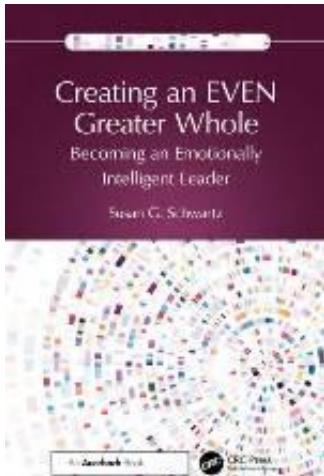


PM WORLD BOOK REVIEW ¹



Book Title: ***Creating an EVEN Greater Whole: Becoming an Emotionally Intelligent Leader***

Author: **Susan G. Schwartz**

Publisher: CRC Press

List Price: \$40.99 Format: Softcover, 224 pages

Publication Date: 2025

ISBN: 978-1-032-85970-5

Reviewer: **John Boyd Campbell, Jr. PMI-PMP**

Review Date: December 2025

Introduction

I have over fifty (50) years of Project Management experience building and renovating hospitals and medical facilities, hotels and resorts throughout the world I became a PMP in 2007. I was first introduced to Emotional Intelligence (EI) by Gary Rechtfertig of Doulos Training approximately fourteen years ago, at a PMP Fort Worth Chapter event. Since then, I have attended one EI presentation and two EI classes. I have read the following books: “Emotional Intelligence for Project Managers”, “EQ is for Everyone”, the “Emotional Intelligence Activity” book, “Emotional Intelligence in Christ” and now “Creating an EVEN Greater Whole”. In a follow-up dinner of all Doulos’s students over a years’ time I was recognized for having a direct impact on two students’ personal lives in my initial class, I considered that to be a great personal success. As a result of that recognition, I was requested to teach several EI classes and became very familiar with the benefits of EI integration into a project team. Today I am a substitute teacher, and I use these skills with my students every day that I am on a campus. I was recognized as Substitute Teacher of the Year in 2023 and have been nominated for that position again.

Overview of Book’s Structure

The book is laid out in a three-phase initial format and includes overall personal development, with a great deal of information on the development of someone with the technical skills of Project Management and with the leadership desire yet needing to integrate EI into their personal/professional development. The book Emotional

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Intelligence for Project Managers begins with people in current leadership roles and creating an awareness of how needing to ADD EI into their current process which may require restructuring of their current methodologies.

EI is clearly relevant in Project Management roles. There are many published articles that show that you can gain PM skills; however, providing effective leadership while incorporating EI will produce a more productive and quality team who is willing to go the extra mile to create a successful project result. The development of PMP professionals needs EI integration at a strong level. This book provides the first understanding of the PMP's need to understand the core strengths of EI, with a suggested path of the initial development of these skills into the development of a PMI professional, especially those that are seeking a leadership role.

Highlights

I strongly believe the elements of this book that are most important are those that New Leaders gathering skills may learn to expand their capabilities. We learn why EI is essential to leadership and is not just a skill for daily living; however, a core skill necessary for leadership competency. The book provides the necessary tools to develop confidence in the use of EI and is set in the current language to understand and develop a greater understanding of the emotional impacts and resultant behaviors. The New Leaders focus on self-awareness, Emotional controls during pressure, empathy in leadership and trust and emotional safety will create teams willing to do what ever it takes to produce a quality product,

Leadership Fundamentals

- Why Leadership Matters
- Emotional Intelligence as a Critical Power for team leadership
- Power of Collaboration and Conversation in team development
- Workplace Inclusion, providing the beliefs that teams roles are important
- Positive Workplace Culture
- A team's belief that their contributions are essential in the project success

Highlights: What I liked!

What I found that most benefits me is a straightforward approach. Not just focusing on mystical EI concepts, the book provides tools, questions and examples and practices that readers can use to improve their personal self-awareness of the subject. Readers can see methods and examples to improve Communication, Collaboration, Conflict Management and Inclusion. These tools make EI a much more useful tool for those in PMI Management roles, a critical part of leadership..

The primary benefit is for those individuals that have strong technical backgrounds and are looking to advance into management roles. With that transition to leading

teams there is a far-reaching need to become EI aware. Proper use of EI will create stronger teams with a greater bond between Management and Technical Resources.

Who might receive help from the Book

1. Current and Aspiring Leaders

- Managers with the desire to deepen their leadership skills beyond traditional processes
- Those evolving from individual contributor roles into leadership roles, where emotional intelligence is key process for success

2. Team Leaders and Supervisors

- Anyone responsible for directing, motivating, and aligning teams.
- Professionals who want to build collaborative and inclusive team cultures.

3. Professionals Focused on Emotional Intelligence

- People who wish to apply EI concepts in everyday workplace scenarios.
- Individuals who want to improve communication, conflict navigation, and empathy at work.

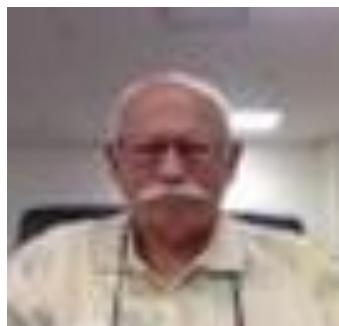
4. PMI, leaders and managers

Conclusion

Emotional intelligence (EI) has the capacity to recognize, understand, and manage one's own emotions while also being able to perceive, interpret, and respond effectively to the emotions of others, recognizing their actions, facial expressions, tones of their voice. Information on emotional intelligence is valuable because it offers a way for understanding human behavior beyond technical skill or intellectual ability. By learning how emotions influence thoughts, decisions, and actions, individuals gain an understanding into why people react as they do in various situations. This awareness forms the foundation for healthier relationships, clearer communication, and more thoughtful decision-making. EI is a clear necessity for project leaders to understand and use to deliver project scope, on time and budget. I cannot elaborate on just how critical I feel this is.

For more about this book, go to: <https://www.routledge.com/Creating-an-EVEN-Greater-Whole-Becoming-an-Emotionally-Intelligent-Leader/Schwartz/p/book/9781032859705>

About the Reviewer



John Boyd Campbell, Jr.

Texas, USA



John Boyd Campbell, Jr. a Project Management Professional (PMP) with over 50 years of experience, specializing in ground-up and renovation for hospitality and healthcare sectors. The largest project budget he has worked on is \$250,000,000. He has a strong track record of delivering complex projects on time and within budget, with deep expertise in scope, schedule and budget management, risk assessment, quality control and Lean project execution. He is Certified Lean - Six Sigma by Southern Methodist University (SMU).

John has led cross-functional teams, implementing process improvements, and navigating regulatory environments, including seismic and hurricane-regulated facilities. He is results driven, goal oriented, and recognized for cultivating high performance teams and driving continuous improvement.

In addition to the project work, he is active in the professional community teaching Project Risk and Scheduling Management and Emotional Intelligence to (PMP's) for their continued education/certification requirements.

As a result of the passing of his wife, Dianne, he has served as a substitute teacher, supporting middle- and secondary-level students. This work reflects his commitment to education, adaptability, and clear communication—skills that complement his professional leadership background. His classroom experience reinforces his ability to explain complex concepts, manage diverse groups, and keep calm, structured environments.

He also serves as a Fellow Episcopal Verger, a liturgical ministry role dedicated to supporting clergy, preparing worship spaces, and ensuring the orderly flow and reverence of services. This ministry highlights his values-based leadership, attention to detail, service mindset, and ability to work collaboratively within faith-based and volunteer organizations. Together, his professional, educational, and ministry experiences reflect a leader grounded in service, discipline, emotional intelligence, and lifelong learning. Several examples include his continued recertification as a PMP, typically exceeding the required 60 PDU's, and in his school district exceeding the required twelve hours (trade credits) per year, typically exceeding forty.

Editor's note: This book review was the result of a partnership between the PM World Journal and the [PMI Dallas Chapter](#). Authors and publishers provide the books to the PM World Journal's managing editor; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published.

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