

Emotional Intelligence: A Missing Competence?

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Standards

IPMA ICB[®] 4

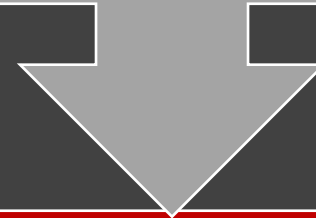
PMBok[®] 6th ed.

PRINCE2

OpenPM²

State of practice

Modern and future PM needs more focus on skills



Some of the key needed areas

dealing with stakeholders

handling difficult conversations

political management

mentoring, coaching

Consequences of Emotional Intelligence

So what is EI?

- Connects intelligence and emotions
- The *ability to monitor one's own and others' feelings and emotions, to differentiate among them and to use this information to guide one's thinking and actions*
- *People who have developed skills related to emotional intelligence understand and express their own emotions, recognize emotions in others, regulate affect, and use moods and emotions to motivate adaptive behaviors*



Emotional intelligence and success

- Emotional intelligence and managers' success (McClelland, 1973)
- 67% of the skills considered necessary for success in business are based on emotional skills (Goleman, 1998)
- emotional skills (with 53%) have proven to be twice more important for business performance than the intellect and technical skills (with 27%) (Chen et al. 1998)
- Emotionally competent employees have better business performances over employees with only high cognitive capacities (Seligman, 1990; Spencer and Spencer, 1993, McClelland, 1999).



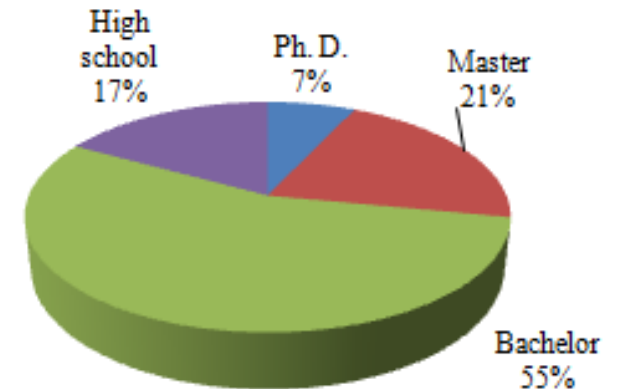
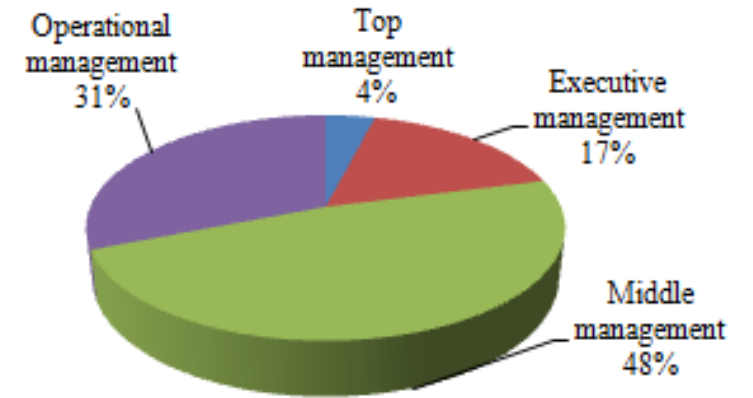


EI and PM success – any connection?

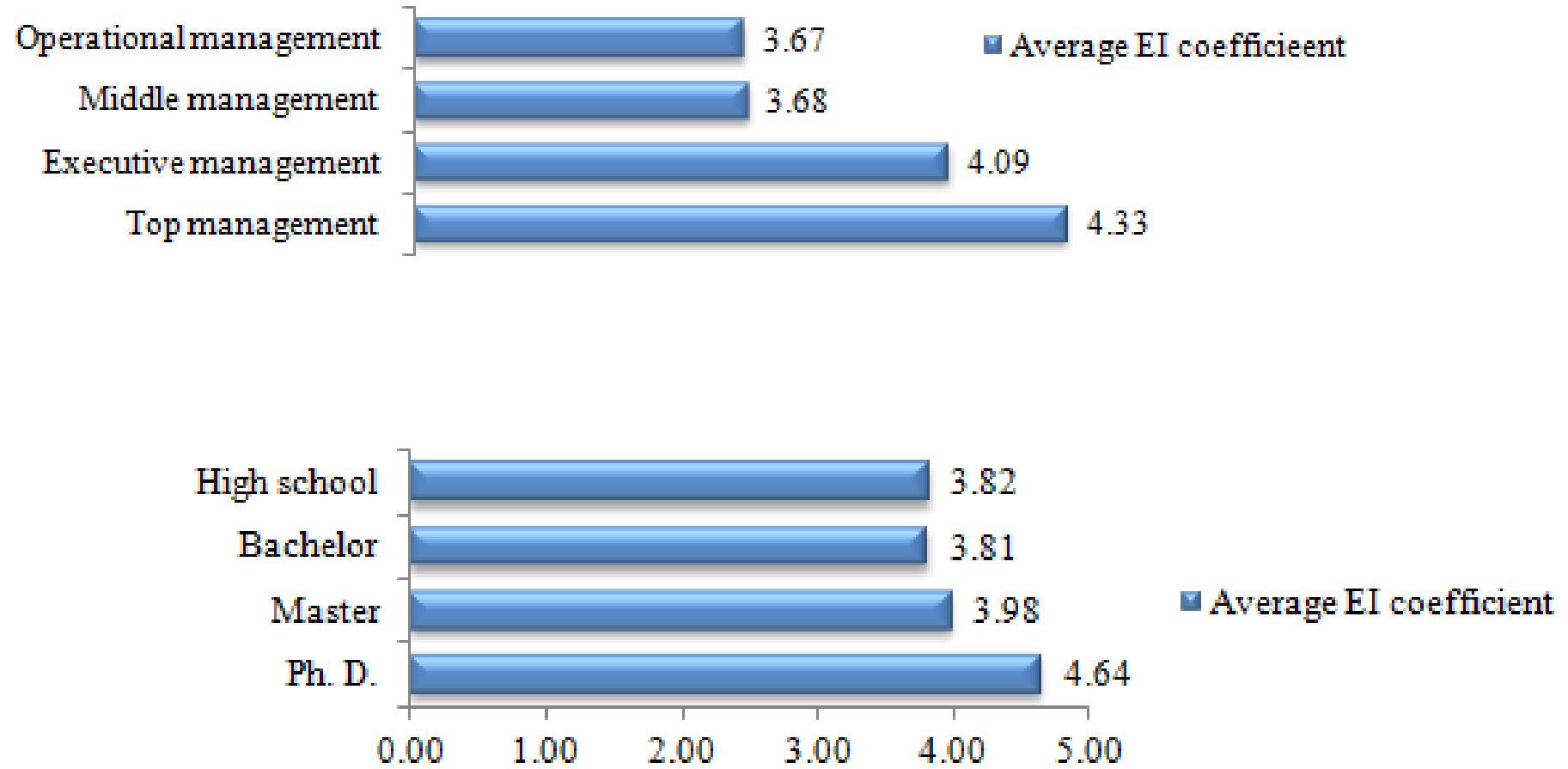
- It is very difficult to define success of a project manager
- EI vs. Education
- EI vs. Hierarchical position
- EI vs. Sex
- EI vs. Experience

Research - sample

- Sample: 75 project managers from companies that were among top 10 in the 100 most successful Serbian companies



Research - findings



Research – further findings



Female EI average of 3.91
vs.
Male EI average of 3.67



Positive correlation
between EI and
both age
and professional experience.

Conclusions – on a PM personal level

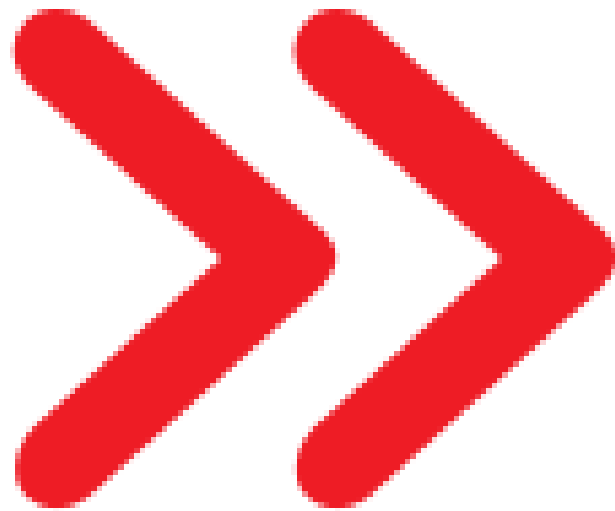
- Emotional intelligence is a skill that **can be developed**
- Higher the level of emotional intelligence indicates **better chances of professional success**
- Project managers should be aware of:
 - the **concept** of emotional intelligence and benefits that brings emotionally intelligent behavior
 - their **level** of emotional intelligence
 - how they could **improve** the various elements of emotional intelligence



Conclusions – on a PM profession level

- **HR** departments of project-oriented companies should consider emotional intelligence when **recruiting** staff for project manager position, but also to include it in the **development plans**
- Emotional intelligence is important ability for **educational success or vice-versa**. Further research is needed
- PM standards need **to include EI** in a more direct way as must-have skill for the PM of the future





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