

## EMOTIONAL INTELLIGENCE–A CATALYST FOR PROJECT SUCCESS

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### Abstract

Traditionally project managers have remained focused on the classical iron triangle i.e. Cost, Time and Quality for achieving success in a project. However, modern day project manager must look beyond those parameters to achieve a holistic process success. Project success is a multi-dimensional criteria; thus, it is much more than success in project management. Lots of studies and researches have been done on leadership and management skill of project manager to enhance the likelihood of project success. However, until recent years, very few explored the idea of application of emotional intelligence in the area of project management. Understanding one's own feelings, empathy for the feelings of others and the regulation of emotion are the crux of emotional intelligence. Awareness, understanding and proper use of emotional intelligence may act as a catalyst to improve the success rate in a project. This paper will discuss, what is emotional intelligence & its various elements and explore how emotional intelligence can impact team morale, stakeholders management and above all, the project success.

**Keywords:** *Emotional intelligence, project, project manager, project management, project success.*

### Introduction

The technical revolution has expanded the definition of what was traditionally viewed as a project. The classical parameters of cost, time, and quality are now seen as representing only a subset of tools within the project manager's arsenal (Nogeste and Walker 2005). Both Nogeste (2005) and the PMI (2006) Portfolio Management Standard link tangible outputs to intangible outcome providing support for the argument that the introduction of emotional intelligence competencies (enhancing a project teams emotional competencies) is a contributing, intangible project outcome. Turning our attention to project outcome from both a tangible and intangible perspective, Garcia-Ayuso (2003) argues that the research over the past three decades provides evidence that intangible outcomes are fundamental sources of competitive advantage that must be identified, controlled, and measured in order to efficiently manage the corporation. Intangibles have become main drivers of growth and competitive & strategic advantages in the market.

### What is Emotional Intelligence

For a long time, psychologists recognized only the cognitive aspects such as memory & problem solving when they talk about intelligence i.e. Cognitive Intelligence. However, studies at later stage discovered certain non-cognitive aspects of intelligence which are also very critical. Although, Intelligence Quotient (IQ) which is the measure of cognitive intelligence is still recognized as an important element of success, particularly when it comes to academic achievement. But today, experts recognize that it is not the only determinant of success. Instead, it is part of a complex array of influences that includes emotional intelligence among other things.

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