


Creating the Path Forward
KC PMI Chapter 2016

PM 201: Emotional Intelligence for Project Managers


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Prepared by:
David Fuston
Manager, Technology Solutions
Grant Thornton

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Objectives & Takeaways

- **Objective #1:** Gain an understanding of why Emotional Intelligence (EQ) determines the success of a project.
- **Objective #2:** Discuss how you can improve your EQ as these skills can be improved/learned through practice.
- **Objective #3:** Discuss the emotional intelligence definitions and how to measure EQ maturity in your project and lessons learned.

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About the presenter

David Fuston
Manager, Technology Solutions
Overland Park, KS



Executive summary

David Fuston is a certified Program Manager and Engagement Manager in Grant Thornton's Business Advisory Services practice, Technology Solutions Group based in Overland Park, KS, concentrating in global application design, business process re-engineering, change management, and program management. David has extensive experience (both consulting and industry) in project management, IT director and manager roles, and financial controller positions for Grant Thornton, Oracle, BTR Dunlop, Ingersoll-Rand, Revlon, and Corning. Recent successful implementations include Oracle Cloud HCM+Taleo R11, JD Edwards E1 9.1, Hyperion HFM 11.1/9, and NetSuite SaaS ERP 14.1 involving architectural assessments, managing CEMLI and RICE fit/gap analysis, strategic evaluations, testing strategies and methods, establishing governance controls, global multinational process engineering, applications design and development, and portfolio management.

Professional qualifications

- Oracle Fusion ERP/ERP Cloud Financials Certified
- Oracle Fusion HCM/ HCM Cloud Certified
- Oracle PMO Certified

Presentations and publications

ProjectSummit"Business Analyst World, April 2016, Arlington, VA, and COLLABORATE15 Las Vegas, NV, presentation titled "**PM 201: Emotional Intelligence for Project Managers**"

TLOAUG Fall, 2014, Austin, TX and INNOVATE14, Joint Oracle User Group Meeting, Iselin, NJ, presentation titled "**Project Sponsors/Stakeholders: Hard Lessons Learned.**"

2008 SearchOracle.com, Oracle Database/Application Tips section, Author of three- part series on "**Implementing Business Intelligence with Oracle's eBusiness Suite.**"



COLLABORATE 08, Denver, CO, Quest and IOUG--"**BO/Crystal, Hyperion, OBIEE, BI Publisher or Discoverer?**" and **OAUG--"Business Intelligence and E-Business Suite—How Does It Really Fit Together?"**

Education

Key Executives Program, Harvard University
MBA-Finance, University of Kansas

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What is Emotional Intelligence?

- **Emotional intelligence (EI)** is the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behavior (1990).**
- **Emotional intelligence (EI)** is the ability to understand and manage your own emotions, and those of the people around you. People with a high degree of emotional intelligence know what they're feeling, what their emotions mean, and how these emotions can affect other people.

• ** Coleman, Andrew (2008). *A Dictionary of Psychology* (3 ed.). Oxford University Press. [ISBN 9780199534067](https://doi.org/10.1093/acref/9780199534067).

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Why do Project Managers need Emotional Intelligence (EI)?

IQ + EQ = Success

- IQ is still recognized as an important element of success, particularly when it comes to academic achievement. [People with high IQs](#) typically do well in school, often earn more money, and tend to be healthier in general. But today experts recognize it is not the only determinate of life success. Instead, it is part of a complex array of influences that includes emotional intelligence among other things.
- The concept of emotional intelligence has had a strong impact in a number of areas, including the business world. Many companies now mandate emotional intelligence training and utilize EQ tests as part of the hiring process. Research has found that individuals with strong [leadership](#) potential also tend to be more emotionally intelligent, suggesting that a high EQ is an important quality for business leaders and managers to have.
- So you might be wondering, if emotional intelligence is so important, can it be taught or strengthened? According to one meta-analysis that looked at the results of social and emotional learning programs, the answer to that question is an unequivocal yes. A study at University of Illinois in Chicago found that approximately 50 percent of kids enrolled in Social and Emotional Learning (SEL) programs had better achievement scores and almost 40 percent showed improved grade-point-averages. These programs were also linked to lowered suspension rates, increased school attendance, and reduced disciplinary problems.



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Why do Project Managers need Emotional Intelligence (EI)?

IQ + EQ = Success

- "...a national insurance company found that sales agents who were weak in emotional competencies such as self-confidence, initiative, and empathy sold policies with an average premium of \$54,000. Not bad, right? Well, compared to agents who scored high in a majority of emotional competencies, they sold policies worth an average of \$114,000." (Cooper, 2013)
- "Research carried out by the Carnegie Institute of Technology shows that 85 percent of your financial success is due to skills in "human engineering," your personality and ability to communicate, negotiate, and lead. Shockingly, only 15 percent is due to technical knowledge. Additionally, Nobel Prize winning Israeli-American psychologist, Daniel Kahneman, found that people would rather do business with a person they like and trust rather than someone they don't, even if the likeable person is offering a lower quality product or service at a higher price." (Jensen, 2012)
- "IQ alone is not enough; EQ also matters. In fact, psychologists generally agree that among the ingredients for success, IQ counts for roughly 10% (at best 25%); the rest depends on everything else—including EQ." (Bressert, 2007)



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Examples of Emotional Intelligence Skills

- Awareness of and ability to read body language and other [nonverbal communication](#) that includes facial expressions
- The capacity to listen so intently that he or she can hear the words not spoken by paying attention to tone of voice, inflection, pauses, and other cues
- The ability to control and handle frustration, anger, sorrow, joy, annoyance, and other emotions
- Recognizing and reacting to the impact that his or her words and actions are having on coworkers, whether they inform the manager of the impact, or not
- Understanding the underlying emotion of a communication from a staff member and responding as effectively to the emotional aspects of the communication as to the stated needs
- Effectively interpreting the cause of the emotion expressed by a coworker. That sad, dejected posture can indicate a significant issue at home as well as an unresolved work issue.



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Emotional Intelligence Affects:

- **Your performance at work.** Emotional intelligence can help you navigate the social complexities of the workplace, lead and motivate others, and excel in your career. In fact, when it comes to gauging job candidates, many companies now view emotional intelligence as being as important as technical ability and require EQ testing before hiring.
- **Your physical health.** If you're unable to manage your stress levels, it can lead to serious health problems. Uncontrolled stress can raise blood pressure, suppress the immune system, increase the risk of heart attack and stroke, contribute to infertility, and speed up the aging process. The first step to improving emotional intelligence is to learn how to relieve stress.
- **Your mental health.** Uncontrolled stress can also impact your mental health, making you vulnerable to anxiety and depression. If you are unable to understand and manage your emotions, you'll also be open to mood swings, while an inability to form strong relationships can leave you feeling lonely and isolated.
- **Your relationships.** By understanding your emotions and how to control them, you're better able to express how you feel and understand how others are feeling. This allows you to communicate more effectively and forge stronger relationships, both at work and in your personal life.



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Short History of EQ

- 1985 - Wayne Payne introduces the term emotional intelligence in his doctoral dissertation entitled "A study of emotion: developing emotional intelligence; self-integration; relating to fear, pain and desire (theory, structure of reality, problem-solving, contraction/expansion, tuning in/coming out/letting go)."
- 1987 – In an article published in *Mensa Magazine*, Keith Beasley uses the term "emotional quotient." It has been suggested that this is the first published use of the term, although Reuven Bar-On claims to have used the term in an unpublished version of his graduate thesis.
- 1990 – Psychologists Peter Salovey and John Mayer publish their landmark article, "Emotional Intelligence," in the journal *Imagination, Cognition, and Personality*.
- 1995 - The concept of emotional intelligence is popularized after publication of psychologist and New York Times science writer Daniel Goleman's book *Emotional Intelligence: Why It Can Matter More Than IQ*.

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About EI/EQ Models

- There are three models of EI.
 - The *ability model*, developed by [Peter Salovey](#) and [John Mayer](#), focuses on the individual's ability to process emotional information and use it to navigate the [social environment](#)
 - The *trait model* as developed by Konstantin Vasily Petrides, "encompasses behavioral dispositions and self perceived abilities and is measured through self report".
 - The final model, the *mixed model* is a combination of both ability and trait EI. It defines EI as an array of skills and characteristics that drive leadership performance, as proposed by [Daniel Goleman](#).

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About Ability Model

- Salovey and Mayer's conception of EI strives to define EI as "the capacity to reason about emotions, and of emotions, to enhance thinking. It includes the abilities to accurately perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth."
- The model claims that EI includes four types of abilities:
 - Perceiving emotions
 - Using emotions
 - Understanding emotions
 - Managing emotions



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About Trait Model

- Konstantinos Vasilis Petrides ("K. V. Petrides") proposed a conceptual distinction between the ability based model and a [trait](#) based model of EI and has been developing the latter over many years in numerous scientific publications. Trait EI is "a constellation of emotional self-perceptions located at the lower levels of personality". In lay terms, trait EI refers to an individual's self-perceptions of their emotional abilities. This definition of EI encompasses behavioral dispositions and self perceived abilities and is measured by [self report](#)^{**}, as opposed to the ability based model which refers to actual abilities, which have proven highly resistant to scientific measurement.
 - the Trait Emotional Intelligence Questionnaire (TEIQue) was specifically designed to measure the construct comprehensively.
 - As expected, TEIQue scores were positively related to some of the [Big Five personality traits](#) ([extraversion](#), [agreeableness](#), [openness](#), [conscientiousness](#)) as well as inversely related to others ([alexithymia](#), [neuroticism](#)).



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About Mixed Model

- The model introduced by Daniel Goleman focuses on EI as a wide array of competencies and skills that drive leadership performance. Goleman's model outlines five main EI constructs**
 - Self-awareness – the ability to know one's emotions, strengths, weaknesses, drives, values and goals and recognize their impact on others while using gut feelings to guide decisions.
 - Self-regulation – involves controlling or redirecting one's disruptive emotions and impulses and adapting to changing circumstances.
 - Social skill – managing relationships to move people in the desired direction
 - Empathy - considering other people's feelings especially when making decisions
 - Motivation - being driven to achieve for the sake of achievement.
- Emotional competencies are not innate talents, but rather learned capabilities that must be worked on and can be developed to achieve outstanding performance.



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First EQ Construct

1. Self-awareness.

- The ability to recognize an emotion as it “happens” is the key to your EQ.
- Developing self-awareness requires tuning in to your true feelings. If you evaluate your emotions, you can manage them. The major elements of self-awareness are:
 - Emotional awareness. Your ability to recognize your own emotions and their effects.
 - Self-confidence. Sureness about your self-worth and capabilities.



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Self-awareness




Emotional intelligence involves our ability to understand, express, and control our emotions.. Image: Cultura/Liam Norris / Getty Images

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Second EQ Construct

2. Self-regulation.

- You often have little control over when you experience emotions. You can, however, have some say in how long an emotion will last by using a number of techniques to alleviate negative emotions such as anger, [anxiety](#) or [depression](#). A few of these techniques include recasting a situation in a more positive light, taking a long walk and meditation or prayer. Self-regulation involves:
 - Self-control. Managing disruptive impulses.
 - Trustworthiness. Maintaining standards of honesty and integrity.
 - Conscientiousness. Taking responsibility for your own performance.
 - Adaptability. Handling change with flexibility.
 - Innovation. Being open to new ideas.



Three signs of Amygdala Hijack (Uh-Mig-Duh-Luh)

- Strong emotional response
- Sudden Onset
- Inappropriate response

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Third EQ Construct

3. Social skills.

The development of good interpersonal skills is tantamount to success in your life and career. In today's always-connected world, everyone has immediate access to technical knowledge. Thus, "people skills" are even more important now because you must possess a high EQ to better understand, empathize and negotiate with others in a global economy. Among the most useful skills are:

- Influence. Wielding effective persuasion tactics.
- Communication. Sending clear messages.
- Leadership. Inspiring and guiding groups and people.
- Change catalyst. Initiating or managing change.
- Conflict management. Understanding, negotiating and resolving disagreements.
- Building bonds. Nurturing instrumental relationships.
- Collaboration and cooperation. Working with others toward shared goals.
- Team capabilities. Creating group synergy in pursuing collective goals.

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Fourth EQ Construct

4. Empathy.

The ability to recognize how people feel is important to success in your life and career. The more skillful you are at discerning the feelings behind others' signals the better you can control the signals you send them. An empathetic person excels at:

- Service orientation. Anticipating, recognizing and meeting clients' needs.
- Developing others. Sensing what others need to progress and bolstering their abilities.
- Leveraging diversity. Cultivating opportunities through diverse people.
- Political awareness. Reading a group's emotional currents and power relationships.
- Understanding others. Discerning the feelings behind the needs and wants of others.



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Fifth EQ Construct

5. Motivation.

To motivate yourself for any achievement requires clear goals and a positive attitude. Although you may have a predisposition to either a positive or a negative attitude, you can with effort and practice learn to think more positively. If you catch negative thoughts as they occur, you can reframe them in more positive terms — which will help you achieve your goals. Motivation is made up of:

- Achievement drive. Your constant striving to improve or to meet a standard of excellence.
- Commitment. Aligning with the goals of the group or organization.
- Initiative. Ready yourself to act on opportunities.
- Optimism. Pursuing goals persistently despite obstacles and setbacks.



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Developing Emotional Intelligence

- Emotional intelligence (EQ) is built by reducing stress, remaining focused, and staying connected to yourself and others. You can do this by learning key skills. The first two skills are essential for controlling and managing overwhelming stress and the last three skills greatly improve communication. Each skill builds on the lessons learned in practicing the earlier skills and include:
 - The ability to quickly reduce stress in the moment in a variety of settings
 - The ability to recognize your emotions and keep them from overwhelming you
 - The ability to connect emotionally with others by using nonverbal communication
 - The ability to use humor and play to stay connected in challenging situations
 - The ability to resolve conflicts positively and with confidence



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EQ skill 1: Rapidly reduce stress in the moment

Develop your stress-busting skills by working through the following three steps:

- **Realize when you're stressed** – The first step to reducing stress is recognizing what stress feels like. How does your body feel when you're stressed? Are your muscles or stomach tight or sore? Are your hands clenched? Is your breath shallow? Being aware of your physical response to stress will help regulate tension when it occurs.
- **Identify your stress response** – Everyone reacts differently to stress. If you tend to become angry or agitated under stress, you will respond best to stress-relieving activities that quiet you down. If you tend to become depressed or withdrawn, you will respond best to stress-relieving activities that are stimulating. If you tend to freeze—speeding up in some ways while slowing down in others—you need stress-relieving activities that provide both comfort and stimulation.
- **Discover the stress-busting techniques that work for you** – The best way to reduce stress quickly is by engaging one or more of your senses: sight, sound, smell, taste, and touch. Each person responds differently to sensory input, so you need to find things that are soothing and/or energizing to you. For example, if you're a visual person you can relieve stress by surrounding yourself with uplifting images. If you respond more to sound, you may find a wind chime, a favorite piece of music, or the sound of a water fountain helps to quickly reduce your stress levels.



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EQ skill 2: Beat relationship stress with emotional awareness

What kind of a relationship do you have with your emotions?

- **Do you experience feelings that flow**, encountering one emotion after another as your experiences change from moment to moment?
- **Are your emotions accompanied by physical sensations that you experience** in places like your stomach or chest?
- **Do you experience discrete feelings and emotions**, such as anger, sadness, fear, joy, each of which is evident in subtle facial expressions?
- **Can you experience intense feelings** that are strong enough to capture both your attention and that of others?
- **Do you pay attention to your emotions?** Do they factor into your decision making?

Note: [Emotional Intelligence Toolkit](http://www.helpguide.org/emotional-intelligence-toolkit/) <http://www.helpguide.org/emotional-intelligence-toolkit/>



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EQ skill 3: Nonverbal communication

Tips for improving nonverbal communication

- Successful nonverbal communication depends on your ability to manage stress, recognize your own emotions, and understand the signals you're sending and receiving. When communicating:
 - **Focus on the other person.** If you are planning what you're going to say next, daydreaming, or thinking about something else, you are almost certain to miss nonverbal cues and other subtleties in the conversation.
 - **Make eye contact.** Eye contact can communicate interest, maintain the flow of a conversation, and help gauge the other person's response.
 - **Pay attention to nonverbal cues** you're sending and receiving, such as facial expression, tone of voice, posture and gestures, touch, and the timing and pace of the conversation.



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EQ skill 4: Use humor and play to deal with challenges

Playful communication broadens your emotional intelligence and helps you:

- **Take hardships in stride.** By allowing you to view your frustrations and disappointments from new perspectives, laughter and play enable you to survive annoyances, hard times, and setbacks.
- **Smooth over differences.** Using gentle humor often helps you say things that might be otherwise difficult to express without creating a flap.
- **Simultaneously relax and energize yourself.** Playful communication relieves fatigue and relaxes your body, which allows you to recharge and accomplish more.
- **Become more creative.** When you loosen up, you free yourself of rigid ways of thinking and being, allowing you to get creative and see things in new ways.



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EQ skill 5: Resolve conflict positively

Tips for resolving conflict in a trust-building way:

- **Stay focused in the present.** When you are not holding on to old hurts and resentments, you can recognize the reality of a current situation and view it as a new opportunity for resolving old feelings about conflicts.
- **Choose your arguments.** Arguments take time and energy, especially if you want to resolve them in a positive way. Consider what is worth arguing about and what is not.
- **Forgive.** Other people's hurtful behavior is in the past. To resolve conflict, you need to give up the urge to punish or seek revenge.
- **End conflicts that can't be resolved.** It takes two people to keep an argument going. You can choose to disengage from a conflict, even if you still disagree.

Source: HelpGuide.org, Jeanne Segal, Ph.D., and Melinda Smith, M.A. Last updated: February 2014.



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Measuring EI

- **Reuven Bar-On's EQ-i**
A self-report test designed to measure competencies including awareness, stress tolerance, problem solving, and happiness. According to Bar-On, "Emotional intelligence is an array of noncognitive capabilities, competencies, and skills that influence one's ability to succeed in coping with environmental demands and pressures."
- **Multifactor Emotional Intelligence Scale (MEIS)**
An ability-based test in which test-takers perform tasks designed to assess their ability to perceive, identify, understand, and utilize emotions.
- **Seligman Attributional Style Questionnaire (SASQ)**
Originally designed as a screening test for the life insurance company Metropolitan Life, the SASQ measures optimism and pessimism.
- **Emotional Competence Inventory (ECI)**
Based on an older instrument known as the Self-Assessment Questionnaire, the ECI involves having people who know the individual offer ratings of that person's abilities on a number of different emotional competencies.



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Summary -- Emotional Intelligence (1 of 2)

- **Practice deep and focused listening** when communicating with another employee. Instead of rehearsing your response while the other person is speaking, focus your mind and attention on asking questions to clarify and understanding what the person is saying.
- **Summarize and feed back what you think you heard** the individual say to you. Ask if your summary is an accurate portrayal of the communication content.
- **Ask questions to identify emotions and feelings.** Ask the employee how he or she feels about the information provided to you. Ask for their gut feeling about how things are progressing. If you have difficulty reading how the employee is reacting to a situation emotionally, ask to discover. Most employees are only too willing to disclose an opinion when their manager indicates interest. You will further develop your emotional intelligence, too.
- **Practice noticing body language or nonverbal communication.** Stop your hurry long enough to recognize when body language is inconsistent with the words spoken. Get used to interpreting body language as a means to understand an employee's complete communication. With practice, you will get better.



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Summary -- Emotional Intelligence (2 of 2)

- **Observe your own reactions to an employee's communication.** Make sure that you react on two levels. You need to react to the facts and to the underlying emotions, needs, dreams, and so forth that are expressed in most communications, if you are observant. Again, if you don't **get** the second level, that involves emotions, ask until you understand
- **Notice whether the employees with whom you relate most effectively are just like you.** Explore whether you are receiving shared communication or just making assumptions that the employee will feel and react in a particular way, based on your experience. Ask questions, and notice responses.

Note too, that you might attribute these employees with having more knowledge and insights based on your shared connection. Develop a sense of when you are being played. An employee with highly developed emotional intelligence is already analyzing your reactions and understands what you want to hear. This employee is skilled at building the relationship side of your connection - for good and for ill.

- **Pay more attention to your own emotions.** Analyze how you respond in emotional situations. Seek feedback from employees whom you trust to react with some degree of unbiased, unprejudiced response. Seek additional feedback from a boss or [mentor](#) who can describe your impact on others in a meeting, for example.



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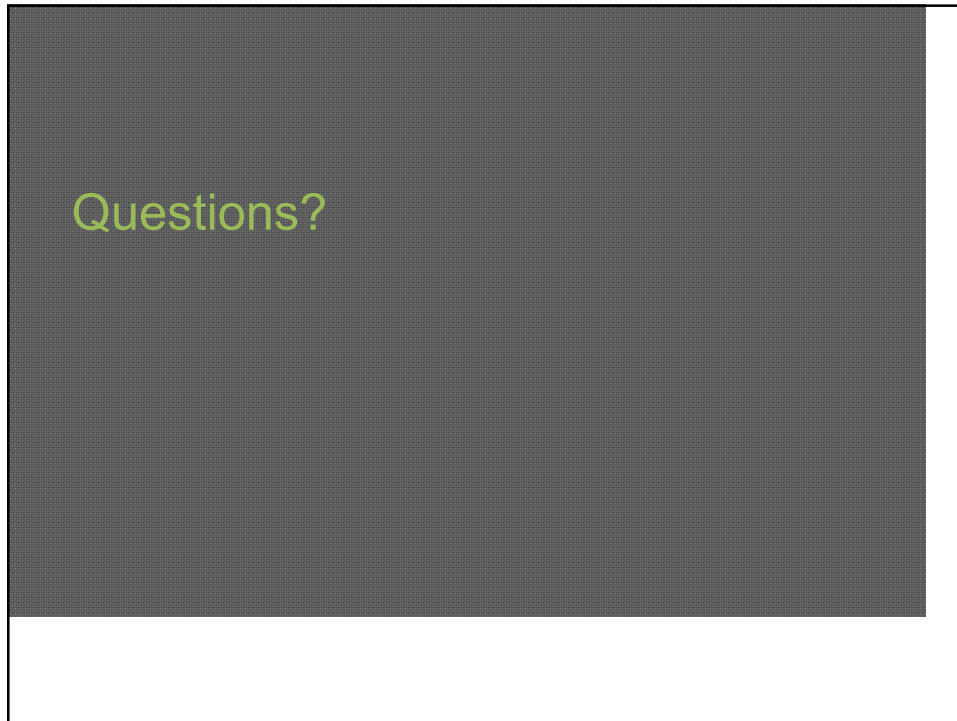
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 - Sample EQ quiz: http://psychology.about.com/library/quiz/bl_eq_quiz.htm
 - Full EQ test: QueenDom http://www.queenendom.com/tests/access_page/index.htm?idReqTest=3037
 - MindTools <http://www.mindtools.com>
 - Consortium for Research on Emotional Intelligence in Organizations (CREIO) www.eiconsortium.org/



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Objectives & Takeaways

- **Objective #1:** Gain an understanding of why Emotional Intelligence (EQ) determines the success of a project.
- **Objective #2:** Discuss how you can improve your EQ as these skills can be improved/learned through practice.
- **Objective #3:** Discuss the emotional intelligence definitions and how to measure EQ maturity in your project and lessons learned.

Follow-up Contact Information



Creating the Path Forward
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David Fuston
Engagement Manager
Grant Thornton, LP
Direct - 816-729-1033
Email – david.fuston@us.gt.com
LinkedIn - <https://www.linkedin.com/in/davidfuston>

Professional Certifications:
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