**Capacity Africa Training Institute**

**C007 – Certificate in Project Management**

**Module Three Assignments**

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**Question 1.**

Introduction.

To enable better emergency and disaster management, it is important to first differentiate the terms disaster and emergency. While these two are often used interchangeably, there is a significant difference that makes for better response and recovery.

A disaster, is a critical event much wider in scope. It is the sudden occurrence of an unfavorable situation that causes serious disruption to the social routine. It endangers a larger social space, Disaster types include natural hazards (earthquakes, wildfire, disease outbreaks), accidents (nuclear power plant accidents, widescale equipment failure), and terrorism (cyber-attacks, bombings, use of chemical weapons) and while it occurs much less frequently than emergencies, the effects are graver, often causing multiple casualties and property damage. Such a greater impact can disrupt and incapacitate emergency responders, leading to the need for assistance outside of the locality.

An emergency, however, is an unforeseen incidence that can be responded to using available resources. They occur more regularly than disasters and are therefore more anticipated by a community. These may include medical crises, vehicular accidents, and neighborhood fires. As such, the availability of emergency medical services, fire departments, police departments, and other such public services ensure the proper response to such unfortunate events.

**Question 2.**

The following are the traits a leader in an emergency setting should have,

Leadership Ability

An emergency management professional needs to be unwavering in his or her ability to take charge of an emergency and guide other people through it with clear, actionable instructions to follow. A person who lacks the necessary strength of character to accomplish this is likely to fail when an actual emergency arises. The ability to command respect from colleagues, subordinates and the public is an essential component of the required leadership skills. Before and during emergencies, the emergency management professional will often need to train others in correct safety protocols, how to allocate resources properly and how to prioritize their task lists. For the group to function effectively before or during an emergency, it is essential for other group members to respect and recognize the emergency management professional’s leadership rather than undermine it.

Exceptional Oral and Written Communication Skills

It’s a rare individual who can both speak and write exceptionally well, but an emergency management professional must possess both skill sets. Clear, direct oral communication skills are mandatory when leading others through real emergency situations. Outstanding written communication abilities are important before emergencies strike, because the emergency manager must be able to communicate their disaster response plans to their colleagues, to government officials and to the public.

Interpersonal Skills

Emergency management professionals must be able to work with, and make themselves understood by, many different personality types from varying backgrounds. It’s essential that they can get along with others well and act professionally at all times, even when disagreements arise.

The Ability to Make Quick and Definitive Decisions Under Pressure

The emergency management professional must have the ability to remain calm and make the best possible decisions even under the most stressful and time-sensitive circumstances. Lives, property and money are often at stake during emergencies, and the emergency manager must be able to decisively act to protect the assets they’ve been trusted with.

Exceptional Analytical Abilities

Emergency management professionals need to be able to anticipate problems and apply logic to solve them as efficiently as possible. They need to be able to analyze the pros and cons of each possible solution to a problem. When an emergency strikes, they need to choose the most ideal solution considering the likeliest outcomes. They need to take into consideration all the associated risks and possible costs. All this is necessary even in cases where the emergency is unexpected, and no clear plan of action had been formulated for that disaster in advance.

Inconclusion,

The following are some of the main characteristics that will be most beneficial to you if you plan to seek work in emergency management. Now that you know which personality traits are most helpful for emergency management professionals, you’re better positioned to analyze whether your own temperament, disposition and skill set are a suitable match for this line of work.

**Question 3.**

Introduction,

Stress is a feeling of emotional or physical tension. It can come from any event or thought that makes you feel frustrated, angry, or nervous. Stress is your body's reaction to a challenge or demand. In short bursts, stress can be positive, such as when it helps you avoid danger or meet a deadline. But when stress lasts for a long time, it may harm your health.

Stress is a normal feeling. There are two main types of stress; Acute stress, this is short-term stress that goes away quickly. It helps you manage dangerous situations. It also occurs when you do something new or exciting. All people have acute stress at one time or another. And Chronic stress, this is stress that lasts for a longer period. You may have chronic stress if you have money problems, an unhappy marriage, or trouble at work. Any type of stress that goes on for weeks or months is chronic stress. You can become so used to chronic stress that you don't realize it is a problem.

The following are the four major advantages of stress,

Stress increases focus

Stress increases cortisol and adrenaline levels in the body, greatly improving the fight or flight reaction. This is the feeling that typically comes over you in a dangerous situation in which your body is trying to protect you. Your heart beats faster, your breaths per minute increase, you become more aware of your surroundings and your body is ready to fight. If someone was chasing you down the street with a knife, it’s this fight or flight reaction that would automatically kick in to protect you. Too much stress can overload the body of adrenaline and cortisol, often leading to anxiety and a host of other problems. However, in small levels, the release of adrenaline and cortisol into the body can in fact be a good thing. Many individuals seem to function better when slightly stressed. Adrenaline can improve both attention and cognitive functioning at optimal levels.

Practice makes perfect even with stress.

Small amounts of stress present the opportunity for the body to recuperate and can teach an individual stress fighting techniques. Learning these defense mechanisms is good in the long run because practice makes perfect – so you can fall back on the times you overcame stress to push forward when you feel as if stress is overtaking your body.

Stress can increase your confidence

Stress can build confidence. Once you learn to successfully navigate stressful situations, you build the confidence that no matter what the situation, you know you can weather the storm. Stress presents two options: it can be a major disruption in your life, or you can learn to deal with it in a way that enhances you, makes you mentally stronger and ready to handle everything that life throws your way.

It improves cognitive function.

Unless you’re at an amusement park and about to experience the ride of your life, you might not enjoy that panicky feeling in the pit of your stomach. On the other hand, if this feeling occurs in response to moderate stress levels, the upside is that the pressure and nervousness you feel can potentially boost your brain’s performance. This is because moderate stress strengthens the connection between neurons in your brain, improving memory and attention span, and helping you become more productive. Better brain performance likely explains why many people, including myself, work better when under stress. For example, I’ve had clients throw me last-minute assignments with tight deadlines. After accepting the work, sometimes I panic because I bit off more than I can chew. But in every situation, I’ve gotten through the assignment and have received positive feedback.

Meanwhile, the following are the four major disadvantages of stress,

Depression and anxiety.

It's probably no surprise that chronic stress relates to higher rates of depression and anxiety. One survey of recent studies found that people who had stress related to their jobs like demanding work with few rewards had an 80% higher risk of developing depression within a few years than people with lower stress.

Heart disease.

Researchers have long suspected that the stressed-out, type A personality has a higher risk of high blood pressure and heart problems. We don't know why, exactly. Stress can directly increase heart rate and blood flow, and causes the release of cholesterol and triglycerides into the blood stream. It's also possible that stress is related to other problems an increased likelihood of smoking or obesity that indirectly increase the heart risks.

Diabetes.

Stress can worsen diabetes in two ways. First, it increases the likelihood of bad behaviors, such as unhealthy eating and excessive drinking. Second, stress seems to raise the glucose levels of people with type 2 diabetes directly.

Headaches.

Stress is considered one of the most common triggers for headaches not just tension headaches, but migraines as well.

Inconclusion,

You can use stress to your benefit. After all, stress can increase focus, help you learn stress-fighting techniques, and even help you build confidence. Don’t let stress be your enemy let it be your friend. And, some of the most significant health problems related to stress can be seen below.

**Question 4.**

The following are the three theories of leadership,

Contingency Theories.

Contingency theory is one of the most interesting styles of leadership in my opinion. This theory was developed by studying the styles of many different leaders. It was designed to analyze what worked best for each individual leader. In the chart below they show three different sections, the leader-member relations, the task structure, and the leadership position power. They used these sections, and characteristics to then determine what the leaders work situation was like. As the graph demonstrates there are Good, and bad results, and the structure itself will either rate that leader in a high or low rage, depending on the work environment they were in. The basically concept of this summer is based of style, and situation. After each leader sees their own results also known as the “LPC” scores based on the chat below, they will then hopefully help leaders focus and better their own abilities.

Path-Goal Theory

Path-Goal theory is described as a group of leaders who motivate subordinates to accomplish designed goals. This theory is completely different from contingency theory, instead of emphasizing the match between leadership styles; this theory emphasizes on leadership styles and the importance of characteristic of the subordinates and the surroundings. In this theory, the best way to approach this leadership theory is to make sure the leader understands what it takes to satisfy, and motivate the subordinate’s needs. According to the text, this is done by “choosing behaviors that complement or supplement what is missing in the work place”. By doing this, it will give you a great head and advantage on completing your well-organized task. Once the leader chooses a leadership behavior, which may consist of directive, supportive, participate and or achievement orientated. Then the leader may make assumptions about leadership styles, and behaviors, and place the subordinates accordingly. However, overall this leadership theory in general relates to the idea of task characteristics, personalities, and behaviors.

Servant leadership-

Servant leadership is one of the most difficult forms of leadership that can be practiced. This theory is seen in a leader when one focuses to emphasize one’s own behaviors. The simplest less complex way to summarize servant leadership is break apart the words, and focus on what “being a servant” mainly means. There are ten characteristics of servant leadership the text mentions being the following: Listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment, and building community. The relationship that is obvious in these 10 characteristics is that they are all internal. The intention of this leadership style was to encourage leader to think of others before they think of themselves. This is my favorite theory because being a religious person it has always been a belief of mine to serve others the same way Jesus served us when he came to earth. This is how I also believe this theory should be viewed as, to serve others. Servant leadership is a great approach to use especially as a young leader because it is important to learn how to lead working for others, and making small changes in the world, like “building communities”, and understanding others more internally.

**Question 5.**

Below is how large do you think teams should be,

In many organizations, worldwide the question of team size comes up any time a new team needs to be formed or an existing team is being evaluated. While this isn’t the only factor that affects how a team will behave, nor is it the most important in many cases, it is an undeniably relevant question that demands a logical answer.

According to Katherine Klein from Wharton University, the widely accepted ideal size for a working team is five people. If you go beyond five people the team starts to lose individual performance, while teams smaller than 5 people can experience awkward team dynamics and skills gaps.

Klein’s research matches that done by other researchers around the world who have also tried to answer this question. The second most common answer to the question of ideal working team size is six people, as the dynamics of even versus odd numbered teams can cause some differences in opinion.

Teams of different sizes behave in vastly different ways. If you don’t manage to strike the balance properly with regards to the size of your team you might end up with a lot of preventable problems. Those teams that are too small risk having a skills gap in an important area while teams that are too large risk a loss of productivity and cohesiveness. While it’s true that each team and each company is in a unique position with its own employees, there are some standards that have been proven true throughout a wide range of companies in hundreds of studies done around the world. When it comes to teams, size matters. There is no set number that everyone agrees is the best, because it can be different depending on a few variables, but it is certainly something to consider when you want to form a working team.

**The following are reasons as to why how large a team should be,**

Team size depends mostly on these three variables as discuss below,

What the team is trying to accomplish.

Different organizations have their own needs. For example, a team of painters can never really be too large as the building will get painted more quickly with a larger team than a smaller team. However, a corporate team of auditors will not experience the same effect and might see more negative results from having a team that’s too large.

Specific roles necessary to complete the team goals.

What is the absolute number of unique roles you need for your team to succeed? You should ensure that the team will not have any skills gaps, as this may prevent success and cause frustration. But, you also want to avoid having too many people with similar job skills and roles on the same team as they will begin to lose motivation and productivity.

Deadline set for work completion.

Work that needs to be done quickly can sometimes call for a larger team with more working power to accomplish all the necessary tasks on time. This is especially true if no creativity is required for completion of the tasks. Longer-term projects can benefit from smaller teams that will experience more cohesion and positive discussions about the work

**Question 6.**

Disasters have an impact towards development. Yes indeed, disaster has impact towards development as explained below,

According to the United Nations, over the past twenty years’ disasters from natural hazards have affected 4.4 billion people, claimed 1.3 million lives and caused $2 trillion in economic losses. For the first time, disaster losses globally have topped $100bn for three consecutive years (2010–2012), far outstripping humanitarian aid. According to Ban Ki Moon, „Economic losses from disasters are out of control.

Disasters have a devastating impact on development. Families lose homes, livelihoods and loved ones, communities lose businesses, jobs and services, children and particularly girls miss school and are at risk of early marriage – the list of impacts goes on.

Disasters can cancel progress on poverty reduction. This was certainly the experience in the Philippines, struck in 2009 by tropical storm Ondoy and typhoon Pepeng. Rizal, one of the provinces hit hardest, saw the poverty incidence almost double, from 5.5 per cent in 2006 to 9.5per cent in 2009. Six years later, recovery was still far off, with 7.6 per cent of families still below the poverty line. Typhoon Haiyan, which hit one of the poorest areas of the Philippines, is likely to have a similar impact.

The drive for economic growth can expose countries to more risk cities can be engines of growth, but unplanned urbanization exposes many people to risk. Flood destruction in parts of Asia and Central America has been significantly exacerbated by major development – new hotels, roads, and dams – in fragile ecological systems. In this way, disasters can reveal the boundaries and limits to development.

The development challenge posed by disaster risks is starting to be recognized, with increasing reference to disasters across policy arenas, such as the Busan partnership on aid effectiveness, the Rio20 outcome document, the G20 agenda in2012, an IPCC Special Report, the latest World Bank report on Managing Risk for Development and the recent UNFCCC decision to establish an international mechanism on loss and damage.

**Question 7.**

The following are the important attribute of leaders in project management,

Introduction,

The successful completion of projects is the primary responsibility and goal of the Project Manager, who will have a lot of weight on their shoulders when it comes to making the right decisions. While some people possess natural leadership qualities, other leadership skills must be learned and adapted to ensure that everyone’s approach to leadership is tailored to suit their own individual style and personality.

Therefore, Communication is an important attribute of leaders in project management, however, there are other attributes of leaders in project management.

Communication

Excellent communication skills are vital to enable a project manager to communicate effectively with a broad spectrum of people at different levels within an organization and externally. To lead a project, you must be able to clearly communicate your vision, goals, guidelines, and expectations to others. The ability to deliver and receive constructive feedback and listen to others is another important part of leading a team of individuals. Essentially, being a great communicator is a key element to working well with others in any work environment.

However, there are other attributes of leaders in project management,

Sharing a Vision

The ability to see the broad picture behind a project and effectively convey that vision to others is an incredibly valuable and important quality in a Project Manager. Successfully articulating the vision of a project ensures the team can experience it in their mind and helps to get them on board without delay.

Positive Attitude

A leader with an eternally full cup and a positive mental attitude is a pleasure to engage with and their enthusiasm automatically rubs off on others. Being committed to a project and displaying confidence in it impacts positively on the team and forms the basis of a happy, productive work environment.

Integrity

Being Part of a great team leader is the ability to gain the trust of your team. By demonstrating that you are committed to adhering to both your values and ethical practices in general, team members will soon recognize that you are an honest leader.

Competence

When a leader is unable to demonstrate that they are competent and capable, they will be unable to gain the respect and trust of their team and colleagues. A team must always feel confident that their leader is in control and knows exactly what they are doing.

Cool, Calm and Collected.

Regardless of how well a project is planned, there will always be obstacles of some sort to overcome along the way. A good Project Manager will never panic or lose their head when things go wrong. Instead they will remain calm, assess the problem, and find the best way to resolve it, to put the project back on the right track. If things become too stressful at any point, any flapping or excessive sweating should be done in private.

Problem Solver

A great project manager should possess excellent problem solving skills and be resourceful and creative in their general approach to problems. On many occasions when working on a project, this may be as a simple case of identifying the right persons within the team to help you resolve the problem quickly and effectively. sometimes, the real skill here is in truly grasping the issues behind the problem, as this is always a fundamental element of the problem-solving process.

Team Builder

A strong, happy team is a productive one. For the project to reach a successful conclusion the team need to be working well together for a common purpose. Within any team of individuals, you will find a variety of personalities that will need to somehow work together to form a positive dynamic. Part of successfully leading a team will involve learning about everyone’s skills and personality in order to get the best out of the team as a whole.

Delegator

Having a good understanding of your team members allows you to delegate tasks to the right individuals for the best possible results. Team members will respond well to a manager who delegates appropriate tasks that are well suited to their skill set and subsequently trusts them to get on with it. Encourage staff to approach you to discuss any queries or difficulties if they need to rather than undermine them by constantly checking up on them and they will feel more valued.

Decision Maker

The personal decisions you make as a Project Manager have a direct impact on the success of a project and ultimately the success of the business itself. To be strong in this area, it is essential that you arm yourself with all the information you need from the outset so that when the time comes, informed decisions can be made quickly. At times, however, it is inevitable that mistakes will be made. After all, it is impossible to make the best decisions all the time. When the wrong decision is made, an excellent leader will be able to put their hands up, be accountable, and take responsibility. There is nothing worse than a leader who points the finger when things go wrong instead of taking responsibility for their own decisions.

Inconclusion, all these attributes of a leader make successful project management.

**Question 8.**

Introduction,

As rewarding as project management is, it also comes with a significant amount of stress, and reducing it is not always easy. Here are nine tips to help project managers and teams avoid burnout.

Plan better.

The first step in managing stress is sufficient planning. Many stressful issues or unpleasant surprises can be avoided by ensuring the right amount of planning goes into each project. It seems like an obvious tip, but even the smallest missed task or component can cause extra work, have a negative impact on an entire project and become a huge source of stress later. To plan better, try to anticipate all possible risks, identify strengths, weaknesses, opportunities and threats, and solicit advice from subject matter experts to ensure all angles have been explored. Give yourself a cooling off period to consolidate what you have learned, this allows time for you and your team to measure twice and cut once.

Learn to say no.

Project managers need to know when to say yes and when to say no. By taking on too much, you can get yourself into a situation that is not in your, or your stakeholders', best interest. By recognizing your limits and the limits of your team, you can determine when you are at risk of over-committing to a project and more likely to jeopardize the outcome. It is better to say no and share your rationale, than to say yes and fail to deliver. This helps manage expectations and reduces unnecessary stress on project teams, stakeholders, and yourself.

Laugh together.

The saying "laughter is the best medicine" is fact-based. Psychologists confirm laughter is one of the best tools available for stress relief because it releases endorphins in the brain, helps form bonds, fosters brain connectivity, protects your heart, and has a similar effect to an antidepressant. Regularly taking some time out to laugh with team members can greatly reduce stress and even provide other benefits. Lead by example by sharing your own humorous stories or add a 15-minute best joke challenge into you next meeting agenda and hold a vote for a small prize. Make sure to ask team members to come prepared for the challenge and to keep jokes clean and non-offensive.

Get more rest.

Many project managers fall victim to the eating-sleeping-and-breathing project cycles. The problem with this is it creates a never-ending loop between a lack of sleep and increased stress. Your body and mind regenerate while you sleep, and not getting enough sleep makes it almost impossible to effectively handle stress and in addition can cause additional health issues. While the National Sleep Foundation recommends, adults aged 26-64 get an average of seven to nine hours of sleep a night, most adults only get an average of 6.8 hours of sleep. Sufficient sleep is necessary for stress relief.

Take short, frequent breaks.

Taking breaks throughout the day helps you and your team to reduce stress and strengthen your mind and heart. The key though is to completely remove yourself from thinking about and doing work. During your break, avoid doing other work-related things like checking emails, voicemails, and paperwork. Get up from your desk and do something that is relaxing, get a coffee, visit a coworker and talk about non-work topics.

Take an exercise class or go for a walk.

In addition to the physical benefits, exercise offers the same benefits for stress relief as laughter. It releases endorphins, provides some needed distraction, and helps improve moods. Sometimes a quick walk outside is all that is needed to help get you and your team members distance from the stress for a bit - and getting out of the office into natural light and the fresh air helps as well.

Become more positive.

Developing a positive outlook can help you and your team members to cope better with stress. By altering how you look at things, you can rewire different outcomes because you allow your mind to be open to new possibilities, instead of blocking ideas. Positive thinking also offers benefits like longevity, decreased rates of depression and distress, resistance to illness, and psychological well-being. Continuously spend time thinking about what is working well and how to expand on it. When something is a negative, stop and think strategically about how it can be turned into a positive outcome. Putting this into practice takes time and may sometimes require input from others, but over time will become almost second nature. Surround yourself with positive people to maintain your own positive outlook; avoid placing yourself in situations where constant negativity wears you down.

Adopt pet therapy.

Companies like Google, Mashable, and Amazon have adopted pet-friendly policies due to the benefits of stress relief. This is becoming a growing trend among small and large companies. It may not be a realistic option for all companies, but for those that have a pet-friendly environment, it seems to help reduce employee stress, anxiety, and depression.

Set up a music, art, or games room.

Having an activity to engage in during breaks or lunchtime can offer team members with a way to escape from project stressors. It can also offer a way for everyone to share their hidden talents and common hobbies, have some fun, and improve their working relationships on an ongoing basis. Encourage management to provide an activity room like this where team members can destress.

Inconclusion,

Project teams are bound to encounter stress when managing projects. The key to managing it lies in sufficient planning, knowing when to say no, and in each member taking good care of their health. When companies find ways for teams to connect, have fun and laugh together, it can also help alleviate stress.

**Question 9.**

The following are the five effective leadership principles that should be adopted in project management,

Introduction,

There is no doubt that good project management is a critical factor of project success. That is, a project cannot be run without project management, be it formal or informal. You need to have something that holds things together. Underlying is the assumption that we need some form of order to organize and run a project. In this sense, project management helps set a frame, providing structure and order to potential chaos. Without this structure a project leads to nowhere; it will most likely fail, if it ever takes off. If you want to generate results out of seemingly chaos you should build structure that enables creativity, innovation, and results. Project management provides excellent tools to build this structure. They are important and necessary for project success. Project management alone will not do the trick. What it takes is leadership. Without project leadership, there is no direction in project management. Leadership is the decisive factor for improving the chances for projects to succeed. Consequently, effective project management needs to have a solid foundation based in project leadership. Without leadership, chances are that a project will be “just another project.”

Based on my own experience in project management, business, systems, and complexity theory below are five simple powerful leadership principles which, if applied systematically, can help you pave the path to project success. The five leadership principles for project success are as follows;

Build Vision

Sharing a common vision and goals and having the same understanding about tracking the progress towards this vision is one of the key factors in the success of a project and team. A project vision sets the overall picture of your project. Project objectives qualify this vision, make it specific. Both project vision and project objectives are crucial for project success. Together they set the direction and tone of your project journey. They complement each other. The vision inspires your journey. It defines the purpose of your project. The key to building vision is that people need to be able to relate to the vision in their daily activities. Give them the chance to identify themselves with the vision. Involve them in building this vision and participate in making it real. This helps build rapport and the necessary buy-in from those people to realize the project. Make them fans of the vision. Let it constitute their motivation and passion. Let them rave about it. A project vision without project objectives may give you an idea of the direction, but you may never get close enough to the destination to produce tangible results at a certain time. On the other hand, project objectives without a vision may describe the desired result and time frame, but they cannot inspire the necessary enthusiasm in your team to drive the project to success. They do not form an underlying meaning for the work. As a project leader, you must make sure that both project vision and project objectives are in place. Project leaders do not start a project without a project vision and objectives. If you want to be or become a project leader, you either build vision and project objectives or make sure that both are in place and are mutually understood by every single person actively involved in the project. This is the meaning of the first leadership principle.

Nurture Collaboration

A performing team yields synergy effects; the impossible becomes possible. Therefore, active team collaboration is crucial. Project success is not about individual accomplishments. The project team delivers the project. As such, the team is the heart and soul of the project. Preferably, project success is or at least should always be, the success of the team. Effective project leaders understand the value and huge potential of teamwork. Therefore, they actively nurture collaboration. They serve as role models and are part of the team. They thus actively participate and contribute to teamwork. Collaboration is necessary for the team to achieve the vision and project objectives. If you want to nurture collaboration you need to start with yourself. Be a role model to others, share information openly. Give and accept open and constructive feedback. Be a good team player and work with your team. Understand that the project is about the team. Project leadership becomes team leadership. It implies that if you want to be an effective project leader you should be a good team player, too.

Promote Performance

Planning is good and important. At the end of the day you and your team should perform. As a leader, it is your responsibility to create an environment that promotes performance, on both the individual and team levels. Building vision and nurturing collaboration are prerequisites for project success. Whereas, they are useless if you cannot move your team to the performance stage. Therefore, you want to create an environment that helps promote performance. The following rules help achieve such as being a role model, Create the right environment, empower your team, develop a solution-and-results orientation toward problems and risks, invite productive competition, let it happen, celebrate performance, “Look for behaviors that reflect the purpose and values, skill development, and team work, and reward, reward, reward those behaviors” (Blanchard, K. H., et al (2001). High Five! The Magic of Working Together. New York: HarperCollins. p. 190). Make sure that this celebration coincides with the successful project delivery, and lastly Cultivate Learning. When you or your team make mistakes, learn from them. Correct your shortcomings, improve your performance, and continue to work toward accomplishing the project vision. Cultivate learning from the beginning of your project. It significantly increases the speed at which your team can perform and sustain performance throughout and thus secure delivery.

Ensure Results

Delivering results is both a prerequisite and an outcome of effective project leadership. Project delivery is a team effort, not an individual effort. The effective project leader builds and guides the team to deliver results by incorporating the first four leadership principles. Ensuring results is not solely about end results. Neither is project success and project leadership. The last principle calls on us that in all our activities we keep the project vision in mind and produce results that benefit the purpose of the project. Project success is not defined by a single product or service delivered at the completion of a project. It is the accumulation of the many results yielded from each leadership principle. Vision, collaboration, performance, and learning are just as important. They culminate in results. When you talk about project success, the path to project results matters too. Corollary, an effective project leader always looks beyond the delivery of results. The last principle of ensuring results reminds us that we should make sure the results of the other four principles are aligned with the project vision and objectives. They should serve the project purpose. Ensuring results is thus not an activity focusing only on the final project deliverables. It appeals to us that all our project activities shall be results oriented, keeping the end deliverables in mind. It is a call for solution- and results-oriented leadership. Ensuring results offer excellent learning opportunities, which in turn help boost collaboration, improve performance, give rise to innovation, and thus move us closer to realizing the project vision. Ongoing project results serve as a reflection of project leadership and how well the five leadership principles practiced. They reveal the true quality of team collaboration, team performance, and team learning. It is a form of quality assurance of effective project leadership for project success.

Inconclusion,

No single principle is the most important. It is the combination of all five leadership principles that helps secure project success.

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