

Interpersonal skills for projects and programmes

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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



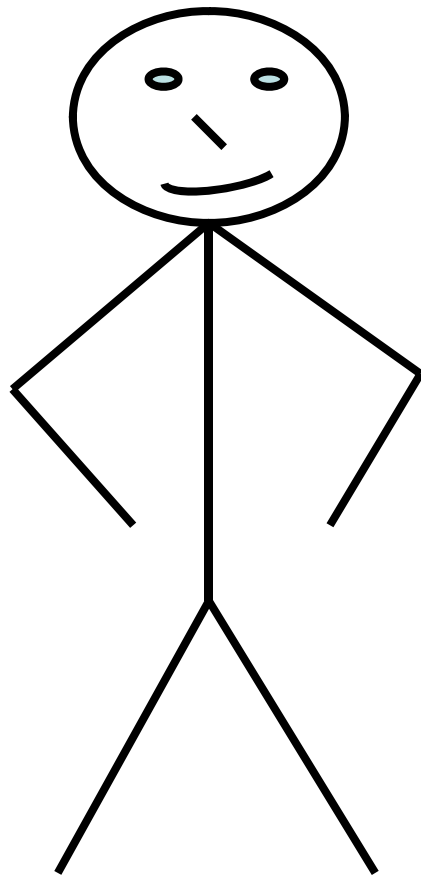
Soft skills or interpersonal skills?



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.

Importance of interpersonal skills

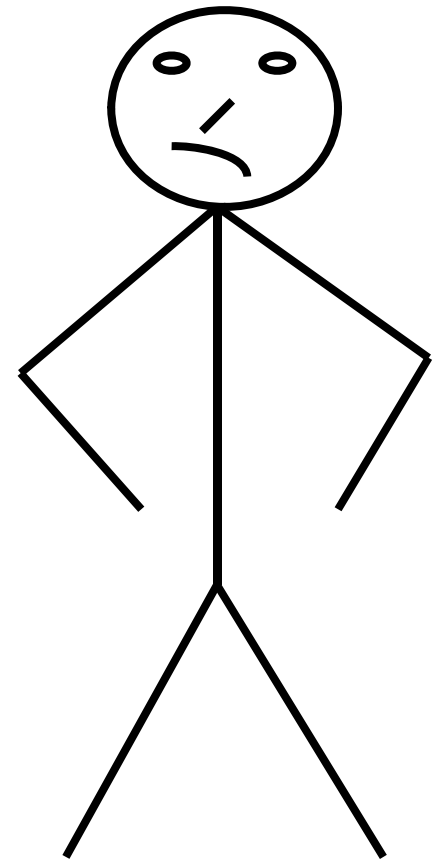


7%

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

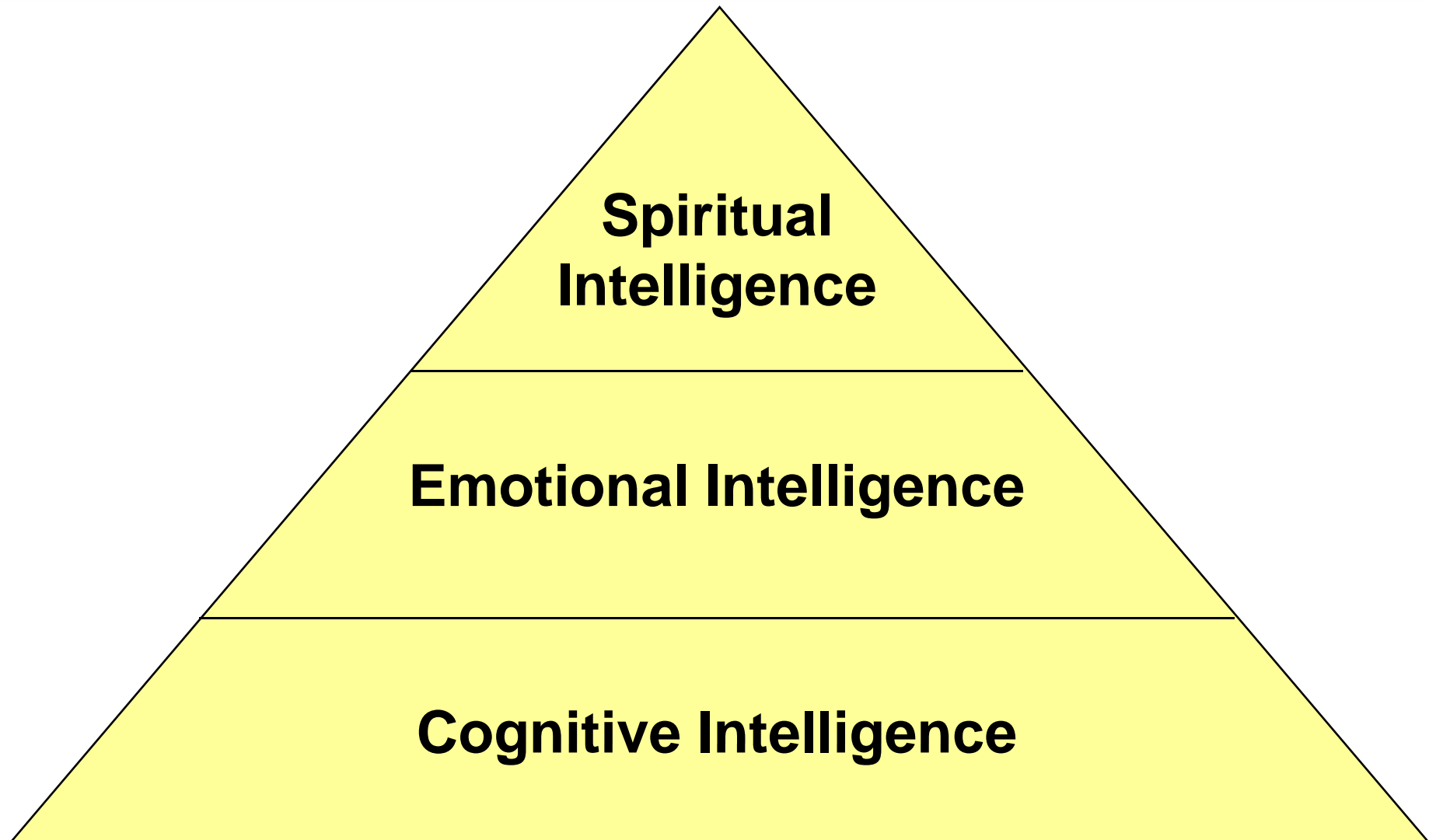
Team management:
Delegating
Motivating

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



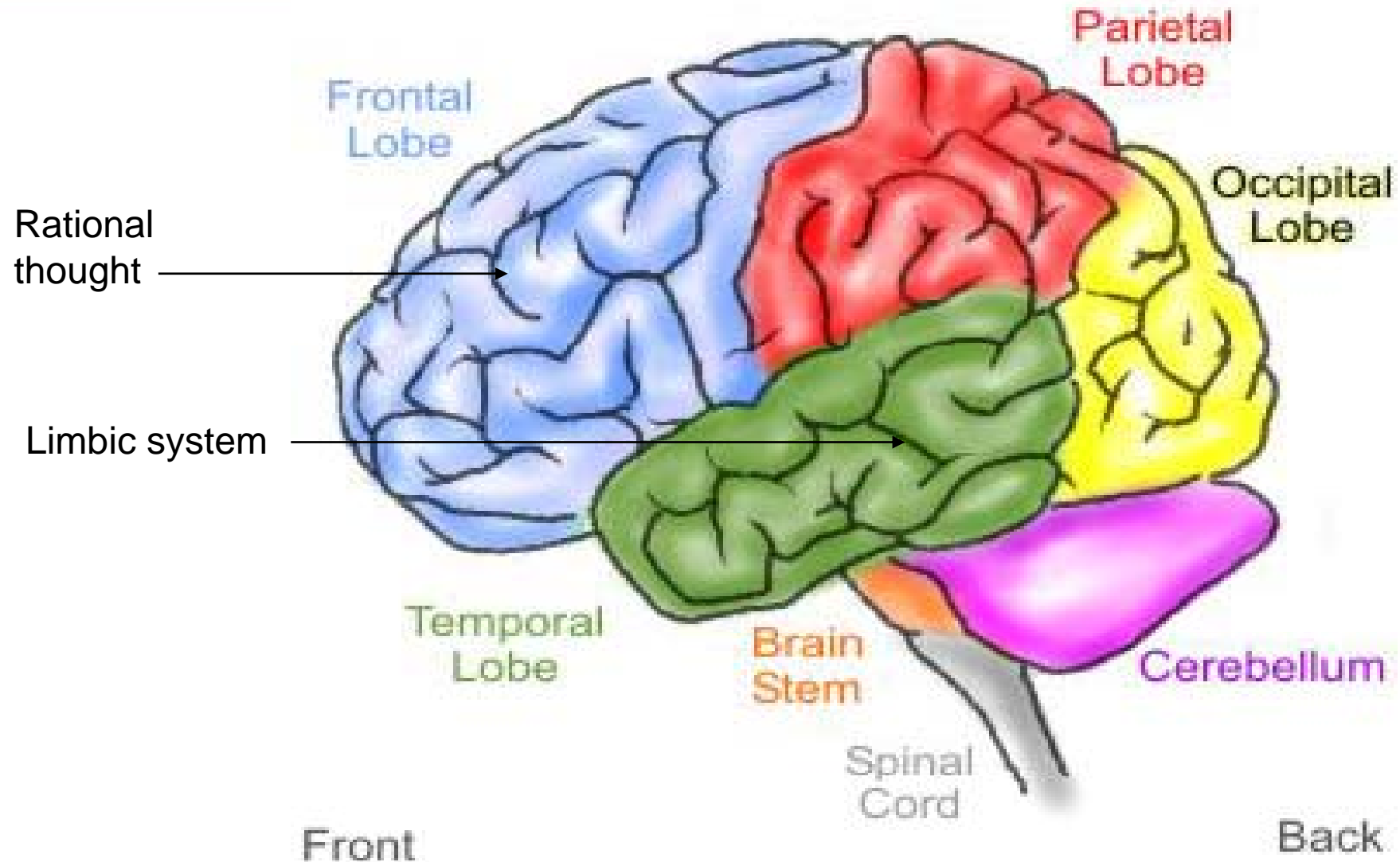
- Emotional quotient – the ability to access ones own and others personal feelings as crucial. It is formed of:
 - Self awareness
 - Emotional resilience
 - Motivation
 - Interpersonal sensitivity
 - Influence
 - Intuitiveness
 - Conscientiousness
- EQ has been identified as a requirement for the effective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

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.

Developing emotional intelligence



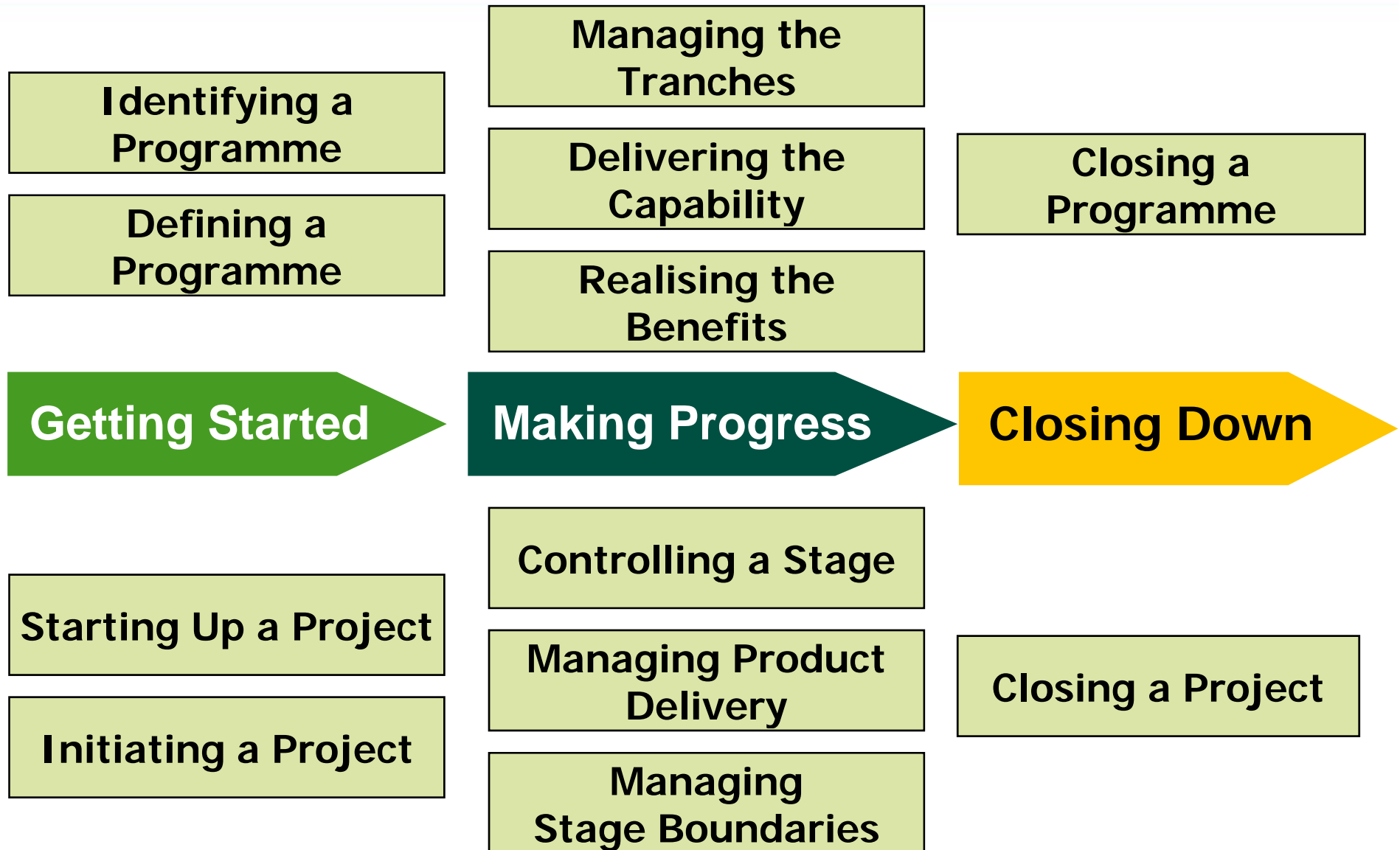
Emotional competencies



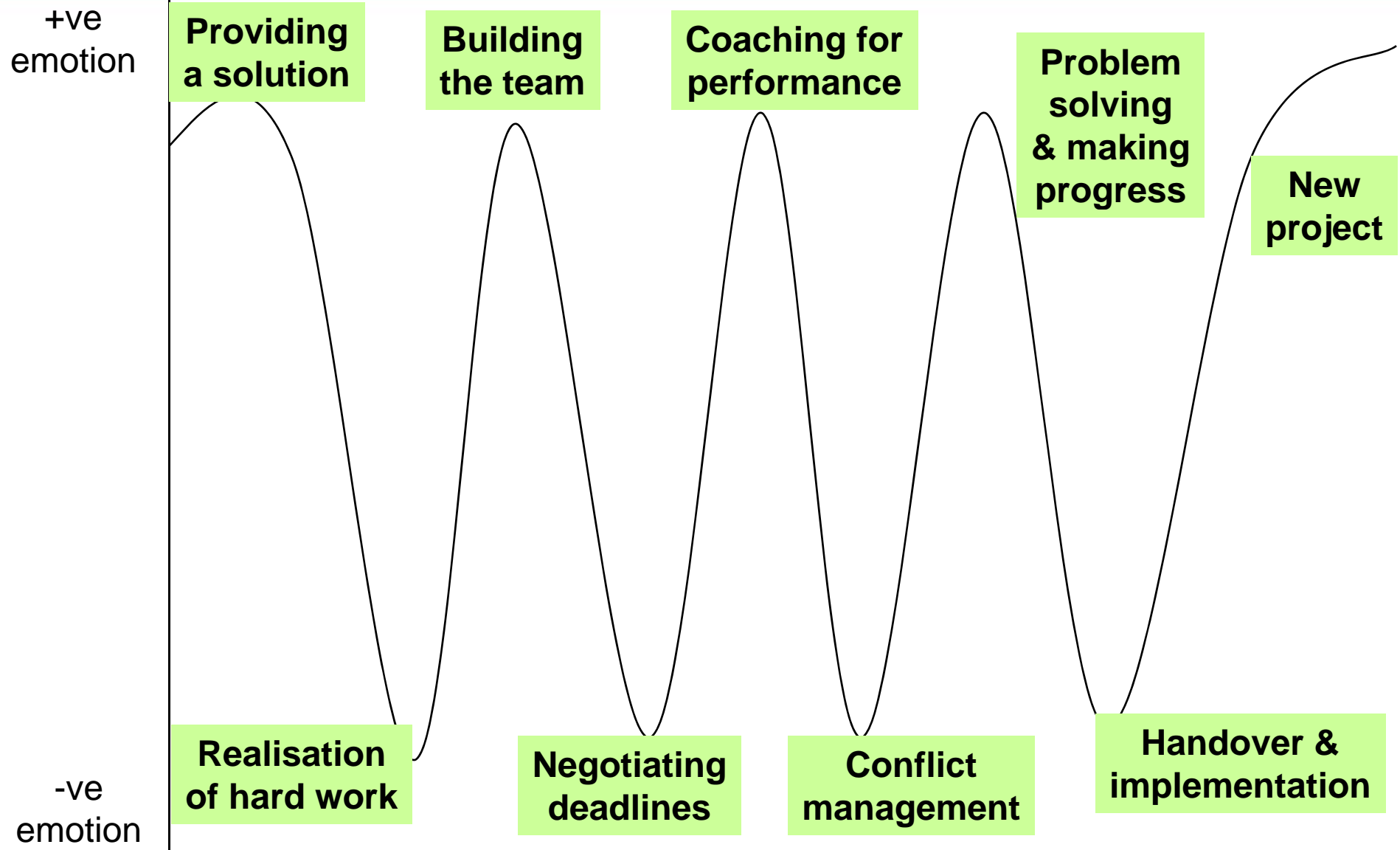
- **Self-awareness**
Emotional awareness, Accurate self-assessment, Self-confidence
- **Self-management**
Self-control, Trustworthiness, Conscientiousness, Adaptability, Achievement Orientation Initiative
- **Social awareness**
Empathy, Organisational awareness, Service orientation
- **Social skills**
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?



Maven Training
Skills Academy

Managing yourself

Interpersonal
Skills

Facilitation
Skills

Negotiation
Skills

Conflict
Management
Skills

Where next?



Maven Training
Skills Academy

Managing others

Leadership
Skills

Stakeholder
Engagement
Skills

Team
Management
Skills

Coaching &
Mentoring
Skills