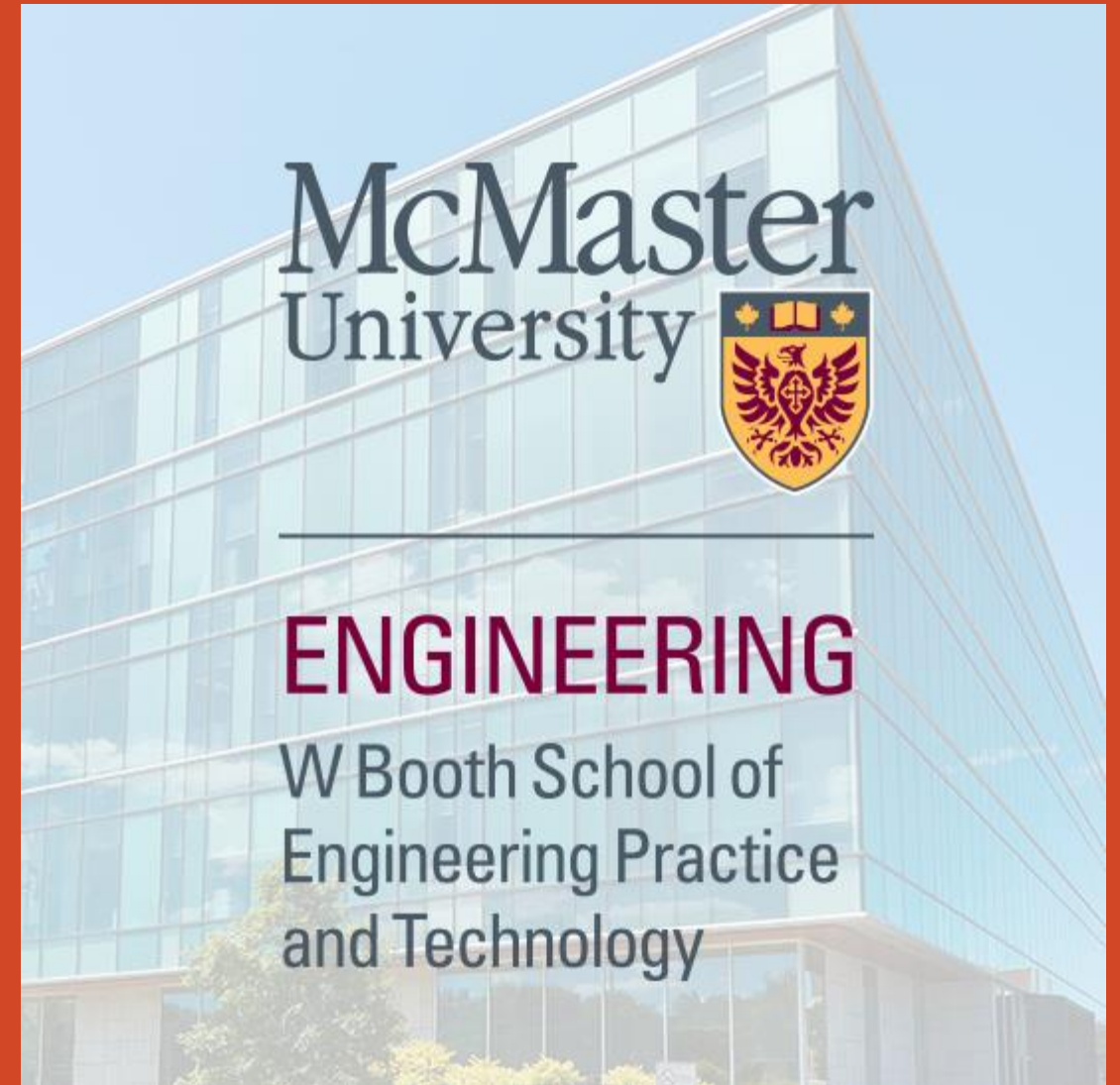


Practical Project Management for Today's Business Environment

Fall 2024

Week 6: Leadership and Communication

Dr. Mikhail Hanna, PhD, PMP, PMI-RMP



Learning Objectives

- Key points:
 - Learn theories of leadership and communication in project contexts.
 - Discuss techniques for conflict resolution and team dynamics.
 - Examine communication strategies with diverse stakeholder groups.
 - Understand cross-functional and cross-cultural leadership challenges.



Motivation Theories





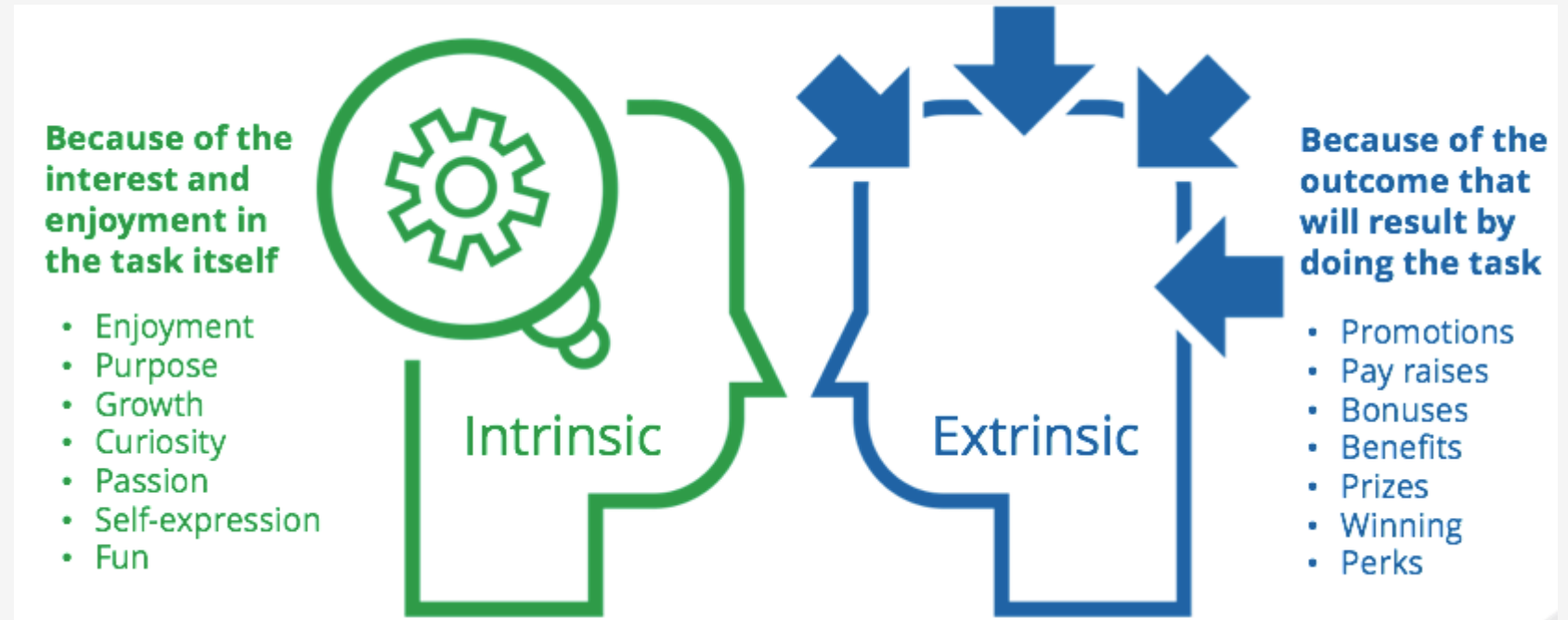
Basis of Motivation

Intrinsic motivation

causes people to participate in an activity for their own enjoyment

Extrinsic motivation

causes people to do something for a reward or to avoid a penalty

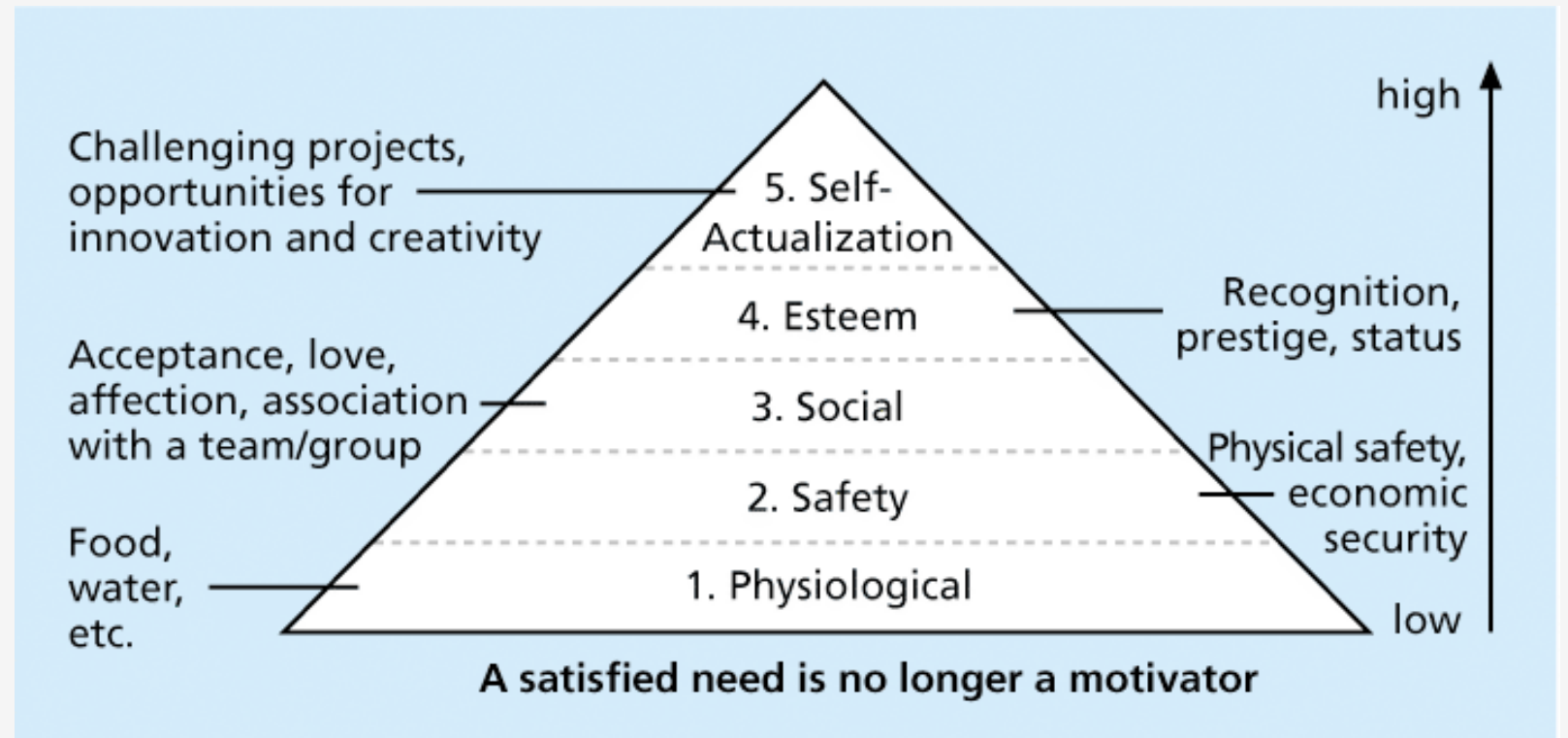




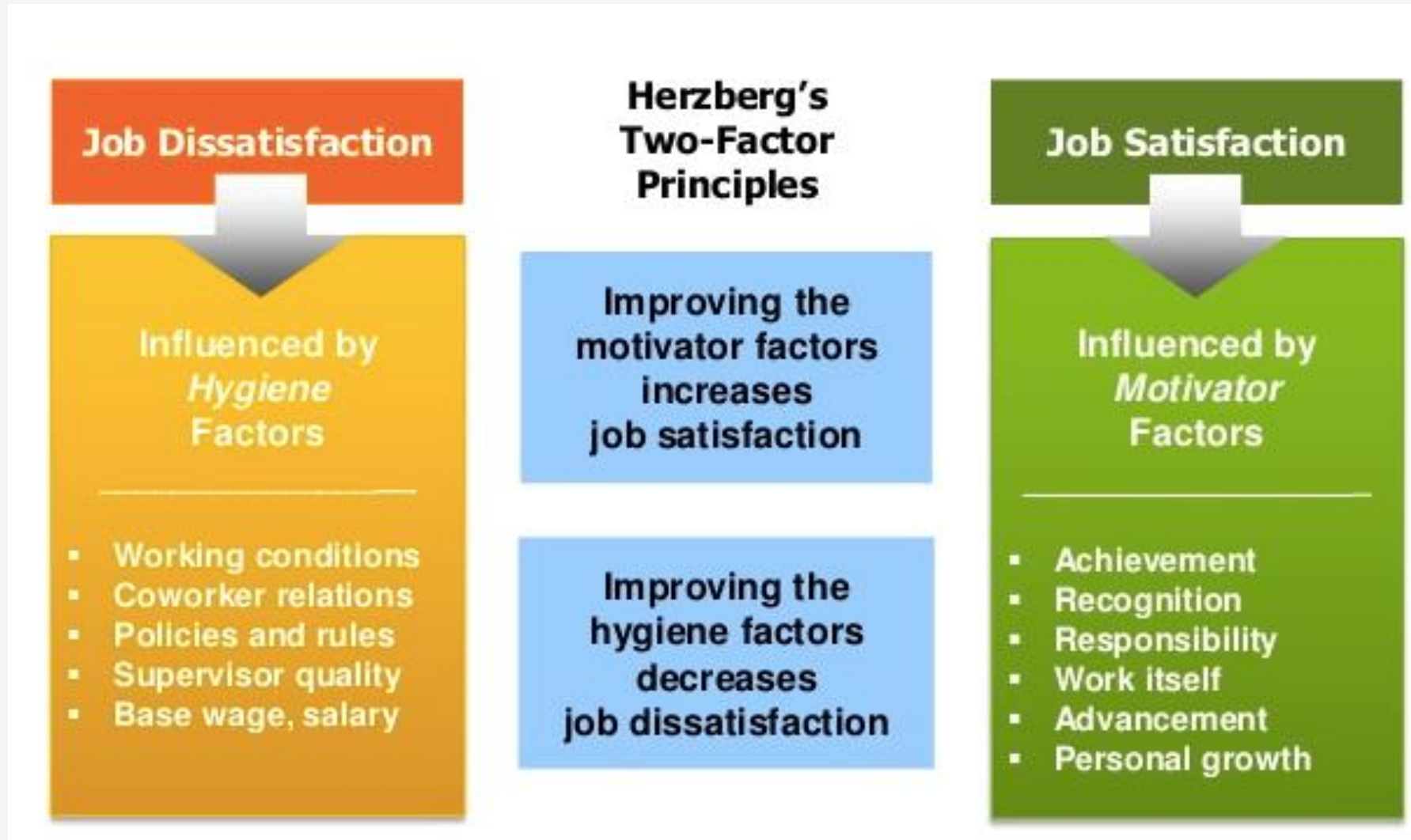
Maslow's Hierarchy of Needs

Abraham Maslow argued that humans possess unique qualities that enable them to make independent choices, thus giving them control of their destiny

Maslow developed a hierarchy of needs which states that people's behaviors are guided or motivated by a sequence of needs



Herzberg's Motivational and Hygiene Factors



Leadership and Power



Leadership Styles



Style	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
•The leader's modus operandi	•Demands immediate compliance	•Mobilizes people toward a vision	•Creates harmony and builds emotional bonds	•Forges consensus through participation	•Sets high standards for performance	•Develops people for the future
•The style in a phrase	•"Do what I tell you."	•"Come with me."	•"People come first."	•"What do you think"	•"Do as I do, now."	•"Try this."
•Underlying emotional intelligence competencies	•Drive to achieve, initiative, self-control	•Self confidence, empathy, change catalyst	•Empathy, building relationships, communication	•Collaboration, team-leadership, communication	•Conscientiousness, drive to achieve, initiative	•Developing others, empathy, self-awareness
•When the style works best	•In a crisis, to kick start a turnaround, or with problem employees	•When changes require a new vision, or when a clear direction is needed	•To heal rifts in a team or to motivate people during stressful circumstances	•To build buy-in or consensus or get input from valuable employees	•To get quick results from a highly motivated and competent team	•To help an employee improve performance or develop long-term strengths
•Overall impact on climate	•Negative	•Most strongly positive	•Positive	•Positives	•Negative	•Positive

Examples of Leadership Styles



Coercive Leadership:

- Example: Jack Welch, former CEO of General Electric, is known for his authoritative approach, particularly in restructuring the company and making tough decisions during difficult times. He emphasized results and efficiency, sometimes implementing strict measures to achieve goals.

Authoritative Leadership:

- Example: Oprah Winfrey exemplifies authoritative leadership through her ability to inspire and motivate others. She sets a clear vision and encourages her team to pursue it, often sharing her own experiences to connect and uplift those around her.

Affiliative Leadership:

- Example: Mother Teresa is an example of an affiliative leader, focusing on building strong emotional bonds and fostering harmony within her teams. Her empathetic approach and dedication to serving others created a supportive environment for her followers.

Examples of Leadership Styles



Democratic Leadership:

- Example: Howard Schultz, former CEO of Starbucks, is known for his democratic style. He often sought input from employees and valued their opinions, creating a culture of collaboration and shared decision-making within the company.

Pacesetter Leadership:

- Example: Elon Musk, CEO of Tesla and SpaceX, is a pacesetter leader who sets high performance standards and leads by example. His intense drive for innovation and excellence pushes his teams to meet ambitious goals, often resulting in rapid advancements in technology.

Coaching Leadership:

- Example: Bill Campbell, a well-known business coach and mentor, was renowned for his coaching style. He focused on developing individuals and teams, fostering personal growth, and creating a collaborative environment that encouraged open communication and learning.

Power



Positional power is the power you have by the position you hold.

- If you were to leave your role, anyone filling in after you will have the same positional power.
- A classic example of positional power is if you are “the boss” at work, and formally control your team.

Personal power is instead the power you carry by yourself. It is how people regard and respect you as an individual, what you know and what you can do.

- If you were to leave the organization and find another work, you will carry this power with you – or at least some of it.
- It does not have to do with the role in the organization, and since it is less formal you can start building personal power on your own, even today.

Positional Vs Personal Power



Positional Power

About your role



Legitimate Power

What is your role



Reward Power

Give rewards to people



Coercive Power

Give punishments to people



Resource Power

Control resources people want

Personal Power

About you as a person



Referent Power

What people associate you with



Expert Power

What you can do and teach to others



Information Power

What you know



Connection Power

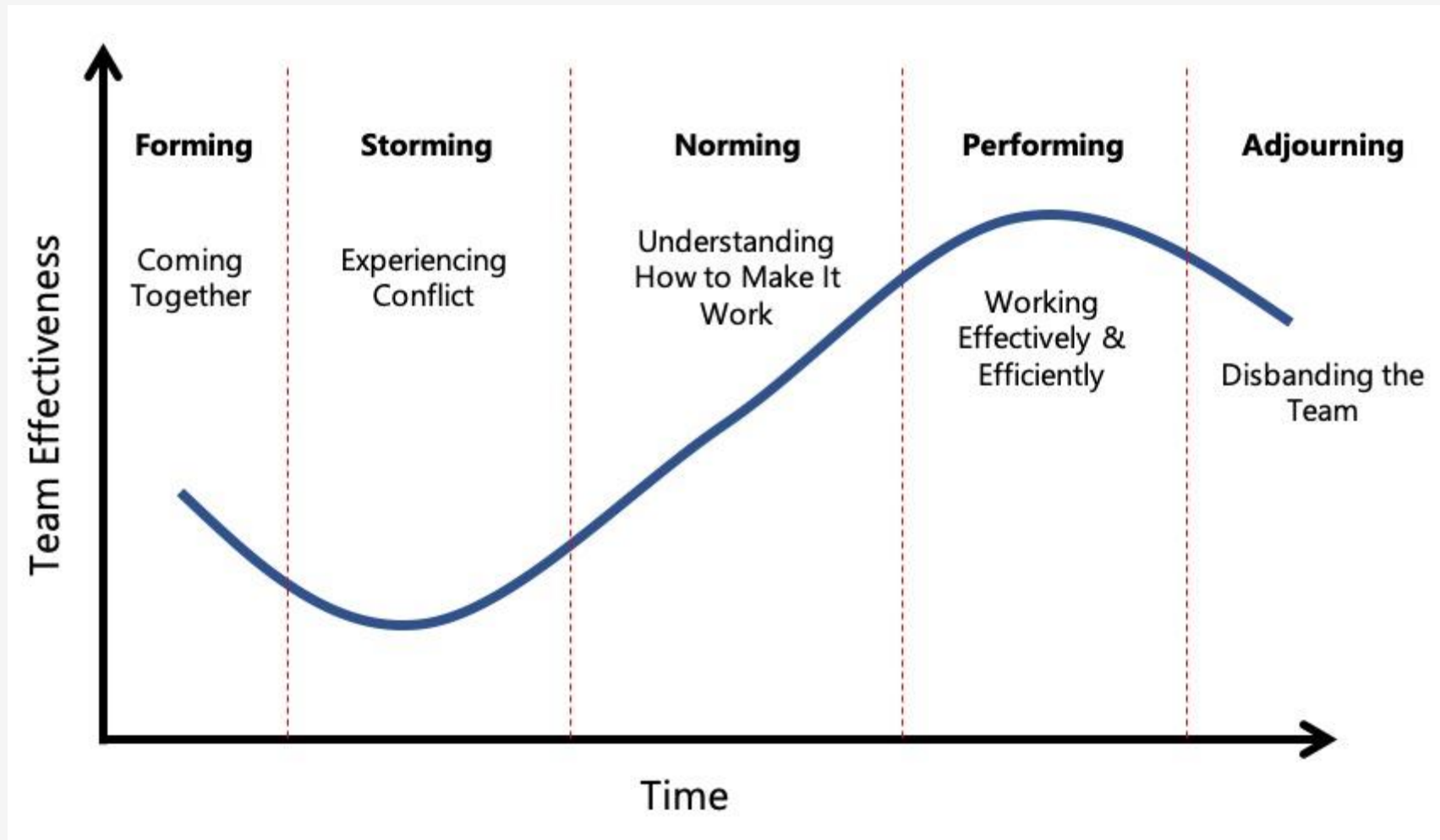
Who you know

A summary of the sources of power in Project Management.

Team Development and Conflict



The Tuckman Model



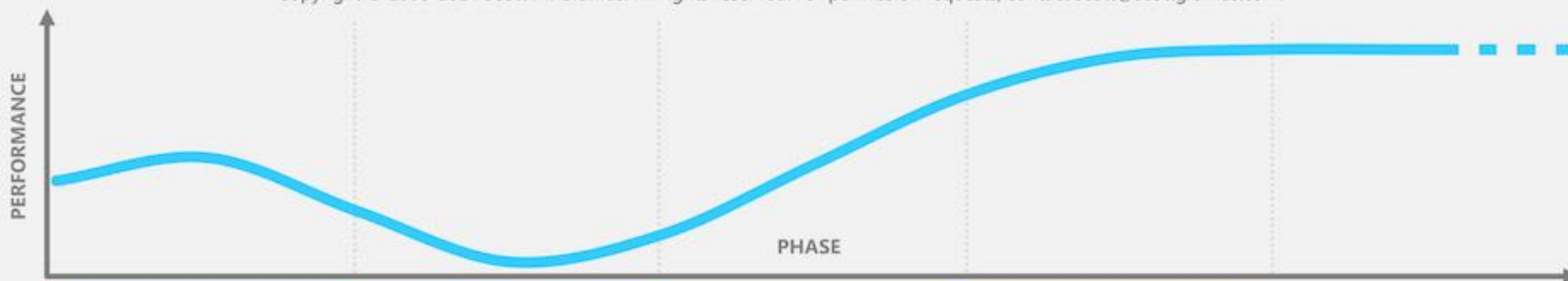


Phases of Team Development

Forming, Storming, Norming, Performing, and Adjourning — based on group development model by Bruce Tuckman

All phases are necessary and inevitable for a team to grow, tackle problems, find solutions, plan work, and deliver results.

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	FORMING	STORMING	NORMING	PERFORMING	ADJOURNING
CHARACTERISTICS	<ul style="list-style-type: none">• Displaying eagerness• Socializing• Generally polite tone• Sticking to safe topics• Unclear about how one fits in• Some anxiety & questioning	<ul style="list-style-type: none">• Some resistance• Lack of participation• Conflict based on differences of feelings & opinions• Competition• High emotions• Starting to move towards group norms	<ul style="list-style-type: none">• Purpose & goals are well-understood• More confident• Improved commitment• Members are engaged and supportive• Relief, lowered anxiety• Developing cohesion	<ul style="list-style-type: none">• High motivation, trust & empathy• Individuals defer to team needs• Effectively producing deliverables• Consistent performance• Demonstrations of interdependence & self-management	<ul style="list-style-type: none">• (Also referred to as the Transitioning or Mourning phase)• Shift to process orientation• Sadness• Recognition of team & individual efforts• Disbanding
STRATEGIES	<ul style="list-style-type: none">• Taking the 'lead'• Being highly visible• Facilitating introductions• Providing the 'big picture'• Establishing clear expectations• Communicating success criteria• Ensuring response times are quick	<ul style="list-style-type: none">• Requesting & encouraging feedback• Identifying issues & facilitating their resolution• Normalizing matters• Building trust by honoring commitments	<ul style="list-style-type: none">• Recognizing individual & team efforts• Providing learning opportunities & feedback• Monitoring the 'energy' of the team	<ul style="list-style-type: none">• 'Guiding from the side' (minimal intervention)• Celebrating successes• Encouraging collective decision-making & problem-solving	<ul style="list-style-type: none">• Recognizing change• Providing an opportunity for summative team evaluations ('lessons learned')• Providing an opportunity for individual acknowledgments• Celebrating the team's accomplishments (an 'after-party')



Leadership Interventions at various stages of Group Development

	Overview of Phase	Leadership Focus	Level of Direction	Persuasion Style	Summary of Team Dynamics	Key Intervention Measures (where appropriate)
Forming	Set group purpose and objectives	Icebreaking, defining roles and set direction	High, visible	Tell and push	Individualistic, leader provides links and support	<ul style="list-style-type: none"> ▪ Lay out group purpose and objectives, and set clear and high levels of expectations. ▪ Help individuals understand how they fit into the team.
Storming	Building team cohesiveness and resolving conflicts	People interactions and other team-building measures	High, visible	Sell and consult	Relationship-based, definition of boundaries within the team	<ul style="list-style-type: none"> ▪ Enter the conflict as early as possible to stand a better chance at influencing the conflict situation ▪ Focus group efforts toward building up trust and interaction. ▪ Identify the protagonists and meet them out of the group setting. ▪ Ensure differences of any sort are directed towards the idea and not the individual.
Norming	Facilitate team processes	Task interactions and facilitating partnerships	Moderate, light-touch	Listen and advise	Process-based, development of norms for behaviors and values	<ul style="list-style-type: none"> ▪ Focus on developing group processes and task interactions. ▪ Soften up on direct leading and allow team interaction to blossom.
Performing	The leader as the coach, fine-tune for high performance	Team self-development and cross-functional work groups	Low, light-touch and behind-the-scenes	Observe and support	Efficiency in team relationships, dynamic groups	<ul style="list-style-type: none"> ▪ Focus on team self-development and individual renewal. ▪ Develop the dynamic grouping of the team.
Informing	Knowledge-management and review of resources	Maintenance and fine-tuning, team review and consider new blood	Low, light-touch and behind-the-scenes	Observe and support	Efficiency in team relationships, dynamic groups	<ul style="list-style-type: none"> ▪ Realize the impending danger of team dysfunction. ▪ Keep reviewing the team set-up and consider adding new blood.
Conforming	Groupthink and loss of creativity	Encourage the active challenging of ideas and the status quo	Moderate, concerned but still behind-the-scenes	Tell, sell and consult	Appearance of stability, but team is losing energy and drive	<ul style="list-style-type: none"> ▪ Have outside voices with opinions different from that of the team. ▪ Rotate the leadership of meetings.
Deforming	Fracture of team and eventual disbandment	Critical review of ideas and processes, introduce new blood	High, visible	Tell and push	Chaotic, leader provides assertive direction and guidance	<ul style="list-style-type: none"> ▪ Review the team set-up and consider new blood. ▪ Have outside voices with opinions different than that of the team. ▪ Rotate the leadership of meetings.

Table 1 – Tabulated guide of team dynamics and key focus areas and intervention measures for different phases of team development (the Tuckman phases are adapted from ideas presented by Team Technology [7])

Conflict Management



Confrontation: Directly face a conflict using a problem-solving approach

Compromise: Use a give-and-take approach

Smoothing: De-emphasize areas of difference and emphasize areas of agreement

Forcing: The win-lose approach

Withdrawal: Retreat or withdraw from an actual or potential disagreement

Collaborating: Decision makers incorporate different viewpoints and insights to develop consensus and commitment

Relationship Importance	High	Smoothing/ Accommodating		Confrontation/ Problem-solving Collaborating
	Medium		Compromise	
	Low	Withdrawal/ Avoidance		Forcing
		Low	Medium	High
		Task Importance		



Scenario 1 — You get off on the wrong foot with a new coworker



You get off on the wrong foot with a new coworker.

They ask you for help responding to a customer inquiry, but you refuse to lend a hand because you are working on a tight deadline and don't want to waste time. There has been tension between you two ever since, and now you need their help on a project, but they're not being very responsive.

How do you recover?

Scenario 1: Solution



Proposed Solution

Go own it! Find an appropriate time to walk up to them and say, "I understand that we got off on the wrong foot. My apologies for that. What I'm trying to resolve is X. Can we have a conversation about that?"

Regardless of who the conflict is with - an employee, your boss, etc., they'll think more highly of you if you demonstrate self-awareness. The conversation may be awkward, but that's better than a tense relationship that could last years all because you got off on the wrong foot.

Key Focus: It's all about how you approach the situation.

Try to maintain respect in the conversation and understand that it does not mean that you're going to love each other at the end of it. At the end of the day you are trying to resolve something so that you can move forward and execute on whatever project or plan you need to deliver.

Scenario 2 — Someone sends you urgent requests after hours



You're frustrated because your colleague in France keeps messaging you at 5am (your time). They send you seemingly urgent requests when you're sleeping or just waking up, and you're sick of being bombarded with 11 requests before you've even sat down at your desk. You get the vibe they don't like you very much and you don't know how to approach them.



Scenario 2: Solution

Proposed Solution

Avoiding confrontation is making your situation worse, not better! Schedule a time to chat with them via phone or video call.

Bring the spirit of collaboration to the table!

Uncover the root of the problem by asking questions - "Is there any particular reason you send me requests before I'm up? Am I responding to you too late?"

Once you understand *why* they're doing it, you can help them articulate their needs. Maybe they send you 11 messages at 6am because that's right before their lunchtime, and they don't want to forget their questions when they go on break.

Now figure out a solution that works for both of you. Can they send themselves a reminder on Slack to ping you with their questions when you're at your desk? Can you just ignore their messages until you clock in now that you understand they're not time sensitive? Should you schedule a morning check in to go over these requests in real time rather than via message?

Key Focus: Have a candid conversation to ease any tensions long distance can bring.

Takeaways

- **Leadership is About Influence:** Effective project leaders inspire and motivate.
- **Communication Drives Success:** Clear, consistent communication aligns stakeholders and team members.
- **Conflict and Cultural Sensitivity:** Essential for managing cross-functional, cross-cultural teams.

