

self-management, social awareness, and relationship management. Some researchers consider self-awareness and self-management to be personal competencies and consider social awareness and relationship management as social competencies.

EQ begins with self-awareness or a person's ability to observe and recognize his or her own emotions. Becoming more self-aware of our emotions in turn positions us to better manage our emotions. Thus, self-management is associated with the ability to positively manage our thoughts, behaviors, and actions based on the understanding of our emotions gained through self-awareness. In effect then, self-management reflects our ability to manage our emotional reactions given the situation or circumstances in which we find ourselves.

While self-awareness focuses on understanding our own emotions, social awareness is focused on understanding the emotions of others. Understanding our own emotions is certainly important in helping us guide how we respond to a particular set of circumstances. By the same token, understanding the other person's emotions is also important in helping us choose how we respond. For example, it is likely that the most effective way to respond would be different when a team member is angry versus when the team member is hurt. Thus, social awareness is based on developing effective listening, empathy, and observational skills. The goal is to truly understand what the other person is feeling. Furthermore, when it comes to emotions, there is no right or wrong. Our job is to be an objective observer of these emotions so that we can choose effective courses of action given the emotions we and the people we are interacting with are currently feeling.

Practically speaking, developing your social awareness skills requires developing your listening and observational skills. Effective listening requires an ability to focus your attention on what the other person is saying and not thinking about what you are going to say in response. Effective listening also means letting the other person finish before you respond. It is also useful to give the speaker feedback to show that you are listening such as nodding or smiling while the person is speaking. Pay attention to the main points made by the speaker, the speakers' tone of voice, how quickly the person is speaking, and the person's body language. And very importantly, ask questions based on your sincere interest in understanding the other person's perspective, which will usually not be interpreted as being judgmental.

However, worthy goals, self-awareness, self-management, and social awareness are not our end goals. Rather, these are means to the overarching goal of building quality relationships. More specifically, relationship management is based on our ability to use both our awareness of our own emotions and the other person's emotions to positively manage our interactions and ultimately build quality relationships. Swanson (2012) notes that EQ will lead PMs to ask questions such as: How can we collaborate more effectively with one another on this project? Or, what reservations do you imagine the client will have, and how can we address them? Or, how has this project addressed the needs of all the stakeholders involved?

The good news about EQ is that there are proactive steps you can take to enhance your EQ. Travis Bradberry and Jean Greaves provide an EQ assessment and numerous practical strategies for enhancing EQ in their book *Emotional Intelligence 2.0* (Bradberry and Greaves, 2009). This book should be required reading for all PMs.

Beyond EQ, another aspect of leadership that is an important trait in a PM is a strong sense of ethics. There is a considerable amount of attention to this topic in the news media these days, both good and bad, such as Enron, Lehman Brothers's use of Repo 105 (to get debt off their balance sheet), and of course, Bernie Madoff. Though less clear, some situations raise serious ethical questions such as the following:

- BP's subcontracting and safety procedures before the Gulf oil spill
- Goldman Sachs betting both ways on the synthetic CDO (collateralized debt obligation) it created for John Paulson to bet against the housing market

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