



Project Management and Emotional Intelligence

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Project Management

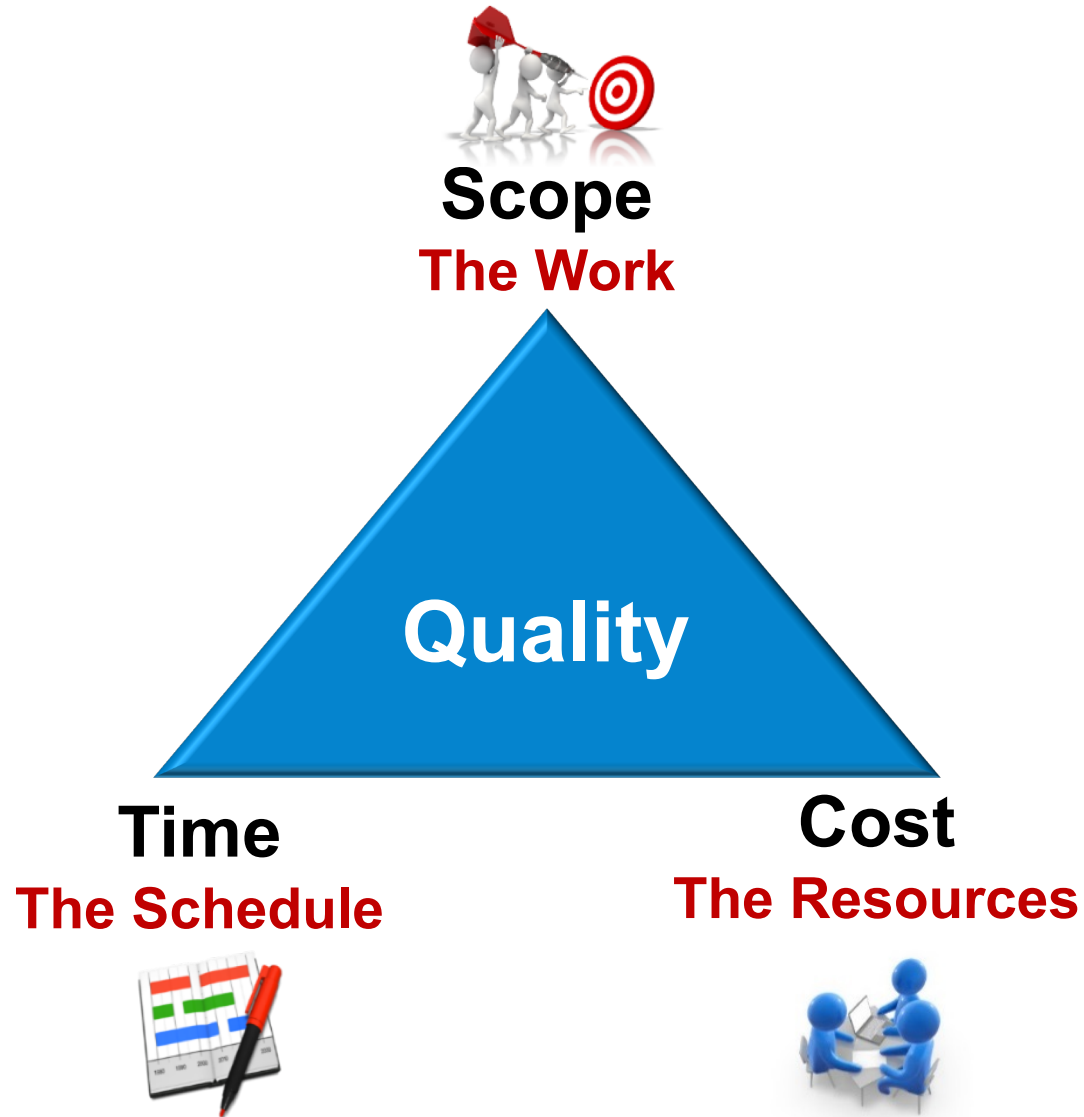
What is a Project

A project is a temporary endeavor undertaken to create a unique product, service or result.



- Temporary
 - Purpose is to achieve objective and terminate
 - Defined beginning and end
 - Defined scope and resources
- Unpredictable elements

Triple Constraints



The Triple Constraint

- Scope: meet customer requirements and agreed upon scope
- Cost: deliver services with the resources you have
- Time: deliver on time

Which of these constraints do you spend the most time **managing** and why?

Applying Lean Methodology as Critical Framework

- It is a philosophy that is based on the Toyota Production System
- Producing the highest quality, sellable products or services at the lowest operational cost, while reducing lead time/ delivery time
- This philosophy applies to all industries and areas of a company

We do this through empowering and developing people

Lean Philosophy

1. Customer First

- What are the customer's/patients requirements? Quality! Timeliness!
- Who are our customers?
Biostats, Reg Writing, Safety, regulatory agencies, payors, ...

3. Continuous Improvement

- Learning centered (personal growth leads to organizational growth, continuous learning, sharpen critical thinking skills)
- Empower team members to take part in managing and improving their own jobs
- There is always more to improve
- Proactive versus reactive



2. Trust and Respect Each Other

- Banishment of blame (bad news is good news)
- Team driven (synergy, diversity and creativity)
- Leadership/Management commitment (coaching and empowerment)
- Actual work place improvements

4. Go Observe First Hand

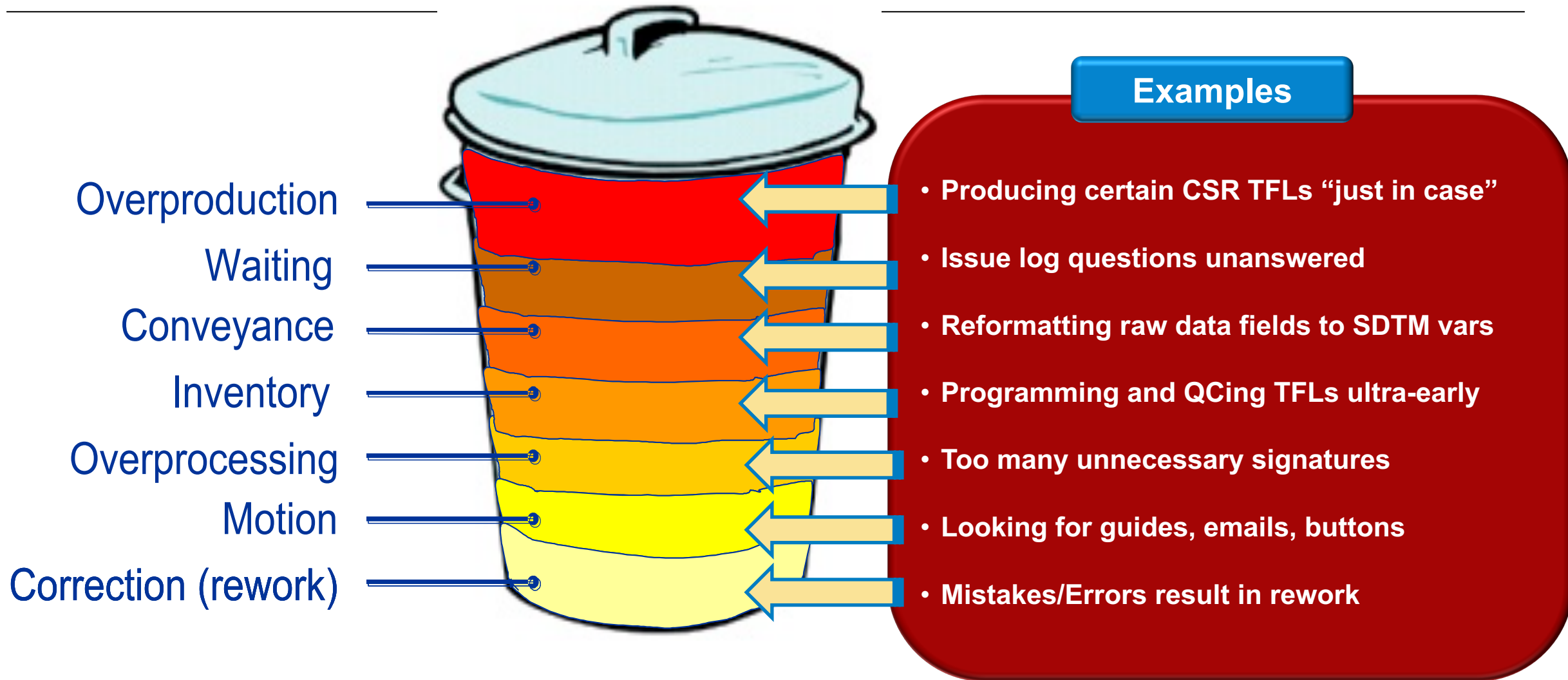
- Gather facts with your own eyes
- The workplace is constantly changing (dynamic)
- You cannot see waste in a meeting room

Building an A-Team

- Build Knowledge – make everyone an investigator of own work
- Do it right the first time (eliminate errors)
- Socialize mistakes without the blame
- Empower staff and promote innovation

We do this through empowering and developing people

Seven Types of Waste



Thinking of Our Culture As It Relates to Lean

Not Lean

- We do everything based on anticipated need
- Resource capacity is not known
- Bottlenecks are hidden/ lead times expanded
- Functional groups working at their own pace/ push work on to the next group
- Overproduction is good and more and faster is better
- If it isn't broken, don't fix it
- Fire fighting, but don't stop to fix the root cause
- Add more manpower/ buy a better IS system

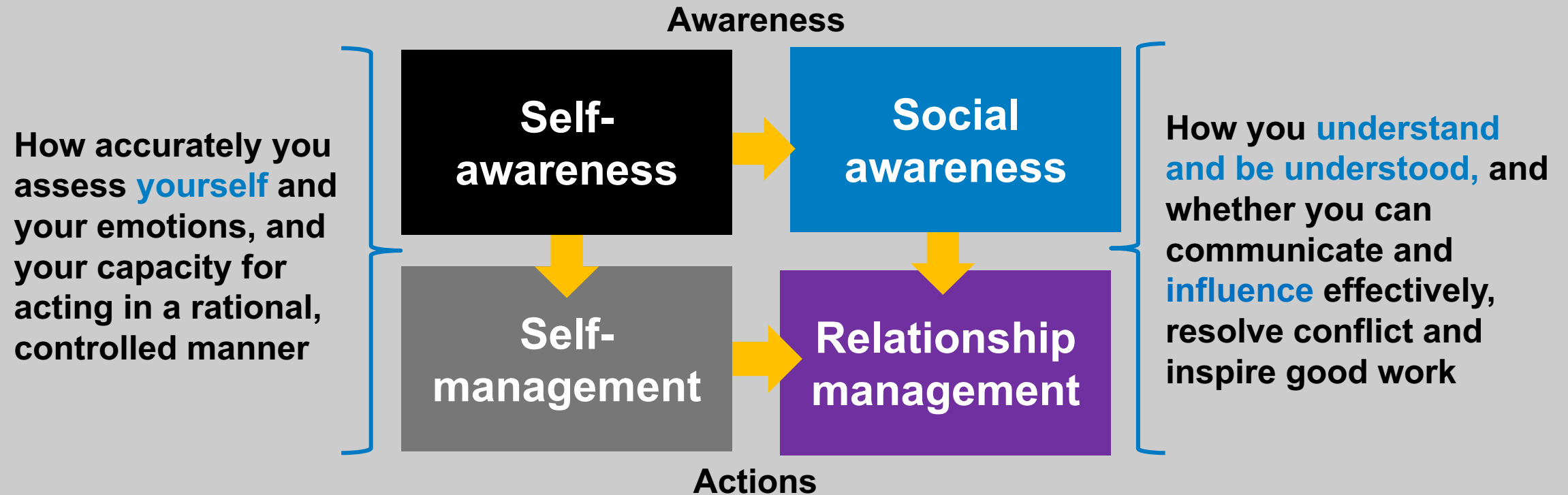
Lean

- Understand customer requirements
- Make the next person job's easier
- Produce only what is needed, when it is needed and where it is needed
- Overproduction is bad
- If it isn't broken, improve it
- Never pass on a defect/ problem
- Identify and eliminate root causes
- Managers are responsible for enabling workers to do their jobs more effectively

Emotional Intelligence (EI)

The Emotional Intelligence Model

Emotional intelligence is the ability to recognize and manage your own emotions and the emotions of others to ultimately manage relationships more effectively.



Stakeholder Management

Stakeholder Management Is Challenging

Stakeholder Management is the most challenging area for project managers because you're **dealing with people** who have different or varying:

- Agendas (some hidden)
- Expectations
- Communication styles
- Skill set
- Mind set
- Personality types
- Value/belief systems
- Emotional intelligence
- Organizational level
- Culture



The essential goal in stakeholder management is to **influence** stakeholders with value-added propositions to achieve win-win situation

What is Negotiation?



Negotiation is:

- A dialogue between multiple parties intended to reach a mutually beneficial outcome where conflict exists, often involving concessions and trade-offs (with respect to scope, time, cost, quality)

Why negotiate?

- Provide a method of resolving conflict within the decision making process
- Remove or reduce barriers to move forward
- Manage stakeholders' expectations



Project Managers should negotiate constantly.

3 Keys to Successful Negotiation

1. Understand the other party's interests and communication style
 - What is their style (eg, extroverted, introverted, etc.)
 - What would be a successful outcome for both parties?
2. Identify all the options
 - Come to any negotiations armed with multiple possible options
 - Consider innovative / novel solutions..." I know this is a bit out there but how about..."
3. Remove personalities and emotions
 - Keep discussions polite and professional
 - Remain objective and calm
 - Reiterate that the goal is to help each other achieve respective goals



Risk Management

Risk vs. Issue



Risk (?):

- A possible future event or circumstance that can have a negative influence on a project's
 - Timelines
 - Budget
 - Scope and/or
 - Quality
- A risk may have one or more causes or impacts if it occurs

Issue (!):

- A risk that has occurred

Risk Level Assessment

Probability (%)	3(H)	Median	High	High
	2(M)	Low	Median	High
	1 (L)	Low	Low/Median	Median/ High
		1 (L)	2 (M)	3 (H)
		Impact		

Track Risks and Mitigation Actions

Consider logging and tracking risks

Risk #	Risk Statement	Analysis (Root Causes, triggers)	Priority	Probability	Impact	Overall Risk Level	Mitigation (Actions)	Risk Owner	Due Date	Status
1										
2										
3										
4										



Challenge Questions:

- What if it's an urgent project? Would your risk management process be different or the same?

Managing Risks Requires Discipline



Identify and assess risks



Mitigate risks at lowest level possible



Empower people to make decisions



Inform vs Escalate



Eliminate root causes



Review risks periodically with team

7 Habits of Highly Effective People



Be Proactive



Begin with the end in mind



Put first things first



Think win-win



First to understand, then to be understood



Synergize



Sharpen the saw

** The 7 Habits of Highly Effective People, S.R. Covey*

Skill Set vs. Mindset

- Skill set is a particular group of digital, technical, social and cognitive skills used to perform your job effectively (such as project management)
- Mindset is the internal lens through which we see and navigate life
- The 3 most important qualities of mindset *
 - Global – you are able to see the big picture
 - Good – you do the right thing
 - Grit – you are tenacious about your task or mission (you don't give up easily)



* *Put Your Mindset to Work*, Reed and Stoltz

Thank You

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