

Compelling Project Management

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HNTB





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Agenda

01

“Currencies”

02

Real world
examples

03

Empathy
It is a skill



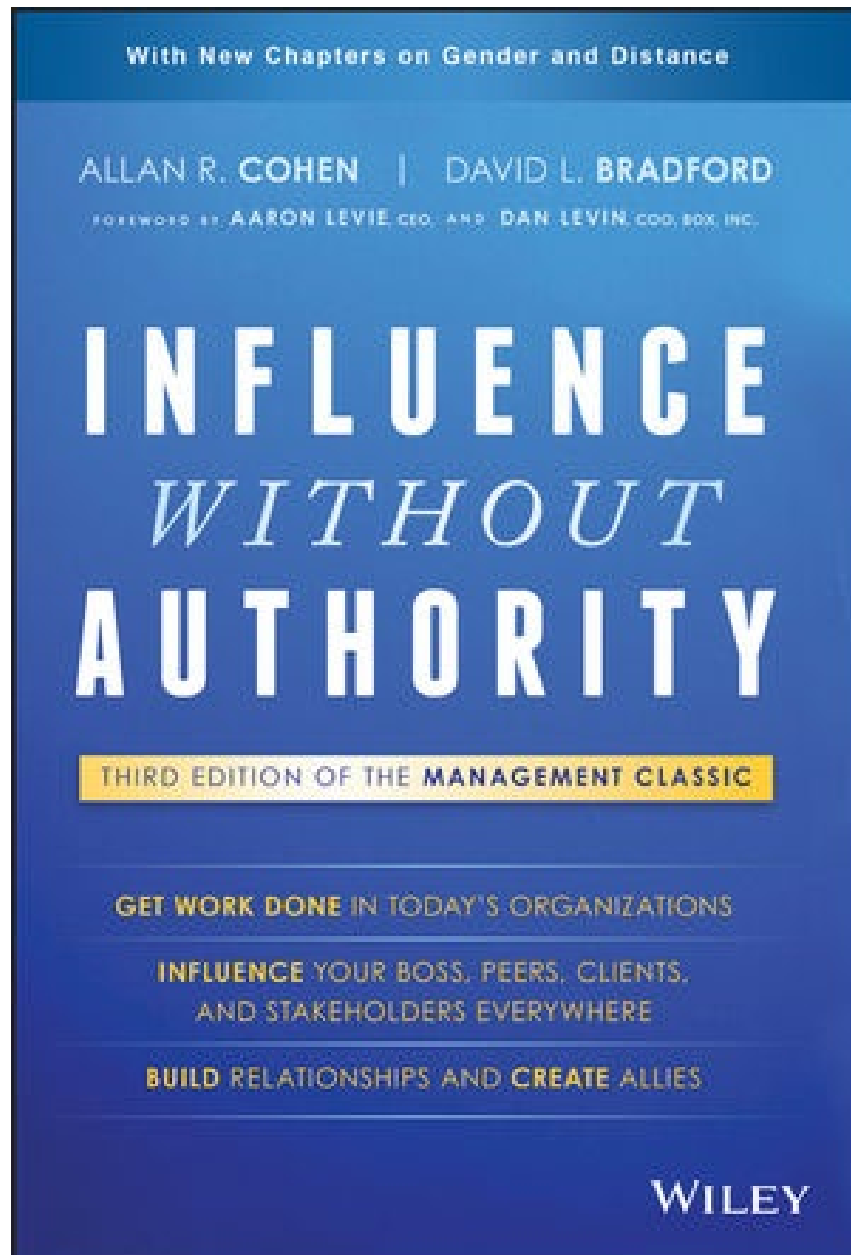
Maybe what we thought...



Reality



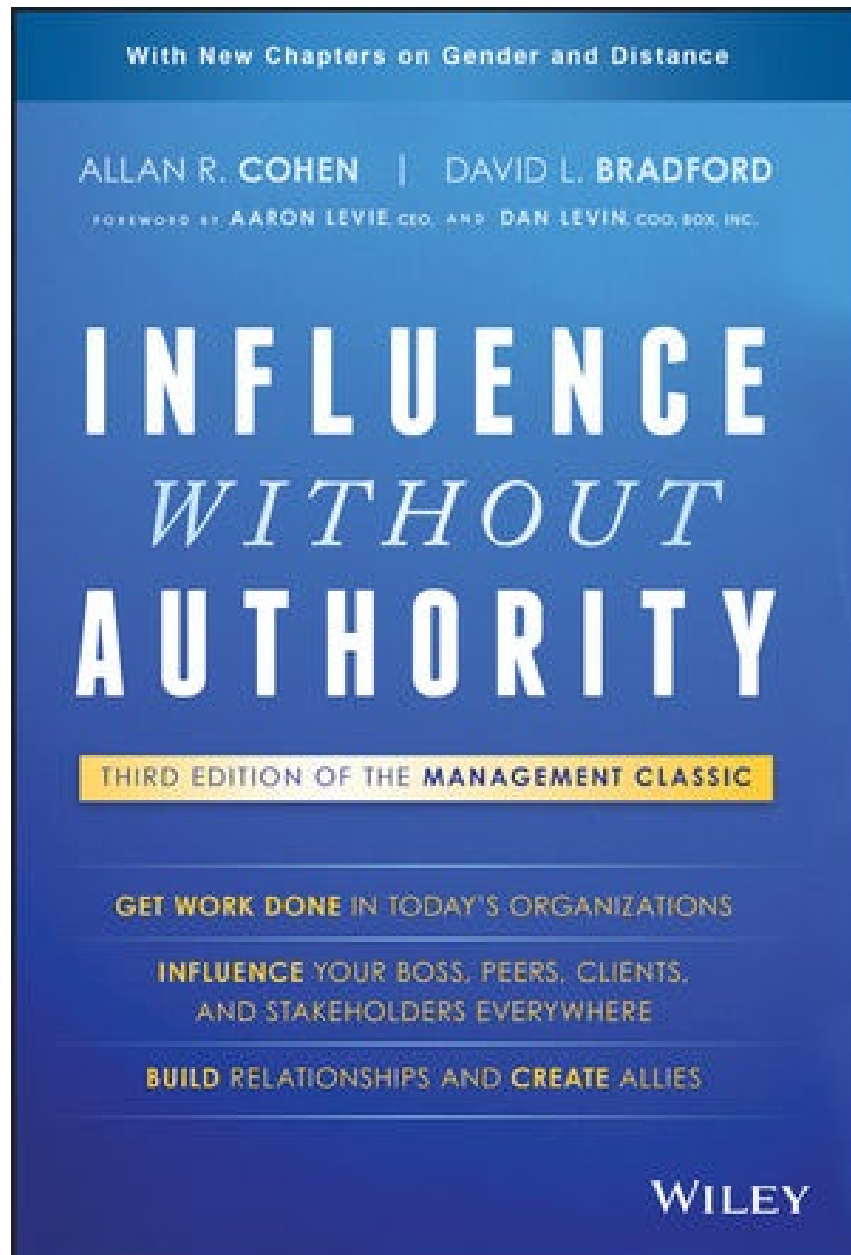




Currency Concept

- Consider this a textbook
- Technique breaks down the persuasion process
- Exchange and Reciprocity
 - Trading what the other person desires for what you want
- Full table found here: [link](#)





Six Steps Gain Influence

1. Consider everyone a potential friend & ally
2. Clearly identify and define your priorities
3. See the world through the eye of those you seek to influence
4. Find out what people value & what you can offer in exchange. Know also what you value & will accept.
5. Understand your relationship with those you want to influence.
6. Exercise influence through a process of mutual exchange & benefit.



Inspiration Related Currencies

Vision	Working on a task with larger significance
Excellence	Having a chance to do important things really well
Mentoring/Teaching	Help others grow and learn; passing along wisdom
Moral/Ethical Correctness	Doing what is right by higher standard than efficiency



Task Related Currencies

New Resources	Budget increases, personnel, space, etc.
Challenge/learning	Tasks that increase skills and abilities
Assistance	Help with existing projects or unwanted tasks
Organizational Support	Overt or subtle backing or direct assistance with implementation
Rapid Response	Quick response to urgent requests
Information	Obtaining access to knowledge



Position Related Currencies

Recognition

Acknowledgement of efforts

Visibility to Higher-ups

Chance to be known by significant people

Reputation

Being seen as competent and committed

**Insiderness /
Importance**

Sense of centrality, of belonging

Contacts

Opportunities for linking with others



Relationship Related Currencies

**Understanding /
Listening / Sympathy**

Having concerns or issues listened to

**Inclusion / personal
connection**

Feeling closeness and friendship

Personal Support

Receiving personal and emotional backing



Personal Related Currencies

Gratitude	Appreciation or expression of indebtedness
Ownership / involvement	Ownership of and influence over important tasks
Self-concept	Affirmation of values, self-esteem, and identity
Comfort	Avoidance of hassles or embarrassment



Negative Currencies Caution!!



Withholding payments

- Not giving recognition
- Not offering support
- Not providing challenge
- Threatening to quit the situation



Directly Undesirable

- Yelling
- Refusing to cooperate
- Escalating issues to common boss
- Going public with the issue
- Attacking person's reputation, integrity



Leveraging Currencies - Situation

- You are an INDOT Project Manager.
- You need your consultant project manager to accelerate delivery faster than anticipated.
- How do you persuade her to comply?



Possible Currencies:

- Position related - recognition, visibility, reputation.
- Inspiration related – vision, excellence



Leveraging Currencies - Situation

- You are a young engineer.
- You want to be sent to an out-of-state training.
- What can you do?
 - Who do you connect with? What are their currencies?



Possible Currencies:

- Task related – new resources, assistance, rapid response, informational
- Inspiration related – mentoring
- Personal related – gratitude



Leveraging Currencies - Situation

- You are a construction engineer.
- You want a property owner to agree to have their driveway closed for a couple days.
- What can you do?
 - Who do you connect with? What are their currencies?

Possible Currencies:

- Task related – new resources, rapid response
- Inspiration related – ethical correctness
- Position related – reputation, insidersness, contacts
- Relationship related – understanding
- Personal related – gratitude, comfort



Empathy – a skill

- Sensitivity to others' views, needs, and situations. An ability to know what other people want.
- Sharing, thinking about, and caring about others' feelings.

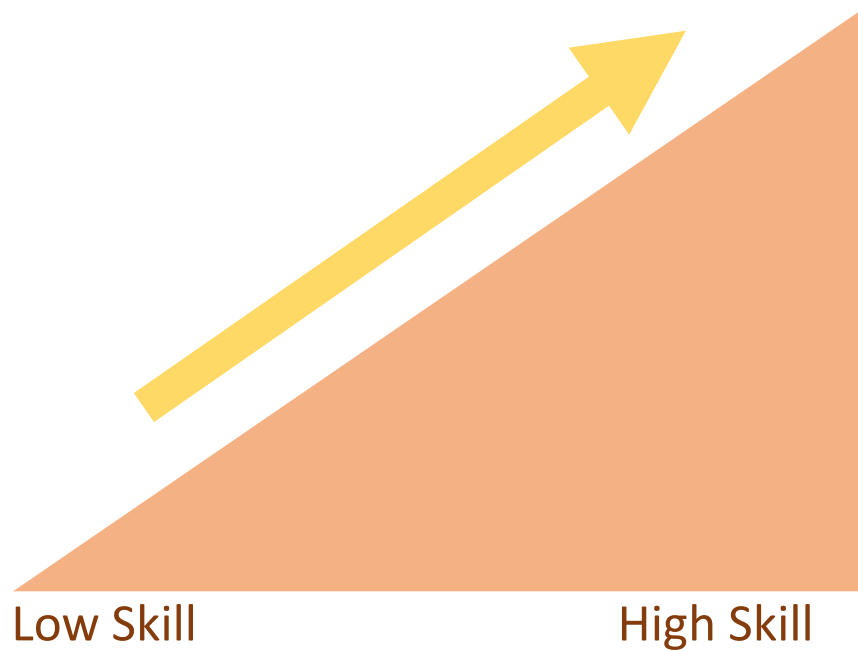
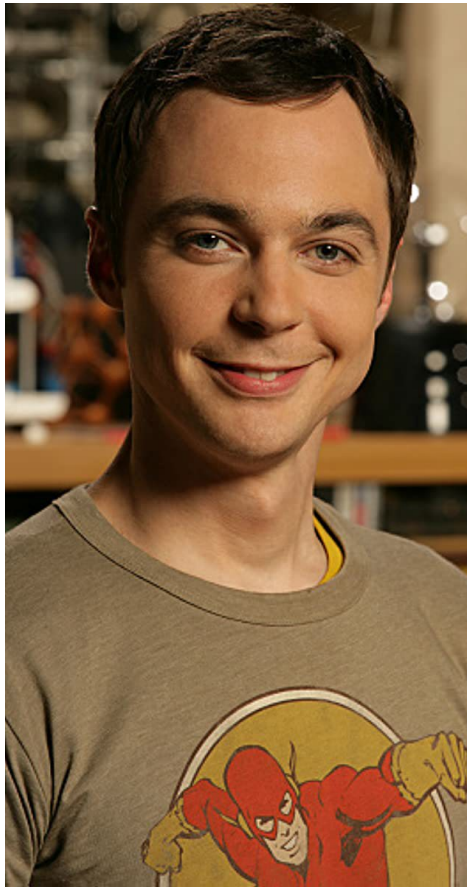


Empathy – a skill

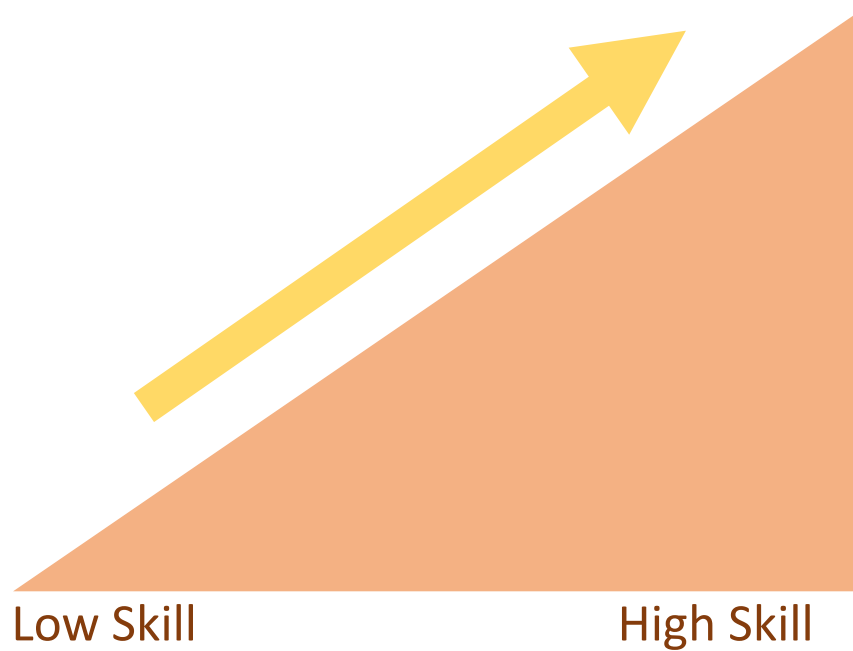
- Root – Em – pathos – ‘In’ ‘Feeling’ –
- Walking in someone else’s shoes.
- Different than ‘sympathy’
 - a mental understanding of a struggle someone is going through.
- Empathy is more active and engaging and involves a more personal connection with people. You feel what they feel and they know you do.



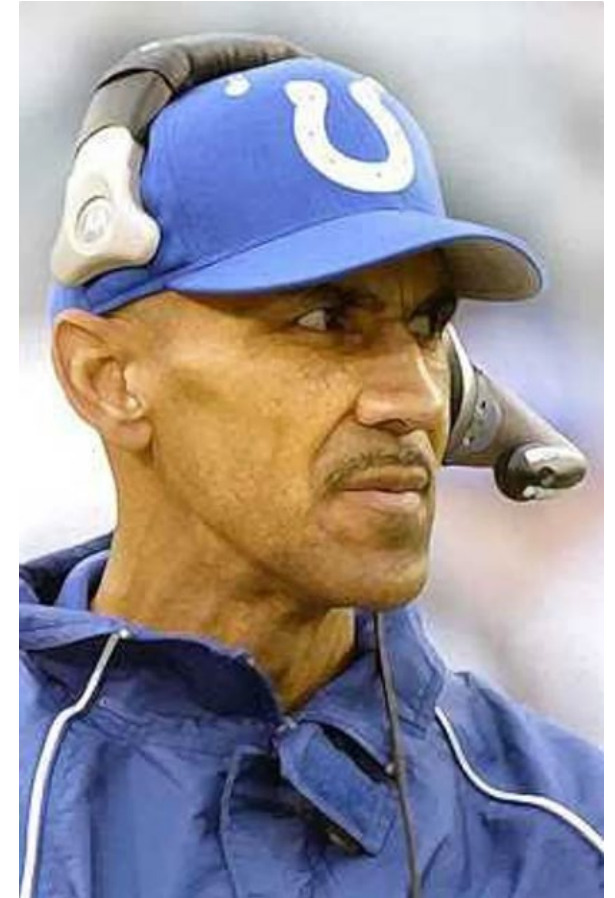
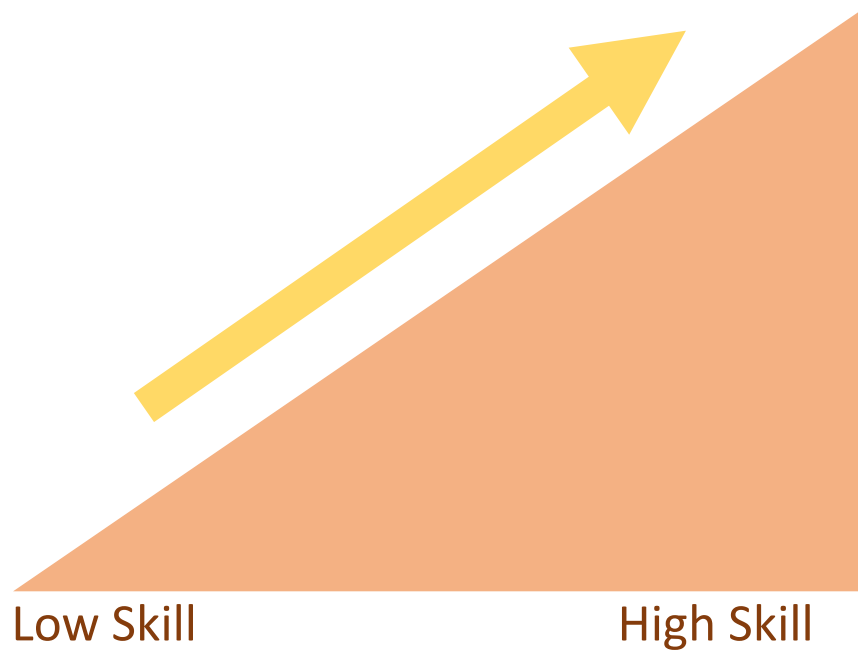
Empathy – a skill



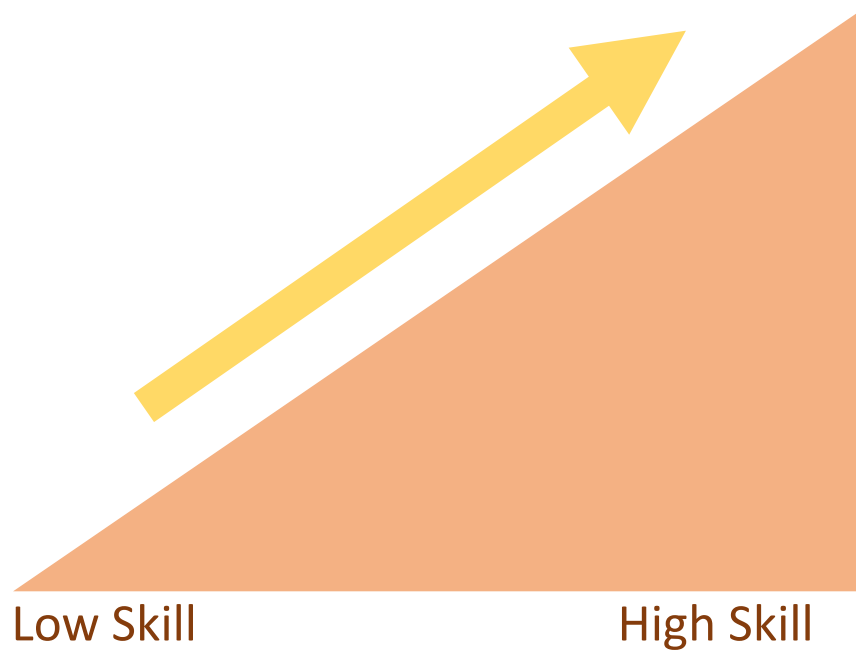
Empathy – a skill



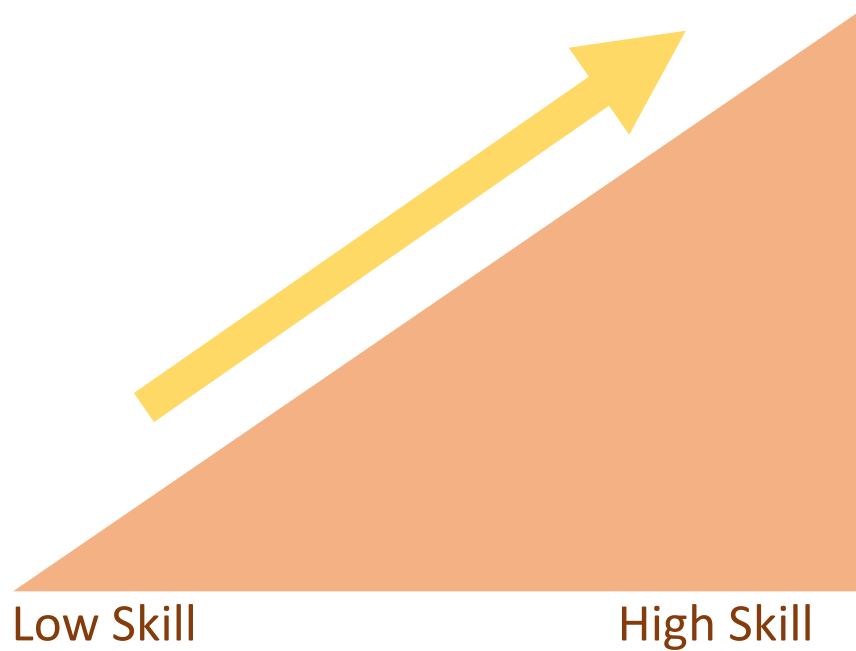
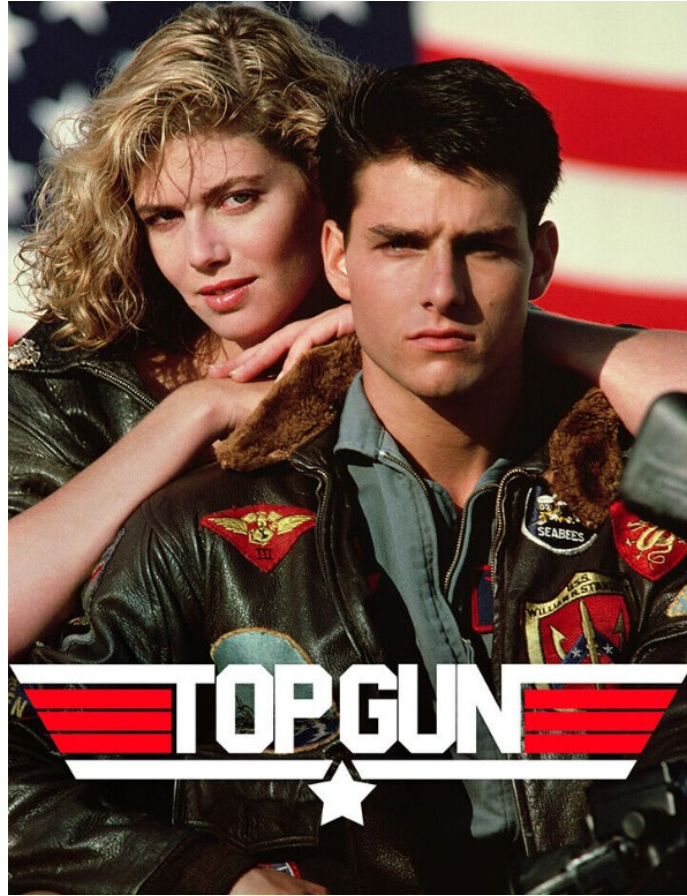
Empathy – a skill



Empathy – a skill



Empathy – a skill



Empathy technique

Parallel Responses

"I understand"

"I know how you feel"

"I'm right there with you"

VS.

Convergent Responses

"Help me understand"

"I'm listening, and I hear you"

"I want to be there to support you"



Empathy technique

Contextual Example:

- An employee shares that they have been having a hard time coping with work since the baby was born.

Parallel Responses

"I had a hard time in that stage too.
I know exactly"

Convergent Responses

"That stage was hard for me too.
Tell me more about what's been
going on."



How to Improve Empathy Skill



Read books about people
different than you



Listen to stories
(podcasts like the moth,
lex fridman podcast)



Talk to new people



Follow people on social
media who have different
views than you



Observe others
(ex. Oprah or rich roll
interviews)

How to Improve Empathy Skill



Consider what is said and not said



Practice convergent responses



Active listening



Ask for help / practice in advance / reflect afterwards

Questions?

Thank you

