

LAWANI, A. 2014. *A construction project manager's competency profile: the role of emotional-cognitive abilities*.  
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# A construction project manager's competency profile: the role of emotional-cognitive abilities.

LAWANI, A.

2014

*This file contains both the main presentation slides as well as some handout slides with supplementary information. The main slides are first, followed by the handout slides.*



# **PMI Research and Education Conference 2014**

## **Doctoral Colloquium**

### **26 July, Portland, Oregon, USA**

Ama Lawani

**A construction project manager's competency profile : The role of emotional-cognitive abilities**

# AGENDA

**Project management paradigm shift**

**UK construction industry**

**The missing link**

**Emotional Intelligence models**

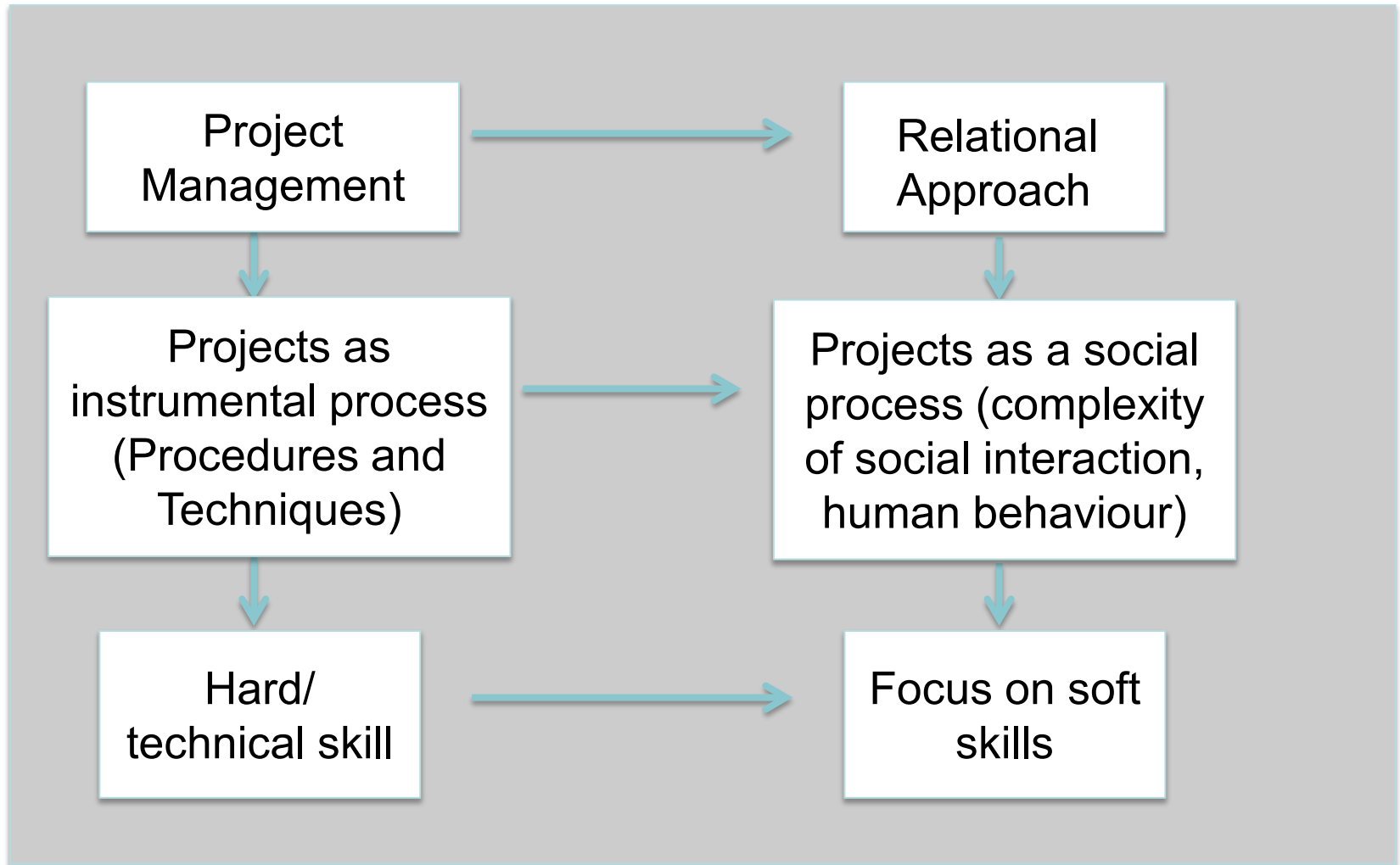
**Goleman's Emotional Intelligence**

**Research hypotheses and aim**

**Empirical Investigation**

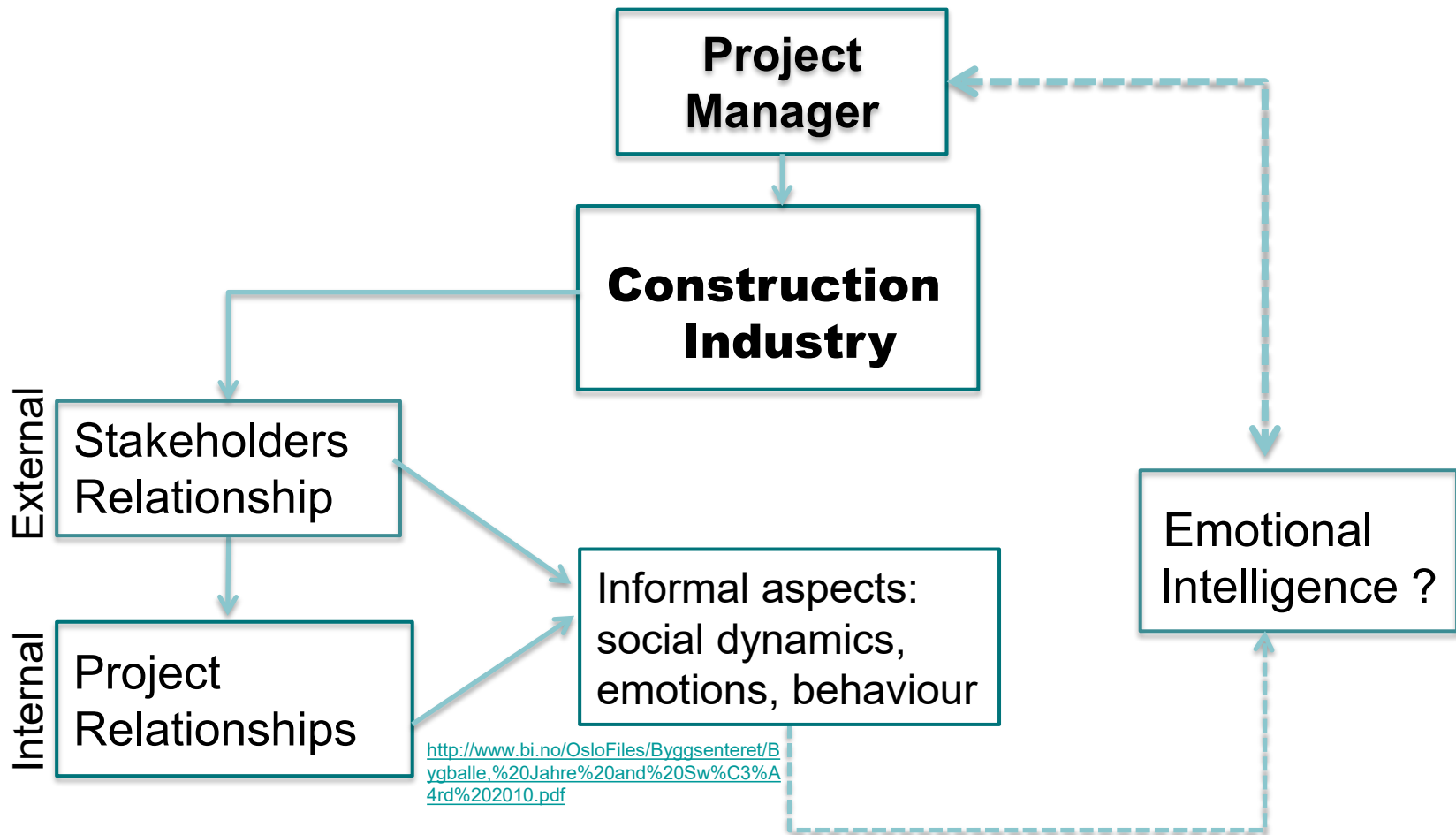
**Research contribution and Impact**

# Paradigm Shift

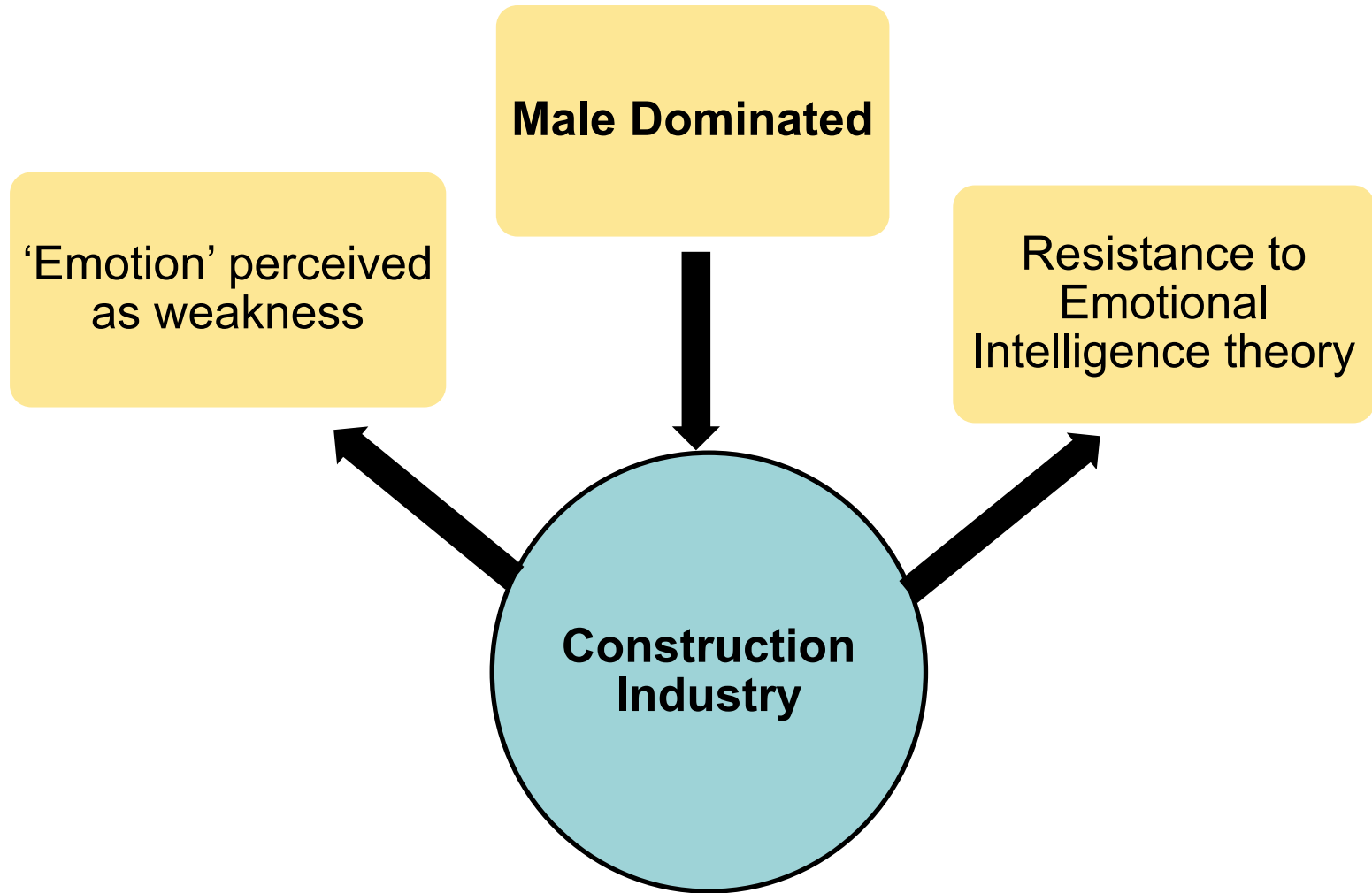


For more info visit : <http://www.ronrosenhead.co.uk/wp-content/uploads/2008/05/rethinking-project-management1.pdf>

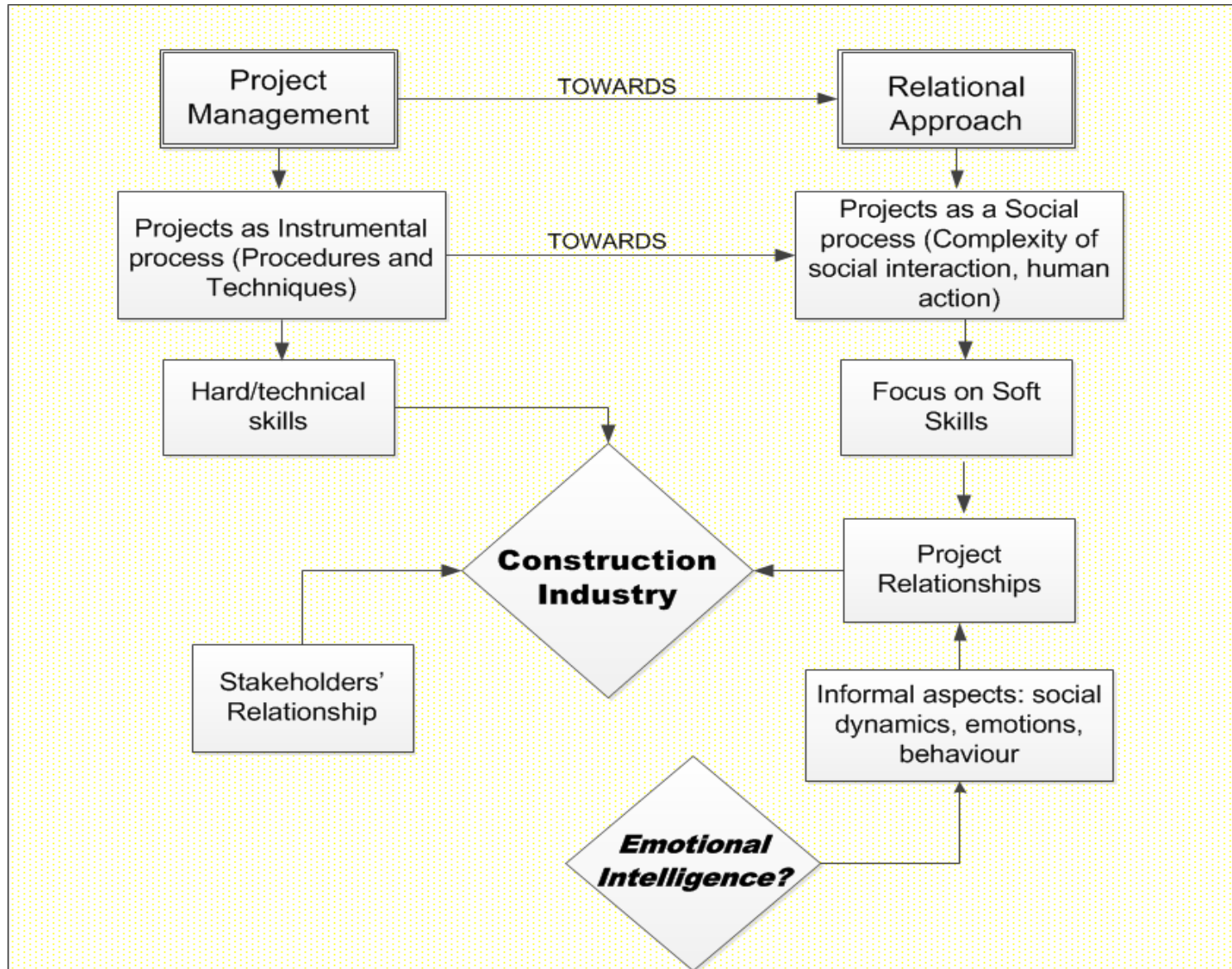
# UK Construction Industry



# The Problem



# The Missing Link ?



# Emotional intelligence (EI) models

- EI ability model by Mayer & Salovey
  - processing of emotional information (mental ability)
  - perception, assimilation, understanding and regulation
- Bar-on ESI model (mixed model)
  - social and emotional functioning that promotes human psychological well-being
- Goleman ECI model (mixed model)
  - focuses on organizational setting
  - competencies and skills that enhance managerial performance

For more info visit : <http://positivepsychology.org.uk/pp-theory/positive-emotions/58-emotional-intelligence.html>  
<http://psychology.about.com/od/personalitydevelopment/a/emotionalintell.htm>



# Goleman's ECI vs. PM's behaviours

- Self Awareness
- Self Management
- Social Awareness
- Relationship Management

- Decisiveness
- Toughness
- Self- Reliance
- Resolution
- Control
- Anger

# Research hypotheses and aim

- A construction project manager's constructive anger will impact positively on project relationships and thereby performance
- A construction project manager's toughness will impact positively on project relationships and thereby performance
- **Research aim:** To determine how an industry such as construction can benefit from emotional intelligence as a management tool.

# Empirical Investigation

- Mixed Method Research
- Qualitative approach
  - Pilot Survey : Single case study
  - Multiple case study : Narrative interviews
- Quantitative approach
  - Questionnaires

# Research Contribution and Impact

- Greater understanding of Emotional Intelligence in the UK construction Industry
- Theoretical and practical knowledge about leadership competencies for a construction project manager with regard to emotional and behavioural aspects.
- An increased level of acceptance of emotional based skills in the project manager's profession



# **PMI Research and Education Conference 2014**

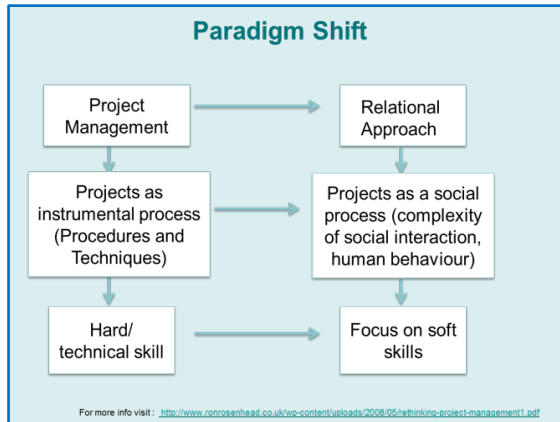
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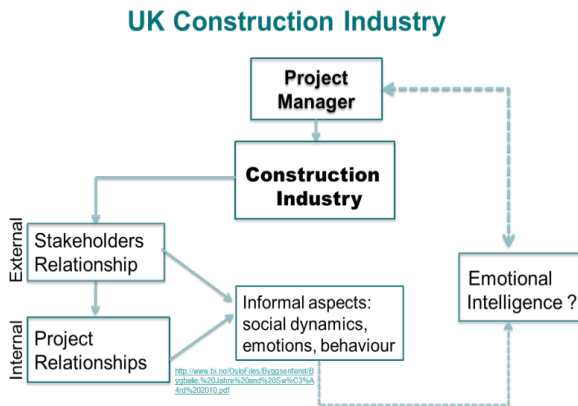
### SLIDE 3



PMBOK 4th ed introduced interpersonal skills as a new area of focus. Although tools and techniques such as WBS, schedules and cost budgets are critical to planning and project execution, project managers achieve results through others. Therefore soft skills are also important and arguably are more relevant for project success (Indelicate 2009).

A relational approach compliments and adds value to other approaches used in project management (Pant and Baroudi 2008, Pryke and Smyth 2006).

### SLIDE 4



In the PMBOK 5<sup>th</sup> ed the importance of stakeholder involvement and management is further emphasised as it directly impacts on project performance. Construction project management consist of a collaborative term referred to as project participants: client/owner, project manager, architect, engineer and contractor (Sears et al 2008).

Leadership and Management skills are vital to the performance of the construction industry: project managers are responsible for the successful co-ordination of activities within the project lifecycle (Department for business, innovation and skills 2013).

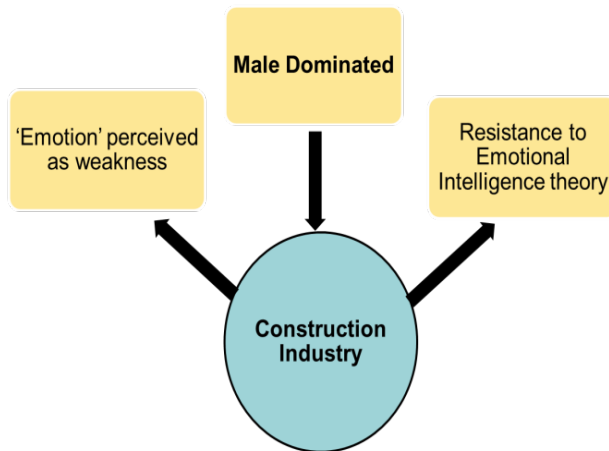
## SLIDE 5

Emotional Intelligence : Abilities or Competencies concerned with the recognition and regulation of behaviour, moods and impulses in oneself and others and with respect to a particular situation or context (Spector 2005 ; Mo, Dainty and Price 2006).

Emotional Intelligence is relevant for efficient relationship management .

Out of the skills that predicted Project Management success 69% were emotional competencies, 0% were cognitive skills and 3% were related to business expertise (Mount 2006).

## SLIDE 6



Emotional Intelligence as a management tool is not readily accepted in the construction industry, the concept is generally associated with weakness and hard to talk about by many project managers in the UK construction industry (Lindebaum and Cassell 2012).

Project Managers in the construction industry may not benefit from emotional intelligence as a management tool and there is need for a greater perception of emotional intelligence within the construction industry (Lindebaum and Cassell 2012, Butler and Chinowsky 2006)

## **SLIDE 7**

Emotional intelligence model by Mayer & Salovey: processing of emotional information ( mental ability) comprising perception, assimilation, understanding and regulation.

Bar-on ESI model (mixed model): social and emotional functioning that promotes human psychological well-being

Goleman Emotional Competency Inventory model (mixed model): focuses on organisational setting competencies and skills that enhance managerial performance

## **SLIDE 8**

The performance of males tends to be assessed against stereotypes which support decisiveness, toughness, self-reliance, resolution, control (Loosemore and Galea 2008) and anger (Lindebaum and Fielden 2011).

Stanley and Burrows (2001) consider anger as an adaptive emotion that is designed to ensure self-protection in periods of perceived threats or attack.



## **SLIDE 9**

Will a construction project manager's constructive anger and toughness impact positively on project relationships and thereby perceived performance?

The aim of this research is to determine how an industry such as construction can benefit from emotional intelligence as a management tool by identifying definite emotions and behaviours of a construction project manager.

## **SLIDE 10**

Qualitative approach

Multiple case study : Narrative interviews

Quantitative approach

Survey design: Questionnaires

Unit of Analysis – Project Managers, Project Directors, Project Engineers

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