



**SDI**<sup>®</sup>


## Relationships Management in Projects

PRESENTED BY:



PERSONAL  
STRENGTHS.

**Agnieszka Gasperini**  
**SDI Facilitator**



***The most important single ingredient in the formula of success is knowing how to get along with people.***

*Theodore Roosevelt*



***The strength of a project is determined  
by the quality of the relationships....***



# Understand Stakeholders


Who are our key stakeholders?

What motivations do we think they have?

What types of behavior will they be looking from us?

How to communicate to stakeholders?

What may you need to do differently in order to meet their requirements?



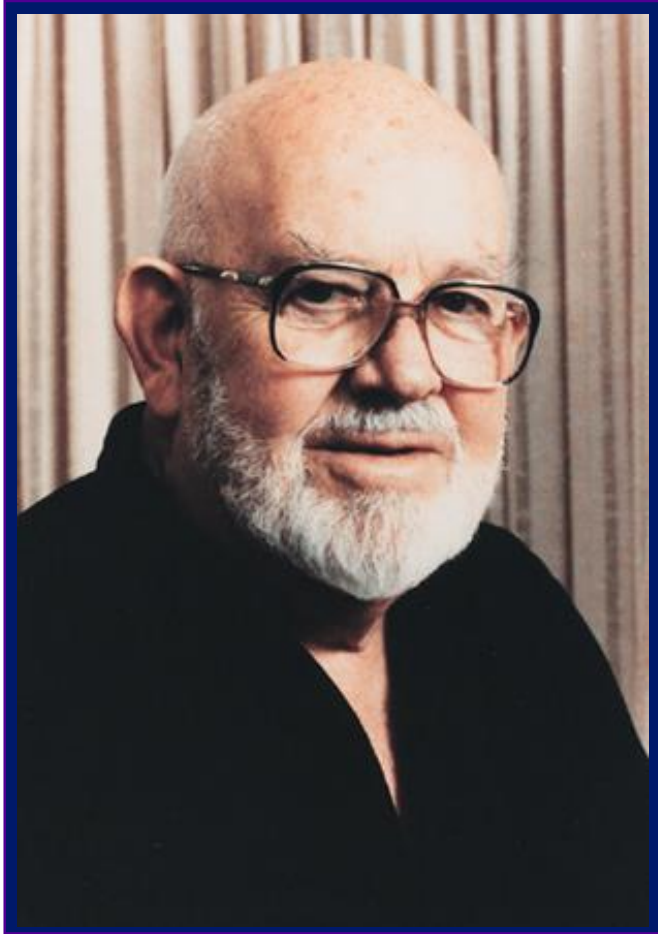
*“The more a personality theory can be for a person rather than about a person the better it will serve that person”*

*Elias H.Porter, Ph.D*



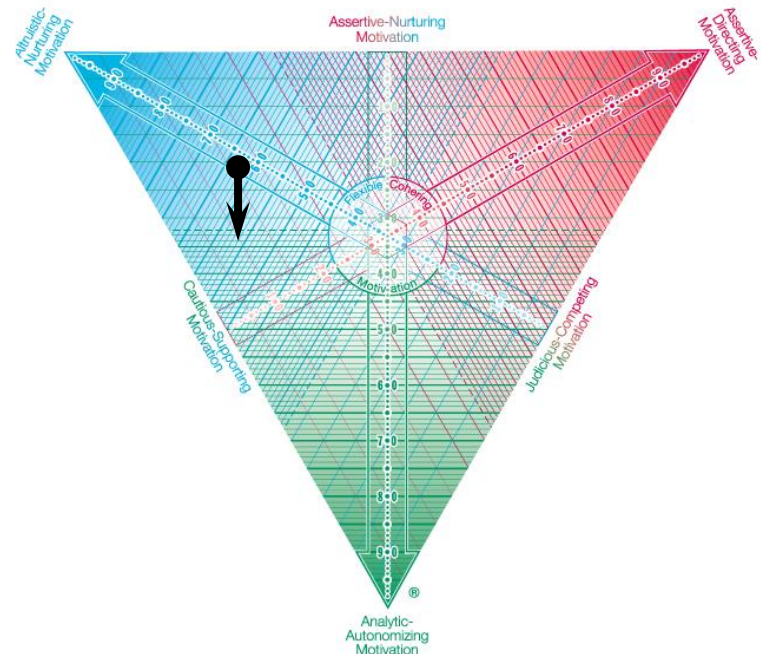
***This theory is not about people...  
..... it is for people!***

*-paraphrased from Dr. Porter*



- Prominent Psychologist
- Founder of Personal Strengths Publishing
- Developer of Relationship Awareness Theory
- Author of the Strength Deployment Inventory
- Blue (Altruistic-Nurturing)

**Elias H. Porter**  
1914-1987





# Relationship Awareness<sup>®</sup>

A theory of relationships based on motivation under two conditions:

1. When things are going well
2. During conflict



# 1<sup>st</sup> Premise *of Relationship Awareness*

*Behaviour is driven by  
motivation to achieve  
self-worth*



## 2<sup>nd</sup> Premise *of Relationship Awareness*

*Motivation changes  
in conflict*



## 3<sup>rd</sup> Premise *of Relationship Awareness*

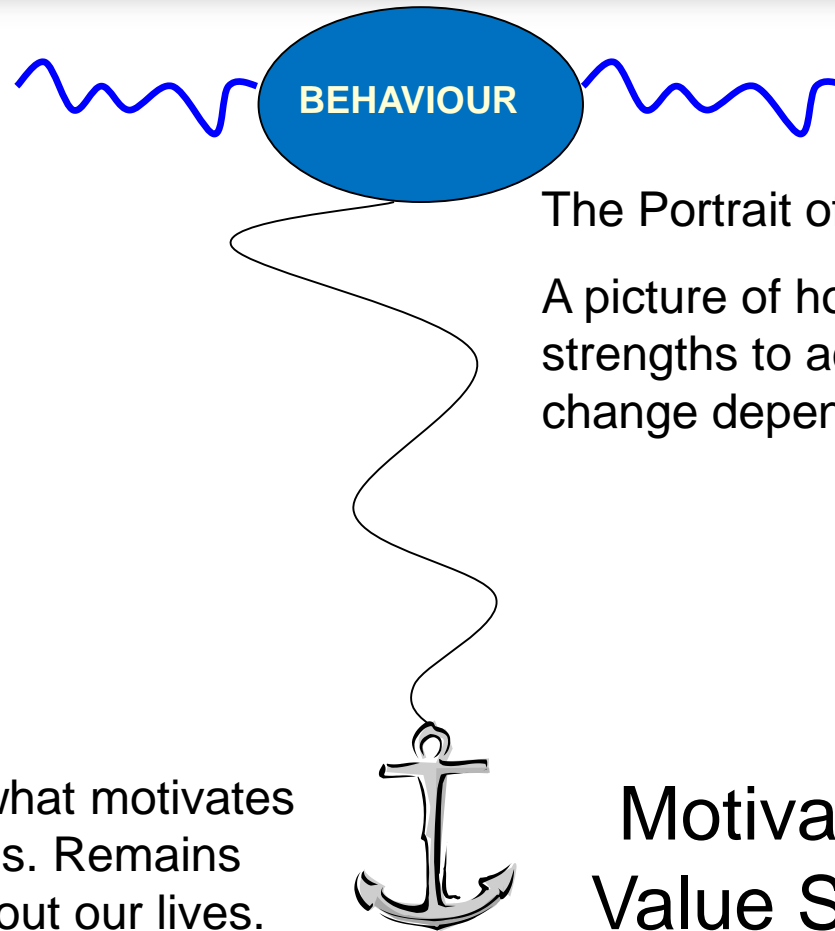
*Strengths, when overdone  
or misapplied, can be  
perceived as weaknesses*



## 4<sup>th</sup> Premise *of Relationship Awareness*

*Personal filters  
influence perceptions  
of self and others*

# Behaviour vs. Motivation

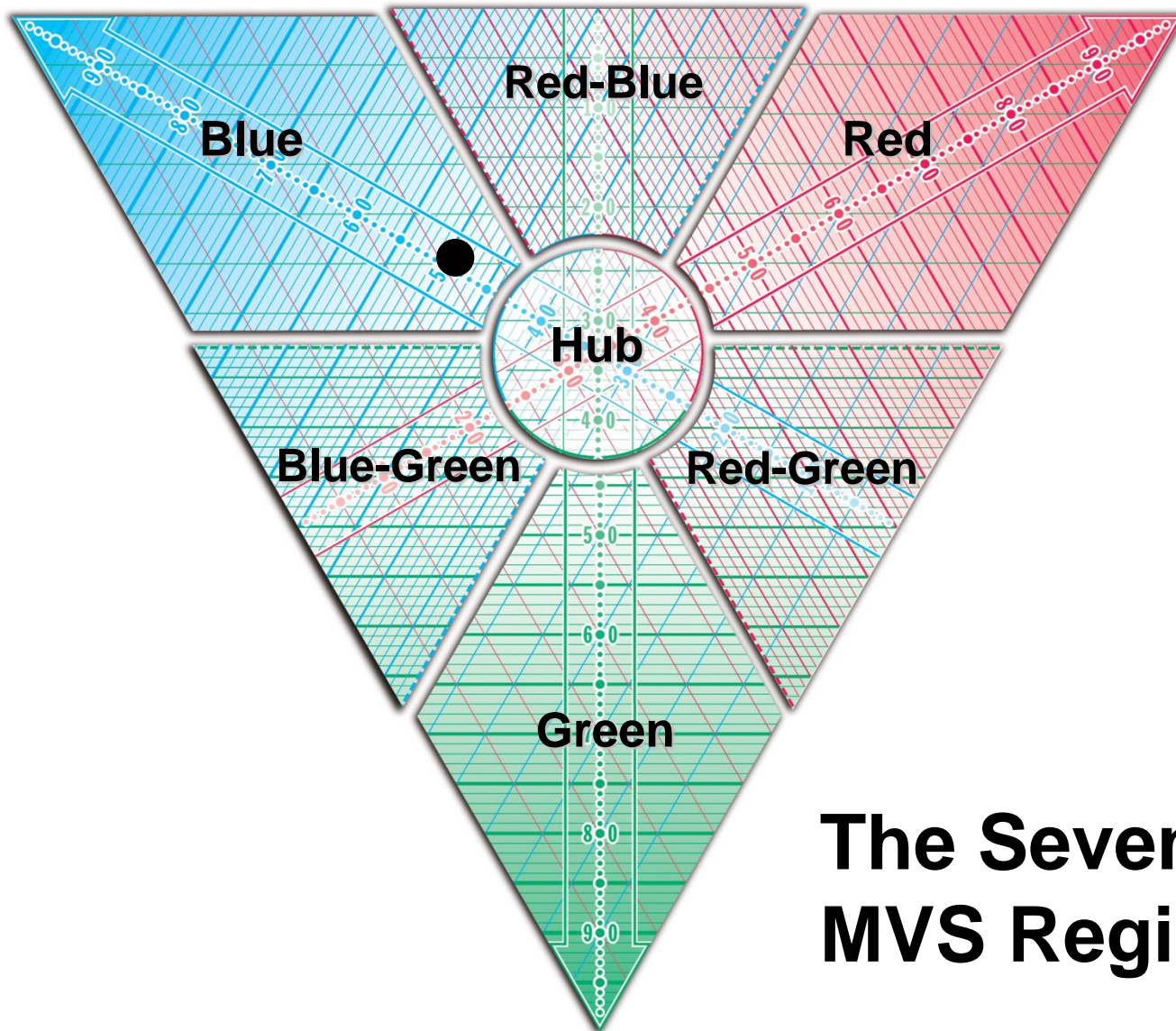


# Motivational Value System

## Motivational Value System (MVS)

A fairly constant set of values that serve as a basis for:

- Choosing and giving purpose to behaviour
- Focusing attention on certain things whilst ignoring others
- Perceiving and judging self and others



## The Seven MVS Regions

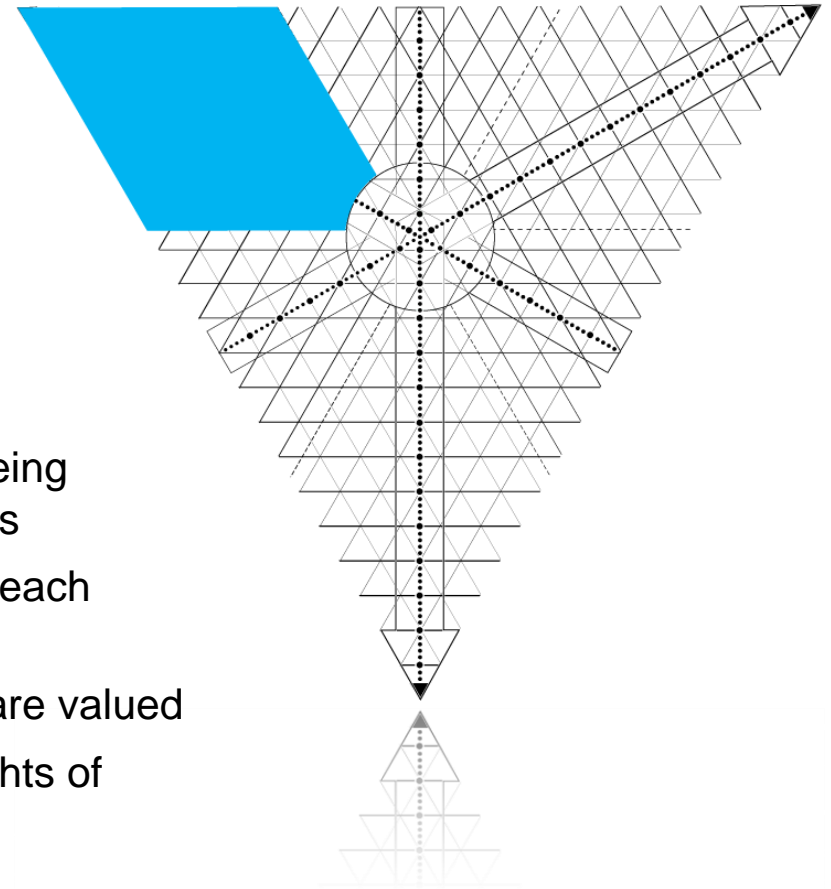
# Blue

## ALTRUISTIC–NURTURING MOTIVATIONAL VALUE SYSTEM

Concern for the protection,  
growth and welfare of others

### VALUED RELATING STYLE:

- Being open and responsive to the needs of others
- Seeking ways to bring help to others
- Trying to make life easier for others
- Trying to avoid being a burden to others
- Ensuring others reach their potential
- Ensuring others are valued
- Defending the rights of others



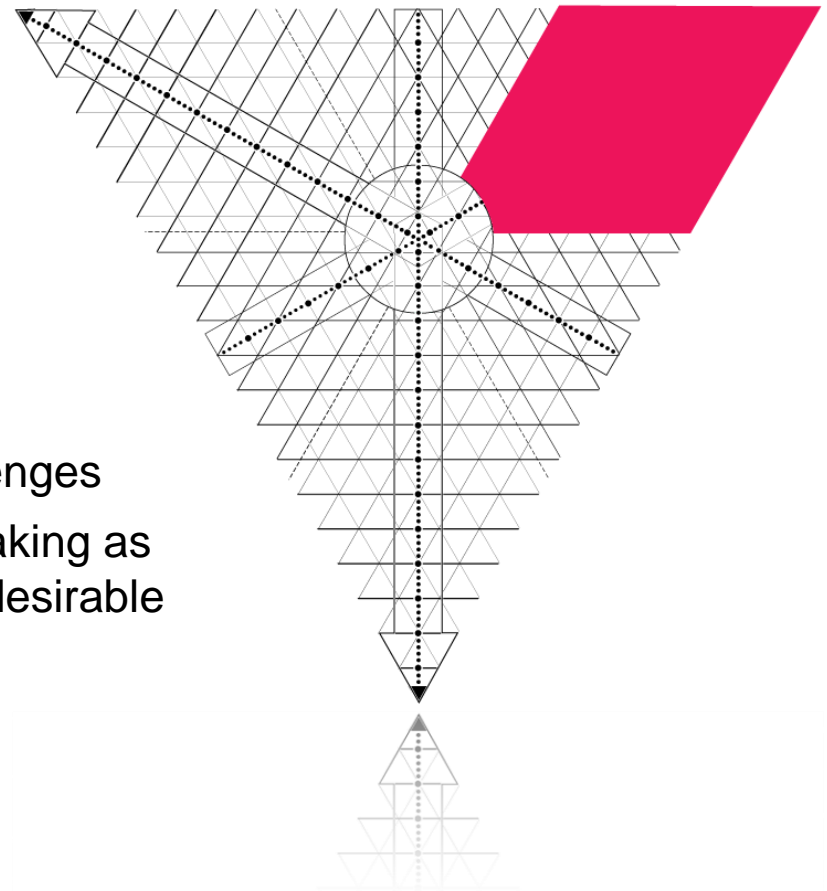
# Red

## ASSERTIVE-DIRECTING MOTIVATIONAL VALUE SYSTEM

Concern for task accomplishment  
Concern for organisation of people,  
time, money and any other resources  
to achieve desired results

### VALUED RELATING STYLE:

- Competing for authority, responsibility and positions of leadership
- Exercising persuasion
- Being alert to opportunity
- Claiming the right to earned rewards
- Accepting challenges
- Accepting risk-taking as necessary and desirable
- Demonstrating competitiveness



# Green

## ANALYTIC–AUTONOMISING MOTIVATIONAL VALUE SYSTEM

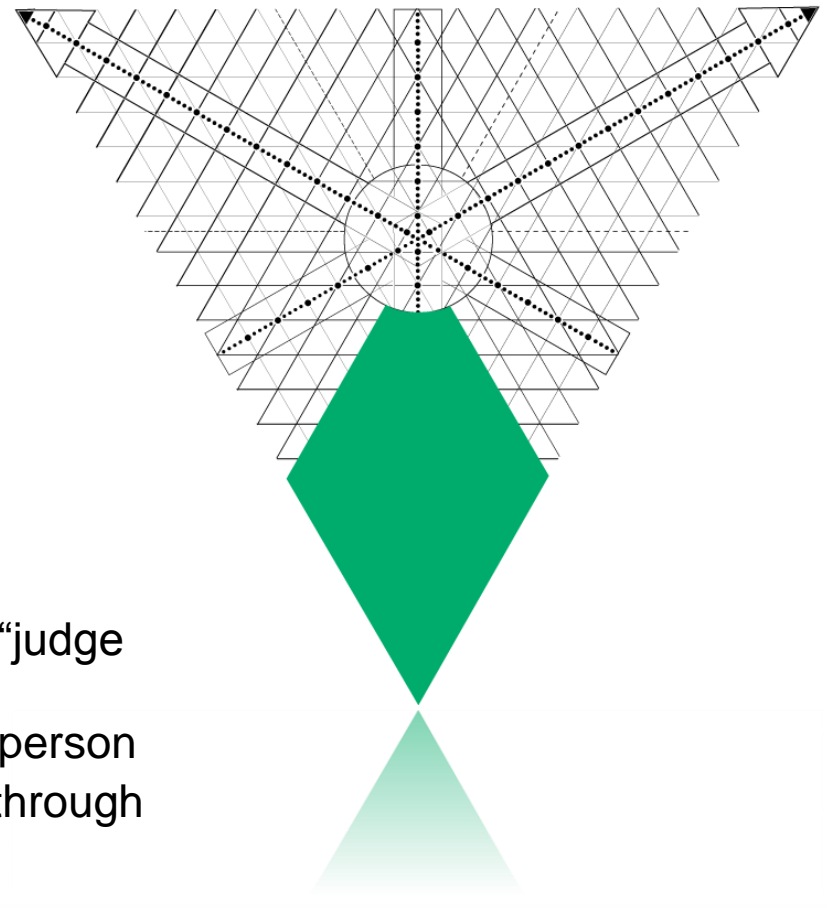
Concern for assurance that things have been properly thought out

Concern for meaningful order being established and maintained

Concern for individualism, self-reliance & self-dependence

### VALUED RELATING STYLE:

- Being objective
- Being right
- Being principled
- Being in control of emotions
- Being practical
- Being cautious and thorough
- Being fair
- Being resolute
- Being serious
- Being their own “judge and jury”
- Being their own person
- Thinking things through before acting



# Hub

## FLEXIBLE-COHERING MOTIVATIONAL VALUE SYSTEM

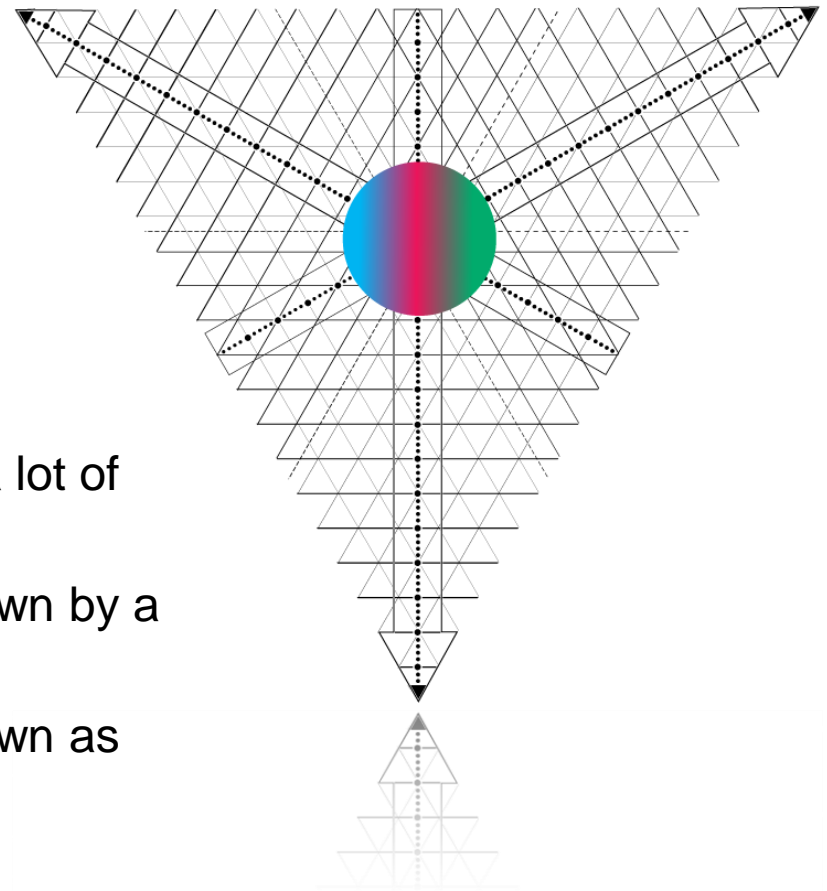
Concern for flexibility

Concern for the welfare of the group

Concern for the members of the group  
and for belonging in the group

### VALUED RELATING STYLE:

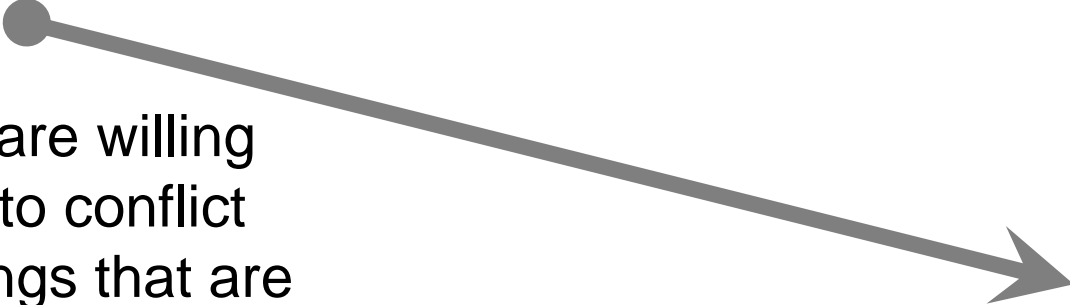
- Being curious about what others think and feel, open minded and willing to adapt
- Experiments with different ways of acting
- Proud to be a “member”
- Likes to know a lot of people
- Likes to be known by a lot of people
- Likes to be known as flexible



# What is Conflict?

**Conflict is a reaction to a perceived threat to self-worth.**

People are willing to go into conflict about things that are important to them.  
*(conflict triggers)*



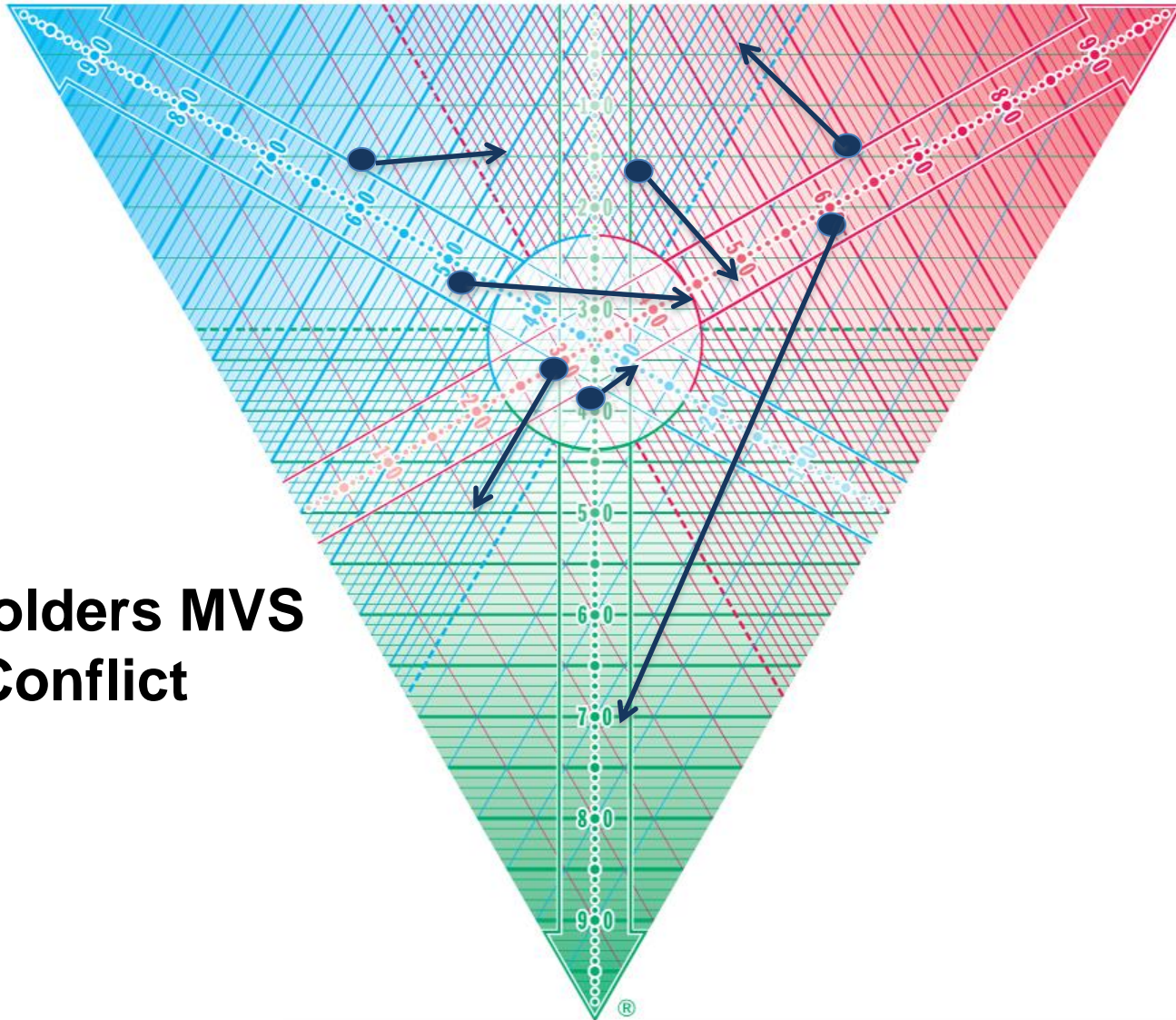
When we see conflict in other people, we can discover what is important to them.



# Behaviors in Conflict

Relationship Awareness Theory states we experience ***motivational changes*** in conflict, which drive changes in behaviour.

# Stakeholders MVS & Conflict





# Applying MVS language

*“Think like a wise man, but communicate in the language of the people”.*

-Yeats



# Applying MVS language

- Communicate in your own language
- The power of Borrowing
- Multiple styles simultaneously

**Support**

**Feel**

**Enable**

**Care**

**Values**

**Friend**

**Comfort**

**Use words of feelings and emotions to express yourself;**

**Communicate with facial & body language;**

**Call people by their names occasionally;**

**Explain how they can help;**

**Articulate the value of the relationship;**

Do

Act

Dare

Compete

Opportunities

Partner

Results

Convince

Use short sentences;

Give the headline up front;

Get to the point quickly;

Emphasize action and results;

Demonstrate energy, enthusiasm and confidence;

Use words “absolutely” instead of “maybe”;

Give expected deadlines;

Guide

Think

Teach

Principles

Specific

Understand

Competent

Provide the facts;

Provide detail and demonstrate your knowledge and competence;

Don't expect a rapid response, be patient;

Give them time to think and ask questions;

Give information in a rational, structures and sequential way;

Contribute

Adapt

Participate

Compromise

Options

Apply

Flexible

Provide lots of information so that they can determine an appropriate response;

Articulate the importance of their support for the group effort;

Show how others would be impacted;

Provide options and be willing to listen to options;



# More information

<http://www.personalstrengthsuk.com/>

<http://www.linkedin.com/company/personal-strengths-uk-ltd>



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*Gasperi*

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