carlafair>