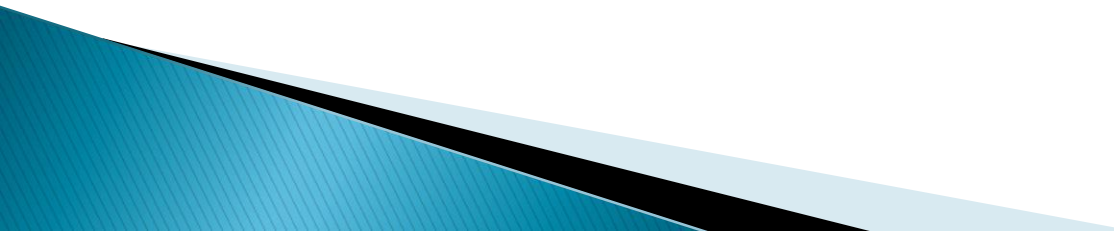# Project Leadership

Chapter 4

Leadership

"The ability to inspire confidence and support among the people who are needed to achieve organizational goals."
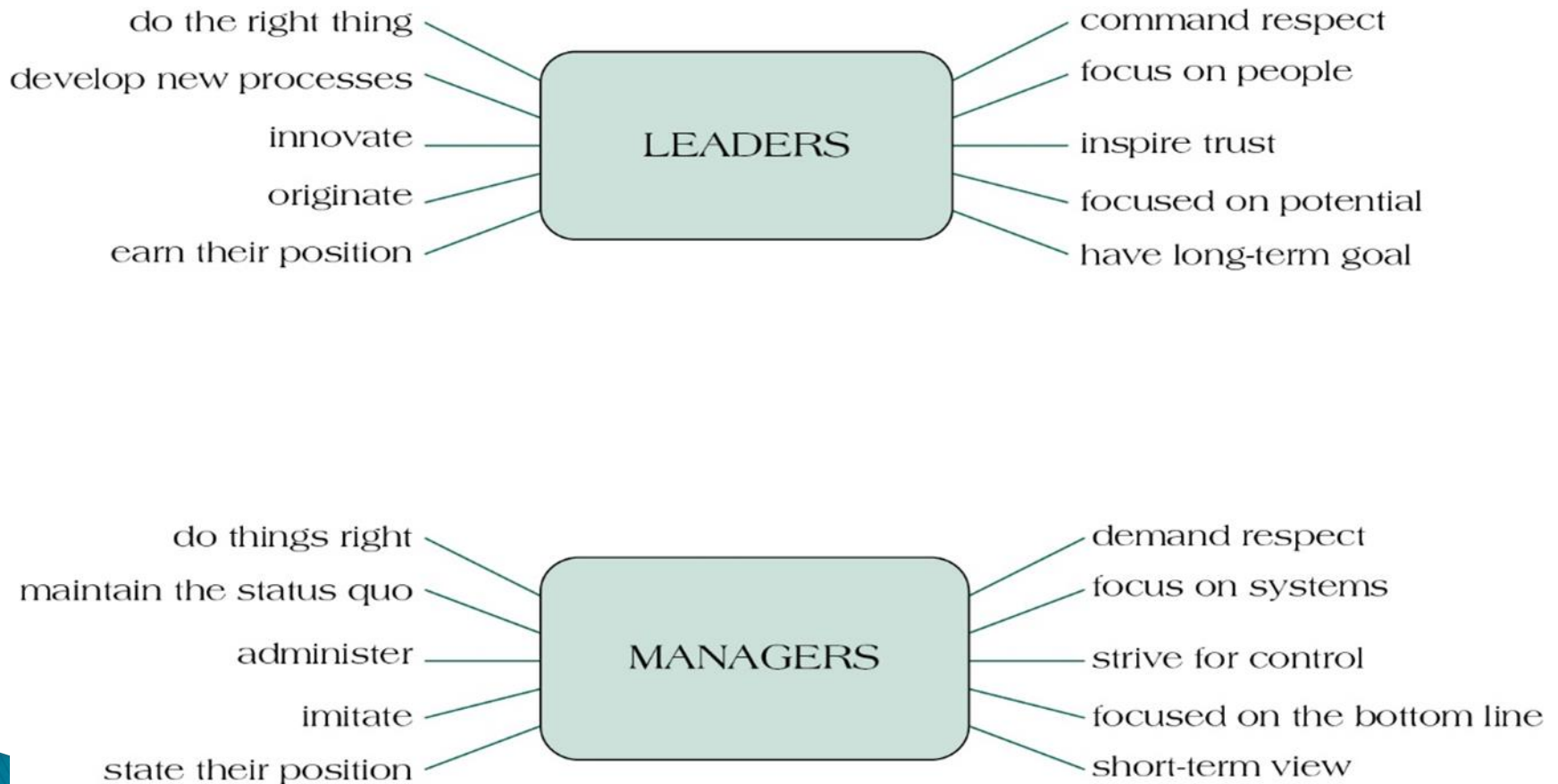
Project management is *leader intensive!*

Leaders versus managers

1. Exchange of purpose

2. A right to say no

3. Joint accountability

4. Absolute honesty

Differences Between Managers and Leaders

LEADERS

- do the right thing
- develop new processes
- innovate
- originate
- earn their position
- command respect
- focus on people
- inspire trust
- focused on potential
- have long-term goal

MANAGERS

- do things right
- maintain the status quo
- administer
- imitate
- state their position
- demand respect
- focus on systems
- strive for control
- focused on the bottom line
- short-term view

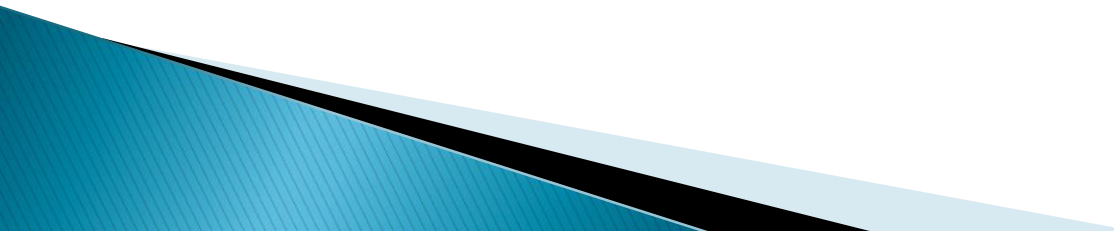# How the Project Manager Leads

Project managers function as mini-CEOs and manage both "hard" technical details and "soft" people issues.

Project managers:

➢ *acquire* project resources

➢ *motivate* and *build* teams

➢ have a *vision* and *fight fires*

➢ *communicate*

Acquiring Resources

Project are *under funded* for a variety of reasons:

- ❖ vague goals

- ❖ lack of top management support

- ❖ requirements understated

- ❖ insufficient funds

- ❖ distrust between managers

Purpose of Meetings

1. Define project and team players.
2. Provide an opportunity to revise, update, and add to knowledge base.
3. Assist team members in understanding role in project as part of whole and how to contribute to project success.
4. Help stakeholders increase commitment to project.
5. Provide a collective opportunity to discuss project.
6. Provide visibility for project manager's role.

Communication

It is <u>critical</u> for a project manager to maintain strong contact with all stakeholders.

Project meetings feature *task-oriented* and *group maintenance* behaviors.

Task-Oriented Behavior	Specific Outcome
1. Structuring process	Guide and sequence discussion
2. Stimulating communication	Increase information exchange
3. Clarifying communication	Increase comprehension
4. Summarizing	Check on understanding and assess progress
5. Testing consensus	Check on agreement

Communication

Group Maintenance Behavior	Specific Outcome
1. Gatekeeping	Increase and equalize participation
2. Harmonizing	Reduce tension and hostility
3. Supporting	Prevent withdrawal, encourage exchange
4. Setting standards	Regulate behavior
5. Analyzing process	Discover and resolve process problems

Characteristics of an effective project manager

1. Leads by example
2. Visionary
3. Technically competent
4. Decisive
5. A good communicator
6. A good motivator
7. Stands up to top management when necessary
8. Supports team members
9. Encourages new ideas

Characteristics of project managers who are not leaders

- Sets bad example
- Not self-assured
- Lacks technical expertise
- Poor communicator
- Poor motivator

- Lack of top management support
- Resistance to change
- Inconsistent reward system
- A reactive organization rather than a proactive, planning one
- Lack of resources

- Personal Flaw

- Organizational Factors

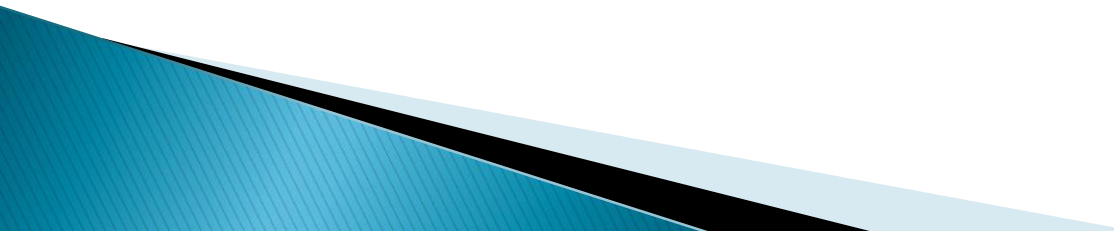# Leadership & Emotional Intelligence

Emotional intelligence refers to leaders' ability to understand that effective leadership is part of the emotional and relational transaction between subordinates and themselves.

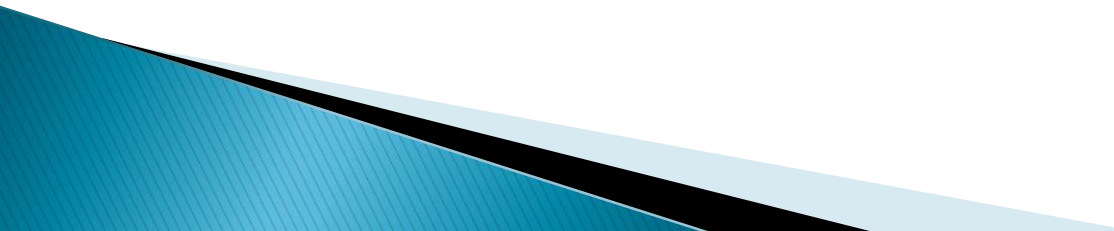Five elements characterize emotional intelligence:
- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social skills

Traits of Effective Project Leaders

One study on effective project leadership revealed these common characteristics:

- ❖ Credibility

- ❖ Creative problem-solver

- ❖ Tolerance for ambiguity

- ❖ Flexible management style

- ❖ Effective communication skills

Essential project management abilities

1. Organizing under conflict
2. Experience
3. Decision making
4. Productive creativity
5. Organizing with cooperation
6. Cooperative leadership
7. Integrative thinking

What are Project Champions?

Champions are "fanatics" in the single-minded pursuit of their pet ideas.

Champions can be:
- creative originator
- entrepreneur
- "godfather" or sponsor
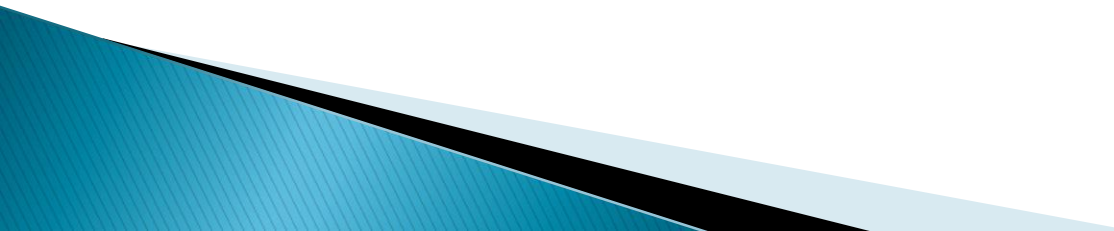- project manager

Champion Roles

Traditional Duties

- *technical understanding*
- *leadership*
- *coordination & control*
- *obtaining resources*
- *administrative*

Nontraditional Duties

- *cheerleader*
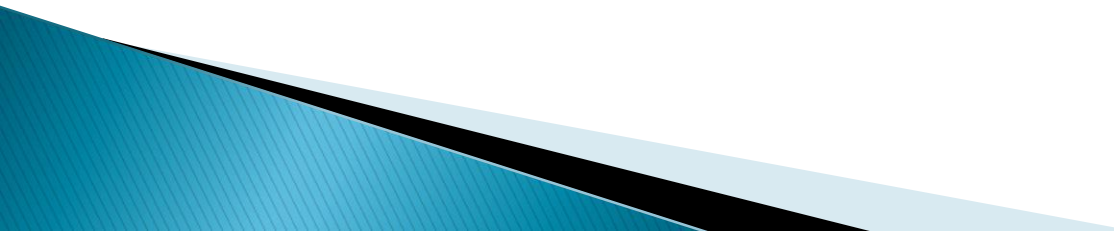- *visionary*
- *politician*
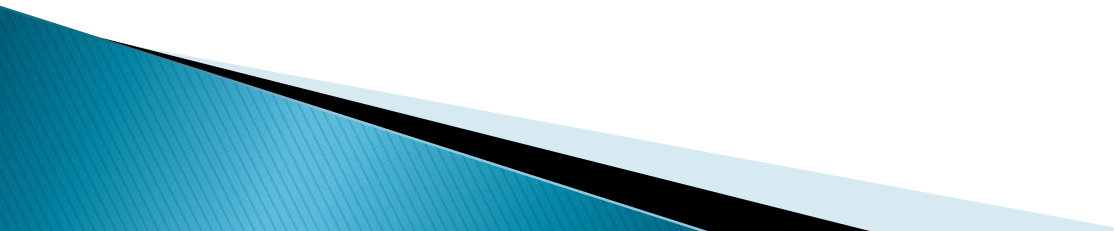- *risk taker*
- *ambassador*

Creating Project Champions

- ✓ Identify and encourage their emergence.

- ✓ Encourage and reward risk takers.

- ✓ Remember the emotional connection.

- ✓ Free champions from traditional project management duties.
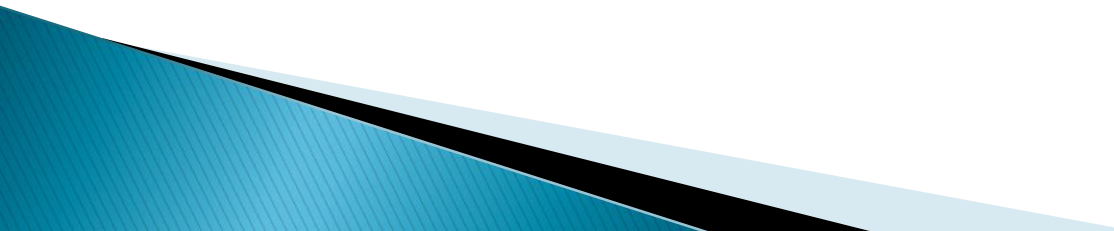
New Project Leadership

Four competencies determine a project leader's success:

1. Understand and practice the power of *appreciation*.
2. Remind people what's *important*.
3. Generate and sustain *trust*.
4. *Align* with the leader.

Right management choices in international setting

1. Develop a detailed understanding of the environment.
2. Do not stereotype.
3. Be genuinely interested in cultural differences.
4. Do not assume there is one way (yours) to communicate.
5. Listen actively and empathetically.

Project Management Professionalism

✓ *Project work* is becoming the *standard* for many organizations.

✓ There is a critical need to *upgrade the skills* of current project workers.

✓ Project managers and support personnel need *dedicated career paths*.

Creating Project Managers

- *Match personalities* with project work.
- Formalize commitment to project work with *training programs*.
- Develop a unique *reward system*.
- Identify a distinct *career path*.