



Building Leadership Skills

EQ, SQ, CQ – Application

Team Collaboration – Scenario

Background: Two Hotel Projects in Two Countries – Public Private Partnerships, Design Build, Multi-story “boutique” hotels.

Scene: pre construction meeting in September, in each of country with multi-national teams
Design Build project – Phases Completed

1. Planning and Development with multi-national team – BIM – emails – web meetings – in person meetings three times.
2. Design Build bidding, programming, feasibility studies, schematic design, design development, contract documents, working drawings
3. Pre-construction – documents sent to potential contractors and vendors

Phases to be completed:

4. Procurement expected to begin soon after this meeting.
5. Construction



Team Collaboration – Scenario – China

Change: Original public official involved in Beijing China, with an architectural background, in his thirties has been moved to another city. The meeting has been called by the new official not familiar with the project who is an engineer by training. He is in his sixties. He was raised in Taiwan. His family has lived in Taiwan near the Chinese maritime borders with Japan for many generations. Feng Shui matters to him. He examines carefully the building orientation, design, and the placement of the lion figures. A lion figure is the trademark of the Hotel Chain and lion statues will be prominent throughout. The atmosphere is cordial.

Note: Present building orientation follows a mix of Classical / Traditional Bagua Feng Shui and BTB Western Feng Shui standards. This mix is not pleasing to the new. Local project manager. In addition, lion statues are not located at the north end of building entrances. Their anticipated orientation on the foot bridges in the attached garden may need to be re-aligned.



Team Collaboration – Scenario – Morocco

Change: Original public official involved in Casablanca Morocco, an engineer in her thirties is on maternity leave. Her anticipated date of return is not determined. The colleague replacing her on the project, is an engineer of Berber origin. He is in his fifties. He has been raised in a traditional household. He has moved to Casablanca for the project. The meeting date precedes by two days, Llaid Kbir, a very important religious holiday. The atmosphere is friendly.

Note: present building orientation may obstruct the view of a prominent mosque for some residents. The symbol of Copenhagen's Little Mermaid on the exterior and in the interior of the hotel as well as in the attached small garden may not be acceptable. Also upon examination the main floor and meeting space restrooms as well as individual bathrooms in the guest suites have an essential flaw.



Team Collaboration – Public Private Hotel Project – China

JV Disciplines and Cultures Represented

- Project Management U.S. , China, and Japan, with Local Government Oversight – Engineer
- Engineering – Local, and U.S.
- Architecture – Local, U.S., and Japan
- Planning – U.S. and Local
- Marketing of Hotel – U.S. and Local
- Cultural Liaison – Local, Japan, and U.S.



Team Collaboration – Public Private Hotel Project – Morocco

JV Disciplines and Cultures Represented

- Project Management U.S. , Morocco, Denmark, and France with Local Government Oversight – Engineer
- Engineering – Local, U.S., Denmark, and France
- Architecture – Local, U.S., and Denmark
- Planning – U.S. and Local
- Marketing of Hotel – U.S., France, and Local
- Cultural Liaison – Local, U.S., and France



Team Collaboration – Public Private Hotel Project – China

Strengths

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Challenges

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How Resolved

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Team Collaboration – Public Private Hotel Project – Morocco

Strengths

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Challenges

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How Resolved

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Competencies	Score
Positive Mood	
Team Identity	
Motivation	
Emotional Awareness	
Communication	
Stress Tolerance	
Conflict Resolution	
TOTAL	



Building Leadership Skills

Social and Emotional Intelligence Competencies

On a 1 to 4 scale, with 4 as the best, how would you score?

Q&A AND FEEDBACK



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