



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department

UNIVERSITY OF MARYLAND
2026 PROJECT MANAGEMENT SYMPOSIUM

Engaging with and Controlling Your Inner Dialogue - Before You Speak!

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MCC | PMP | MBA

PMSYMPOSIUM.UMD.EDU

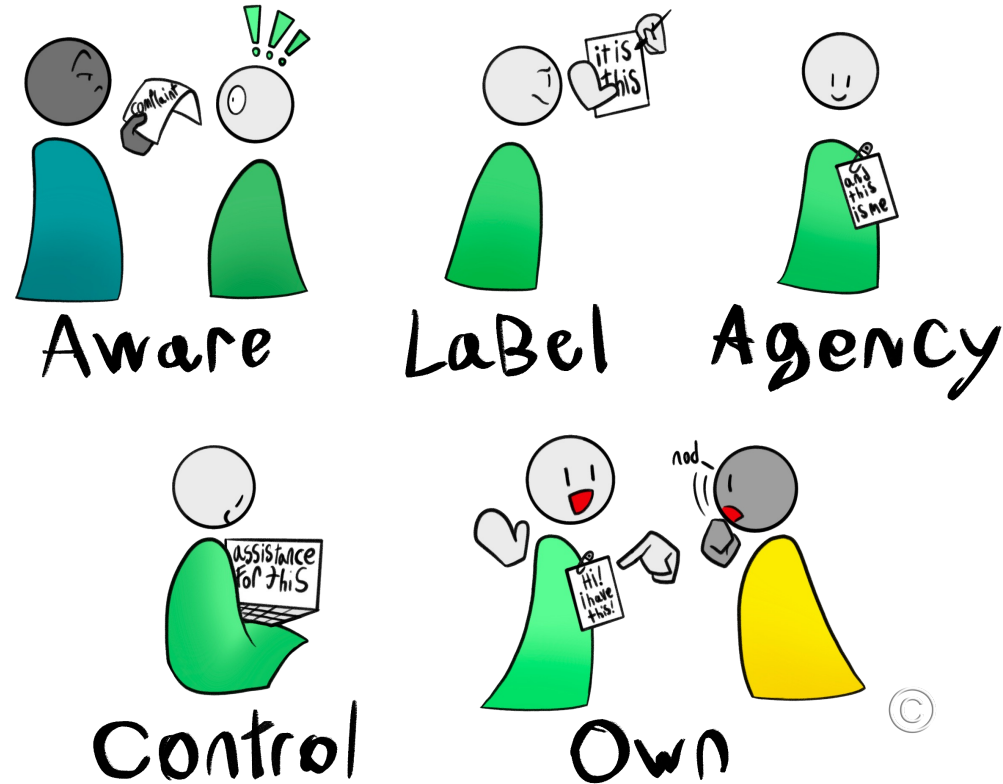
About Me



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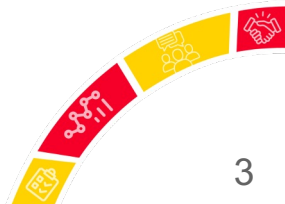


Foundation to discover your IT



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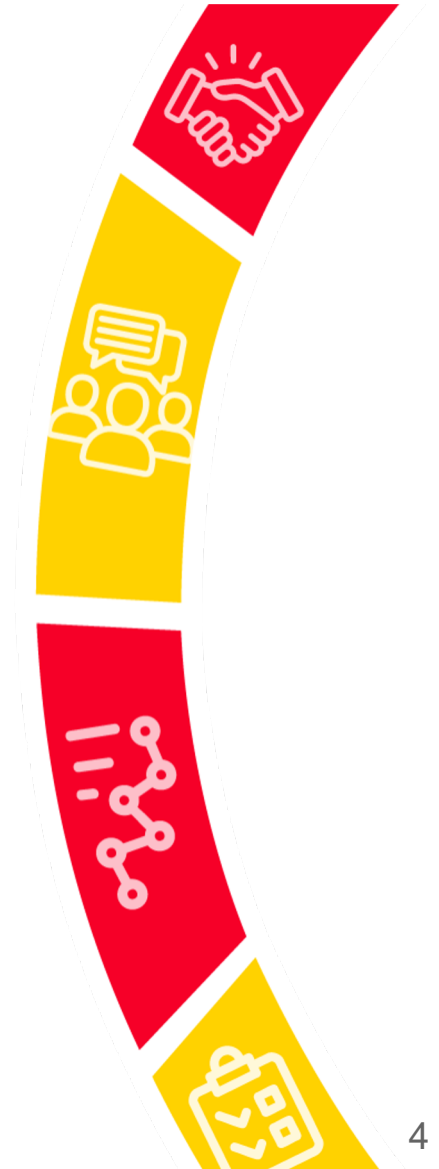




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Foundation for Today's Objectives



Aware

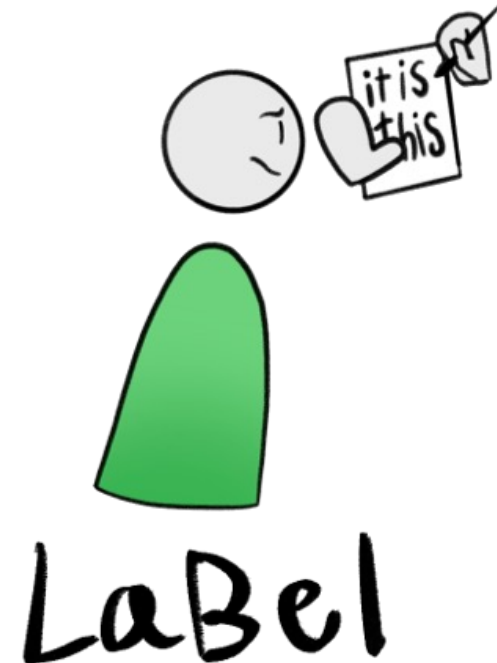
- Your current behaviors may be presenting as a polite representation of yourself instead of the *you* that is consistent with the self-portrait perceived by others.



Label



- Recognizing, hearing, and listening to what is sometimes called your inner dialogue or your thoughts, informs the feelings you are feeling
- Labeling those feelings helps identify your potential IT



Agency



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- When you are more confident that your IT is conquerable—in the manner that you define and desire—that is having agency over your IT.



Agency

Control

- When you are more confident that your IT is conquerable—in the manner that you define and desire—that is having agency over your IT.

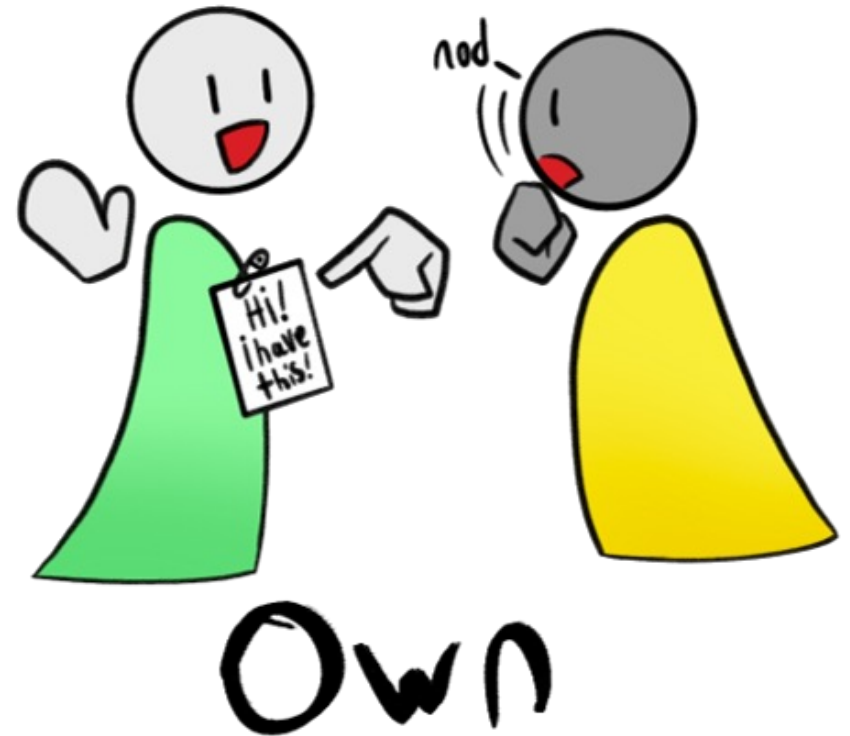


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Own

- When you engage with your inner voice, you no longer succumb to, deny, ignore, or complain
- You have the cognitive control to present yourself in an authentic way, conveying increased confidence, success, trust, and inspiration.



Objectives



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- Improve cognitive control during a conversation to maintain composure and say what you mean, in the moment.
- Apply emotional intelligence to increase team trust and stakeholder alignment.
- Use visual frameworks to reframe difficult conversations and lead with composure.

Improve cognitive control during a conversation to maintain composure and say what you mean, in the moment.



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- Keep it together to say what you mean, in the moment

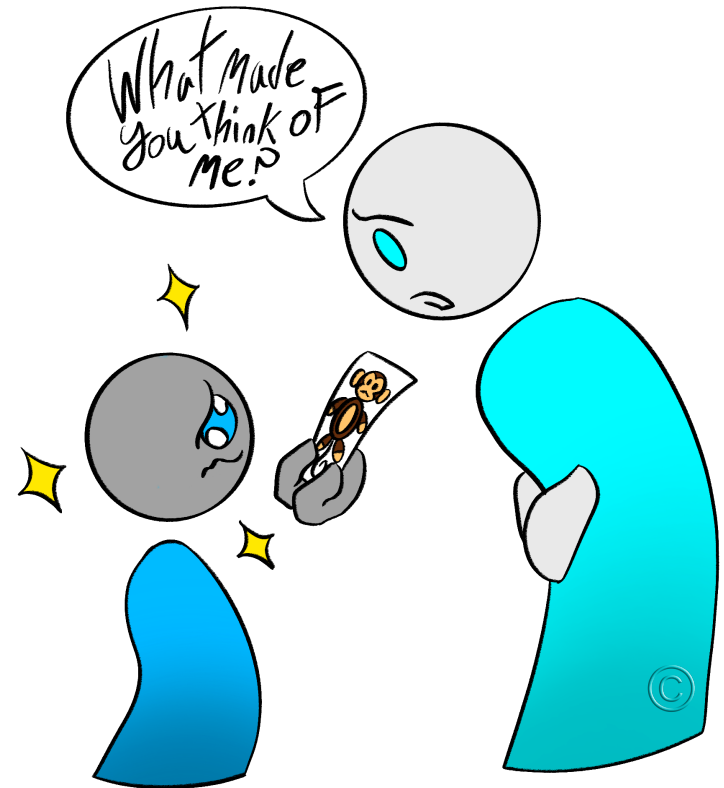


Apply emotional intelligence to increase team trust and stakeholder alignment.



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- Model it so others do it and your team is trusted and trusting

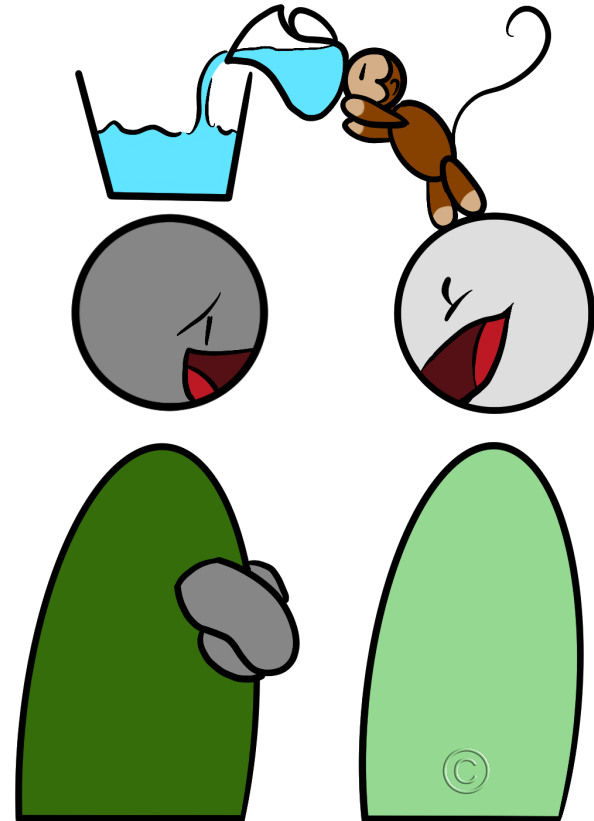


Use visual frameworks to reframe difficult conversations and lead with composure.



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- Use the illustrations to help you remember to use yourself and teach others

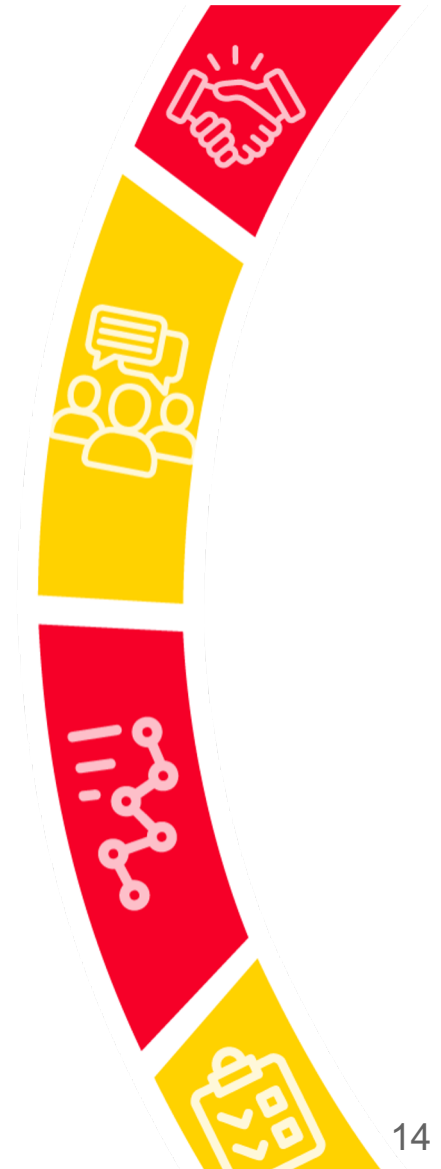




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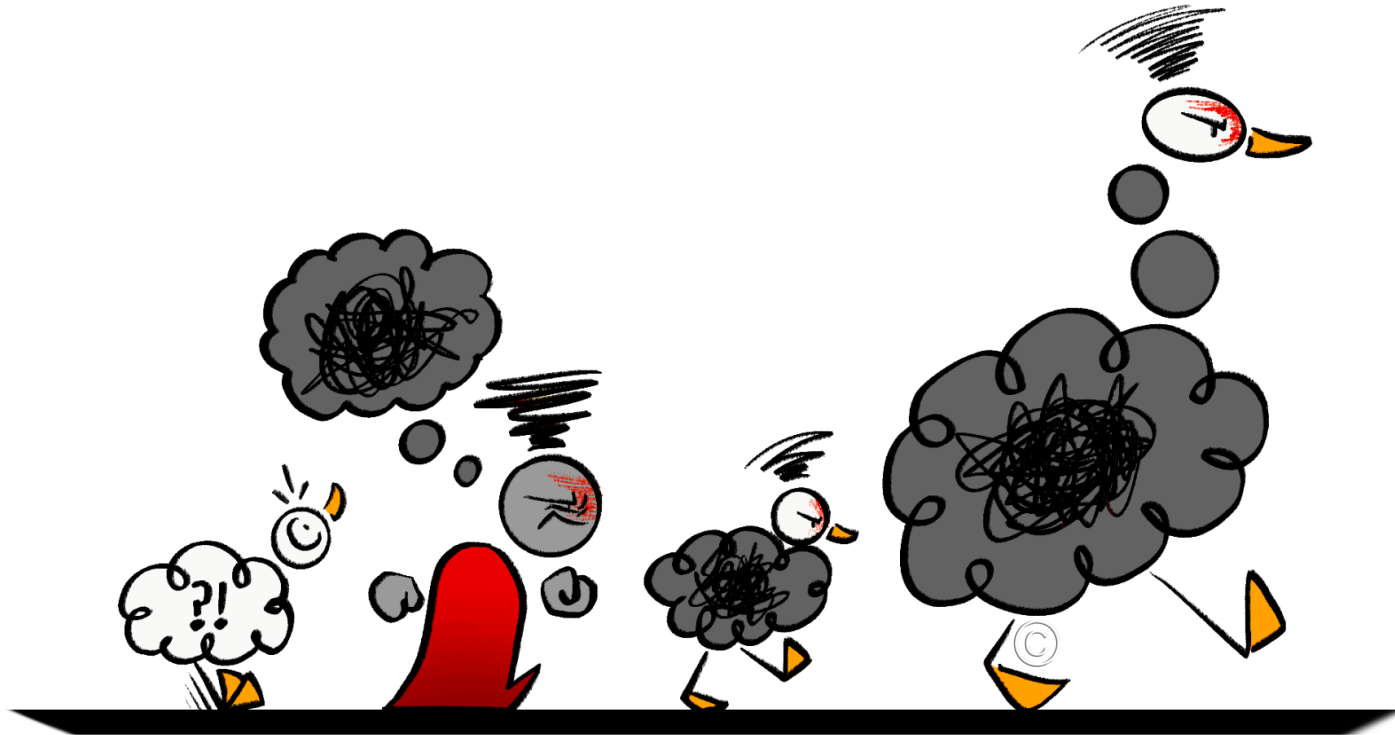
Foundational Concept



Behavior Follows Thought



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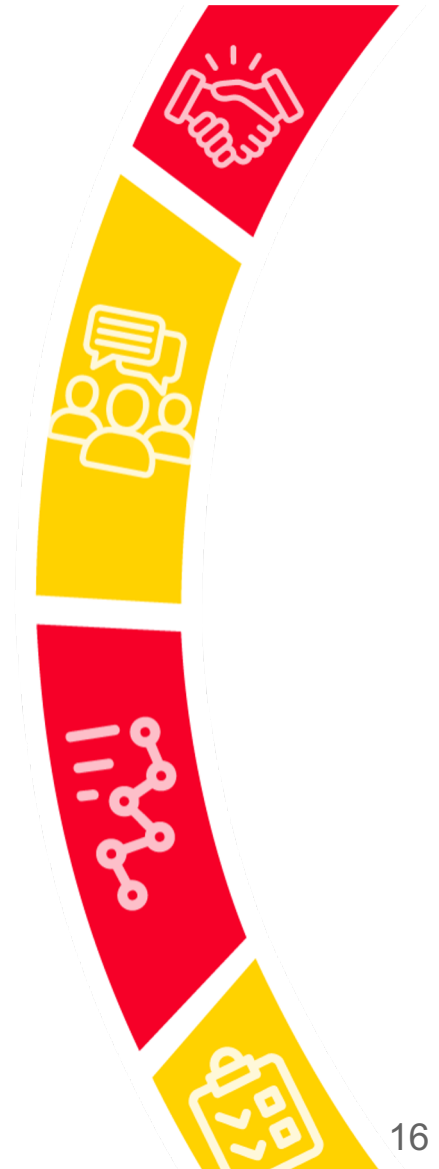




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The First Tool



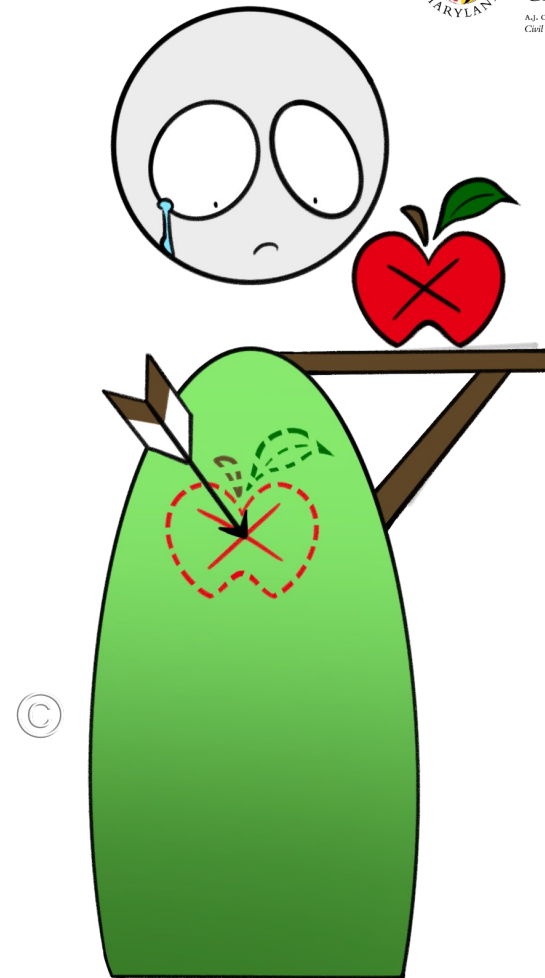
Over the Shoulder

Three steps to conduct a flawless Over the Shoulder:

1. Feel the sensations of when a comment is heading to the heart
2. Choose, based on your values, where the message deserves to go
3. Language choice will be broadened based on your decision



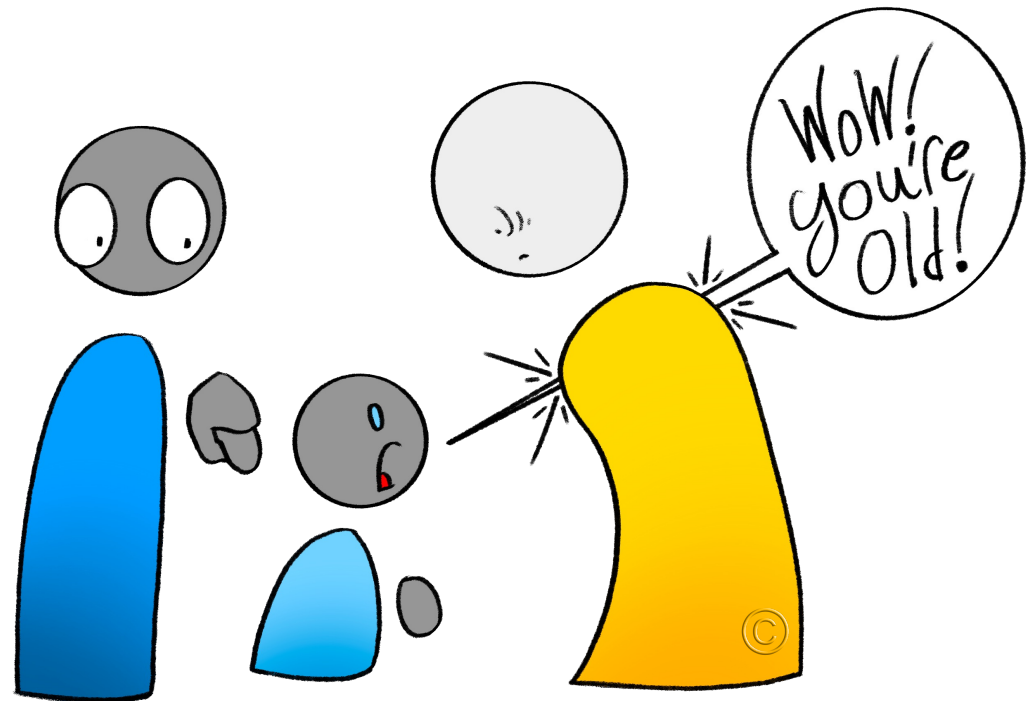
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Unscheduled instigation



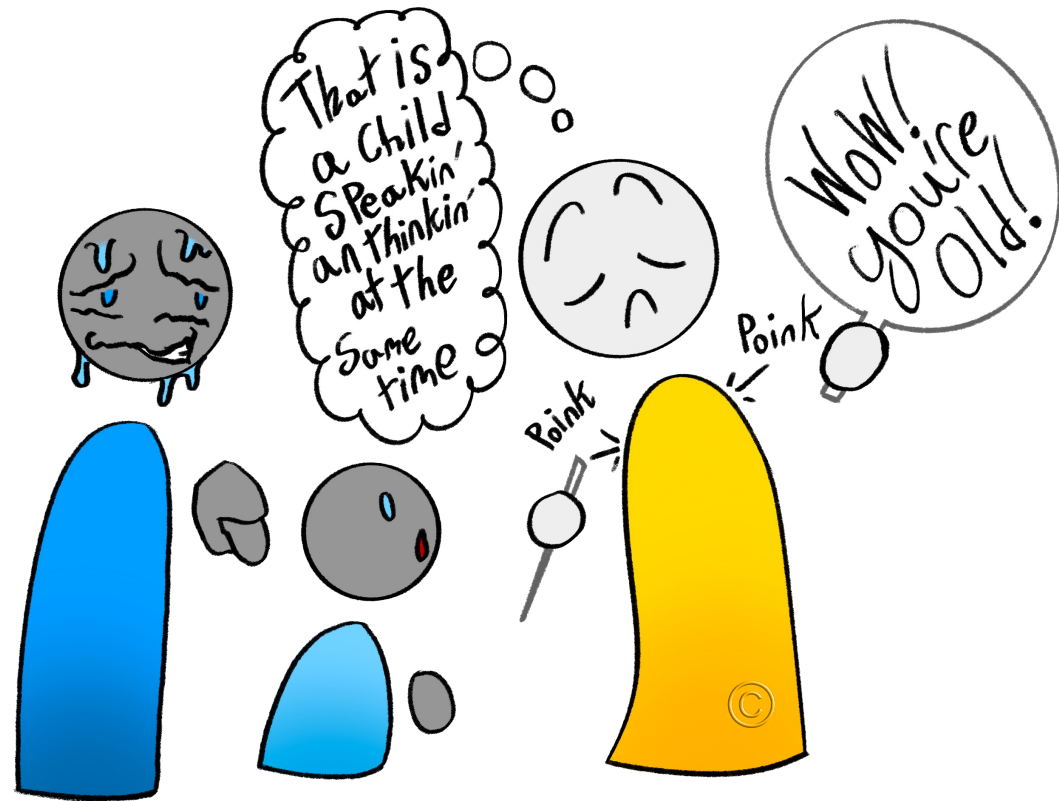
- A message can come out of nowhere and with no intervention, automatically goes through the heart



Over the Shoulder



- When the message is selected to go Over the Shoulder informs the vocabulary you will choose.
- The tool gives you cognitive control

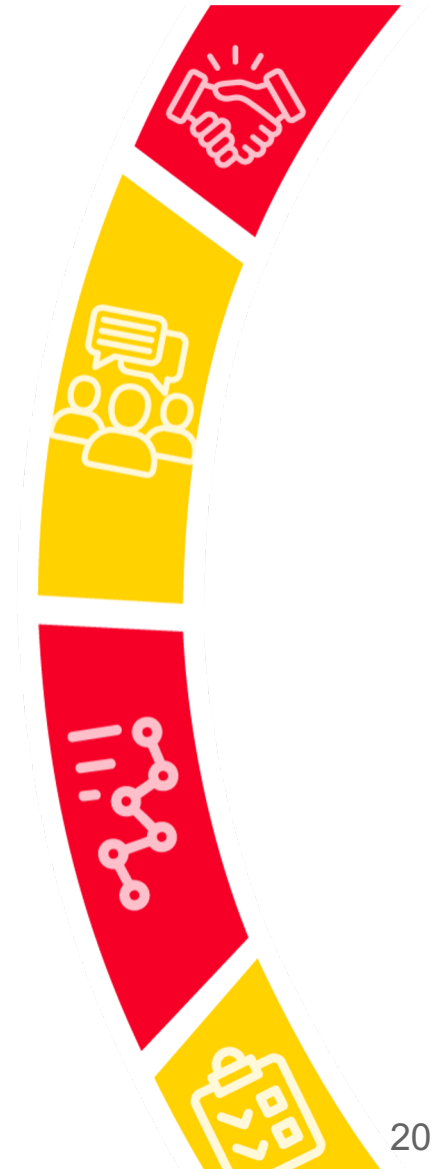




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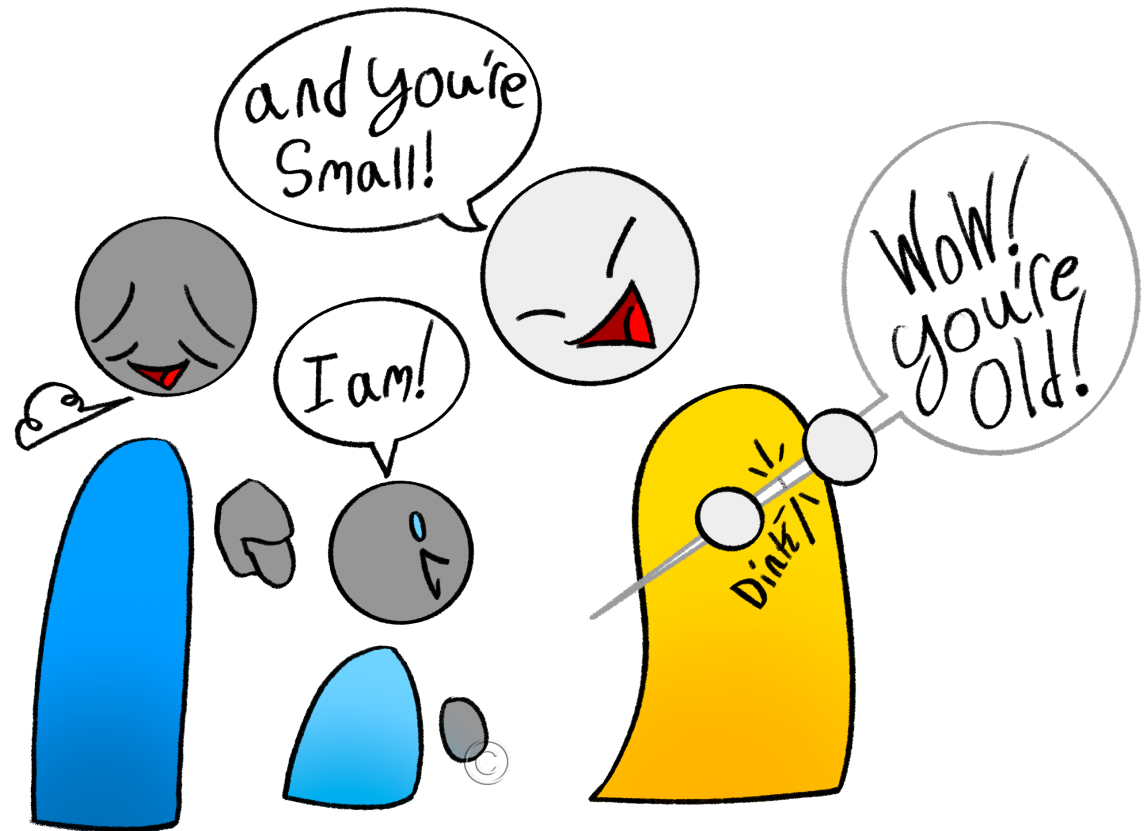
...and then...



Behavior Follows Thought



- After using Over the Shoulder, you have poised access to choose your next comments based on the goal you want to achieve during the conversation

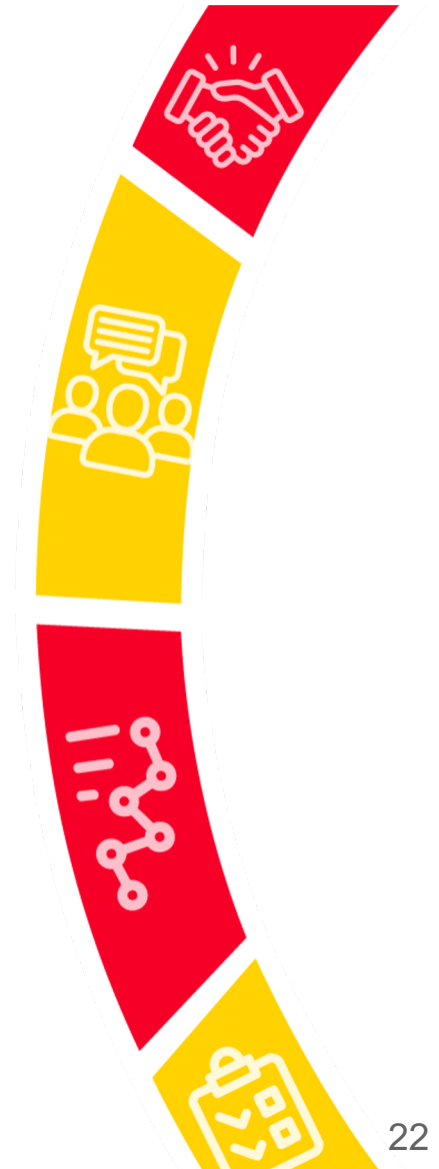




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Are there any conversations or situations you need to attend to where this tool could assist you in maintaining cognitive control?

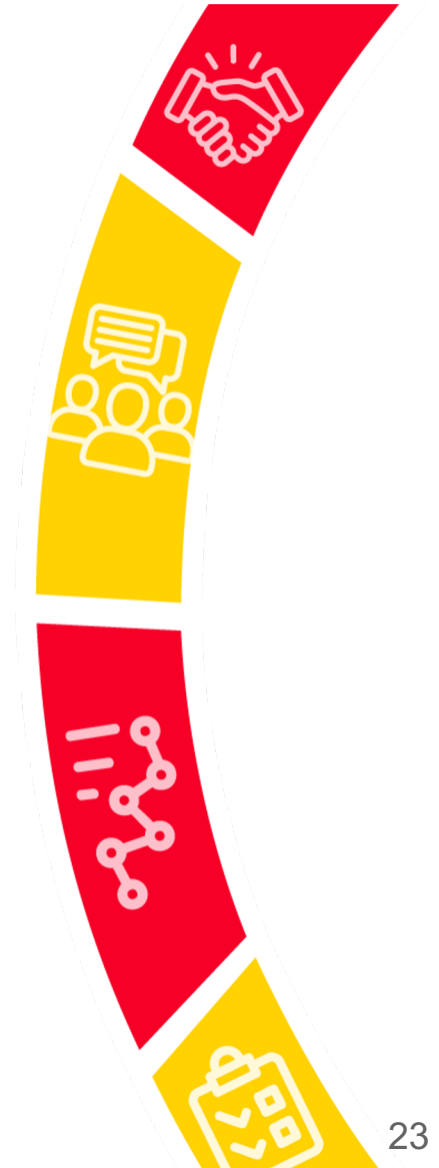




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The Second Tool





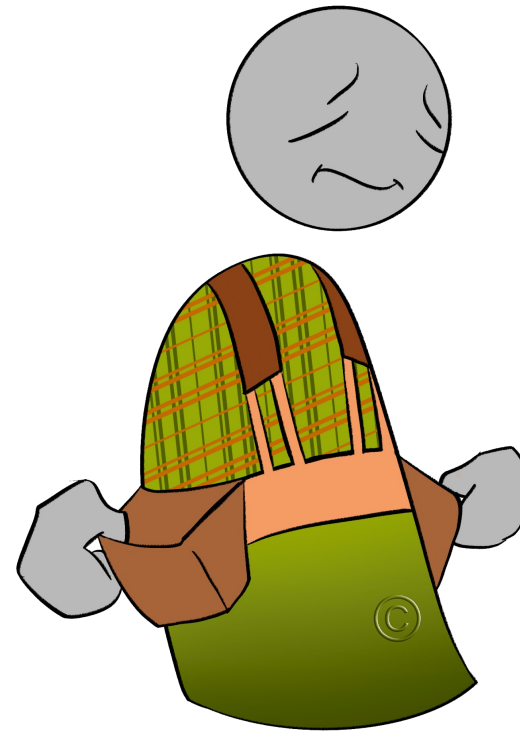
Caring

- What are some things, people, sports, etc. you care about?
- ...or, you can tell other people care about?
- How do you know?



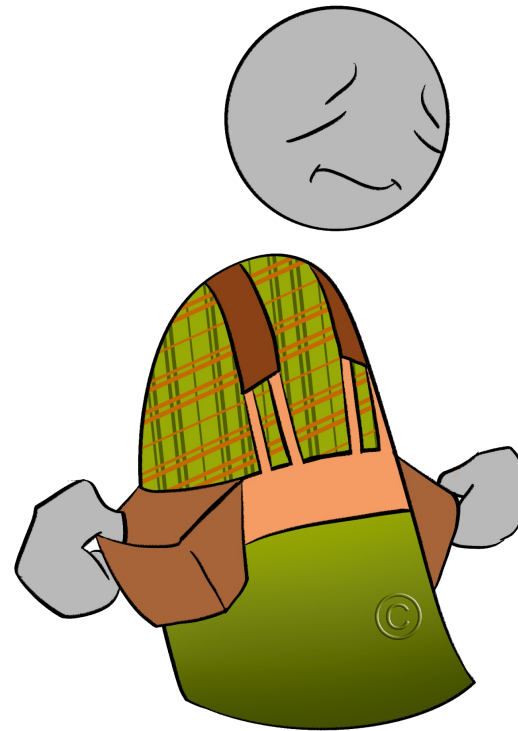
Caring

- What are some things, people, sports, etc. you don't care about?

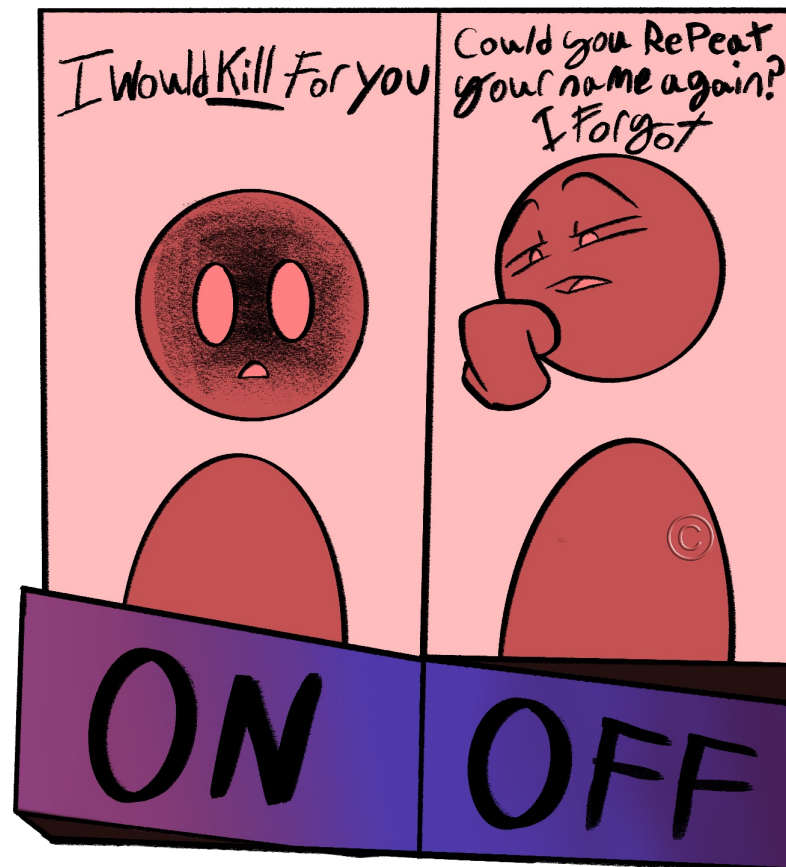


Caring

- What are some things, people, sports, etc. you don't care about?
- How do you know?



Caring as a Switch



Caring as a Switch

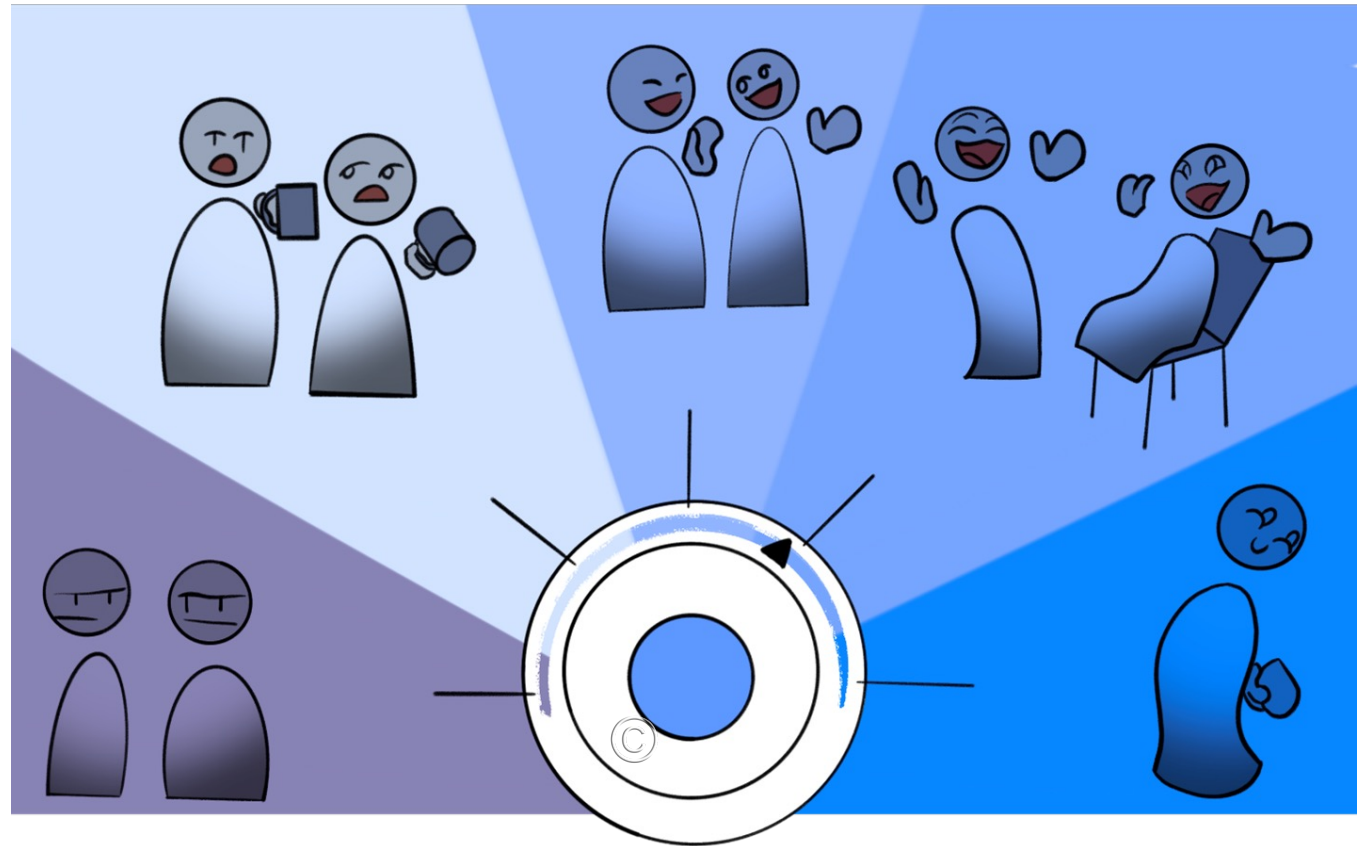
- What if you could shift your concept of caring from a switch...



Caring as a Dial



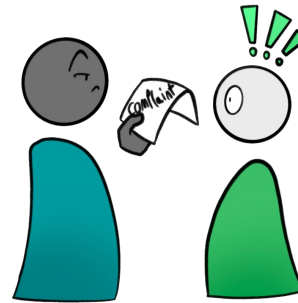
- ...to a dial?



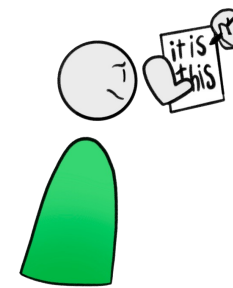
Where do these new tools fit into the framework?



- ...for you?



Aware



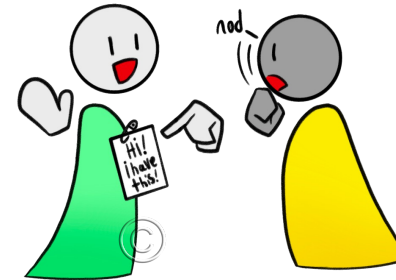
Label



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Control



Own



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Questions & Evaluation

Evaluate Session:



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