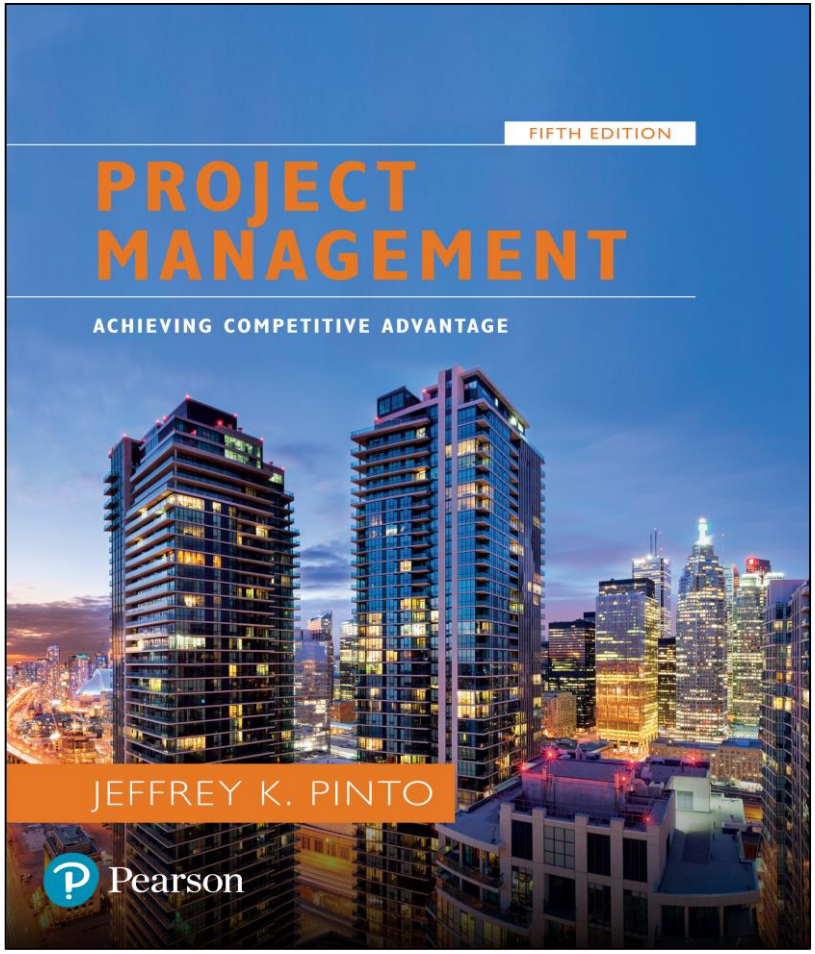
Project Management: Achieving Competitive Advantage

Fifth Edition



Chapter 4

Leadership and the Project Manager

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Learning Objectives (1 of 2)

4.1 Understand how project management is a “leader-intensive” profession.

4.2 Distinguish between the role of a manager and the characteristics of a leader.

4.3 Understand the key behaviors in which project leaders engage to support their projects.

4.4 Recognize traits that are strongly linked to effective project leadership.

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Leadership

“The ability to inspire confidence and support among the people who are needed to achieve organizational goals.”

Project management is **leader** intensive!

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Leaders And Partnership

1. Exchange of purpose
2. A right to say no
3. Joint accountability
4. Absolute honesty

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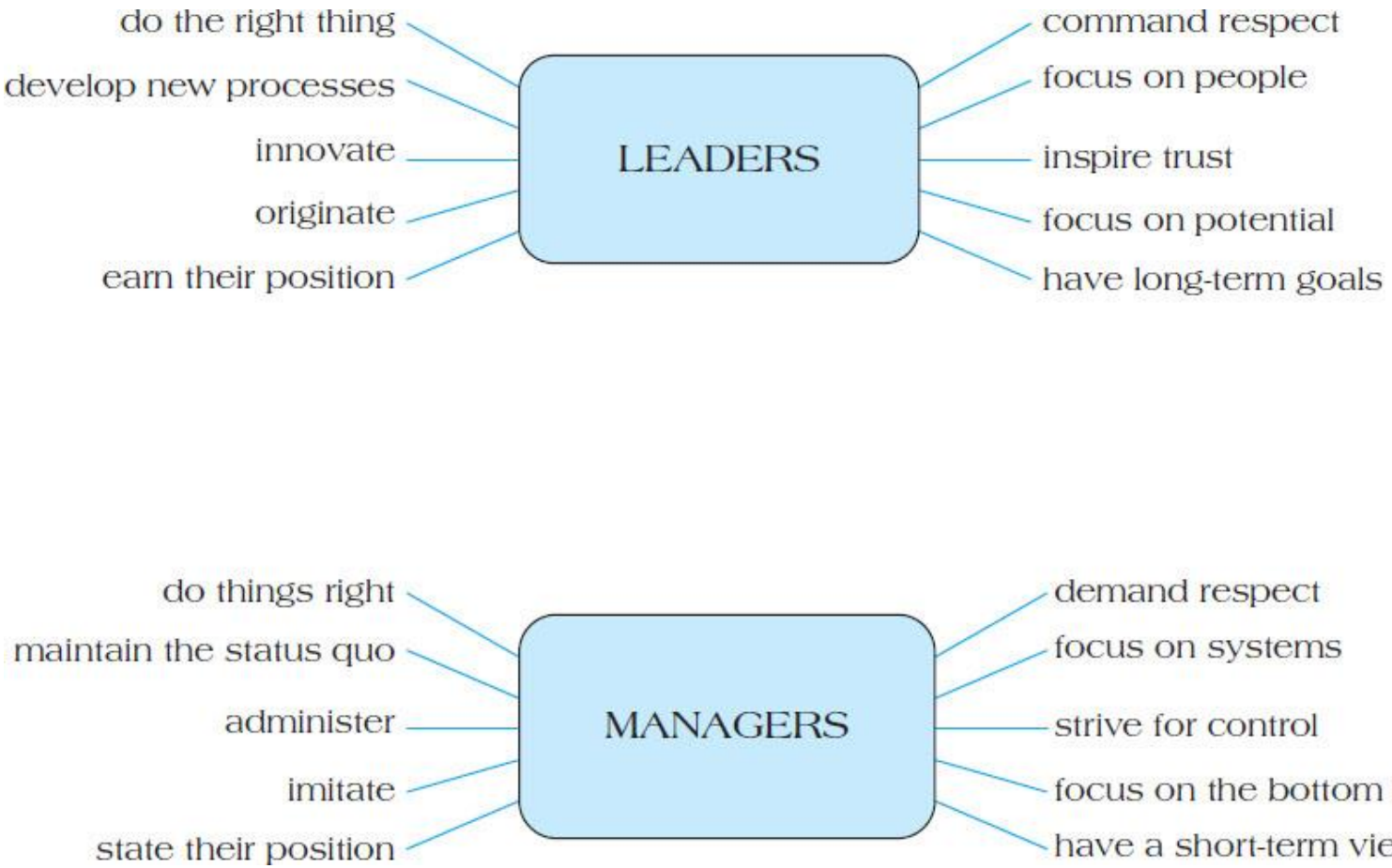
Figure 4.2 Differences Between Managers and Leaders



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How the Project Manager Leads

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

Project managers:

1. Acquire project resources: Project are **underfunded** for a variety of reasons:

Vague goals, Lack of top management support, Requirements understated, Insufficient funds and Distrust between managers

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2. Motivate and **build** teams

3. Have a **vision** and **fight fires**

4. Communicate

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Communication

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.

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Communication (1 of 2)

It is **critical** for a project manager to maintain strong contact with all stakeholders.

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

Table 4.1 Task and Group Maintenance Behaviors for Project Meetings

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

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Communication (2 of 2)

Table 4.1 [continued]

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

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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

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Characteristics of Project Managers Who Are Not Leaders

Personal Flaw

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

Organizational Factors

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

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Leadership and 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

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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

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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

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Who Are Project Champions?

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

They are individuals within an organization who identify with new developments and use all the resources available to them to pursue that development irrespective of any resistance within the organization.

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Champions can be:

- creative originator
- entrepreneur
- “godfather” or sponsor
- project manager

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Champion Roles

Traditional Duties

- Technical understanding
- Leadership
- Coordination and control
- Obtaining resources
- Administrative

Nontraditional Duties

- Cheerleader
- Visionary
- Politician
- Risk-taker
- Ambassador

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Creating Project Champions

- Identify and encourage their emergence.
- Encourage and reward risk takers.
- Remember the emotional connection.
- Free champions from traditional project management duties.

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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.

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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.

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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**.

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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**.

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PMI Code of Ethics

The Project Management Institute's code of ethics for project managers consists of:

1. Responsibility
2. Respect
3. Fairness
4. Honesty

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Normative Versus Behavioral Ethics

- **Normative ethics**: What will a person or organization do in a given situation?
- **Behavioral ethics**: Why do people behave the way they do in the workplace?

Table 4.5 Normative Ethics and Project Manager Behaviors

Orientation	Category	Project Manager's Responsibility
Process	**Deontological ethics** explains the rules, maxims, norms, and principles to govern conduct. Moral obligations concerning justice and fairness. Social contract theories.	Make sure processes are just, fair, and reasonable and do not violate human rights.
Outcome	**Consequentialism** defines right conduct in terms of the alternative likely to produce the best overall outcome for the stakeholders.	Maximize the overall value for the stakeholders.
Character	**Virtue ethics** focuses on the moral virtues of honesty, integrity, fairness, courage, care, and how they are developed and nurtured.	Exhibit exemplary personal conduct that serves as a model for others of how to act.

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Unethical Behaviors

Corruption is the abuse of entrusted power for private gain.

- **Petty corruption**: everyday abuse of power by low-level officials with ordinary citizens.
- **Grand corruption**: committed by relevant institutions such as governments, corporations, or legal bodies.

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Types of Corruption

Common types of corruption include:

1. Bribery
2. Extortion
3. Fraud
4. Abuse of Power
5. Embezzlement
6. Conflict of Interest
7. Nepotism

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Summary (1 of 2)

1. Understand how project management is a “leader-intensive” profession.
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3. Understand the key behaviors in which project leaders engage to support their projects.
4. Recognize traits that are strongly linked to effective project leadership.

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Summary (2 of 2)

5. Identify the key roles project champions play in project success.
6. Recognize the principles that typify the new project leadership.
7. Understand the development of project management professionalism in the discipline.
8. Recognize the important role ethics plays for successful project leadership.

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Thanks

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