

THE EQ FACTOR: DEALING WITH PEOPLE IN PROJECTS

The most important single ingredient in the formula of success is knowing how to get along with people.

Theodore Roosevelt

WHY DO YOU NEED PEOPLE SKILLS IN PROJECTS?



Working always means working with people:

According to estimates, typical managers spend 70 to 80 percent of their working time in one-to-one interactions. This time is expended among direct reports, peers, or bosses.

HOW TO DEVELOP PEOPLE SKILLS

We all have an intuitive understanding of people.

We all have people skills.

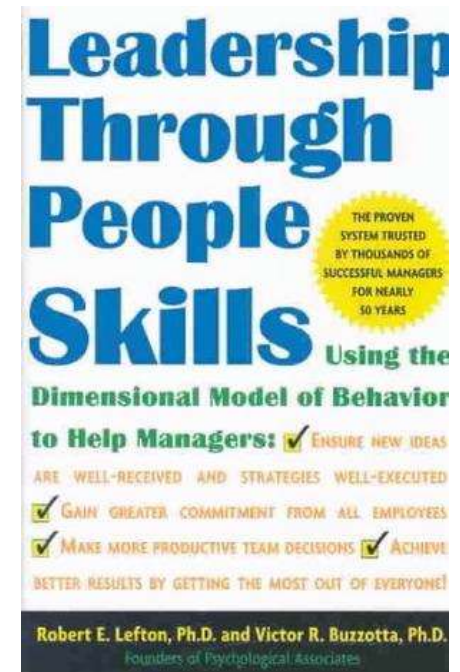
We all need to understand and acknowledge our differences in our personalities.

MY BASIC MODEL

Dimensional Model of Behaviour by Robert E. Lefton and Victor R. Buzzotta

This model uses a simplified approach.

This makes it very useful as an everyday guide for dealing with people.



THE THREE CENTRES OF EXPRESSION

Feeling



Thinking



Action



CELEBRITIES WITH A STRONG FEELING CENTRE: **YELLOW**



YELLOW - Feeling

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YELLOW BEHAVIOUR: CONNECTING WITH PEOPLE

- Friendly, approachable, warm, empathic, open
- Tolerant, cooperative, helpful, fair minded
- Relaxed, making people feel relaxed, always has time for a personal chat
- Excellent communication, intuitive assessment of people, knows how to reach out to people
- Mediates, creates win/win situations
- Very good intuitive understanding of people and situations
- Acts from an intuitive grasp of situations and people, good at gut decisions
- Adapts easily to changes as long as he or she can deal with the same people
- Strong connection to feelings

- The **Yellow** Glasses: Is everyone happy and what can I do to make everyone happy?
- **Challenge: Standing up for ourselves**

RECOGNISING YELLOW

- Likes to give long answers and tell stories
- Likes to touch (put hand on the shoulder or arm)
- Open body language
- Often undemanding, does not want to appear unreasonable
- Does not like to address problems
- Very loyal once a personal connection is made



MOTIVATING & COMMUNICATING WITH YELLOW TEAM MEMBER

Establish a personal connection, take time for a chat
Stress the team aspect / needs of the team
Give a people skills task: relationship management with stakeholders, other projects etc.
Listen to intuitive assessment
May need structure, clear directiives



HOW TO DEAL MORE EFFECTIVELY WITH YOUR YELLOW PROJECT SPONSOR

- Take time to grow the relationship
- The Yellow project sponsor needs to trust you as a person and understand your reasons.
- Always keep the sponsor in the loop.
- Provide project sponsor with arguments.
- Be clear on what you need exactly, be grateful, explain the difference his assistance makes to the team
- Bring in mission and purpose, bigger picture
- Empathise, listen, bring focus back to project



HOW TO MANAGE EXPECTATIONS OF YELLOW STAKEHOLDERS

- Truly listen to needs, show understanding
- Keep them involved and informed
- Check in on a regular basis
- Be clear on outcomes – especially from the people aspect
- Can be great networkers and ambassadors for the project



CELEBRITIES WITH A STRONG THINKING CENTRE: BLUE



BLUE - Thinking



BLUE BEHAVIOUR: GEARED TOWARDS MAKING THINGS SAFE

- Thinking things through (in detail), abstract thinking
- Plans for the futures, always thinks ahead, strategizes
- Grasping concepts quickly, understanding the essence of a problem and leverage points, making sense of things
- Great organising skills, puts systems and structures into place
- Acting rationally, doing things for a reason
- Values driven – high integrity
- Sticks to rules if they make sense
- Fully accountable, makes own judgements, also against popular believes
- Cautious and realistic
- Persevering, reliable
- Patient and calm
- Very observant
- The BLUE Glasses: Thinking about what makes things work in a safe way, thinking ahead
- Challenge: Overcoming distance and scepticism

RECOGNISING BLUE

- A lot of knowledge, information, detail, very structured approach (emails etc.)
- Words are well chosen, speaks picking the right words, expresses himself very well, uses unusual words
- Speaks little but listens well and asks very particular questions
- Voice might be flat and soft
- Might be difficult to read, face might be impassive
- Might be socially a bit clumsy which comes across as arrogant and distant (no greeting, not engaging in small talk)
- Body language might be closed off



MOTIVATING AND COMMUNICATING WITH BLUE TEAM MEMBER

**Explain task rationally and in detail, introduce new ideas carefully
(take lots of time ONCE)
Answer all questions
Don't push the team member
Make agreements and adhere to them
Allocate detailed, complex task to this team member
May need support making decisions or keeping to dead lines**



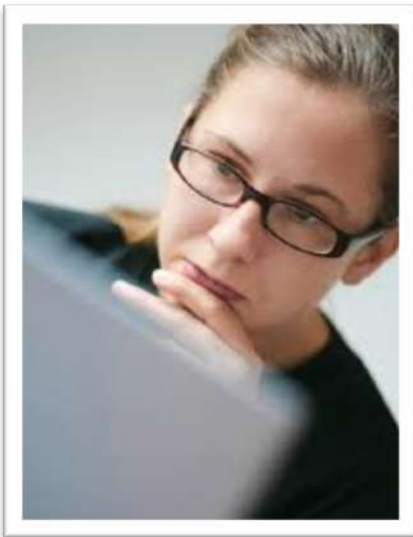
HOW TO DEAL MORE EFFECTIVELY WITH YOUR BLUE PROJECT SPONSOR

- Give a lot information, details, facts
- Think things through
- Give the person time to ponder information
- In the meeting answer questions, be to the point, have your facts straight, know all your information
- Keep to your agreements
- Once an agreement is reached you can count on your sponsor fully
- Beware of analysis paralysis



HOW TO MANAGE EXPECTATIONS OF BLUE STAKEHOLDERS

- Give all the information, be up front and honest
- Give clear picture of what can be expected
- Give good reasons for changes
- Don't ever try to paint a pink picture or hide facts
- Be reliable



CELEBRITIES WITH A STRONG ACTION CENTRE: RED



RED - Action



RED BEHAVIOUR:

GEARED TOWARDS GETTING THINGS DONE

- Loves to get things done, practical approach
- Lots of energy, drive, enthusiasm, can be forceful
- Takes initiative and responsibility
- Passionate, inspires and pulls others along
- Challenges people to do their best, sees them as intelligent and capable, offers full support
- Thrives with challenges, change and even adversity
- Natural entrepreneur
- Eyes on the goal, tries different things until it works
- Willing to take a risk, lots of courage
- Acts in the moment, good at improvising
- Makes decisions quickly
- The **RED** Glasses: Sees what needs to be done next
- **Challenge: Reigning in impatience and aggression**

RECOGNISING RED

- Direct and to the point, uncomplicated
- Speaks to the issues, may not be bothered by “people issues”
- Strong voice, speaks fast, moves constantly
- Confident, challenging, teasing
- Enthusiastic, excitable, passionate, can get angry
- Likes action and multitasking (excitement, getting more done, drama)



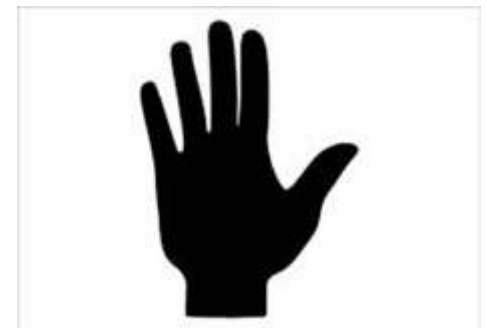
MOTIVATING AND COMMUNICATING WITH RED TEAM MEMBERS

Be to the point, direct, confident – even blunt
Say what you have to say with conviction and enthusiasm
Talk of solutions not problems
Let the team member feel that he or she is special, make a bit of a fuzz
Offer challenges, always offer ambitious short-term goals
Acknowledge publicly
May have problems with implementation of solutions



HOW TO DEAL MORE EFFECTIVELY WITH YOUR RED PROJECT SPONSOR

- Make your proposal short and sweet
- Clearly state advantages in terms of politics / business / personal advancement
- This sponsor loves to make decisions quickly – also risky ones – so be careful with what you bring to this sponsor
- Bring results, speak of what has been achieved already
- Make it exciting
- Be self-assured
- Bring solutions, be practical
- Don't waste time – ever



HOW TO MANAGE EXPECTATIONS OF RED STAKEHOLDERS

- Be clear, be passionate, be confident
- Don't overpromise
- Make advantages clear
- Be aware of political implications
- Can be a great asset on the political plane, is a great politician



IN CLOSING

Would you know others? Read yourself -- and learn!
Friedrich Schiller

EXPERIENCE X-MOMENTS

CONSULTING

ACADEMY

SOLUTIONS