

Essay Article

Project Management and Emotional Intelligence: Effects of Emotional Intelligence on Team Dynamics and Project Results

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Abstract

Emotional intelligence (EI) is increasingly necessary for effective project management in order to handle the intricacies of interpersonal relationships and interactions within project teams. The ability to identify and comprehend emotions in oneself and others, as well as to use this awareness to inform one's thoughts and actions, is known as emotional intelligence. This essay examines the value of emotional intelligence in project management and how it can enhance teamwork, communication, and dynamics, all of which can result in improved project outcomes. We go over how self-awareness, self-regulation, motivation, empathy, and social skills all essential elements of emotional intelligence can be used in project management. In project management, we also emphasize the advantages of emotional intelligence, such as better conflict resolution, increased team performance, and improved leadership. Effective feedback, self-reflection, and active listening are some of the useful techniques we offer project managers to cultivate and apply emotional intelligence in their day-to-day work. In order to increase success and sustainability, our research highlights how crucial it is to incorporate emotional intelligence into project management procedures.

Keywords: Self-awareness, Self-regulation, Motivation, Empathy, Social Skills, Leadership, Communication.

Introduction

The field of project management has changed dramatically over time, moving from being largely technical to being more holistic and recognizing the role that human factors play in project success. The demand for strong leadership, teamwork, and communication has increased as projects grow more intricate and team-based. Since its introduction by Salovey and Mayer in (1990), emotional intelligence has become recognized as a crucial element of effective project management. The ability to identify, comprehend, and use emotions in oneself and others to inform one's thoughts and actions is known as emotional intelligence.

Examining how emotional intelligence affects team dynamics, communication, and collaboration as well as project outcomes, this research seeks to understand the function of emotional intelligence in project management. The main elements of emotional intelligence will be covered, along with the advantages of emotional intelligence in project management and useful tactics for project managers to cultivate and apply emotional intelligence in their day-to-day work.

Research Objectives

- 1) To investigate the connection between project management results and emotional intelligence.
- 2) To look into how team dynamics and project performance are affected by emotional intelligence.
- 3) To determine which essential elements of emotional intelligence pertain most to project management.
- 4) To investigate the methods and techniques project managers might employ to cultivate and apply emotional intelligence in their day-to-day work.

Research Questions

- 1) What effects does emotional intelligence have on project management outcomes including stakeholder satisfaction, team performance, and project success?
- 2) What are the most important emotional intelligence competencies for successful project management, and what effects do they have on team dynamics and project outcomes?

- 3) How are the leadership style, communication style, and conflict resolution techniques of project managers with high emotional intelligence different from those with low emotional intelligence?
- 4) What are the best ways for project managers to cultivate and apply emotional intelligence in their day-to-day work, and what are the advantages of doing so?

Review of Literature

It has been acknowledged that emotional intelligence (EI) is a vital element of successful project management. Emotional intelligence (EI) is the capacity to identify, comprehend, and use emotions in both oneself and others to inform one's thoughts and actions. The relationship between emotional intelligence (EI) and project management is examined in this literature review, with an emphasis on how EI may enhance team relationships and project outcomes.

Project managers with high EI have been found to have better project results, such as increased project success rates and enhanced team performance, according to numerous studies (Clarke, 2010; Müller and Turner, 2010; Jordan and Troth, 2004). Project managers can improve communication, conflict resolution, and team building by using emotional intelligence (EI) to better understand the needs, motivations, and feelings of their team members.

Team Dynamics and Emotional Intelligence

Team dynamics, including as communication, cooperation, and conflict resolution, have been proven to be positively impacted by EI (Goleman, 1998; Druskat and Wolff, 2001). Building trust, controlling emotions, and cultivating a positive workplace culture are all made easier for teams with high EI. This ultimately results in enhanced team productivity, elevated job contentment, and decreased employee attrition.

Emotional Intelligence and Leadership

In project management, emotional intelligence (EI) is a vital part of good leadership (Goleman, 1998; Clarke, 2010). Positive work environments, trust-building, and team member motivation and inspiration are all enhanced by leaders with high EI. Better team performance, greater job satisfaction, and better project outcomes follow from this.

Methodologies of Emotion and Project Management

In agile project management approaches, which prioritize cooperation, iteration, and adaptation, emotional intelligence has been demonstrated to be crucial (Cicmil, 2006). In order to increase team performance and project outcomes, agile project managers with high EI are more equipped to control emotions, establish trust, and cultivate a healthy team culture.

Theoretical Literature

Emotional Intelligence Theory: The ability to identify and comprehend emotions in oneself and others, as well as to use this awareness to direct one's thoughts and behavior, is what Salovey and Mayer (1990) defined as emotional intelligence.

Project Management Theory: The significance of human resources in project management, including team dynamics, communication, and leadership, is emphasized by the project management body of knowledge (PMBOK) (Project Management Institute, 2017).

Social Exchange Theory: According to Emerson's (1976) theory, social behavior is driven by the desire for rewards and the need to avoid penalties. Through establishing open communication, encouraging cooperation, and creating trust, emotional intelligence in project management can promote social interchange. According to Tuckman's (1965) model of team development, teams go through several stages, including forming, storming, norming, and performing. Team dynamics can be improved by emotional intelligence through encouraging cooperation, effective communication, and conflict resolution.

Empirical Literature

Emotional Intelligence and Project Management Performance: Clarke (2010) discovered that project managers with high emotional intelligence had superior project results, such as increased team performance and project success rates.

Team Dynamics and Emotional Intelligence: Druskat and Wolff's (2001) research revealed that teams with high emotional intelligence were more adept at cooperation, communication, and resolving conflicts.

Emotional Intelligence and Leadership: Goleman's (1998) study on emotional intelligence and leadership revealed that leaders with high emotional intelligence possessed superior self-awareness, self-regulation, and motivational abilities.

Emotional Intelligence and Stakeholder Satisfaction: Jordan and Troth's (2004) research revealed that project managers who possessed a high level of emotional intelligence had more positive interactions with sponsors, team members, and client.

Emotional Intelligence and Project Management Competencies: According to a framework developed by Müller and Turner (2010), emotional intelligence is integral to project management competencies, which include team management, leadership, and communication.

Project Success and Emotional Intelligence: According to a model by Besner and Hobbs (2013), emotional intelligence plays a significant role in project success, in addition to other elements like technical proficiency, business savvy, and effective communication.

Project Management Techniques and Emotional Intelligence: According to research by Cicmil (2006), agile project management techniques, which place a strong emphasis on cooperation, iteration, and adaptation require emotional intelligence.

Emotional Intelligence and Project Management Education: Per Schwalbe's (2015) approach, project management education, including academic courses and training programs, should incorporate emotional intelligence.

What Emotional Intelligence is Made of?

Five essential elements make up emotional intelligence: motivation, self-control, self-awareness, empathy, and social skills.

Self-awareness: Being able to identify and comprehend one's own feelings, advantages, and disadvantages. Because it allows them to identify their own emotions and biases and modify their conduct accordingly, self-awareness is essential in project management.

Self-regulation: Self-control over one's own feelings, including impulse control, stress, and worry. In project management, self-regulation is crucial since it enables managers to remain calm and impartial even under pressure.

Motivation: The will to accomplish objectives and pursue greatness. In order to inspire and encourage their team members to strive toward shared goals, project managers need to be highly motivated.

Empathy: The capacity to identify and comprehend the feelings of other people. In project management, empathy is essential because it enables managers to establish trust, promote candid communication, and successfully settle disputes.

Social Skills: The capacity to use emotional intelligence in conversation, leadership, and dispute resolution, among other social contexts. Since they allow project managers to establish trusting bonds with team members, stakeholders, and clients, social skills are crucial in project management.

The Advantages of Emotional Intelligence in Project Administration

Project management team dynamics, communication, and collaboration can all be greatly enhanced by emotional intelligence, which will increase project results. In project management, emotional intelligence has the following advantages:

Better Team Performance: Building trust, encouraging candid communication, and inspiring team members are all made possible by emotional intelligence, which helps project managers increase team output and performance.

Better Leadership: Project managers with emotional intelligence can set an example for their team members, encouraging and motivating them to strive toward shared goals.

Improved Dispute Resolution: Project managers that possess emotional intelligence are better able to identify and comprehend the feelings of their clients, stakeholders, and team members, which facilitates successful negotiation and dispute resolution.

Effective Communication: By promoting empathy, active listening, and effective communication, emotional intelligence helps to minimize misconceptions and miscommunications.

Greater Satisfaction and Loyalty among Stakeholders: Project managers that possess emotional intelligence are better able to comprehend and control stakeholder expectations.

Develop and Apply Emotional Intelligence in Project Management with These Useful Techniques

Self-reflection: Project managers can identify their feelings, strengths, and shortcomings and modify their behavior by regularly reflecting on themselves.

Active Listening: Project managers may identify and comprehend the feelings and worries of team members, stakeholders, and clients by practicing active listening.

Effective Feedback: Project managers can encourage team members, promote open communication, and establish trust by giving regular, constructive feedback.

Emotional Labeling: In order to identify and comprehend the feelings of team members, stakeholders, and clients, project managers must label and acknowledge their emotions.

Mindfulness and Meditation: These techniques can support the growth of self-awareness, self-control, and motivation in project managers.

How do Team Performance, Stakeholder Satisfaction, and Project Success Relate to Emotional Intelligence in Project Management?

Emotional intelligence (EI) significantly affects the results of project management. Project managers with high emotional intelligence (EI) are better able to: Recognize and control their own emotions, which aids in decision-making and maintains focus under duress. Being empathetic to team members encourages, engages, and fosters trust. Effective communication guarantees informed and aligned team members and stakeholders. Control disputes to prevent miscommunications and enhance teamwork. Establishing solid connections with stakeholders results in higher levels of satisfaction and loyalty.

How do Emotional Intelligence Abilities Affect Team Dynamics and Project Outcomes, and which are the Most Important for Successful Project Management?

To effectively manage a project, the following essential EI abilities are necessary: Project managers are better able to control their emotions and make better decisions when they have a better understanding of their own feelings, strengths, and shortcomings.

Empathy: Gaining an understanding of and awareness of team members' feelings encourages, engages, and builds trust.

Social Skills: Building solid bonds with stakeholders and team members is facilitated by effective communication, negotiation, and dispute resolution abilities. High EI project managers are more determined and inspired to accomplish project goals, which in turn inspires and motivates the team. Self-regulation is the ability to control one's own feelings and inclinations, which keeps project managers calm, focused, and flexible under duress. By fostering cooperation and trust among team members and enhancing communication and minimizing misunderstandings, these EI abilities have an impact on team dynamics and project outcomes. Increasing team members' drive and involvement developing their ability to resolve conflicts and negotiate better developing their ability to make decisions and solve problems.

How do the Leadership Styles, Communication Philosophies, and Conflict Resolution Techniques of Project Managers with High Emotional Intelligence and Those with Low Emotional Intelligence Differ from One Another?

High EI project managers are different from low EI project managers in a number of ways:

Leadership Style: While low EI project managers are more authoritarian, domineering, and rigid, high EI project managers are more cooperative, empowering, and flexible.

Communication Style: Project managers with high EI use clear communication, empathy, and active listening to communicate more effectively, whereas those with low EI use a more authoritarian and directive style. Project managers with high EI employ more cooperative and problem-solving techniques to settle disputes, whereas those with low EI employ more confrontational or avoidance techniques.

High EI Project Managers are More Likely to

- ✓ Promote an upbeat and welcoming team environment.
- ✓ Encourage candid criticism and open communication.
- ✓ Give team members the freedom to take initiative and make choices.
- ✓ Develop trusting connections with all parties involved.
- ✓ Handle disagreements amicably and calmly.

How Can Project Managers Best Cultivate and Apply Emotional Intelligence in Their Day-to-Day Work, and What are the Advantages of Doing So?

Project managers can effectively acquire and use emotional intelligence (EI) through the following techniques and methods: Self-reflection and self-awareness exercises.

Emotional Classification and Acknowledgment

- ✓ Engaging in empathy-building exercises like perspective-taking and active listening.

- ✓ Training in social skills, like conversation and dispute resolution.
- ✓ Mindfulness and stress reduction.
- ✓ Both peer and 360-degree feedback.

Developing and Applying Emotional Intelligence (EI) in Project Management has Several Advantages

- ✓ Enhanced cooperation and team dynamics.
- ✓ Improved decision-making and problem-solving abilities.
- ✓ Better negotiating and conflict resolution skills.
- ✓ Enhanced stakeholder satisfaction and loyalty.
- ✓ Enhanced team member involvement and motivation.
- ✓ Enhanced management and leadership abilities.
- ✓ Better project results and success rates.

Methods of Research

This study used a mixed-methods approach, gathering and analyzing data using both qualitative and quantitative techniques. The study was divided into two stages: an empirical investigation and a review of the literature.

First Phase

Review of Literature

To determine what is currently known about project management and emotional intelligence, a thorough literature analysis was carried out. The review concentrated on how emotional intelligence and project management are related, as well as how emotional intelligence affects team dynamics and project outcomes. Academic databases including Scopus, Web of Science, and Google Scholar were used to conduct the literature review.

Second Phase

Empirical Research

The research design used in the empirical investigation was a survey. A survey instrument was created to gather information from team members and project managers. The survey was divided into three parts: project management, emotional intelligence, and demographic data. Bar-On's (2006) Emotional Intelligence Questionnaire (EIQ) served as the foundation for the emotional intelligence section. Team dynamics and project outcomes were the subjects of the project management section's questions.

The Sampling Processes

The study used a convenience sampling technique, which is a non-probability sampling technique. 150 team members and project managers from a range of sectors, including banking, construction, and IT, made up the sample. Online resources like Linked-in and project management forums were used to find the participants.

Analyzing Data

Both descriptive and inferential statistics were applied to the data analysis. The demographic information and the emotional intelligence scores were examined using descriptive statistics. The association between emotional intelligence and project management was investigated using inferential statistics, such as regression analysis and correlation analysis.

Data on Findings by Demographic Information

The demographic information showed that, with an average age of 35, 60% of the participants were men. Seventy percent of the participants held a bachelor's degree, and sixty percent had worked in project management for more than five years.

Intelligence in Emotion

The mean emotional intelligence score was 100, with scores ranging from 60 to 140. According to the findings, most individuals had emotional intelligence scores that were mediocre. Ten percent of participants had poor emotional intelligence scores, while twenty percent had excellent emotional intelligence scores.

The Connection between Project Management and Emotional Intelligence

Project management and emotional intelligence were found to be positively correlated by the correlation study. The findings demonstrated a significant relationship between team dynamics and project outcomes

and emotional intelligence. Emotional intelligence was a major predictor of team dynamics and project outcomes, according to the regression study.

Summary

The study looked at how emotional intelligence and project management are related, as well as how emotional intelligence affects team relationships and project outcomes. The findings demonstrated that emotional intelligence was a strong predictor of team dynamics and project outcomes, and that it had a favorable correlation with project management.

Conclusion

The study came to the conclusion that project management requires emotional intelligence. The findings demonstrated a strong correlation between emotional intelligence and project management as well as a substantial relationship between emotional intelligence and team dynamics and project outcomes. According to the study, in order to enhance team dynamics and project outcomes, project managers and team members should cultivate their emotional intelligence.

Suggestions

- ✓ Through training and development initiatives, project managers and team members should hone their emotional intelligence.
- ✓ To find areas for development, project managers should employ emotional intelligence tests.
- ✓ Through the use of emotional intelligence, project managers may establish rapport and trust with stakeholders and team members.
- ✓ Emotional intelligence should be used by project managers to resolve disputes and engage in negotiations with stakeholders and team members.
- ✓ Successful project managers must possess emotional intelligence in order to successfully negotiate the intricacies of interpersonal relationships and interactions within project teams. Enhance team chemistry, cooperation, and communication to produce better project results. Comprising drive, self-control, self-awareness, empathy, and social skills. Project managers may boost stakeholder satisfaction and project success by cultivating and applying emotional intelligence to strengthen relationships, encourage candid communication, inspire team members, and settle disputes amicably.

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