

Project Management to Leadership

Role of Emotional Intelligence

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Algoloma

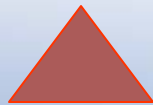
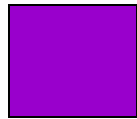
Session GBS05

Agenda

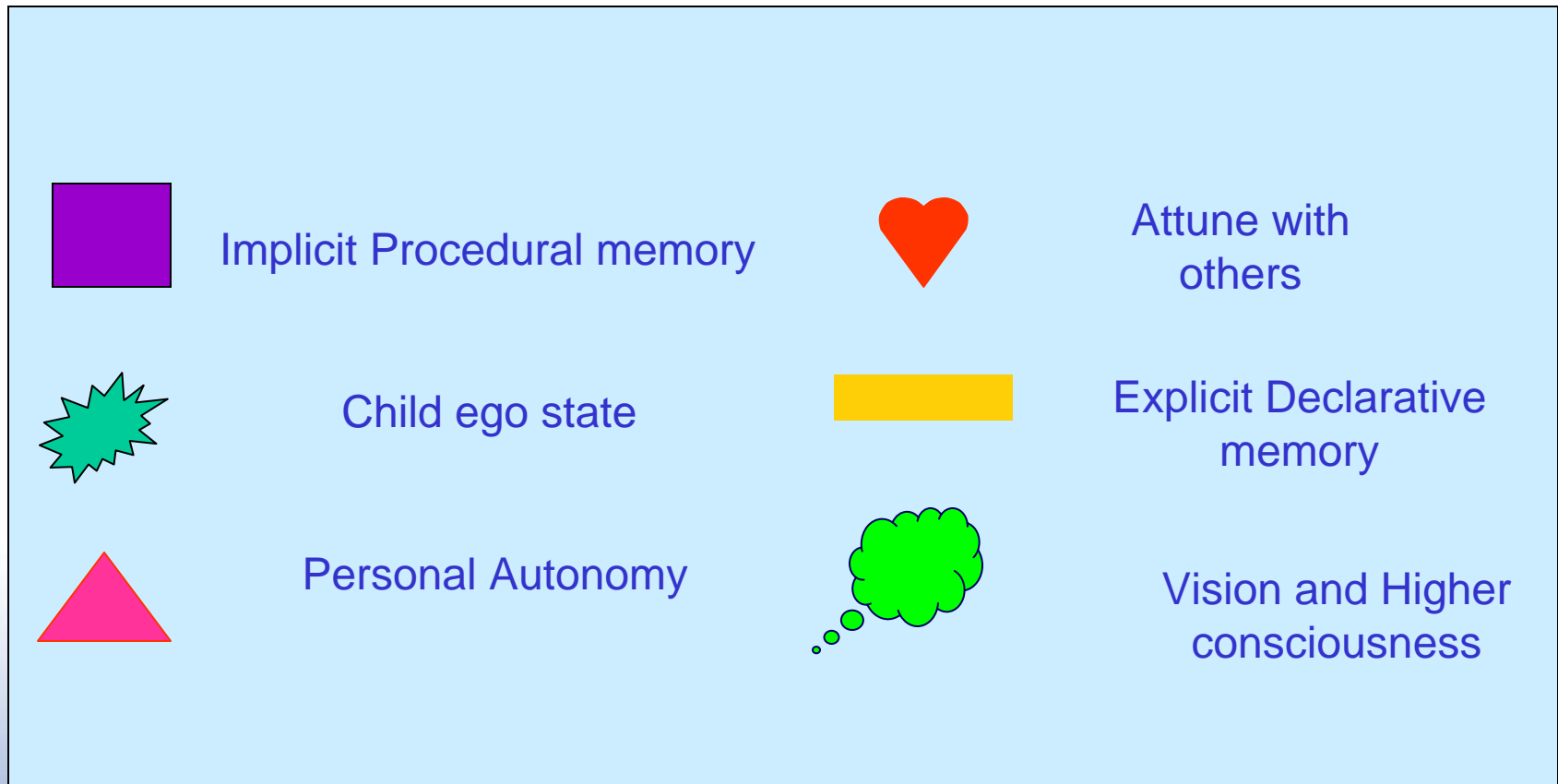
- *World of Project Management*
- *PM to Leadership Transition*
- *Leadership is ...*
- *Leadership Hierarchy*
- *Changing Nature of Leadership*
- *Future Leadership Trends*
- *Leadership Need Today*
- *What is Emotional Intelligence?*
- *History of EI*
- *EI & IQ*
- *Aspects of EI*
- *Emotional Competence Framework*
- *What does EI look like?*
- *Interesting EI facts!*
- *EI & Leadership Styles*
- *Leadership Excellence through EI*
- *Emotionally Intelligent Organization*
- *EI Measurement and Development*
- *Q & A*

Building Blocks of Human Personality

Which one are you?



Intelligence Centers & EI



World of Projects

- Competitive Global Economy
- Highly networked diverse teams
- Recognition of the value of Stakeholders to bottom line profitability
- Role of Project Management is more challenging as the stakeholders are diverse and no longer objects but are subjects with expectations & requirements.

It's a Knowledge-Based Economy !

PM to Leader Transition

- Tactical to Strategic
- Authentic leadership – being the change
- Reactive Vs Proactive

Leadership is ...

- A fundamental state.
- A learning continuum.
- To me, leadership is multifaceted ...
 - **Vision – Realistic, Clear values & Attractive future**
 - **Motivation – Myers-Brigg, SDI**
 - **Execution – Follow-through is the cornerstone**

Know the people and business

Reward the Doers

Business Definition - The capacity to establish direction and to influence and align others toward a common goal, motivating and committing them to action and making them responsible for their performance.

Some Leadership definitions

- Management is doing things right; leadership is doing the right things. - Peter F. Drucker
- Leadership is the art of getting someone else to do something you want done because he wants to do it. - Dwight Eisenhower
- Only one man in a thousand is a leader of men -- the other 999 follow women. Groucho Marx

The Leadership Levels



Based on Jim Collins article in Best of HBR 2005 'Level 5 Leadership – The Triumph of Humility and Fierce Resolve'

Leadership Hierarchy

Level 5	Executive	Builds enduring greatness through a paradoxical combination of personal humility and professional will.
Level 4	Effective Leader	Catalyses commitment to and vigorous pursuit of a clear and compelling vision: stimulates the group to high performing standards.
Level 3	Competent Manager	Organizes people and resources towards the effective and efficient pursuit of predetermined objectives.
Level 2	Contributing Team Member	Contributes to the achievement of group objectives; works effectively with others in a group setting
Level 1	Highly Capable Individual	Make productive contributions through talent, knowledge, skills and good work habits.

Changing Nature of Leadership

- A position /A process
- Functional / Boundary-less orientation
- Happens at the top / Throughout the organization
- Command & Control Vs Coaching and Collaboration
- Rewarded for being a star / Success of others
- Independent decision making / Interdependent decision making
- Individual leadership competencies / Groups of networks
- Power lies in position / Power lies in knowledge
- Competitive / Collaborative
- Stay the course strategy/ Emergent & flexible strategy
- Sells their opinions / inquiries for buy-in

Changing Nature of Leadership

- Collective Leadership – Kellogg's model
- Total Leadership - Stewart Friedman

Future Leadership Trends

- Multi-generational Leadership

- Baby boomers (1946-1964)
- Generation X (1965-1980)
- Generation Y (1980-1995)

What are the challenges?

- Where will we find tomorrow's leaders ?

- Leading from behind
- Future Leadership Landscape – Leaderships Online
- Leadership as a Collective Genius

Gen Y – Picture 1



Gen Y – Picture 2



Leadership Need Today

Demand for Leadership – 2Es

- Execution
- Emotional Intelligence

Studies conducted by Heidrick & Struggles International Inc
– Executive search and leadership services.

What is Emotional Intelligence?



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

Daniel Goleman(1995)

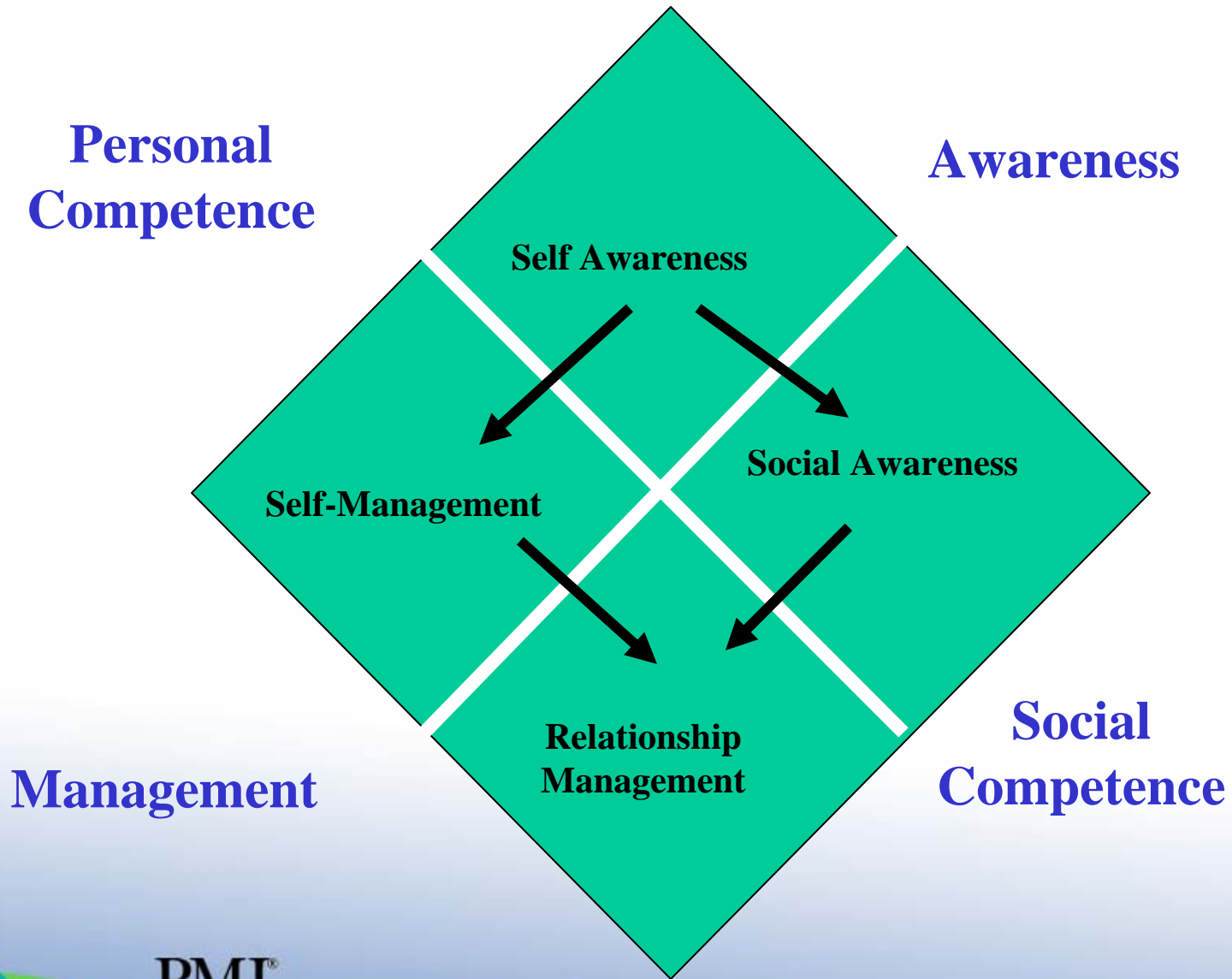
History of EI

- Arrival of ‘Social Intelligence’ in 1920s.
- Howard Gardner’s ‘Multiple intelligence’- 1980s.
- Phrase ‘ Emotional Intelligence’ in unpublished thesis by Wayne Payne in 1986.
- Daniel Goleman – first book in 1995

EI & IQ

- Intelligence and IQ – The education system is about IQ development .. 3Rs - read, write and arithmetic.
- Today , IQ takes second place to EI Emotional Intelligence. EI continues to grow with time and does not end when you complete graduate school.
- EI is composed on Intrapersonal intelligence & Interpersonal Intelligence.

Aspects of EI



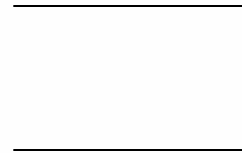
EI Map

	Personal Competence	Social Competence
Recognition	<p>Self-Awareness</p> <ul style="list-style-type: none"> - Emotional self-awareness - Accurate self-assessment - Self-confidence 	<p>Social Awareness</p> <ul style="list-style-type: none"> - Empathy - Service orientation - Organizational awareness
Regulation	<p>Self-Management</p> <ul style="list-style-type: none"> - Self-control - Trustworthiness - Conscientiousness - Adaptability - Achievement drive - Initiative 	<p>Relationship Management</p> <ul style="list-style-type: none"> - Influence - Communication - Conflict management - Leadership - Change catalyst - Building bonds - Teamwork & collaboration - Developing others

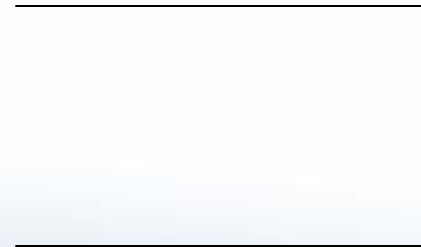
Emotional Competence Framework

Five element framework

- **Self awareness,**
- **Self regulation,**
- **Motivation,**
- **Empathy and**
- **Social skills**



PC



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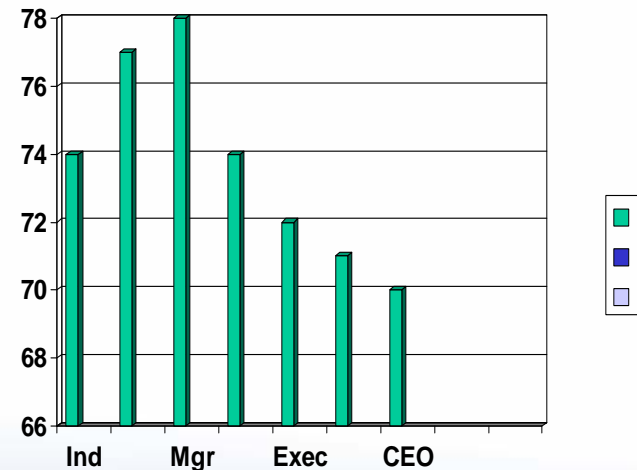


What Does EI Look Like?

- **Jane Smith, Large Biotech, frustrated as no opportunity to stretch her skills.**
- **New offer by earlier Boss John to launch a new start-up, chance to lead.**
- **First year – exciting, exhausting, managing the biotech lab.**
- **Second year – Good teamwork, recommendations implemented by leadership.**
- **Third year – her voice was lost, time for a change, request a meeting with John.**
- **During the meeting**
 - **She expressed the limitations of the job, though she loved the job, company but she needed a transition.**
 - **John being shocked mentioned her position and double salary.**
 - **She continued and presented her analysis of flaws in drug trials, mistakes that were costing the company and how the current trials are failing prematurely.**
 - **John was impressed and after executive board approval, made her the Director for Clinical trials.**
 - **EI – where?**

Interesting EI Facts!

- Does EI change with age ?
- EI by gender.
- Its lonely at the top!



EI & Leadership Styles

Leadership Style	How it builds Resonance	Impact on Climate	When appropriate
Visionary	Moves people toward shared dreams	Most strongly positive	New vision, or when clear direction is needed
Coaching	Connects what a person wants with the organization's goals	Highly Positive	To help an employee improve performance
Affiliative	Creates harmony by connecting people to each other	Positive	To heal rifts in a team, motivate during stressful times
Democratic	Values people's input and gets commitment through participation	Positive	To build buy-in or consensus
Pacesetting	Meets challenging and exciting goals	Often negative due to poor execution	To get high-quality results
Commanding	Soothes fears by giving direction in an emergency	Highly negative because misused.	In a crisis, to kick-start a turn around

Leadership Excellence through EI

- At senior level, Expertise is a baseline competence but EI is what makes you a star performer
- **Research results**
- *Emotional Intelligence & its impact on success*
- Global Study using Higgs @ Dulewicz EI questionnaire
- Over 550 interviews in 18 months
- Study based on following seven EI elements
- Self awareness, 50 %
- Emotional Resilience, 60 %
- Interpersonal sensitivity, 30 %
- Motivation, -
- Influence, 20 %
- Intuitiveness, 30 %
- Conscientiousness -

Emotionally Intelligent Organization

Sets Directions,

Gets commitment,

Create Alignment

- Ken Blanchard's HPO SCORES model
- Steven Stien's keys to EI organization
 - Hire Right
 - Compensation model
 - Do not overwork
 - Strong team with shared goals
 - Change managers
 - Promote Diversity
 - Organizational responsiveness

EI Measurement and development

- EI tools
 - Hay group(<http://www.haygroup.com/tl/EI/Default.aspx>)
 - (http://www.queendom.com/queendom_tests/transfer)
- EI Consortium - to advance research and practice of emotional and social intelligence in organizations through the generation and exchange of knowledge.
- Working YOUR Emotional Intelligence

How do my emotions impact on my behavior?

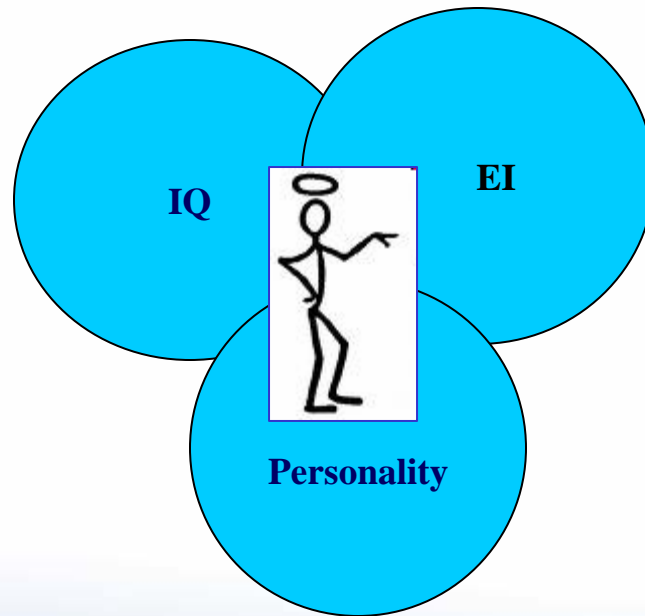
What impact does my behavior have on others?

How well do I perform under pressure?

How much do I consider others when I'm making decisions?

How successfully do I influence others to my point of view?

Sizing Up the Whole Person



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Thank You!

Questions?

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