

# INTERPERSONAL SKILLS FOR PROJECT MANAGERS



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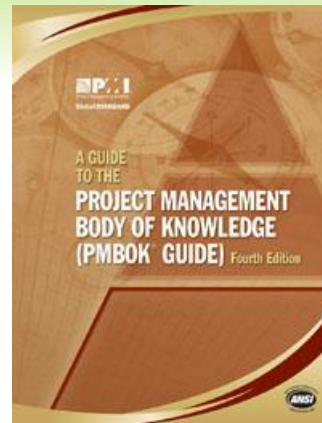
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# AGENDA

- ❖ Why Interpersonal Skills?
- ❖ Leadership
- ❖ Team building
- ❖ Motivation
- ❖ Communication
- ❖ Influencing
- ❖ Decision making
- ❖ Political and Cultural awareness
- ❖ Negotiation



# REFERENCE



A Guide To The Project Management Body of Knowledge (PMBOK® Guide) Fourth Edition

- Project Management Institute

Appendix G: Interpersonal Skills

# INTERPERSONAL SKILLS

- ❖ The “Soft” side of Project Management



# WHY INTERPERSONAL SKILLS?

- ❖ Project managers work closely with project team members and stakeholders.
- ❖ Effective project managers require good project management skills, technical knowledge and **interpersonal skills**.
- ❖ Interpersonal skills assist project managers to manage project effectively.
- ❖ Interpersonal skills is vital to the successful outcome of a project.



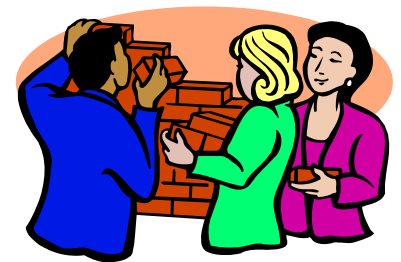
# LEADERSHIP

- ❖ Lead the project team members and stakeholders toward a common project goal.
- ❖ Ability to get things done through the project team members.
- ❖ Effective leadership: **RESPECT & TRUST**
- ❖ Project initiation: communicate, motivate and inspire project team.
- ❖ All phases: maintain the vision, strategy and communications.
- ❖ Evaluate performance of the project team.



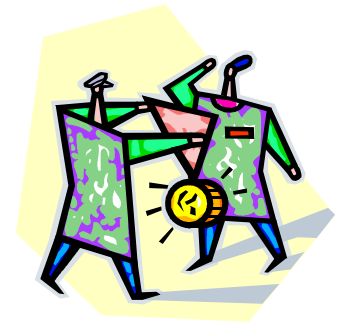
# TEAM BUILDING

- ❖ Process of helping project team members working towards common project goals.
- ❖ Designed for improving project team performance.
- ❖ Result of good leadership and good team building is **teamwork**.
- ❖ Promoting trust and open communication.
- ❖ Team building is ongoing process.



# TEAM BUILDING

- ❖ Tasks:
  - ❖ Establish goals
  - ❖ Define and negotiate roles & procedures
- ❖ Processes:
  - ❖ Communication
  - ❖ Conflict management
  - ❖ Motivation
  - ❖ Leadership



# MOTIVATION

- ❖ Project success depends on project team's commitment.
- ❖ Project team's commitment depends on **motivation**.
- ❖ Maximize self-satisfaction.

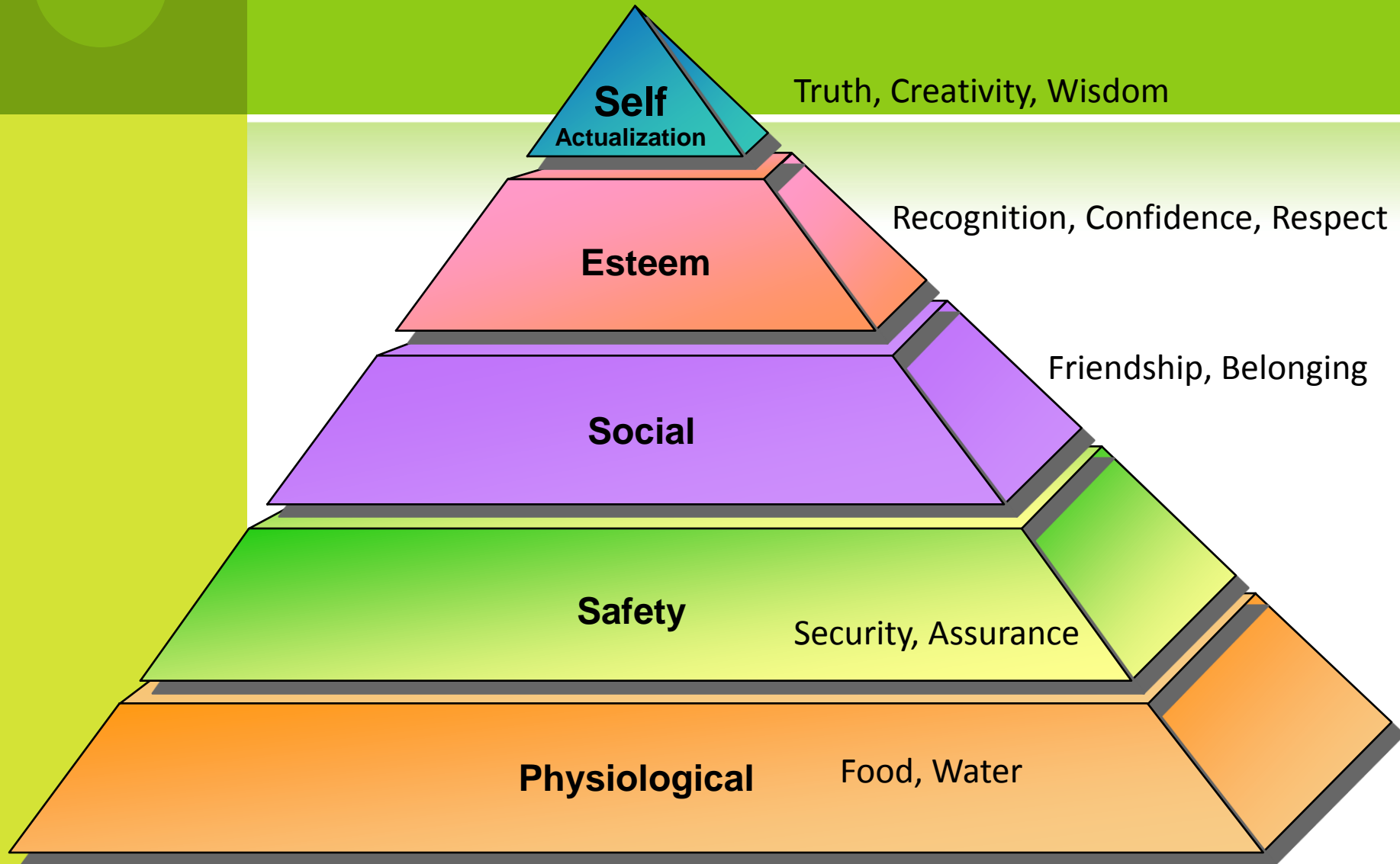


# MOTIVATION

- ❖ Motivational values:
  - ❖ Job satisfaction
  - ❖ Challenging work
  - ❖ Sense of accomplishment
  - ❖ Achievement and grow
  - ❖ Sufficient financial compensation
  - ❖ Rewards and recognition



# MASLOW'S HIERARCHY OF NEEDS



# COMMUNICATION

- ❖ **Single biggest reason** for project success or failure.
- ❖ Open communication leads to high performance.
- ❖ Improves relationship in project team.
- ❖ Creates mutual trust.
- ❖ Listening is an important part of communication.



# COMMUNICATION

- ❖ Project managers should:
  - ❖ Identify communication channels
  - ❖ Information need to provide
  - ❖ Information need to receive
  - ❖ Communicate effectively to stakeholders



# COMMUNICATION

- ❖ Project managers should communicate:
  - ❖ the right information to
  - ❖ the right people
  - ❖ at the right time
  - ❖ at the right place
  - ❖ using the right format



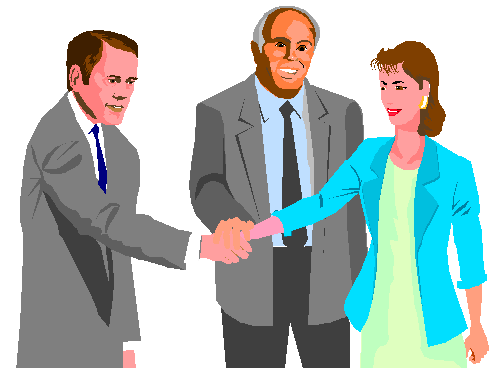
# INFLUENCING

- ❖ Influencing is a strategy of sharing power and relying on interpersonal skills to get others to cooperate towards common goals.



# INFLUENCING

- ❖ Lead by example, and follow through with commitments.
- ❖ Clarify how a decision will be made.
- ❖ Use a flexible interpersonal style, adjust the style to the audience.
- ❖ Apply your power skilfully and cautiously.
- ❖ Think of long-term collaboration.



# DECISION MAKING

- ❖ Four decision styles used by project managers:
  - ❖ Command
  - ❖ Consultation
  - ❖ Consensus
  - ❖ Coin flip (random)

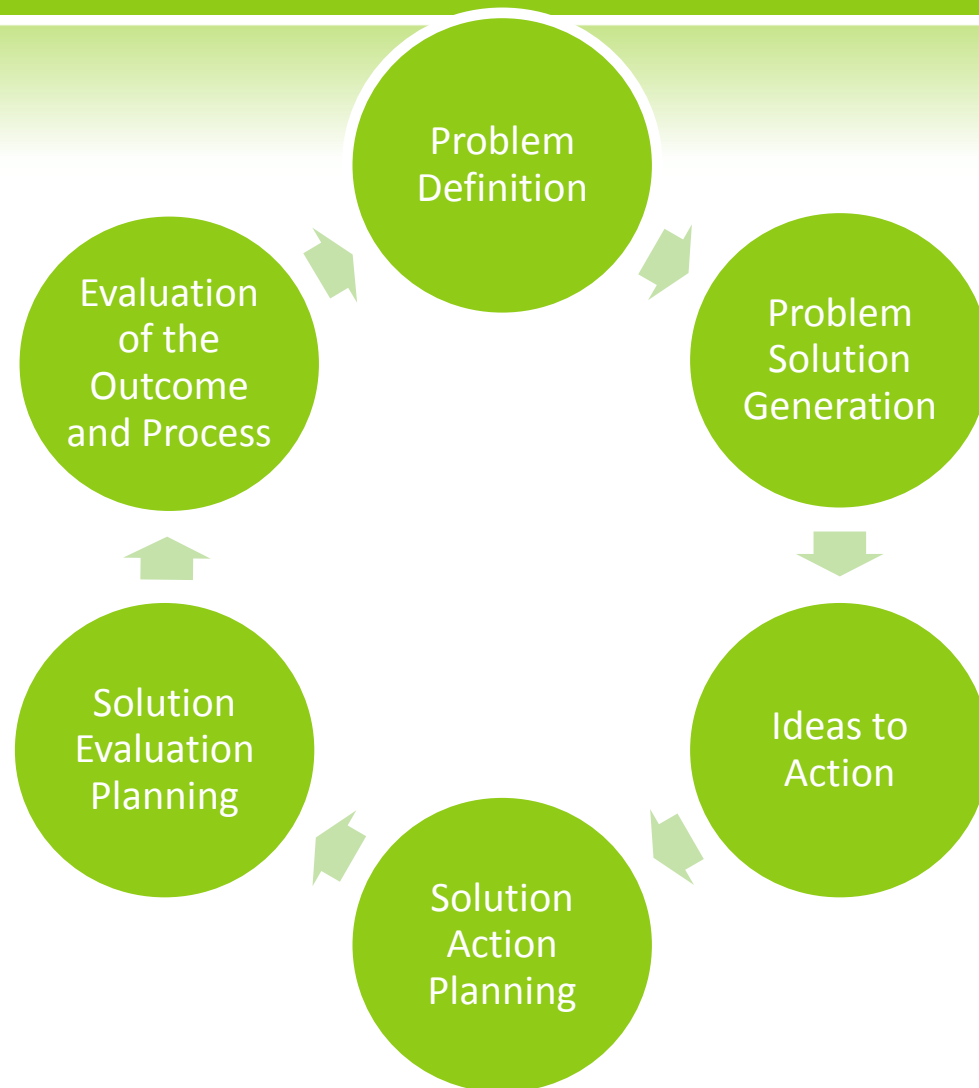


# DECISION MAKING

- ❖ Four major factors
  - ❖ Time constraints
  - ❖ Trust
  - ❖ Quality
  - ❖ Acceptance



# SIX-PHASE DECISION MAKING PROCESS



# POLITICAL & CULTURAL AWARENESS

- ❖ Political awareness
  - ❖ Skilful use of politics and power helps in project success.
  - ❖ Ignoring or avoiding politics and inappropriate use of power lead to difficult projects.
- ❖ People are trying to exert their influence to get things done their ways.
  - ❖ Stakeholder management
  - ❖ Follow the established process

# SAMPLE STAKEHOLDER MANAGEMENT LOG

Name	Title	Role in Project	Interest in Project	Influence on Project	Relationship	Strategy
Mr ABC	Sales Director	Key decision maker	Medium	High	Good	Invite him to project committee meetings

# STAKEHOLDER MANAGEMENT

Don't wait until there is a problem to engage your stakeholders!



# POLITICAL & CULTURAL AWARENESS

- ❖ What is culture?

“The collective programming of the human mind that distinguishes the members of one human group from those of another”. - Geert Hofstede



# POLITICAL & CULTURAL AWARENESS

- ❖ Cultural awareness
  - ❖ Global project environment
  - ❖ Cultural diversity
  - ❖ Mutual trust
  - ❖ Win / Win atmosphere
  - ❖ Use of good communication planning



# POLITICAL & CULTURAL AWARENESS

- ❖ Cultural differences
  - ❖ Language
  - ❖ Religion
  - ❖ Customs
  - ❖ Rituals
  - ❖ Business meeting etiquette



# HOFSTEDE'S FIVE CULTURAL DIMENSIONS

- ❖ Power Distance Index
- ❖ Individualism
- ❖ Masculinity
- ❖ Uncertainty Avoidance Index
- ❖ Long-Term Orientation

# NEGOTIATION

- ❖ Negotiation is a strategy to get other parties to reach an agreement.
- ❖ It is an integral part of project management.
- ❖ It increases the probability of project success.



# NEGOTIATION SKILLS

- ❖ Analyze the situation.
- ❖ Differentiate between wants and needs.
- ❖ Focus on interests and issues rather than on positions.
- ❖ Ask high and offer low, but be realistic.
- ❖ Make a concession with value yielding.
- ❖ Win-Win negotiation.
- ❖ Do a good job in listening and articulating.





# WIN-WIN NEGOTIATION STEPS

- ❖ Focus on common project goals.
- ❖ Establish rapport and relationships.
- ❖ Understand what motivates the stakeholders.
- ❖ Understand the Win-Win options.
- ❖ Practice and Practice.
- ❖ Emphasis on the consensus.
- ❖ Confirmation of the agreement.
- ❖ Analyze the outcome and risks.
- ❖ Summarize and document what have been agreed.

# THANK YOU



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