**DATA SET**

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| **Section A - Professional Biography** | |
| **Questions** | **Percentage (%)** |
| **What is your highest qualification obtained?** |  |
| NSC Matric Certificate | 10 |
| Certificate | 10 |
| Diploma | 10 |
| National Diploma | 6 |
| Bachelor’s Degree | 20 |
| Honour’s Degree | 7 |
| Master’s Degree | 27 |
| Doctorate | 10 |
| **Total** | **100** |
| **What is your current field of work?** |  |
| Information Technology | 14 |
| Construction (Structural & Civil) | 6 |
| Engineering | 10 |
| Education Management | 10 |
| Marketing | 14 |
| Telecommunication | 23 |
| Other | 23 |
| **Total** | **100** |
| **What is your current work experience?** |  |
| Project Administrator | 3 |
| Project Coordinator | 16 |
| Project Manager | 17 |
| Senior/Lead Project Manager | 17 |
| Head of Project management office | 7 |
| Executive/Director | 10 |
| Other | 30 |
| **Total** | **100** |
| **What is your current work experience?** |  |
| 0-3 years | 16 |
| 4-6 years | 17 |
| 7-10 years | 13 |
| 10-15 years | 17 |
| 15+ years | 37 |
| **Total** | **100** |
| **Which official PMI certification do you possess?** |  |
| Certified Associate in Project Management (CAPM) | 3 |
| Project Management Professional (PMP) | 7 |
| PMI Agile Certified Practitioner (PMI-ACP) | 3 |
| Program Management Professional (PGMP) | 13 |
| PRINCE2 | 7 |
| None | 67 |
| **Total** | **100** |

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| **Section B: Project management & Emotional Intelligence** | | | | | | | | | | |
| **Emotional intelligence (%)** | | | **Strongly disagree** | **Disagree** | | **Neutral** | | **Agree** | | **Strongly agreed** |
| 1 | | I know and understand the definition of emotional intelligence | 7% | 20% | | 13% | | 37% | | 23% |
| 2 | | I am aware of my current level of emotional intelligence. | 7% | 7% | | 27% | | 47% | | 13% |
| 3 | | I am aware of my daily behaviour at work. | 3% | 10% | | 17% | | 33% | | 37% |
| 4 | | I am aware of other people's feelings around me | 0% | 7% | | 20% | | 37% | | 37% |
| 5 | | I am skilled at initiating relationships at a professional level. | 0% | 17% | | 17% | | 47% | | 20% |
| 6 | | I prefer to be alone in my own space at work. | 0% | 17% | | 27% | | 23% | | 33% |
| 7 | | I am in control of my overall emotions when under stressful conditions. | 3% | 23% | | 30% | | 37% | | 7% |
| **Project Management (%)** | | | | | | | | | | |
| 1 | I understand all phases of the project management life cycle. | | 7% | | 23% | | 13% | | 23% | 30% |
| 2 | I constantly communicate with project stakeholders. | | 3% | | 7% | | 30% | | 33% | 27% |
| 3 | I understand all project standards set by the project management institute. | | 7% | | 10% | | 40% | | 33% | 10% |
| 4 | I understand the importance of providing the best quality output for my projects. | | 7% | | 7% | | 10% | | 30% | 47% |
| 5 | I understand the importance of successful project planning. | | 0% | | 17% | | 13% | | 30% | 40% |
| 6 | I understand the importance of successful project execution. | | 3% | | 7% | | 10% | | 23% | 57% |
| 7 | I understand the importance of successful project closure. | | 0% | | 3% | | 17% | | 27% | 53% |
| **Impact of emotional intelligence on daily project operations (%)** | | | | | | | | | | |
| 1 | I work efficiently under the pressure of deadlines. | | 3% | | 13% | | 17% | | 53% | 13% |
| 2 | I can control my emotions during professional conflicts. | | 0% | | 10% | | 30% | | 47% | 13% |
| 3 | I do not allow personal feelings to get in the way of daily work activities. | | 7% | | 10% | | 13% | | 43% | 27% |
| 4 | I work better with team members in a collaborative environment. | | 10% | | 7% | | 17% | | 40% | 27% |
| 5 | I work better in an isolated environment. | | 7% | | 23% | | 27% | | 27% | 17% |
| 6 | I value the innovative inputs of my colleagues/team members. | | 0% | | 7% | | 17% | | 33% | 43% |
| 7 | I balance my work and family time accordingly. | | 0% | | 17% | | 37% | | 27% | 20% |
| **Motivation (%)** | | | | | | | | | | |
| 1 | I am easily inspired. | | 3% | | 7% | | 27% | | 43% | 20% |
| 2 | Money is an important form of motivation. | | 3% | | 0% | | 30% | | 40% | 27% |
| 3 | Acknowledgement of work quality is an essential form of motivation for me. | | 3% | | 7% | | 23% | | 30% | 37% |
| 4 | I am intrinsically motivated to perform my daily work activities. | | 0% | | 10% | | 23% | | 30% | 37% |
| 5 | I am extrinsically motivated to perform my daily work activities. | | 3% | | 7% | | 37% | | 23% | 30% |
| 6 | My motivation level determines the quality of my work. | | 10% | | 17% | | 17% | | 30% | 27% |
| 7 | I am motivated to add to my current career accomplishments through education. | | 10% | | 17% | | 17% | | 30% | 27% |

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| **Section C - Open ended questionnaire** | |
| **Question** | **Top 10 Responses** |
| **What is your understanding of emotional intelligence?** | * Being aware of your feelings and of others and how to handle them at all times. * Emotional intelligence is a way of positively using your emotions to deal with problems, communicate effectively, and display a high level of empathy towards others. * Your emotions determine your quality of work. * Knowing how your emotions can influence your mind set, overall performance in tasks you undertake and, in turn, workflow, and the effect it has on those around you. * It is the ability to effectively understand, control and use one's emotions to live life to the best of one's ability. It helps one to contextualise perspectives, thoughts and feelings better and helps one communicate more effectively. * The way you conduct your emotions in your workspace. * Knowing and understanding when I am stressed and positively using my emotions to relieve stress * Self-awareness and the ability for conflict(mood, emotion etc.) to not sway sound judgement * Understanding needs of how to deal with different situations, how to grow and understand yourself, understanding conflicts and how to sort them out * To manage and understand your emotions in positive ways that will lessen stress and therefore create effective communication, have empathy with others and overcome challenges |
| **Do you think being emotionally competent assists in building strong work relationships in a project management environment? Explain?** | * Yes. Indicate maturity and how to deal with the pressure of the working environment and personal life pressures * Absolutely. In my opinion, any environment consists of logic and emotion, and while some might argue that one outweighs the other, being emotionally competent allows you to work with people in your team efficiently. * Yes, as this can determine how well a team works together. * Yes. It enables one to empathise better, motivate and socially engage with others. These are critical elements to building lasting, trusting work relationships. * Yes, I do; your positive attitude can rub off on others. It shows you are in control. * Yes, when you are aware of your surroundings. You can empathise with individuals and build trust * Yes, you cannot allow your emotions to get the better of you; you need to be in control of your emotions in order to get things done and not cause conflict with people you need to deal with daily * No. Your emotions should not influence your work * Yes, it aids in conflict management as issues are resolved and addressed professionally * Yes, being a strong leader also gives your co-workers the confidence to do better within themselves, and for that, you get more out of them as a whole. |
| **Do you think a low level of emotional intelligence will contribute to higher productivity in completing project tasks? Explain?** | * Not necessarily. Project management is about continually understanding clients' needs, and changes should be made if challenged during the execution phase. * No - a low level of emotional intelligence will have a negative impact on the productivity of those you work with because if you make a person feel bad (even though you had no intention to do so), it may flow over into their quality of work. * No, a higher Emotional Intelligence can increase your productivity. * No, a lack of emotional intelligence can negatively impact your productivity, especially if you cannot conduct yourself and understand how others may conduct themselves in stressful situations. * It depends on the project tasks in question and how you define productivity. However, generally, I would say no: team members with high EQ are generally higher performers and more productive, from my experience, as they possess an understanding of how best to utilise their mind set to get things done and to communicate with others in such a way that they are motivated to be more productive. * No, you can be all over the show and can make your fellow workers not trust and not give 100 per cent. * No. When your emotions get the better of you will tend to lose focus on the actual work that must be done * No - one needs to be able to manage conflict, deadlines, personal challenges, team dynamics and also successes & gains of the team - all must be managed ideally with a team or leader with good EQ * Yes, you are able to narrow down your focus on completing what needs to be done. * Yes, because of the lack of EI, the team will not be able to share the correct information at the right time and also, there will be a lack of trust among each other |
| **How important is relationship management in a project's execution and closure phase?** | * Relationship management should be a higher priority at the start of a project as the closures are automatically built into the project. * Very important, this will tell if there is more work or referrals. * Very important during a project as it builds trust with the stakeholders. * Very, you just give so much more to having an emotional connection with a client. * Strong relationships ensure strong positive outputs. * A good relationship between the PM and the Client helps smooth the project handover process during the closing phase. * A good relationship between the PM and the Client helps smooth the project handover process during the closing phase. * Building relationships and maintaining them helps with the communication with stakeholders as well as problem-solving when executing a project in order to get to the closure * Very important, as the project is entering its final stages, you will be able to reflect on the quality of the work done and use that as an anchor to sustain the current professional relationships tied to a project and retain the skills of internal stakeholders for future projects. * It is imperative always to be professional, especially when dealing with the project stakeholders. |
| **Should a project manager maintain relationships with stakeholders after a project has been closed and capitalised? Explain?** | * If he wants to continue with future projects with the specific Client. * Yes, this way, a communication channel is maintained, and it displays a level of interest in whether the project output has met the customer's expectations and helped them meet their target. * Yes, definitely, as this builds relationships and recommendations. Which leads to more work and happier stakeholders * Yes, maintaining a positive relationship with your stakeholder's post-project completion can benefit future projects you may undertake. * Yes. It is essential to maintain healthy work relationships, as there is a strong likelihood you will work with the same people again. Building that human capital and having a shorthand with people can be greatly valuable on future projects or in one's career journey. * Yes. Building good relationships makes things easier for you in the future * Yes, new projects with said stakeholders may arise in future. Maintaining a network is pivotal in creating trust * No. Separate professional from private * Yes, because there might be new projects in the future, and PM would need the database of the stakeholders in that area. * Yes, maintaining relationships in the project management space is essential because you want to leave a positive impression for recommendations and maybe work with those same individuals in future. |