

Moving forward

Master in Rural Development and Sustainable Management Project Planning

Rural/Local Development Project Management: competence baseline

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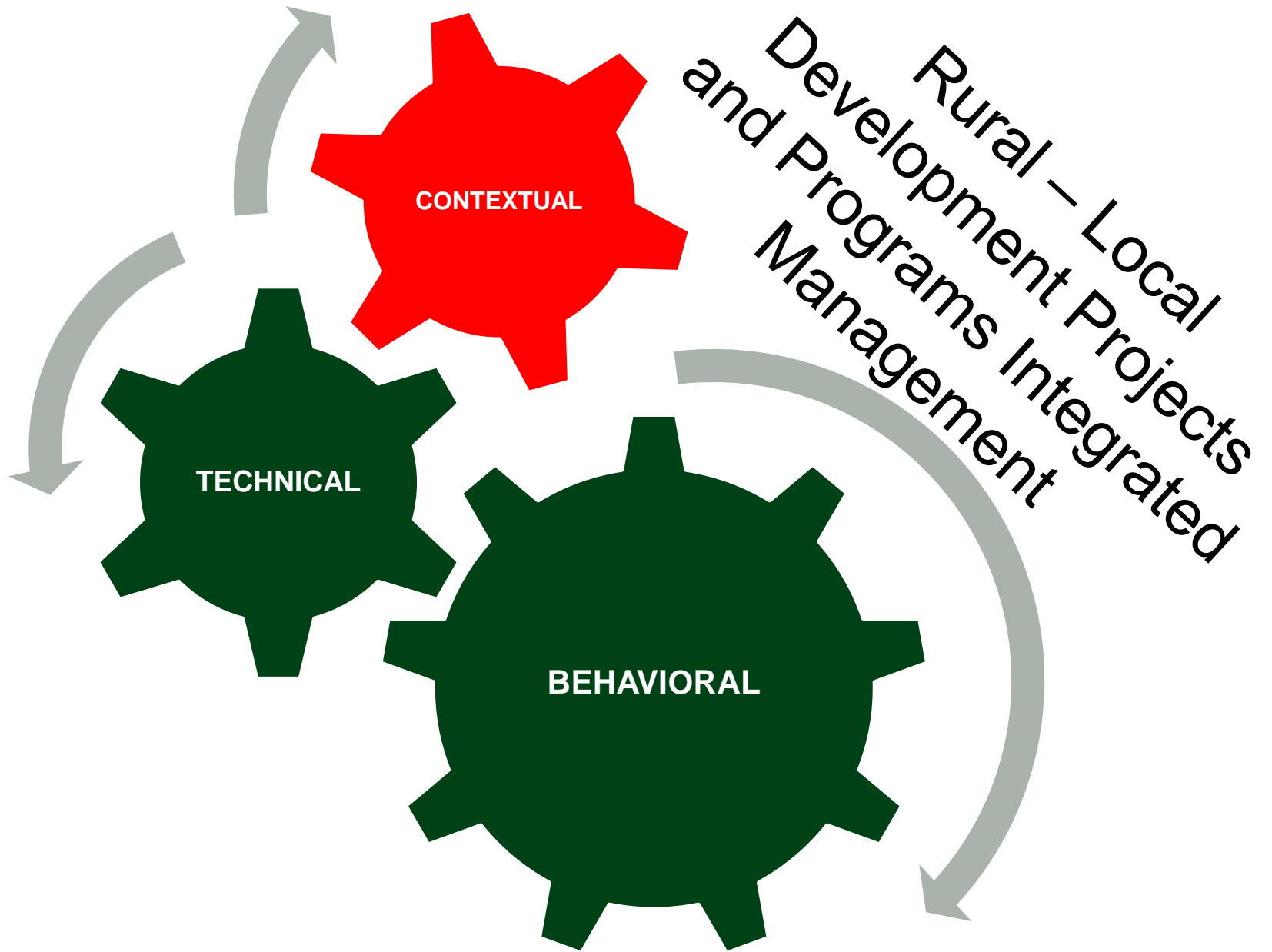
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5st LESSON: BEHAVIORAL COMPETENCES



Index

- Objectives:
 - To explain behavioral competences a project manager must have to work as a team leader, **from their individual virtues.**
 - Personal competences: Its importance
 - To define involved competences
 - To describe the possible steps to improve its implementation
- Methodology:
 - Case Study
 - Workshop





- This scope describes attitudes, skills and values of the Project and Program director-manager

- » Personal

- » Interpersonal

Behavioral competences

- This range covers the project management **behavior and skills.**

- The ICB contains **15 behavioral competence elements**

- » Leadership
- » Engagement & motivation
- » Self-control
- » Assertiveness
- » Relaxation
- » Openness
- » Creativity
- » Results orientation
- » Efficiency
- » Consultation
- » Negotiation
- » Conflict & crisis
- » Reliability
- » Values appreciation
- » Ethics

BEHAVIORAL competences

- **BEHAVIORAL Competences**
 - **2.01 Leadership**
 - **2.02 Engagement & motivation**
 - **2.03 Self-control**
 - **2.04 Assertiveness**
 - **2.05 Relaxation**
 - **2.06 Openness**
 - **2.07 Creativity**
 - **2.08 Results orientation**
 - **2.09 Efficiency**
 - **2.10 Consultation**
 - **2.11 Negotiation**
 - **2.12 Conflict & crisis**
 - **2.13 Reliability**
 - **2.14 Values appreciation**
 - **2.15 Ethics**



What are the personal
competences?

What is Competence?

“A competence is a collection of knowledge, personal attitudes, skills and relevant experience, needed to be successful in certain function.” (IPMA; 2006)

Competencias Profesionales

“the necessary knowledge, skills and capacities required to practice a profession, is able to solve problems in an autonomous and flexible manner, and is able to assist in his professional environment and work organization”. (BUNK, 1994; TOBÓN, 2006).



**WHICH COMPETENCES ARE MOST
REVELANT REGARDING
EMPLOYABILITY?**

What are companies requiring at this
moment?

What competences are companies requiring?

- **12 most demanded professional competences:**
 1. Oral and written communication
 2. Knowledge of client, involved parties
 3. Negotiation
 4. Leadership
 5. Change adaptation.
 6. Teamwork
 7. Time management
 8. Creativity and problem resolution
 9. Ability for contacts and relationship
 10. Self-development
 11. Knowledge of other languages
 12. Usage of new technologies

European Project
FORTIUS



What competences are companies requiring?

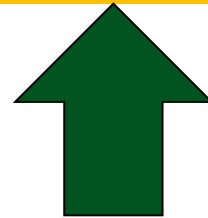
- Participative process with:
 - **52 executive women** from Madrid Region (presential interviews)
 - **122 men and women entrepreneurs** from Madrid Region: survey
 - **950 Companies from Madrid**: Survey on employment in Madrid Region
 - **40 professionals certified** in management competences

What competences are companies requiring?

Most valuable competences for employability

- Three competence dimensions

	TECHNICAL Competences	BEHAVIORAL Competences	CONTEXTUAL Competences
Men	78%	83%	72%
Women	79%	86%	77%



What competences are companies requiring

IPMA survey outcomes: effects on EMPLOYABILITY

- The most valuable competences are **behavioral competences**, highlighting these ones:
 - **1.07 Teamwork**
 - **2.15 Ethics**
 - **2.02 Engagement and motivation**
 - **2.01 Leadership**
 - **2.12 Conflict and crisis**
 - **2.07 Creativity**
 - **2.09 Efficiency**

What competences are companies requiring?

Differences between women-men competences

- 80% of interviewees declared that men and women, work, administer and manage in a different manner
- Most outstanding differences in WOMEN
 - **Empathy** with people: **appreciation of values**
 - Multitasking ability: great activity
 - **Communication** and closeness
 - Ability to **establish relationship (Negotiation)**
 - Ability to work in teams encouraging participation
 - **Time management**
 - **Engagement**: “effort culture” in work, responsibility

What to do ?

- STEPS:
 - **TO KNOW MYSELF BETTER (SITUATION)**
 - TO THINK ABOUT my PAST AND PRESENT knowledge and expertise
 - *What is my personal baseline?*
 - **TO IMPROVE** in competences (**TO ACT**)
 - To acquire new **KNOWLEDGE** ?
 - To acquire professional **EXPERTISE** ?
 - To change and improve **ATTITUDES AND BEHAVIOR** ?
 - To integrate in a competent **TEAM** which **HELPS** me?
 - TO SHOW my competences
 - **External “validation” (CERTIFICATION)**
 - *How do I show my competences?*
 - TO FOLLOW UP THE **OUTCOMES**

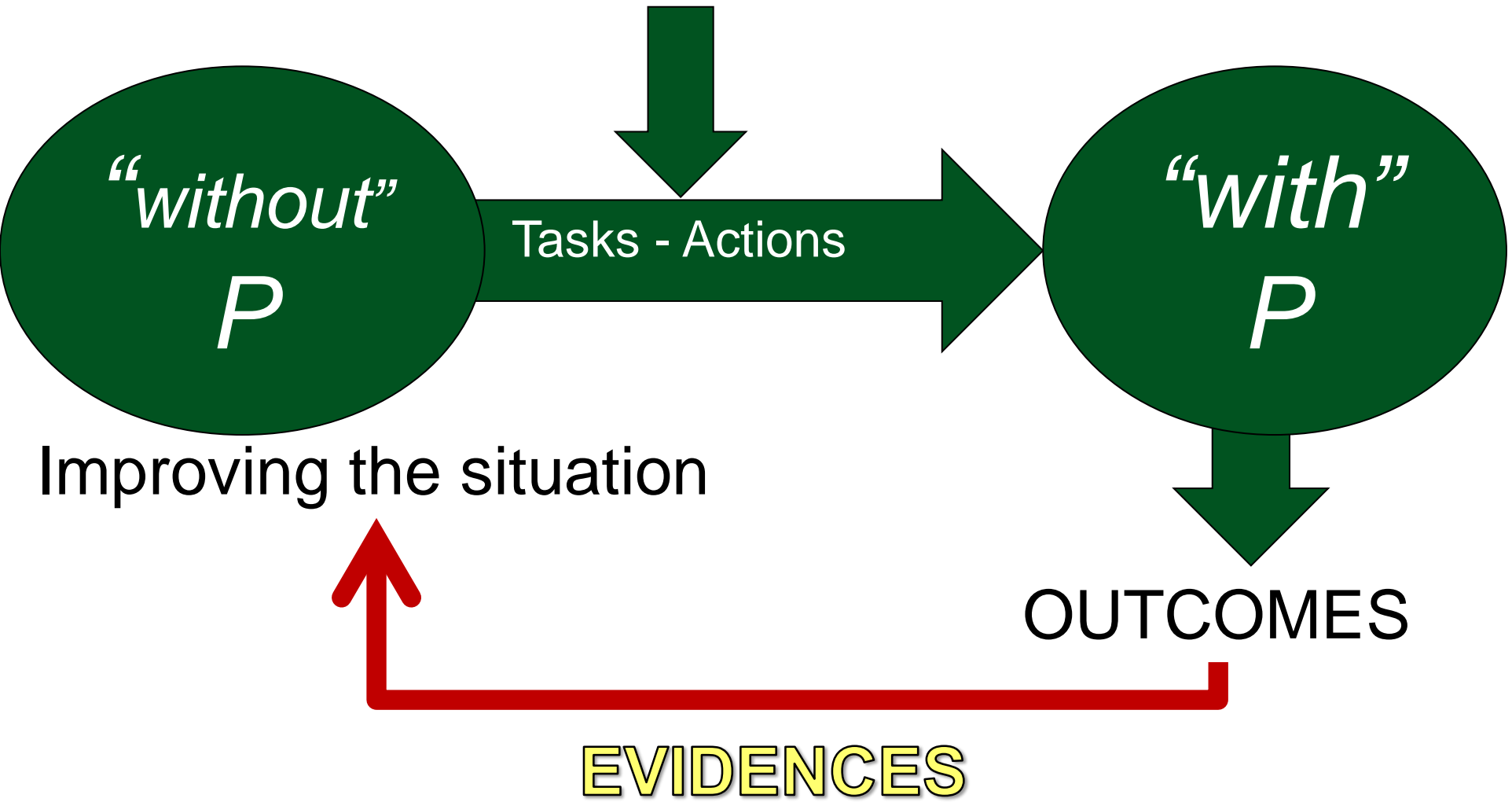
Project Managing Certification Basis

IPMA CERTIFICATION SYSTEM IN SPAIN

- ✓ Four levels (4-L-C)
- ✓ Worldwide (and multicultural)
- ✓ Respect for national culture
- ✓ Validated by IPMA



Technical PROJECT





PROJECT + personal project



Improving the situation

PERSONAL. STAFF
OF OTHERS



OUTCOMES



EVIDENCES

**TEAMWORK: The basis
for personal competence
development**

TEAM

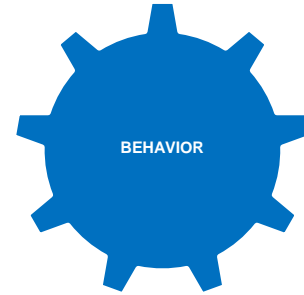
Together

Everybody

Achieves

More

1.07 Teamwork



- What is teamwork?

- Group of people **who cooperates** in a research or in a specific service (Real Academia Española, 2008)

- A team work is a **group of individuals** which **cooperate** and **interact** among them in a coordinated manner, being **responsible** of the development of a project or activity achieving the expected **outcomes**.

- This groups of people **are brought together** specifically, with abilities and **supplementary** knowledge **engaged** in a common **responsibility** (IPMA, 2006)

1.07 Teamwork


Differences between TW and Work Groups

TEAMWORK


Work Groups

Clearly defined leader  Shared leadership

Individual responsibility  Individual and joint responsibility

The Objective of the Group is the same as the organization one  Specific objective discussed by the group

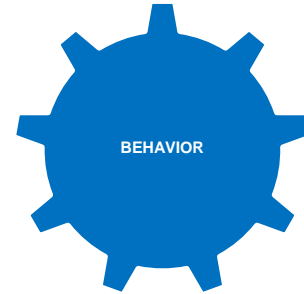
Individual outcomes  Joint outcomes

Efficient meetings  Participative meetings

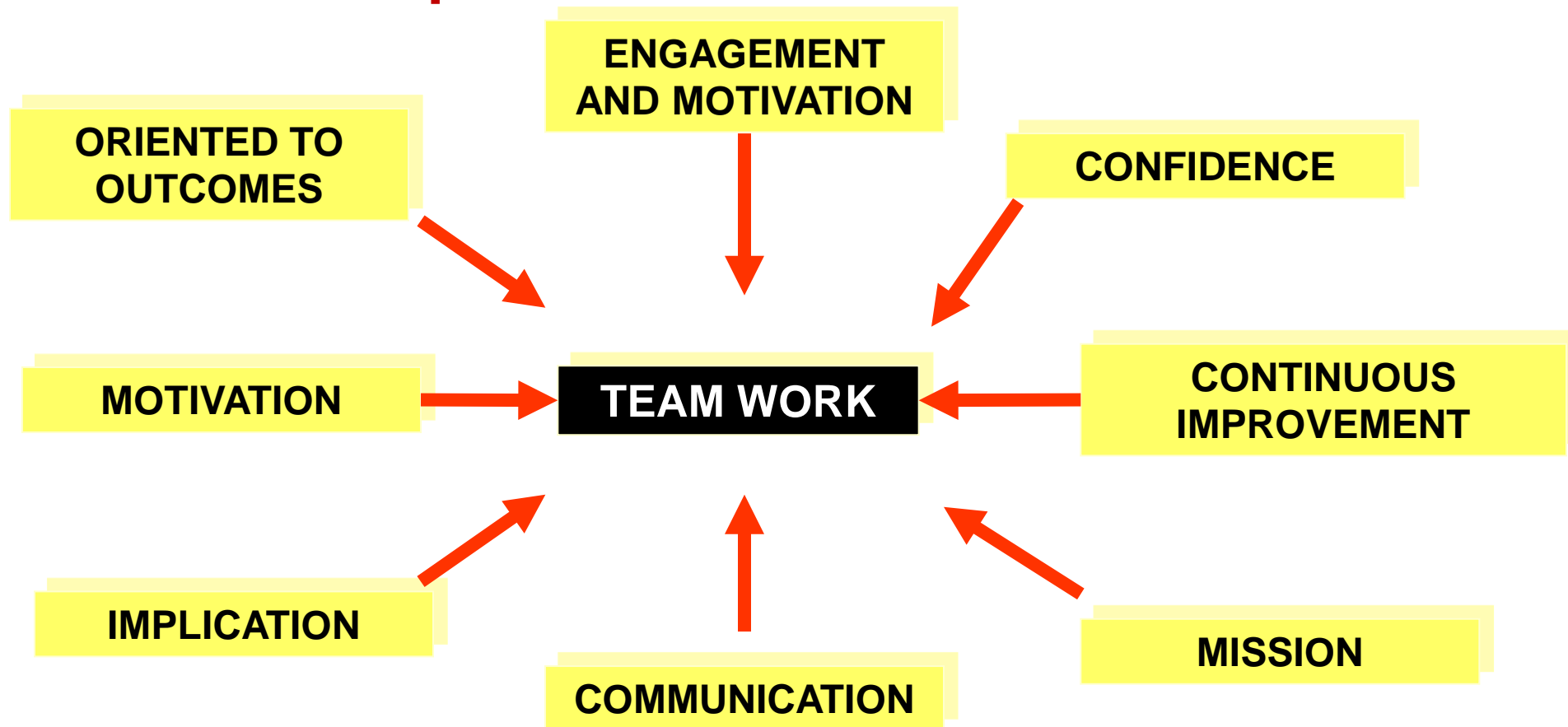
Discuss, decide, delegate  Discuss, decide and work together

Its effectiveness is measured by its influence in others  Its effectiveness is measured by the direct outcomes achieved with the work performed

1.07 Teamwork

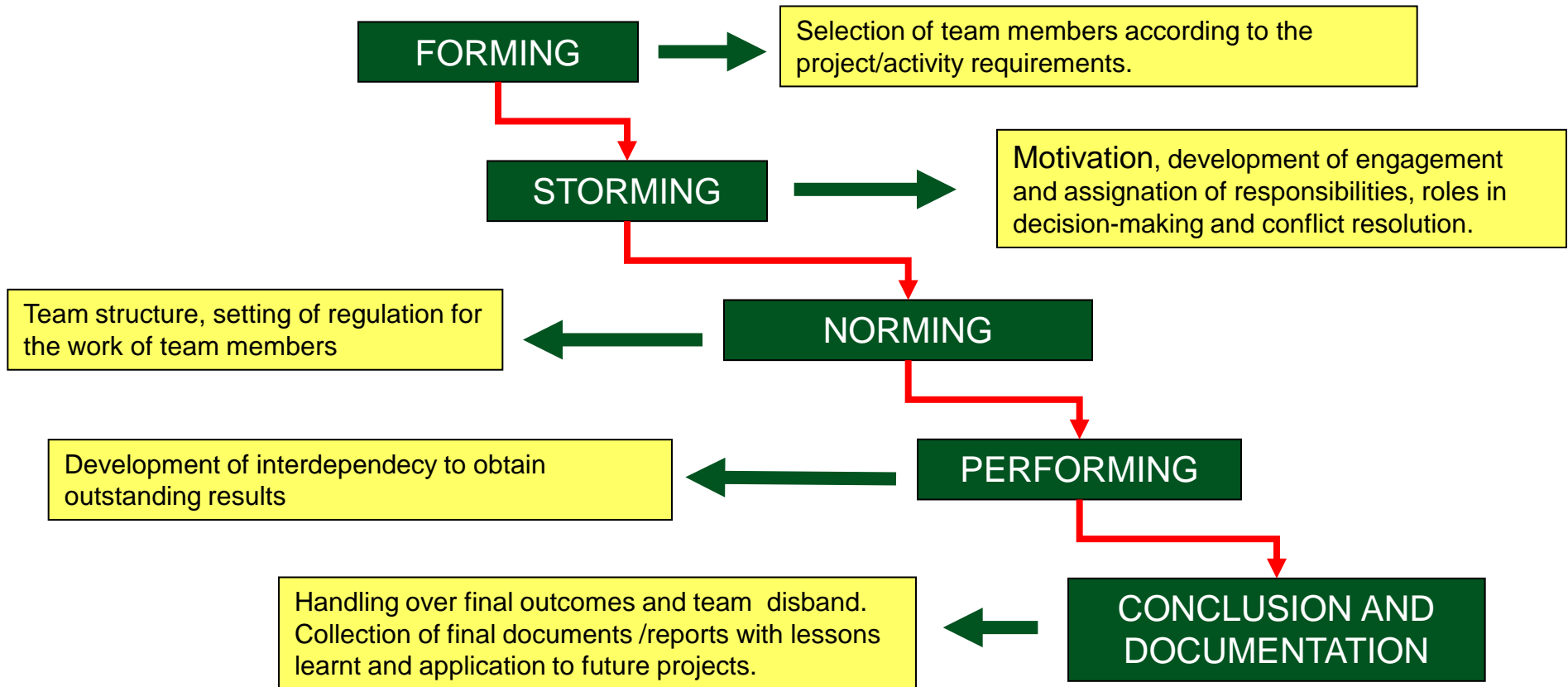


Teamwork Principles



1.07 Teamwork

Team building processes



1.07 Teamwork

Teamwork Forming: TYPES

- **TEAMWORK TYPES**

- According to its insertion within the organization
 - Departmental
 - Processes
 - Projects
- According to its composition
 - Fixed
 - Variable
- According to its Duration
 - Permanent
 - Temporary
 - Discontinuous



1.07 Teamwork

Teamwork Forming: TYPES

- **TEAMWORK TYPES**

- According to Objectives

- Prefixed
- Chosen

- According to Functioning

- Directed
- Autonomous



1.07 Teamwork

Teamwork Forming: VARIABLES

- **SETTING OF OBJECTIVES (MISSION)**
 - Clear and specific
 - Some TWs perform a formal declaration of their mission
 - Successful TWs are the ones with a specific mission and where members **have understood it clearly**
 - Efficient TWs are interdependent and are focused to the achievement of their mission.
 - When objectives are too broad, they should be performed by several TWs, each one with their own sub-objectives.

1.07 Teamwork

Teamwork Forming: VARIABLES

- Team SIZE

- Handy Size: 4-15 members

- Not too big, to avoid communication and relationship problems.
 - Nor too small, with missing required knowledge and expertise.
 - There is a relation between TW's size and its objectives to be achieved.

- ***A Team unable to meet together does not constitute a team.***

1.07 Teamwork

Teamwork Forming: VARIABLES

- **SELECTION OF TEAM MEMBERS**

- To decide the type of capabilities required

- A TW is not a collection of people, but an entity higher than the mere addition
 $1 + 1 = 3, 4, 7 \dots$

- To find out **COMPLEMENTARITY** among members

- Complementary capabilities according to the work to be performed
- Personal qualities that allow for an adequate interrelation
- Mixed teams: “Male” + “Female”

- *What is specific for woman is different than the specific for men*

- *“Diversity in equality” is enriching and essential for a harmonious coexistence*

1.07 Teamwork

Teamwork Forming: VARIABLES

- **GAME RULES**

- Effective teams set themselves:

- Their operation rules,
- Their responsibility and authority levels,
- Member activities and roles and
- Relationship among them.

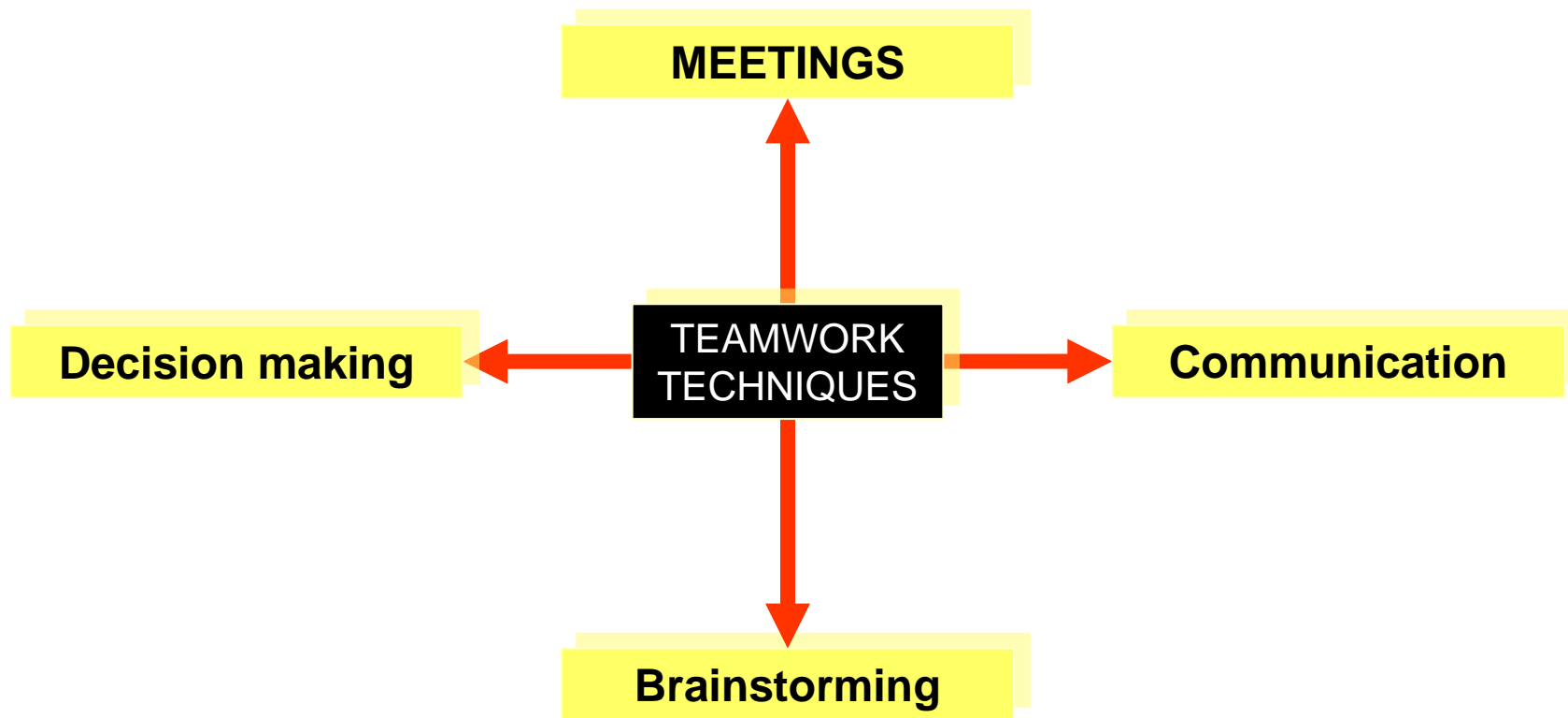
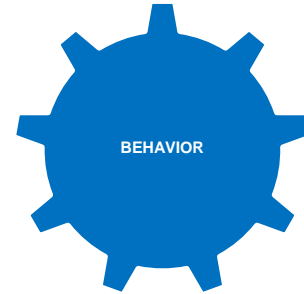
- The clearer the rules the more quickly they are able to solve possible problems.

- **Team TRAINING**

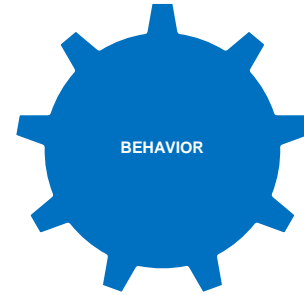
- The proper functioning of teams can only be achieved by promoting continuing education.

- Team must be trained in areas such as the **understanding** of the different roles,
- Problem solving, internal and external processes, effective meetings, etc.

1.07 Teamwork



1.07 Teamwork



- **TEAM MEETINGS**

- They are a communication system that allows to:

- Obtain a "feed-back" from other TW members
- Facilitate consensus exchanging different opinions
- Encourage creativity with many contributions from the different participants.

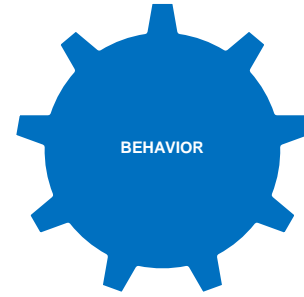
- A meeting can generate:

- **Engagement, productivity, participation, efficiency and creativity in the team.**

- Key requirements for **EFFICIENT** meetings:

- **OBJECTIVES AND EXPECTATIONS OF THE MEETING**
- **Common agreement on CONTENTS**
- **Common agreement on PROCEDURE**
- **MODERATOR**
- **CLEAR FUNCTIONS AND RESPONSIBILITIES**

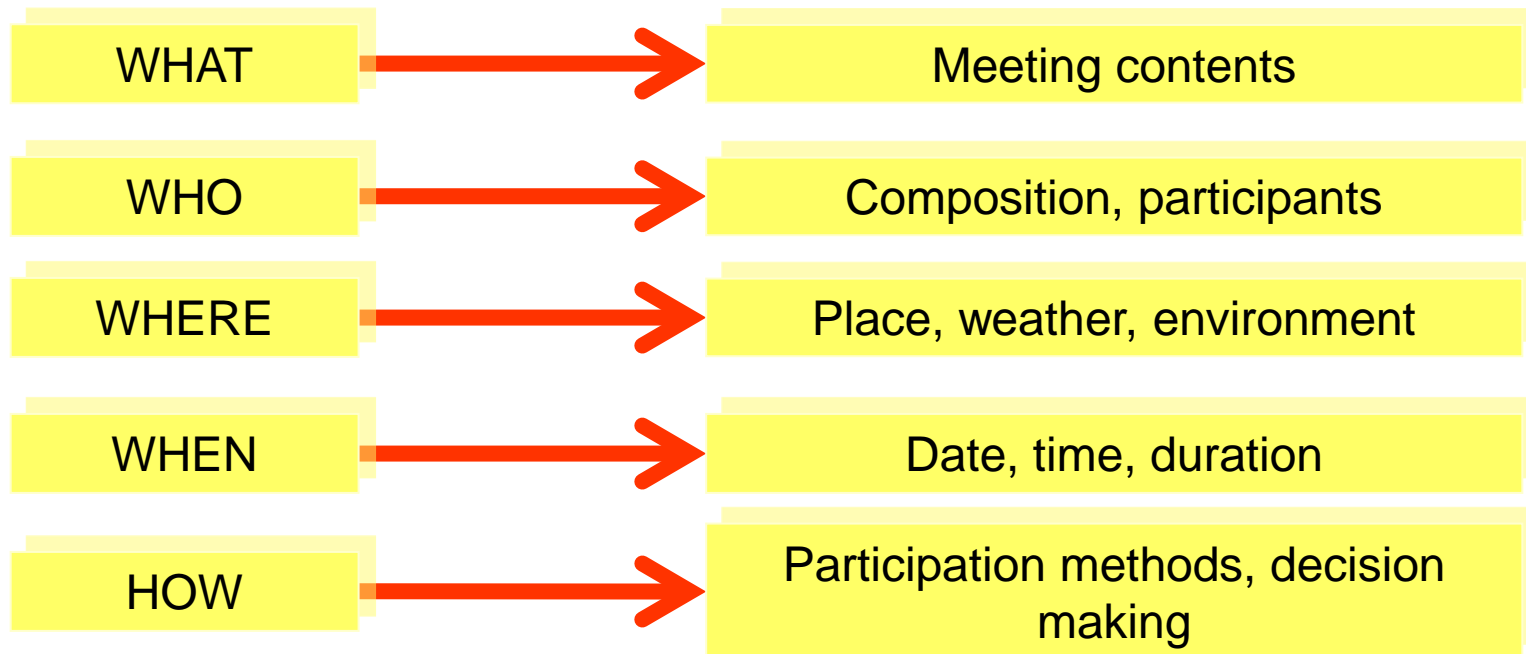
1.07 Teamwork



TEAM LEADERSHIP: Teamwork Techniques

- **TEAM MEETINGS**

- The responsible of the meeting is in charge of its adequate **PLANNING** in advance, setting the following:



2.01 Leadership

- Leadership involves providing direction and motivating others in his role or task to fulfill the objectives of a project.
 - It is a vital competence for a Project Manager.
- The project manager must know what leadership styles exist and decide which one is appropriate for the project, for the team
- The leadership style adopted includes
 - Behaviour patterns, communication methods, attitudes about conflicts and criticism, ways of controlling the behavior of team members, decision-making processes and amount and type of delegation.
 - **PM must be a leader, but not every leader is a project manager!**

2.01 Leadership

- The development of society requires leaders with legitimate authority.
 - Quality by virtue of which persons or institutions make laws and give orders to people expecting obedience.
 - its mission is to ensure as far as possible the Common good of society.

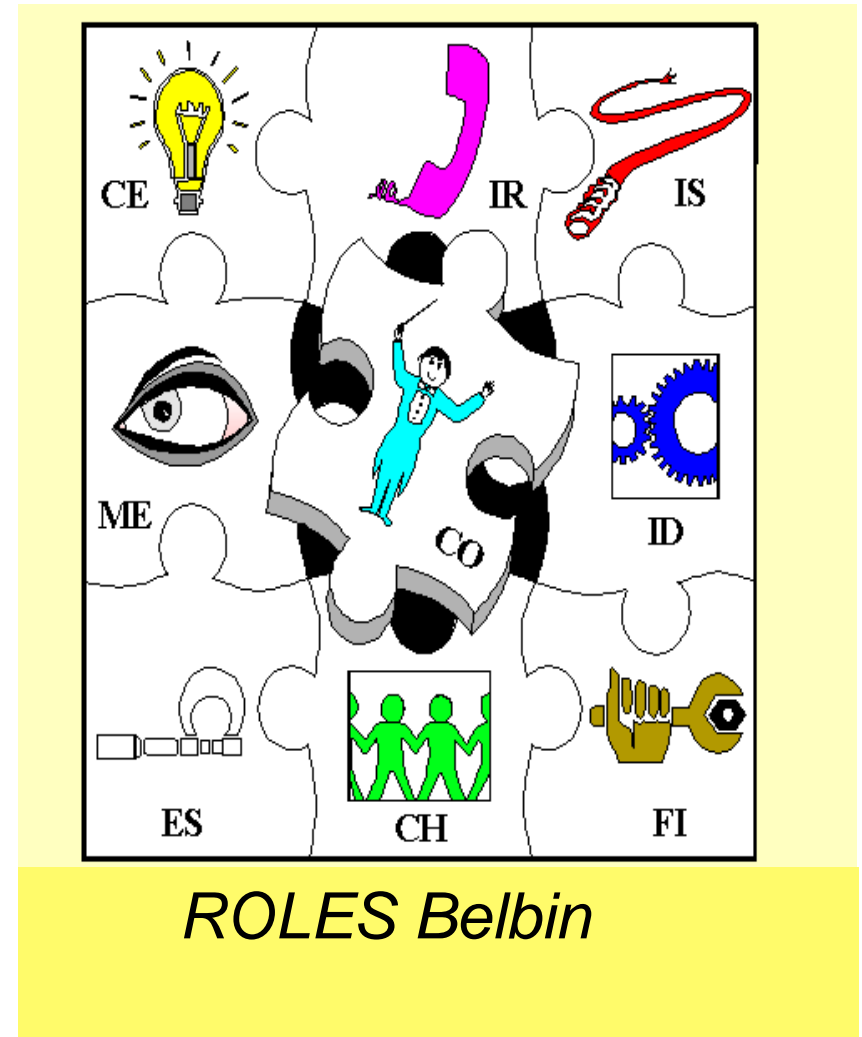
2.01 Leadership

- Participation in projects starts with education and culture.
 - Therefore, we can think that future development of mankind is in the hands of those who are able of “**transmitting**” **values to others**.

2.01 Leadership

roles

- CE Brain
- IR Researcher Resources
- IS Promoter
- ME Instructor Evaluator
- CO Coordinator
- ID Implementator
- ES Specialist
- CH Cohesive
- FI Finisher



2.01 Leadership

- TRANSCENDENT LEADERSHIP
 - A transcendent leader is an executive strongly engaged with the project, which leads by example and encourages leadership in his collaborators.
 - He is a **leader generator**.
 - Promotes an emotional ownership, which consists in transferring the sense of mission to his collaborators, in the responsibility level of each one.
 - In addition to incentives and professional challenges, he appeals to the need others have of a well performed work, for a sense of mission.

2.01 Leadership

Topics addressed

- **Topics addressed:**
 - Coaching
 - Delegation
 - feedback.
 - Leadership styles
 - Motivation
 - Natural authority
 - Power
 - Recognition
 - Tenacity
 - Vision
 - Teamwork



Has practiced, managed and directed effectively the competence...

2.02 Engagement and motivation

- **ENGAGEMENT**

- **ENGAGEMENT is the personal buy-in** from the project manager to a project and from the people inside or associated with the project.
- .. makes people **believe in the project and want to be part of it.**
 - It is necessary to bring a vision to life and to **motivate** people to get together behind a common goal.

- **MOTIVATION** of the project team depends on how well the individuals bond together and their ability to deal with the high and low points of the project.

- **MOTIVATING** an individual requires the project manager **to be aware of the person's skills and experience**, their personal attitudes, circumstances and intrinsic motivation.

2.02 Engagement and motivation

- A society is a group of people linked together organically by a principle of unity that goes beyond each one.
- Everyone have duties to the communities they belong and is obliged to respect the authorities in charge of the common good of them.

"Engagement"
Personal competence 2.02

2.02 Engagement and motivation

- Participation is a **voluntary and generous engagement** of a person in social exchanges around collective actions (Projects and Programs)
 - It is a duty of everyone to a common good

**"Engagement and
motivation"**
Personal competence 2.02

2.02 Engagement and motivation

- Regarding **rural development**, participation includes the ENGAGEMENT of population
 - In the design of programs
 - In decision-making processes
 - In implementing programs
 - in the evaluation of such programs

"ENGAGEMENT"
Behavior competence 2.02

2.02 Engagement and motivation

- **MOTIVATION**

- Motivation of team members helps to:

- encourage professional training,
- reduce conflict,
- increase individual and team performance
- increase identification with the organization
- raise self-esteem

- **Golden Rule**: *“to know the reasons for what people work, to be able to stimulate them”*

- *for money?, to feel useful?, for doing new things?, to feel valued?, for a well-performed job? For the common good?...*

- ***How?***: *Looking at people!!*

- *Intangible motivations (the “being” of a person)*

2.02 Engagement and motivation

- **CONFIDENCE AND COMMON ENGAGEMENT**
 - Achieving engagement of team members means to have their **active participation**
 - Shared decision making in TW increases the confidence of its members between them and the team itself
- **MISSION**
 - All team should start from a clearly defined mission, from which they set the objectives, organize work and are able to self-manage.
 - ***Believable objectives are what engages***

2.02 Engagement and motivation

Topics addressed:

- Responsibility
- Delegation and empowerment
 - Enthusiasm
 - Motivation models
 - Team building
 - Positive attitude
- Visualization of objectives

Has practiced, managed and directed effectively the competence...

2.03 Self-Control

- **Self-control or self management** is a systematic and disciplined approach **to cope with daily work**, to changes in requirements and to deal with **stressful situations**.
- Where there is a loss of self-control, the project manager must take appropriate action with the people concerned.
- The effective use of own resources leads to successful management of own life and to an **appropriate balance between work, family and leisure time**.
- **Stress** can be systematically managed with appropriate knowledge, experience and methods.
- The project manager is responsible for
 - » His self-control
 - » Self-control in teamwork and
 - » Self-control of team members.

2.03 Self-control

Topics addressed

Topics addressed:

- Attitude towards work
- Balance and priorities
- Costs management
- Mental models
- Self-management
- Teamwork
- Time management
- Working under stress

Has practiced, managed and directed effectively the competence...

2.04 Assertiveness

- Assertiveness is the **ability to state own views persuasively and authoritatively**,
- It is the competence the project manager needs to:
 - **Ensure effective communication** with the project team and interested parties
 - To take **decisions** that affect the project with full knowledge.
 - **To avoid being led or manipulated** by others
 - To have the **ability** to achieve consensus on common goals, through debate or force of argument.
 - To induce others to undertake the course of action in pursuing the interests of process.
- Project manager has to exert assertiveness and persuasiveness throughout the life of the project.

2.04 Assertiveness

Topics addressed

Topics addressed:

- Assertiveness and persuasion.
- Authority.
- Diplomacy.
- Negotiation.
- Personal conviction.
- Personality.
- Relationship.
- Self-belief.
- Self-control.

Has practiced, managed and directed effectively the competence...

2.05 Relaxation

- Relaxation is the **ability to relieve tension in difficult situations.**
- It is the competence the project manager needs to
 - **Maintain a fruitful cooperation** between involved parties.
 - **Take the tension out** of a situation or re-energize a group of people.
 - Be able to relax and recuperate after a particularly stressful event and ensure that the group do likewise.
 - **Manage stressful situations**
 - Avoid irritations between individuals that suddenly erupt to the open; the situation can become hostile and threaten the outcome of the project.
 - Take a positive and optimistic attitude.
- Project manager needs to ensure that he and the team members maintain an appropriate balance of work, family and leisure.

2.05 Relaxation

Topics addressed

- **Topic addressed:**
 - **Balance ‘work, family and leisure’**
 - **Awareness**
 - **De-escalation**
 - **Humor**
 - **Imagination**
 - **Perceptiveness**
 - **Personal contacts**
 - **Re-energizing**

Has practiced, managed and directed effectively the competence...

2.06 Openness

- **THE PROJECT AFFECTS PEOPLE; IT MODIFYES THEIR LIVES. IT MAY ALTER THEIR WORK, AND SOMETIMES, THEIR HABITS AND CUSTOMS. THE REAL MEANING OF IT IS IN THE HUMANITY OF THE PROJECT.**

2.06 Openness

- Openness is the **ability to make others feel they are welcome to express themselves**, so that the project can benefit from their inputs, suggestions, worries and concerns.
- It is the competence the project manager needs to:
 - Benefit from other's knowledge and experience.
 - Have success in the project and with the involved parties
 - Be able to work in teams:
 - » **The relationships in the team are built on mutual respect, trust and reliability.**

2.06 Openness

- The project manager needs to decide his policy in relation to openness:
 - Does he have an “*open door*” policy to be always accessible to team members?
 - Does he operate “**Management By Walkabouts**” (or MBWA) to maintain visibility and keep in contact with his team members?
 - MBWA describes a **face to face approach to management**.
 - Does he share all the information he can without divulging confidences or secrets?
 - Are there cultural reasons why openness would be inappropriate?
 - Is it open to everyone?
 - » Possible discrimination on the grounds of age, gender, sexual orientation, religion, cultural differences or disability...

- **Topics addressed:**
 - **Accessibility**
 - **Broad non-PM knowledge**
 - **Flexibility**
 - **Open to age, gender, sexual orientation, religion, cultural and disability differences.**
 - **Transparency**

Has practiced, managed and directed effectively the competence...

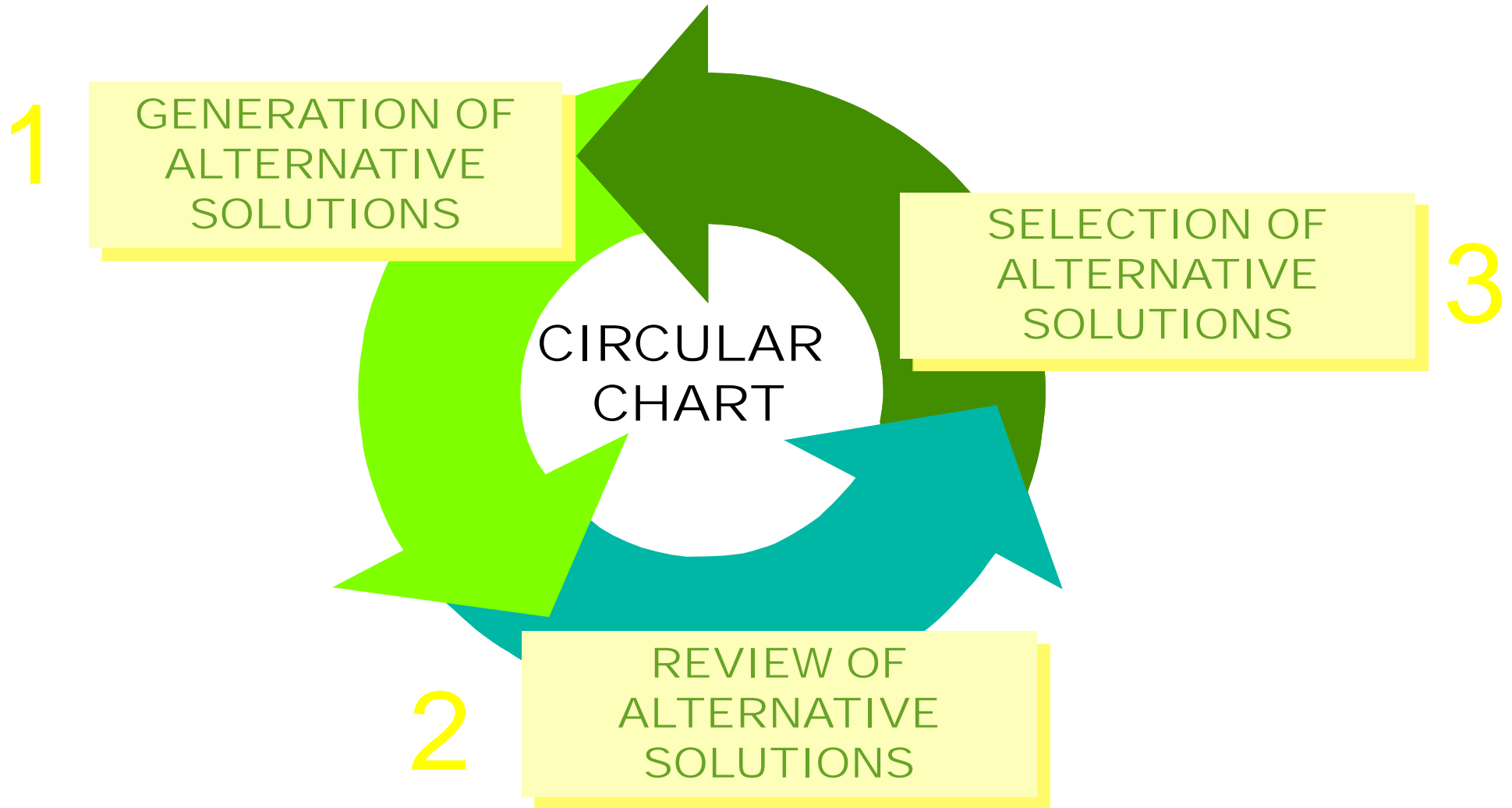
2.07 Creativity

- **Creativity is the ability to think and act in original and imaginative ways.**
- **The project manager needs it to**
 - **Exploit the creativity of people**
 - Most of team members have greater expertise than the manager in their knowledge areas.
 - **Exploit the **collective** creativity of the team.**
 - **Induce processes to act from creative ideas.**
 - Overcome problems
 - Motivate the team
 - Develop workable solutions

2.07 Creativity

- **BRAINSTORMING: CREATIVITY**
- **It is generating as many ideas as possible, being allowed to develop the ideas of the other participants**
- **It is forbidden to criticize the ideas of others**
- **General rules:**
 - **To focus on the topic to be discussed**
 - To set the question, topic or main problem
 - To ensure everyone have understood it
 - To make it clear, writing it on the board
 - **To generate ideas:**
 - Every member has to generate ideas
 - Ensure participation of all team members
 - **To collect all ideas**
 - Write them in a board or flipchart
 - Use the same words of the generator
 - Achieve all members give ideas until there is impossible to generate more
 - Remove clearly reduplicated ideas

2.07 Creativity



2.07 Creativity

Topics addressed

- **Topics addressed:**
 - **Creativity techniques**
 - **Emotional intelligence**
 - **Holistic thinking**
 - **Imagination**
 - **Intuition**
 - **New combinations**
 - **Optimism**
 - **Verbalization and visualization of objectives**

Has practiced, managed and directed effectively the competence...

BEHAVIORAL COMPETENCES

Practical case

