

# Leadership & Ethics

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# Project Leadership

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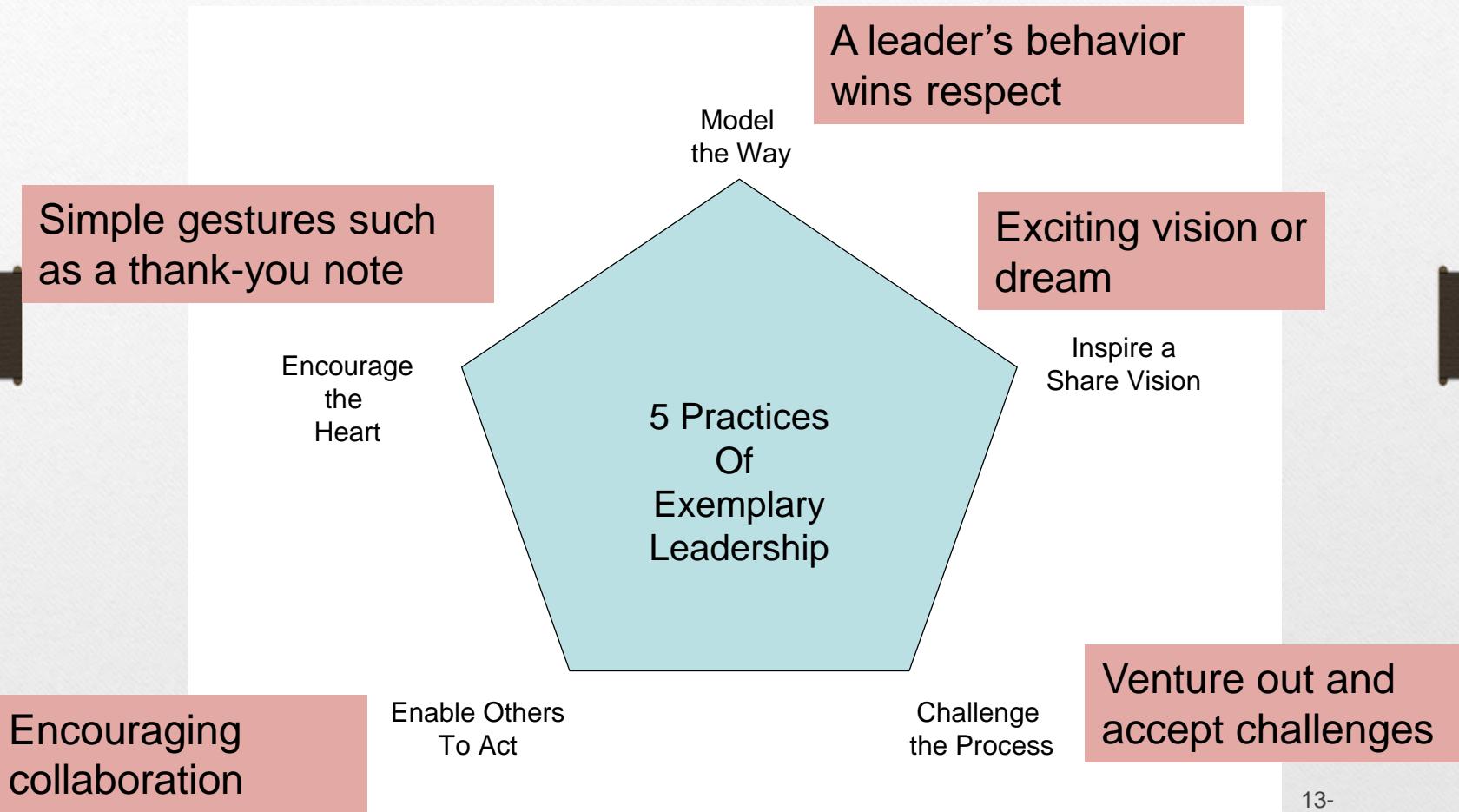
- **Management**
  - Focuses on policies and procedures that bring order and predictability to complex organizational situations
  - Is traditionally defined with such activities as planning, organizing, controlling, staffing, evaluating, and monitoring
- **Leadership**
  - Centers on vision, change, and getting results that involve setting direction, aligning people, and motivating them

# Some Modern Approaches to Leadership

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- Kouzes & Posner conducted research for over 20 years on effective leadership
  - Found leaders are often ordinary people who help guide others
  - Defined Five Practices of Exemplary Leadership to help others become more successful leaders

# Five Practices of Exemplary Leadership



# Leadership Styles

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- Many effective leaders have a collection of distinct leadership styles
- A study of 3,871 executives worldwide by Daniel Goleman suggests that the best leaders do not rely only on one leadership style, but may **use several different styles** depending on the situation
- The following six styles can be used in influence performance and results
  - **The Coercive Style** - “Do as I say”
  - **The Authoritative Style** – “Come with me”
  - **The Affiliative Style** – “People come first”
  - **The Democratic Style** – “What do you think?”
  - **The Pace Setting Style** – “Do as I do, now”
  - **The Coaching Style** – “Try this”

# Emotional Intelligence

- Goleman's study suggests that leaders who have mastered the authoritative, democratic, affiliative, and coaching styles have the best climate and have the highest performance
- Effective leaders have the flexibility to switch among these leadership styles as needed
- This ability depends on a person's emotional intelligence
  - Emotional intelligence is the ability to understand and manage our relationships and ourselves better
    - Although our intelligence quotient (IQ) is largely genetic, emotional intelligence can be learned (and improved) at any age

# Emotional Intelligence

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- Improving one's emotional intelligence can be like changing a bad habit – takes time, patience, and a great deal of effort
- Includes 4 capabilities
  1. Self-Awareness --- reading and understanding emotions
  2. Self-Management ---self-control, adaptability
  3. Social Awareness ---recognizing/meeting customer needs
  4. Social Skills --visionary leadership, teamwork

# Ethics in Projects

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- Ethics can be defined as a set of moral principles and values
  - Employers should establish guidelines for ethical conduct just as they do for other work-related behaviors such as what time to arrive and leave the workplace, and how customers are to be treated, etc.
  - Leaders should identify appropriate and inappropriate conduct and then communicate their expectations

# Ethics in Business

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- Ethics has become an increasing popular topic in business and in business schools as a result of number of ethical meltdowns in organizations
- Unethical business behaviors
  - Cost money
  - May be illegal and result in jail time
  - Are just bad for business!
- Unfortunately, ethical decisions are not always clear cut
  - To a large degree legality and ethics are governed by society and culture – i.e., the shared beliefs, assumptions, and values that we learn and that guide or influences our behavior

# Codes of Ethics and Professional Practices

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Professional associations (PMI, ACM) tend to have codes of ethics that serve to define the ethical responsibilities for members.

The code of professional conduct(ACM):

- *Contribute to society and human well-being*
- *Avoid harm to others*
- *Be honest and trustworthy*
- *Be fair and take action not to discriminate*
- *Honor property rights including copyrights and patents*
- *Give proper credit for IP*
- *Respect the privacy of others*

# Multicultural Projects

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- Although an international project may be considered a multicultural project, many domestic projects are becoming multicultural as organizations attempt to diversify their workforce
- Even though ethics is an important component of leadership, the ability to lead and manage a multicultural team is becoming an important skill for successful project leaders

# The Challenge of International Projects

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- Number of locations
- Currency exchange
- Regulations and laws
- Political instability
- Attitude toward work and time
- Religion
- Language
- Food

# Understanding and Managing Diversity

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- While culture is a set of social lessons of behaviors that we learn over time, diversity is defined as differences in culture as well as nationality, ethnicity, religion, gender, or generation
- The Diversity Wheel provides a tool to better understand individual differences

# The Diversity Wheel

