Developing good project managers is a fundamental part of a successful project. The most important quality of a good software manager is interpersonal skills which is identifying the persona of peers and adapting to their emotional aura. In the opening case of chapter nine in the textbook the project manager Ben is introduced. Based on the text Ben seems rather arrogant and stern in his approach. This is called abuse of power and this approach in project management has it pros and cons. The benefit is that it is usually better at stopping negative behavior and that workers are less likely to disrespect the project manager. The disadvantage is that it can serve to **demotivate** workers that are a part of the project. Statistically speaking, projects in which project managers that take this approach are more likely to fail.

Further in the opening case we were introduced to Sarah who, in contract to Ben, gets along well with her peers. She received numerous promotions that quickly advancing her position in her company. Towards the end of the opening case Ben yells at Sarah and another worker and Sarah supposedly retaliates. This could be an indication that there is a flaw in Ben’s approach towards certain situations. It seems as if Ben is not conforming to Stephen Covey’s rule 6 that is “Seek first to understand, then to be understood”. This was later confirmed after reading through Chapter 9.