Module 4 Summary: Leadership Fundamentals

Congratulations! You have completed this module. At this point in the course, you know that:

- Management focuses on meeting project objectives, while leadership focuses on people. Some key leader traits and activities include vision and motivation, problem-solving, commitment and collaboration, interpersonal skills, including emotional intelligence, decision-making, and conflict management, and the ability to tailor leadership style. Servant leadership behaviors include obstacle removal, being a diversion encouraging, and developing team member skills. Leader competencies include transparency, integrity, respect, positive discourse, support, courage, and celebrate success.

- The Tuckman Ladder is a team-building model with four stages including:

    o Form stage, where a project manager must be a leader who "directs."

    o Storm stage, where a project manager must be a leader who "sells" project value.

    o Norm stage, where a project manager must be a leader who "participates."

    o Perform stage, where a project manager must be a leader who "delegates."

- To improve their leadership skills, project managers can apply critical thinking, increase emotional intelligence, improve decision-making, and enhance conflict management. As a leader, make sure to establish and maintaina vision, understand motivation, tailor your leadership style, lead by example, and be accessible.

- There are eleven distinctions between a manager and a leader, as defined by PMI. Some leadership styles include Laissez-Fair, transactional, transformational, servant leadership, charismatic, and interactional. There are four main characteristics to consider when choosing a leadership style, including leader characteristics, team characteristics, organizational characteristics, and environmental characteristics. The Hershey Blanchard situational leadership model defines four specific performance readiness levels for each team member or stakeholder.

- The Project Management Institute, or PMI, has four key variables when determining the most appropriate leadership style: experience, maturity, governance, and distributed teams. Developed by Karen Whitworth and Andrew Gilbert, the OSCAR

model is a five-step process to help leaders better adapt their styles and approaches by providing an action plan for personal development.

- The stages in the Tuckman Ladder map perfectly with the readiness levels in the Hersey Blanchard situational leadership model. The project manager can determine the situational leadership style to implement depending on the level. Some team members will be in different stages of development. As a project manager, treat each team member individually. Determine where they are on the ladder and apply situational leadership accordingly.

- PMI categorizes data and information into three categories, including work performance data (WPD) at the lowest, followed by work performance information (WPI), and finally, work performance. Knowledge-sharing hierarchy can be used to share essential project benefits and values to increase commitment, confidence, and willingness to support the project. Discussions during lessons learned provide a wealth of WPD that, in many cases, can be used to identify consequential WPI. This new WPI can then be used to provide critical knowledge in WPR.

- The need for decision-making based on intuition arises in time-dependent situations when there is not enough time to gather all the relevant data. It is helpful to understand the four categories of thought patterns when justifying intuitive decisions. These categories include analytical, practical, relational, and experimental thinking.