



Soft Skills for Project and Programme Managers

Melanie Franklin, CEO, Maven Training

About Me



- Founder and CEO of Maven Training
- Lead Trainer and Course developer
- Coach and Mentor
- Published Author with the OGC

About Maven Training



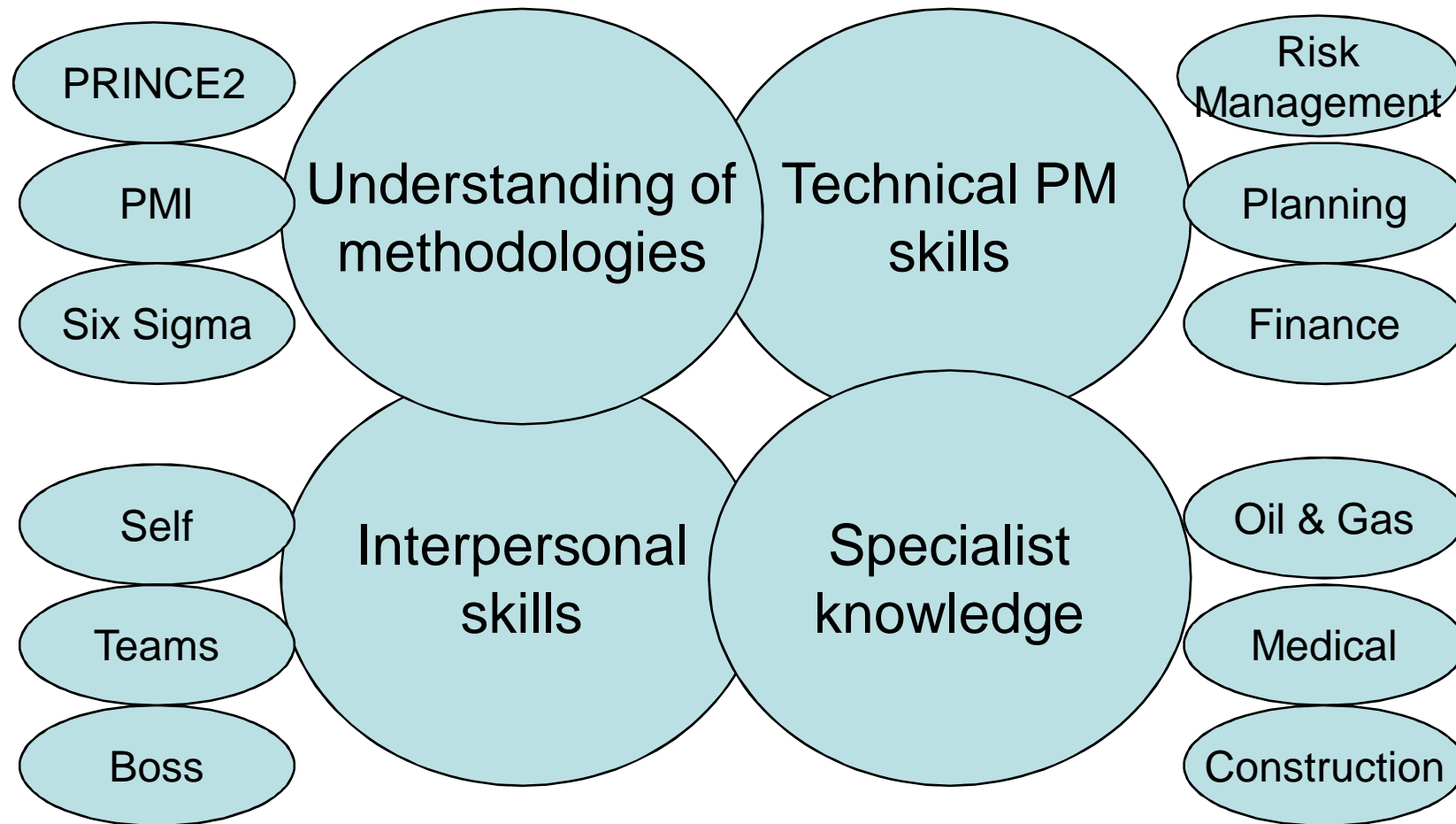
- Offices in Dubai & UK
- Established since 2001
- Providers of Training in
 - Project Management
 - Programme Management
 - Risk Management
 - Change Management
 - Project & Programme management soft skills

Context setting



- Methodology is not enough
- Need to know 'how' to do the job
- Increase in importance of skills in internationally recognised approaches to project and programme management:
 - PMI
 - IPMA
- New skills series from TSO aimed at project and programme managers
- General dissatisfaction by employers with level of interpersonal skills displayed by staff*

Completing the picture



Soft skills or interpersonal skills?

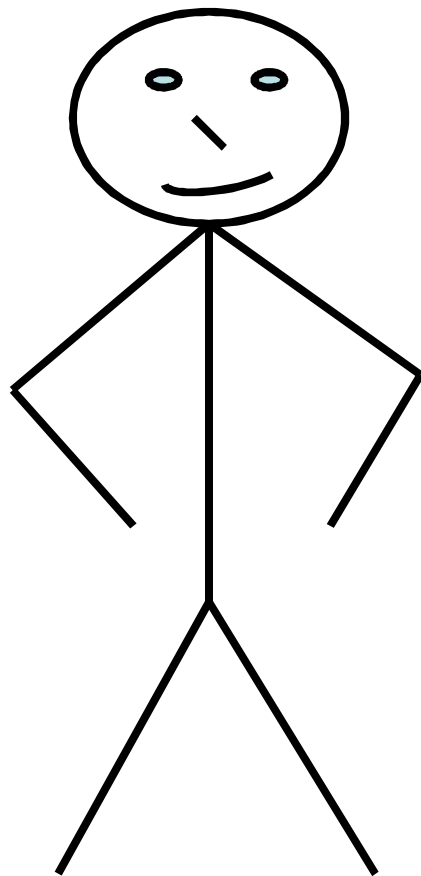


Interpersonal skills:

Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.

Transportation Security Administration

Importance of interpersonal skills

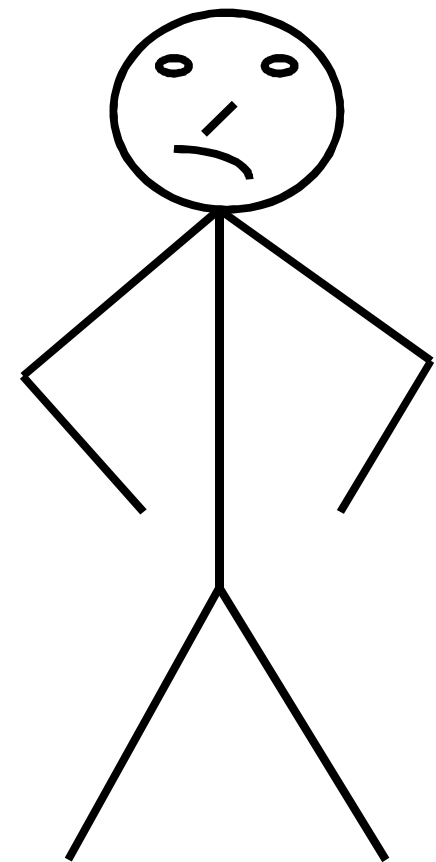


7%

Verbal reasoning

93%

Non verbal:
Body language
Situational assessment
Sensing others feelings
and thoughts



Skill groupings



Assertiveness/Empathy

Communication:
Persuading
Influencing
Listening

Leadership:
Problem solving
Decision making
Negotiating
Conflict management

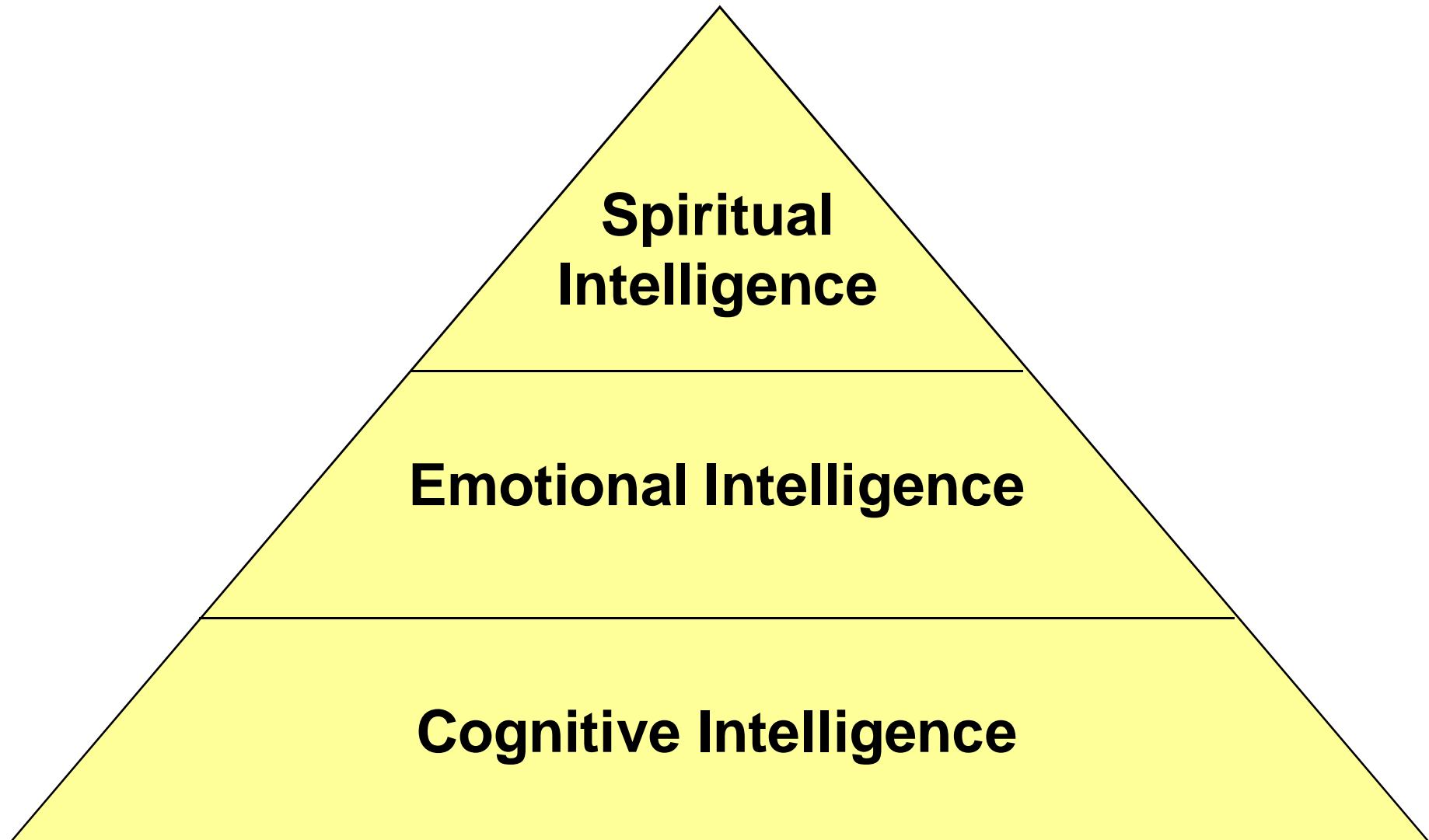
Team management:
Delegating
Motivating

Challenges of this subject



- Managers think it is 'touchy feely' and do not see it as their place to train their staff in how to be a 'better person'
- Managers do not connect strong interpersonal skills with the bottom line of successful project delivery
- The subject is so broad that it is difficult to be specific about what is required and how to get there
- No obvious start or end point so it is difficult to know where to begin and how to estimate the amount of training and investment required
- It is not policy to invest in temporary staff

Skills derived from...



Cognitive intelligence



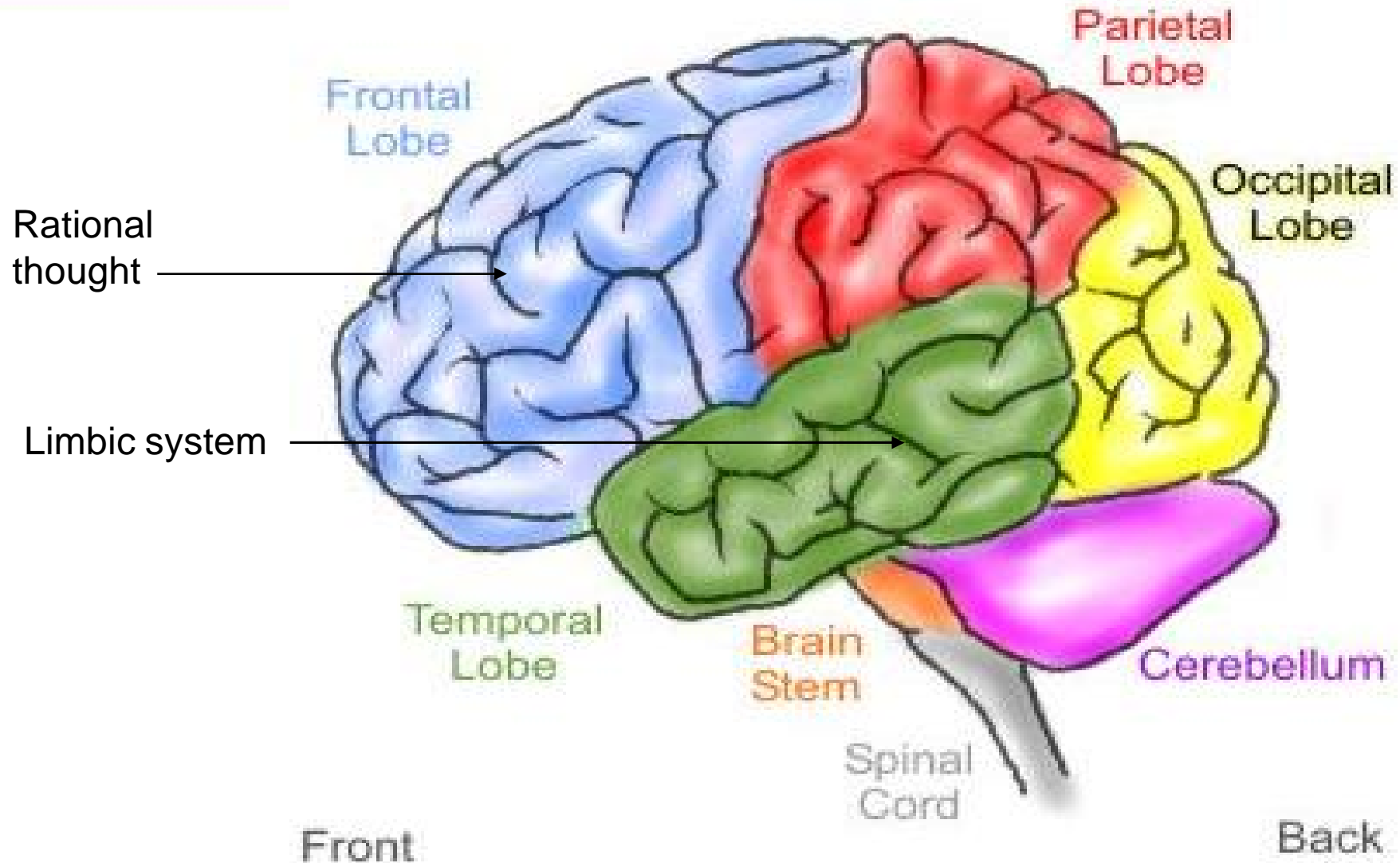
- Intelligence quotient – measures the ability to solve logical or strategic problems
- Analytic intelligence needs to be enhanced by:
 - Practical intelligence which is the capability to solve problems
 - Creative intelligence which is the capability to find new approaches

Emotional intelligence



- Emotional quotient – the ability to access ones own and others personal feelings as crucial. It is formed of:
 - Self awareness
 - Emotional resilience
 - Motivation
 - Interpersonal sensitivity
 - Influence
 - Intuitiveness
 - Conscientiousness
- EQ has been identified as a requirement for the effective use of IQ.

Regions in the human brain



Spiritual intelligence



- Spiritual intelligence is described as "the intelligence with which we address and solve problems of meaning and value"
- The intelligence with which we can place our actions and our lives in a wider, richer, meaning-giving context, the intelligence with which we can assess that one course of action or one life-path is more meaningful than another."
- (SQ), the ultimate intelligence that serves as a necessary foundation for the effective functioning of both IQ and EQ.

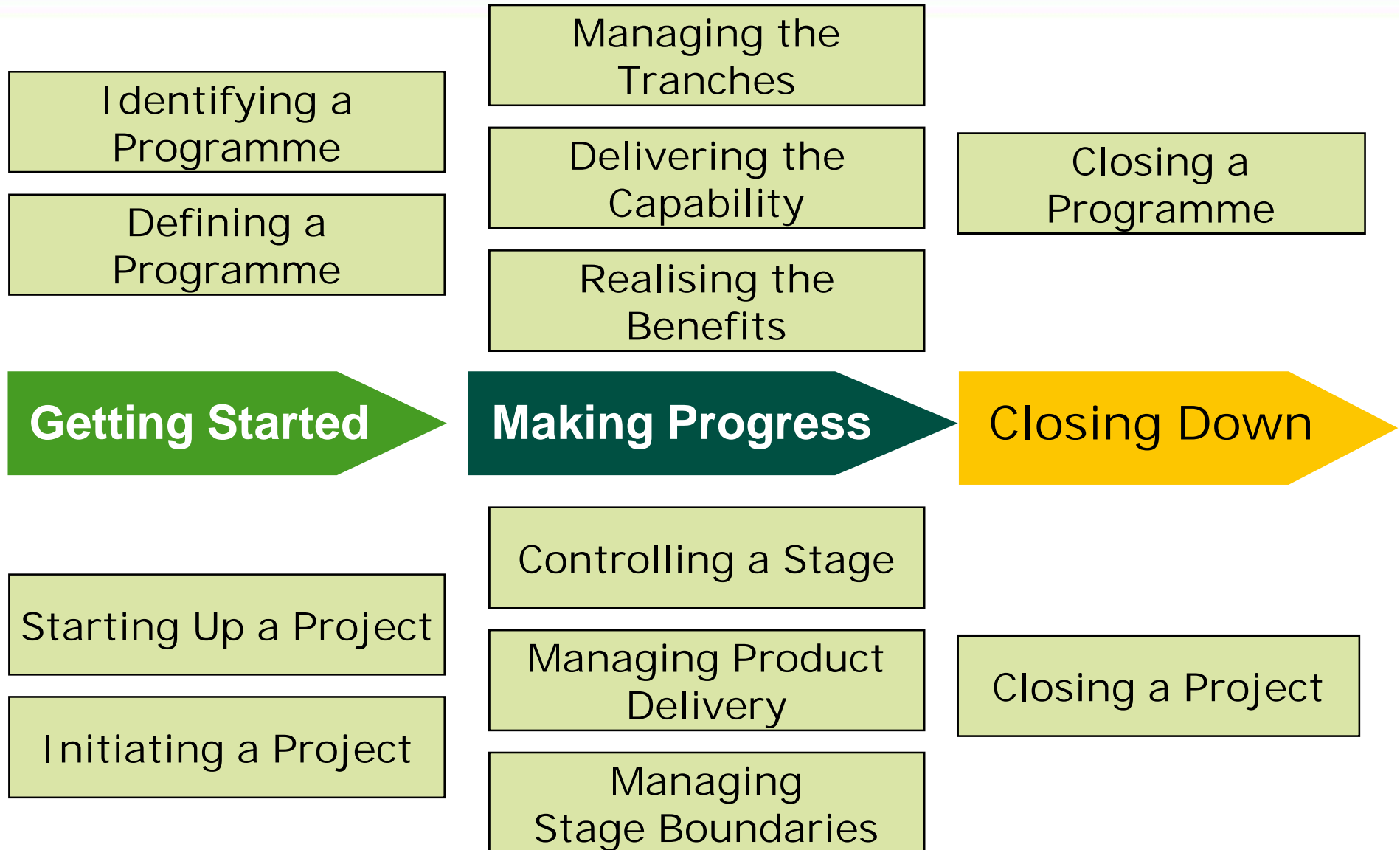
Emotional competencies



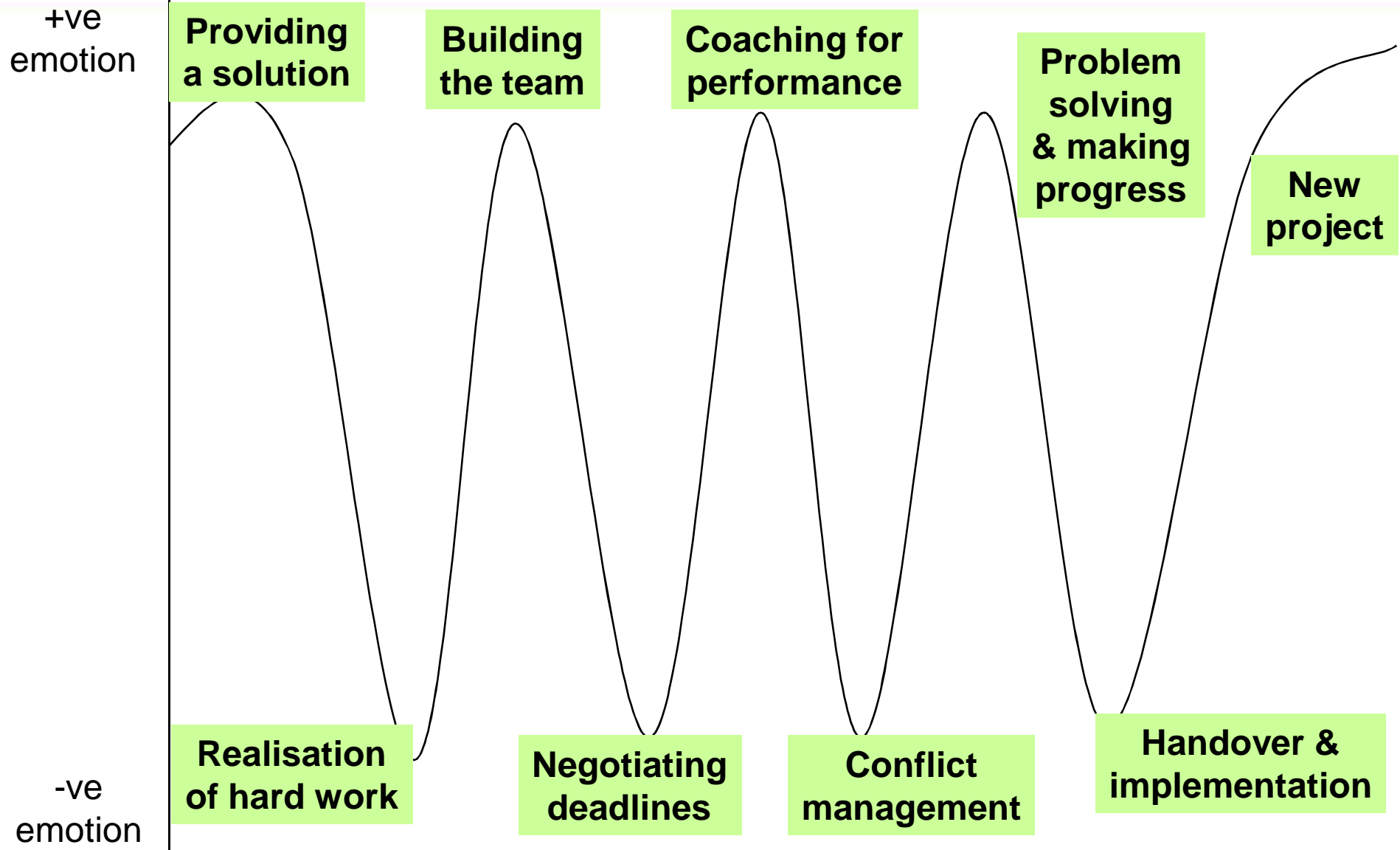
- **Self-awareness**
Emotional awareness, Accurate self-assessment, Self-confidence
- **Self-management**
Self-control, Trustworthiness, Conscientiousness, Adaptability, Achievement Orientation Initiative
- **Social awareness**
Empathy, Organisational awareness, Service orientation
- **Social skills**
Developing others, inspiring and guiding, Influence, Communication, initiating or managing change
Negotiating and resolving disagreements, Building bonds, Teamwork and collaboration

Source: Goleman (1998)

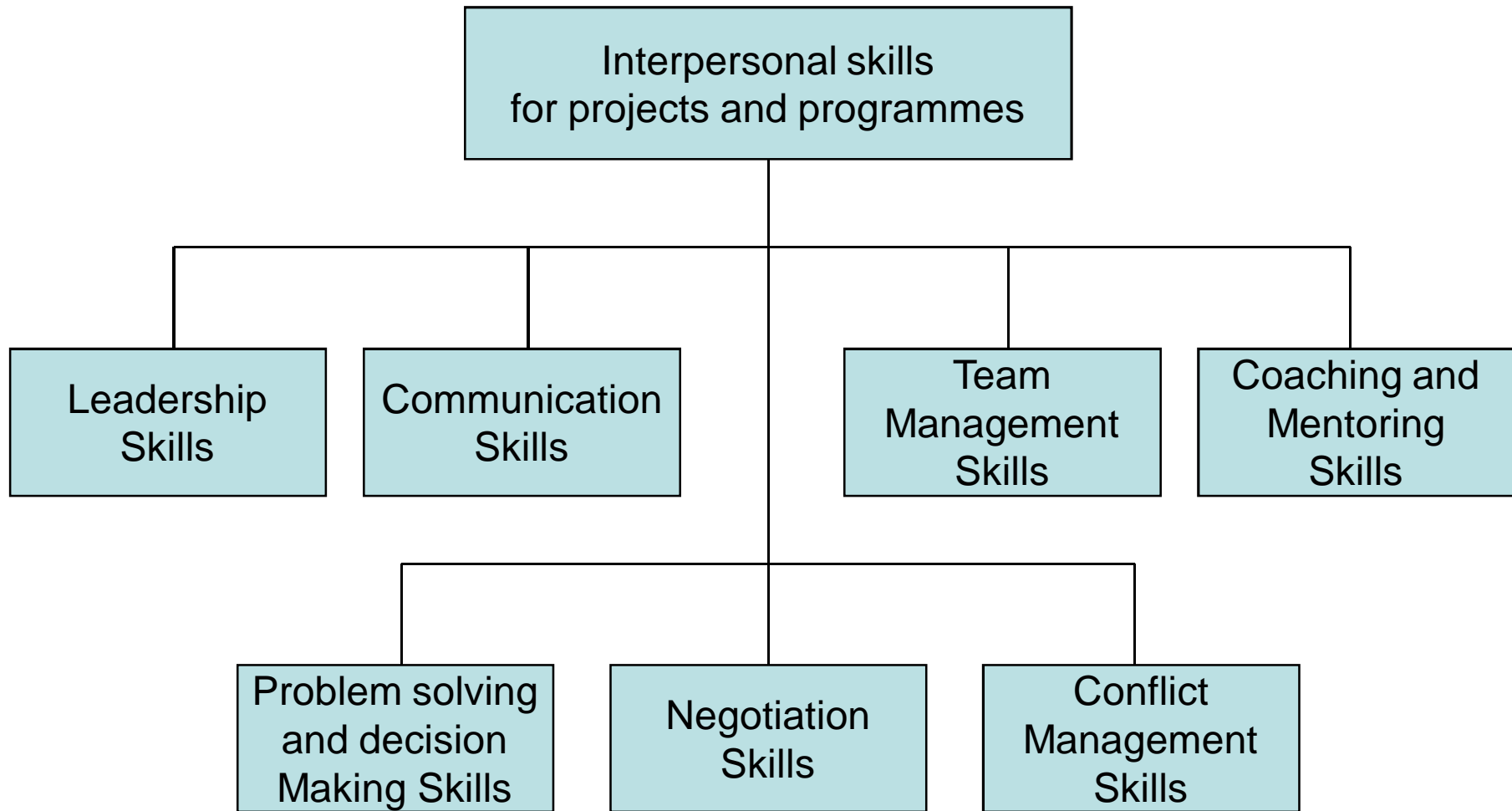
Process Model



Emotional rollercoaster



Where next?



Questions

