

Moving forward

Master in Rural development and Sustainable Management Project Planning

Rural/Local Development Project Management: competence baseline

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6st Lesson: BEHAVIORAL COMPETENCES



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- Objective:

- To explain **behavioral competences** a development project manager must have to have success, **interacting with the team and with the project actors.**
- To define involved competences
- To describe the possible steps to improve its implementation

- Methodology:

- Case Study
- Workshop

BEHAVIORAL Competences

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

- » Personal

- » Interpersonal

2.08 Results orientation

- It is related to focus the team's attention **on key objectives** to obtain the optimum outcome
 - **To ensure that the project results satisfy interested parties** (project success)
 - It is a competence closely linked to **THE SUCCESS OF A PROJECT**
 - The project manager has to act **conscientiously** and **react to any ethical, legal or environmental issues** that affect the project.
- **Result areas:** Groups
 - **Project yield key** results
 - **People** results
 - Results applicable to **other parties involved**.
- Required results must be defined at the **beginning of the project**.
- The manager has to **find out the expectations of involved parties**.

2.08 Results orientation

Topics addressed

- **Continuous improvement**
- **Communication**
- **Delegation**
- **Efficiency**
- **Entrepreneurship**
- **Integration of social, technical and environmental aspects**
- **Management of interested parties' expectations.**
- **Management of risks, changes, configuration**

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

2.09 Efficiency

Concept

- Efficiency is the ability to use **time** and **resources cost-effectively** to produce the agreed **deliverables** and **fulfill the expectations of interested parties**.

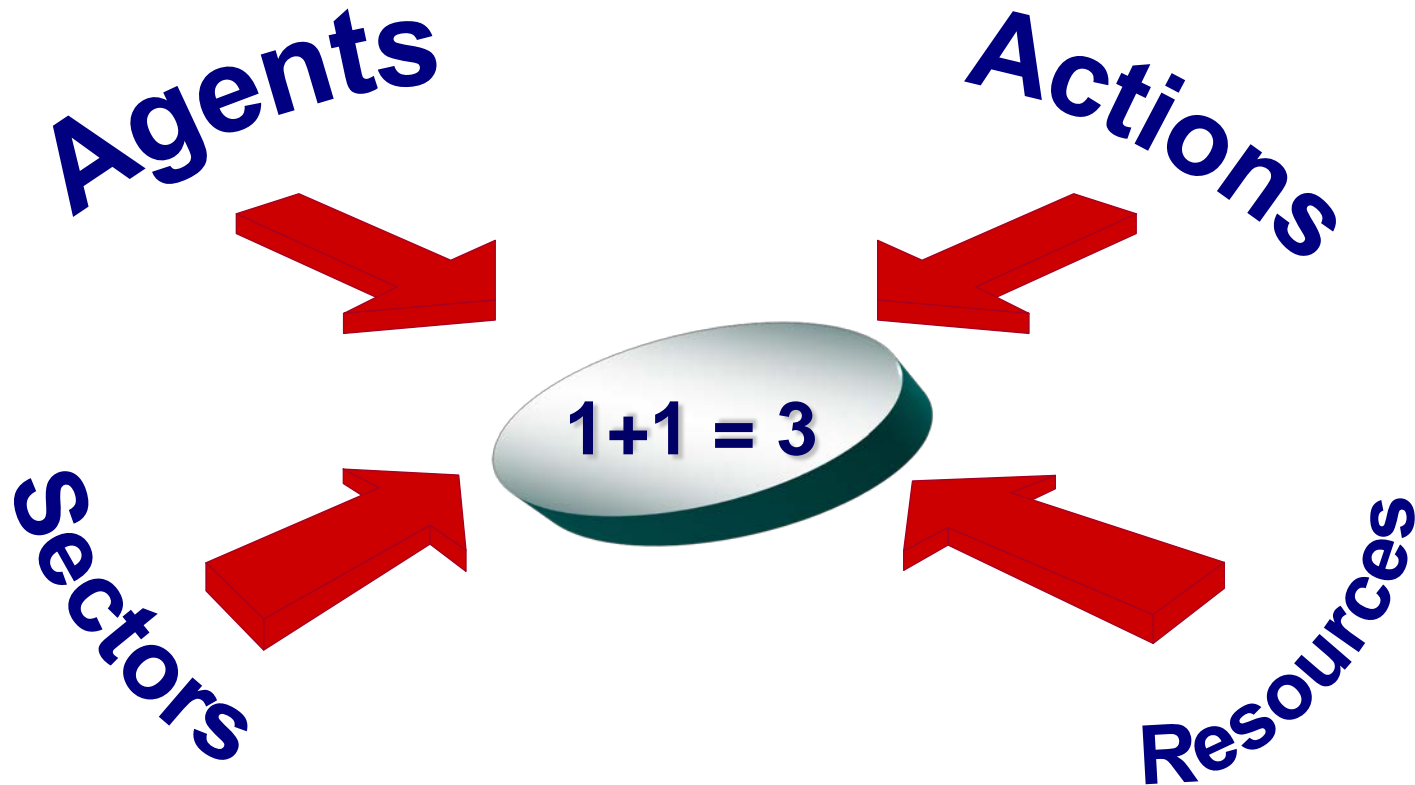
- It also includes using methods, systems and procedures in the most effective way.



- Efficiency:
 - It is a **basic component** of project management
 - It needs a detailed **planning, scheduling and cost estimating** of activities.
 - It must be part of the **culture of the organization**, the project manager and the team.
 - It can be improved by training and coaching: **global view**

“The total exceeds the sum of the parts”

Horizontal integration increases the Efficiency of Projects and allows to give added value (higher capacity of creativity and innovation) to Projects



- **Benchmarking and measurements**
- **Compromises**
- **Contingency:** alternative methods to the regular functioning of a project for being operative when some of its functions does not work.
- **Continuous improvement**
- **Project Life Cycle costs**
- **Productivity**
- **Resources and energetic efficiency**
- **Social and environmental costs (integration of externalities)**

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

2.10 Consultation

- It is the competence to **reason**, to **present solid arguments**, to **listen to the other points of view**, to **negotiate** and to **find solutions**.
- It is the exchange of opinions about project issues, based on **respect**, on systematic and structured **thinking**, on the **analysis of facts and arguments** or scenarios.
- **Consultation from the logical reasoning makes possible:**
 - **To change a person's point of view**,
 - To be able to **understand** situations in any discipline
 - **To resolve** issues, achieving logical solutions and conclusions
 - To facilitate mutually **agreed decisions**, different opinions, on the basis of perception and overcoming prejudices.
 - To lead to more predictable and manageable results.
 - To **overcome "rigid issues"** in a project.

2.10 Consultation

- This competence requires to **undertake a “social analysis” of project context and understanding the situation “from the inside”**.
 - This analysis is known as **“ethnographic observation”** referring to the “in situ” observation, in a non-disturbing way, of daily activity of actors and/or recipients of projects.
 - This **ethnographic** observation is useful in **unfamiliar situations** and is used to collect detailed information (European Commission, 2009).

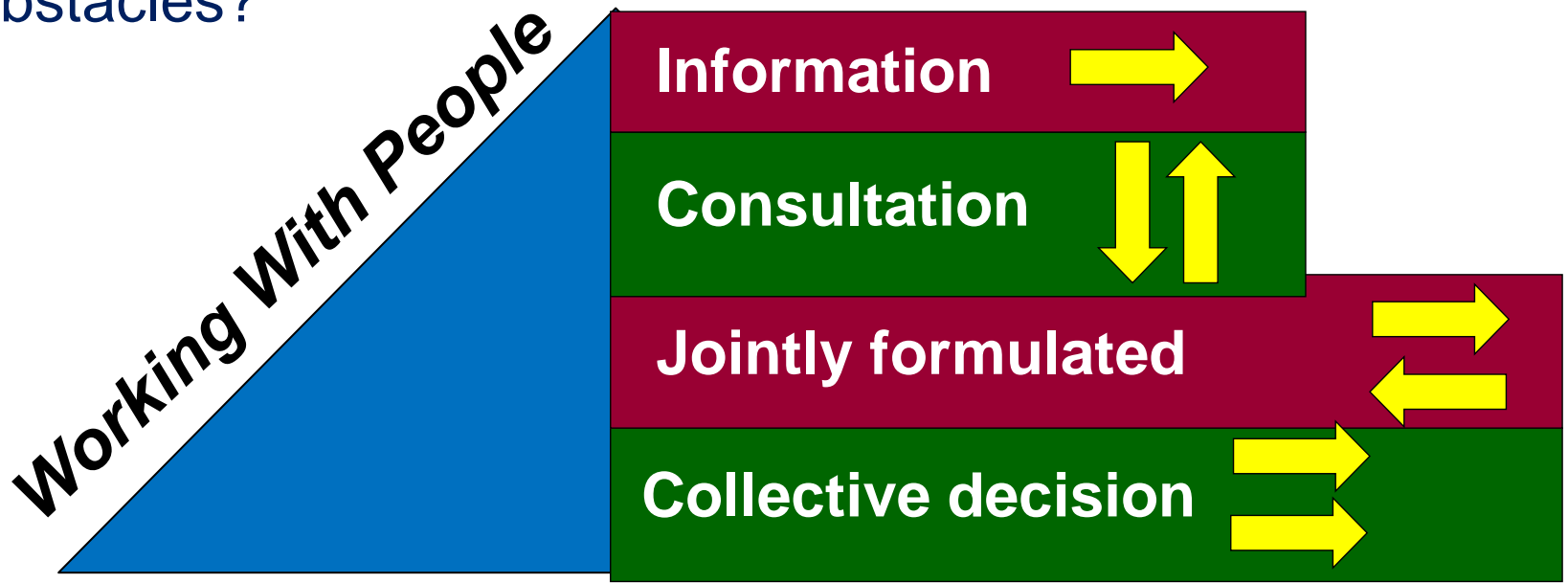
Concept



2.10 Consultation

Concept

- This competence requires **answering the following questions:**
 - How to identify **active teams**?
 - How to encourage or to improve **consultation mechanism**?
 - How to encourage or improve **collective decision**?
 - What obstacles?



2.10 Consultation

Concept

- Do not confuse the consultation
 - Within members of a teamwork
 - With the team and **THE OUTSIDE**
- To design a specific consultation action by the team, answers have to be given to :
 - **Why?** *Determine the reason for consultation*
 - **What for?** *Define the objective of consultation*
 - **Who do?** *Set the parties to be consulted/listened*
 - **What?** *Determine the information*
 - **How?** *Methods and consultation techniques*
 - **When?** *Determine the moment*
 - **Who?** *Determine who performs the consultation*
 - *To give the opportunity to receive "feed-back" from others*

2.10 Consultation

Topics addressed

- Arguments
- Confrontation
- Consultation methods and techniques
- Deciding and creatin a win-win situation
- Diplomacy
- Negotiation
- Resasoning
- Scenario planning
- Systematic and structured thinking
- Systems engineering

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

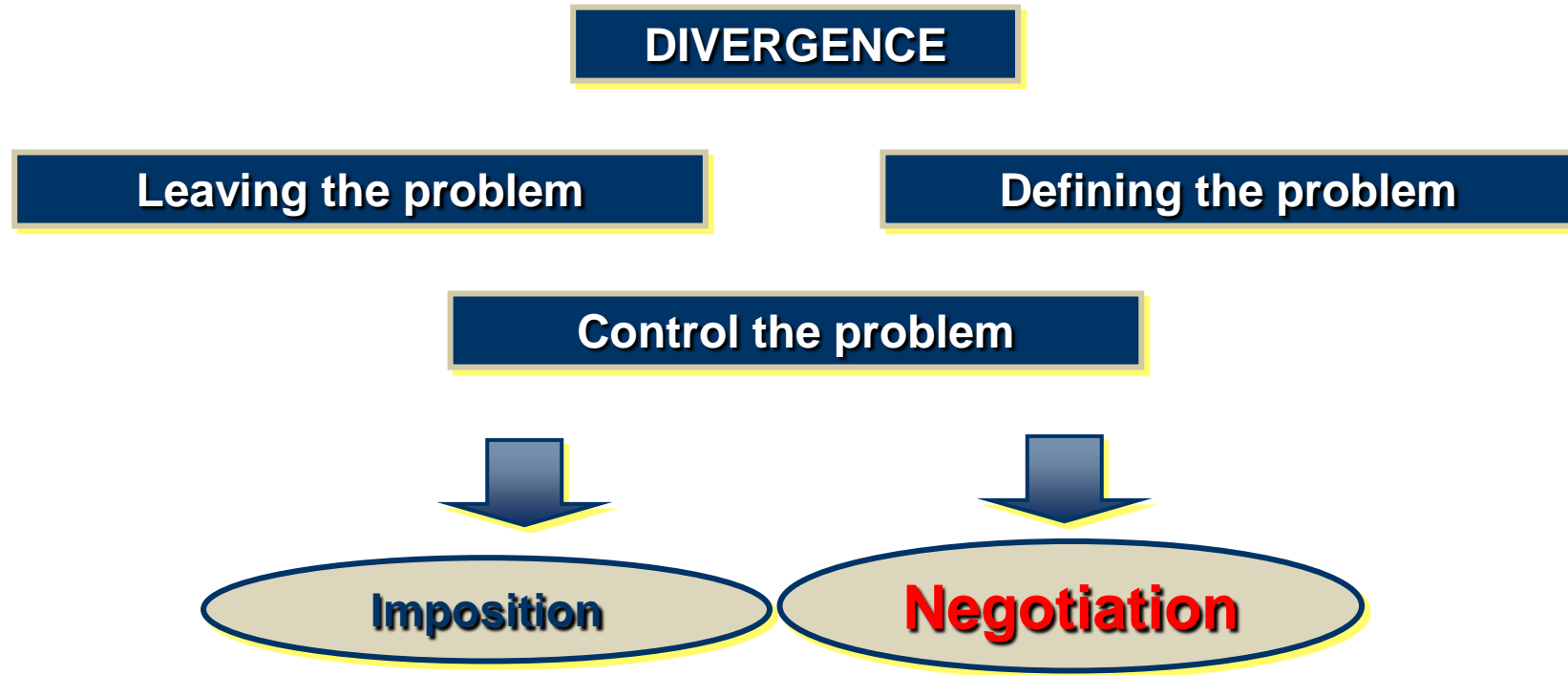
2.11 Negotiation

Concept

- Negotiation is the mean by which parties can **resolve disagreements** concerned with the project or program to **achieve a mutually satisfactory solution**.
- It helps a project manager to **avoid real conflicts**.
- Project negotiations must be conducted
 - With due regard **to the positions**
 - In an **open** manner and **attitude**
 - Trying to **maintain good relations between all parties** throughout the negotiation process
 - Looking for a **win-win situation**
 - » Some negotiations are very political or very commercial and compromises have to be reached not leaving all parties totally satisfied.

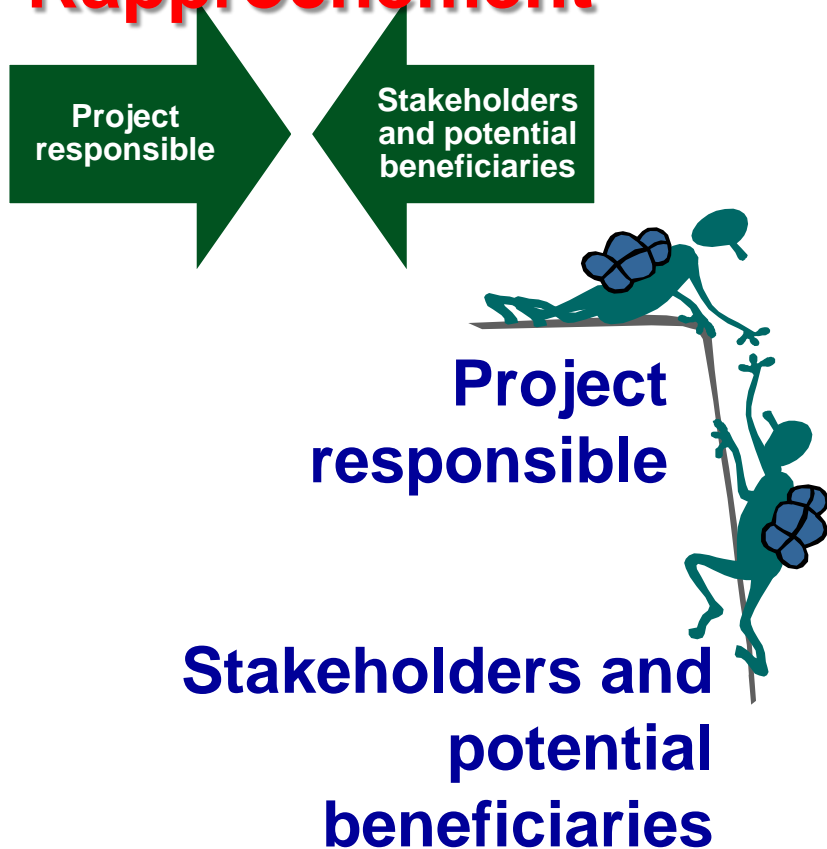
2.11 Negotiation

Concept

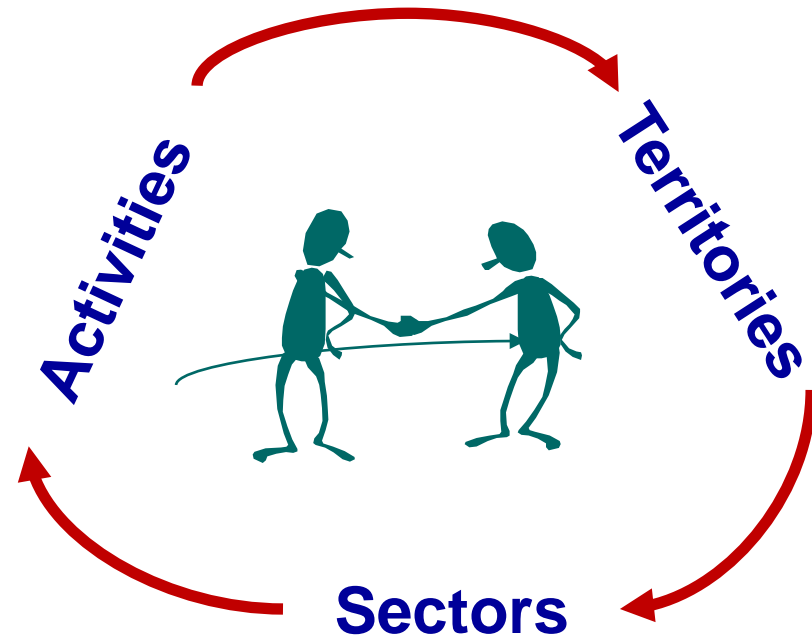


An original approach

Rapprochement



Linking



2.11 Negotiation

Concept

3 big categories of potential Stakeholders



People or Associations

- Associations with vocation of advocacy : Territorial cultural
- Persons or groups

Public Institutions

- Local authorities
- Administrations
- Public services



Economical agents and private companies

- Entrepreneurial organizations
- Agricultural cooperative sector
- Financial sector
- Companies of services for population

2.11 Negotiation

Concept

NEGOTIATION PHASES

Preparation of
negotiation

Development of
negotiation

Strategy
planning

End and closure

2.11 Negotiation

Topics addressed

- **Body language**
- **Communication**
- **Leadership**
- **Negotiation techniques**
- **Problem solving**
- **Consensus management**



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

2.12 Conflict and crisis

Concept

- It covers the ways of managing conflict and crisis that can arise between different individuals and parties involved in a project or program.

- **Conflicts** and **crisis** can arise:

- **In all project levels**
- In contract **negotiations**
- When the different parties have **different objectives and different opinions**
- When people who do **not know each other** come to work together
- When **the project is under a great pressure.**



2.12 Conflictos y crisis

Concept

- A **conflict** is a **clash of opposing interests or incompatible personalities** that may threaten the achievement of project objectives.
 - This situation erodes a good working environment and may result in a negative effects for the individuals and companies concerned.
- **Potential conflict resolution** means include:
 - **Transparency, integrity and impartiality** shown by the project manager **acting as an intermediary** between the parties
 - » People tend to be more accepting when they are sure that the project manager has only one interest: to resolve the conflict.
 - **Collaboration, compromise, prevention or use of power**
 - » **Co-operative conflict management** requires a willingness of **compromise** amongst all.



2.12 Conflicts and crisis

Concept

- A **crisis** in a project can be described as a **time of acute difficulty**.
- That moment requires:
 - A rapid **response**
 - **To assess the crisis:** from a good judgment
 - To define **scenarios to solve** it and **secure** the project
 - **To decide whether to escalate the issue and how high** in the organization.
 - The project manager has to inform immediately to the project owner
- The art of conflict and crisis management is
 - To assess causes and consequences and
 - To obtain additional information for use in the decision making process to define possible solutions.
- It has to be done
 - Against angry or in panic mode people.
 - In a minimum amount of time, aiming for a positive solution, in synergy,
 - **Staying** calm, being controlled and with a friendly attitude.
 - Relaxation and a balanced judgement are important qualities.

2.12 Conflicts and crisis

Topics addressed

- **Arbitration**
- **Contract**
- **Crisis management team**
- **Escalation procedures**
- **Interpersonal skills**
- **Judgment**
- **Mediation**
- **Motivation**
- **Risk analysis**



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

2.13 Reliability

Concept

- Reliability means **delivering what you have said you will to the time and quality agreed** within a project specifications.
- Reliability covers:
 - **Responsibility, correct behavior, rigor and confidence.**
 - » It implies minimizing errors as well as an open and coherent attitude.
 - » **It is highly valued by interested parties.**
- Reliability:
 - **Makes the others trust (confidence) on him.**
 - **Increases the chances (opportunities) of achieving the objectives**
 - **Motivates all people** and teams involved in a project.
 - Encourages the team members to have **self-control and self-confidence.**
 - **Facilitates conflict resolution** during the project process

2.13 Reliability

Topics addressed

- **Control**
- **Management style**
- **Teamwork**
- **Networking with all interested parties**
- **Planning and organizing**
- **Quality management**
- **Scenario planning**
- **Systematic and disciplined working method**
- **Target management**
- **Toleration of mistakes**

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

2.14 Values appreciation

Concept

- Values appreciation is the **ability to perceive the intrinsic qualities in others and understand their points of view.**
- It also covers the ability to **communicate with them and to be receptive** to their **opinions, value judgements and ethical standards.**
 - ***The central basis for values appreciation is mutual respect***
- A project manager
 - Will have his **own intrinsic set of values** and will express them in his dealing with project team members and interested parties.
 - Will also be **receptive** to the values surrounding him and he will **encourage them to express their values** in their dealings with him.
 - Must **understand** personal, organizational and society values, as well as **the differences in values** between people involved in a project.

2.14 Values appreciation

Concept

- **THE PROJECT PURSUES THE SATISFACTION OF CERTAIN HUMAN NEEDS, NOT ALWAYS PREVIOUSLY PERCEIVED.**
- **PROJECTS ARE FOR PEOPLE: BY SHARING WITH OTHERS, THE RECIPROCITY OF SERVICES AND DIALOG, A PERSON DEVELOPS HIS ABILITIES.**



- PARTICIPATION is a consequence of a SUBSIDIARITY principle.
 - Participation is essentially expressed in a series of activities by which the citizen, as individual or associated with others, directly or by representatives, contributes to cultural, economic, political and social life of the civil community



2.14 Values appreciation

Topics addressed

- **Concern for impact**
- **Social sensitivity**
- **Liaison between permanent organizations and project team**
- **Maintenance of contacts**
- **Personal interests and goals**
- **Personal presentation**
- **Political sensitivity**
- **Pressure groups**
- **Social responsibility of own actions**

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

2.15 Ethics

Concept

- Ethics embraces the morally accepted conduct or behavior of **every individual**.
- It constitutes a **reflection** of project actions on the moral fact
 - How are actions justified in a moral system?
 - How is this applied to personal and social life environments?.
 - **Ethical behavior** is the basis of every social system.
- To differentiate:
 - Regulatory Ethics (work ethics)
 - Ethical standards in employment contracts
 - Conduct or behavior professional regulations
 - Legal or regulatory framework.
 - Virtue Ethics (personal excellence)
 - It represents personal and professional freedom
 - ***“Who rejects evil not because it is forbidden, but because it is evil, is truly free”*** ROBERT SPAEMANN

2.15 Ethics

Concept

- **Regulatory ethics**

- There may be detailed implementation **regulation** for certain types of projects.
 - The project manager has to ensure this regulation is fully **complied**.
- **Social and cultural differences** can reveal differences in regulatory ethics.
- In all instances, the project manager has to act according to accepted codes of professional conduct.
- Ethics allow people to perform the project in a satisfactory manner and **without moral conflicts**.



- **Virtue ethics: personal excellence – *professional integrity***
 - It does not deny the validity of regulation but stresses that they must not constitute the ultimate basis of ethics
 - Work ethics are the starting point but not the goal
 - Regulation must serve virtue
 - *“The pitfalls of a regulation based ethics”*
 - ***I can fully respect work ethics (regulation) and at the same time “disintegrate myself” as human being and as a person***

- The exclusive objective of benefit, when obtained in an improper way and **without the common good as its ultimate goal**, runs the risk of destroying wealth and create poverty.

■ Ethics and common good

- Both can only be defined with reference to **human**.
- It is a collection of those social life conditions *that allow groups and each one of their members to achieve more easily and fully their human development*
- *Ethics and common good* affect everyone's life.

- **THIS IMPORTANT DIMENSION ALSO DEMANDS AN ETHICAL PROGRESS THAT LEADS TO RATIONAL PROGRESS (RAMOS, 1993).**



2.15 Ethics

Topics addressed

- Professional code of conduct
- Confidence
- Fairness
- Integrity
- Loyalty
- Moral standards
- Respect
- Solidarity
- Subsidiarity
- Transparency

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

***Who rejects evil not because it
is forbidden, but because it is
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ROBERT SPAEMANN



Case

