

Executive summary

This report provides a discussion about different leadership styles in project management and how these leadership styles relate to team motivation. Methods used in this report include literature review, analyzing real-life examples as well as scenario analyses. Results of the discussion reveal that different leadership styles work in different situations and usually come along with the corresponding team motivation method. Moreover, suitable mixture of leadership styles and motivation will lead to efficiency and success. On the other hand, inappropriate leadership style can be fatal to a project. Therefore, leadership style and the motivation it brings are important and essential in project management.

Recommendations discussed include:

- Finding the appropriate leadership style in project management according to the real situation
- Effectively evaluating team motivation in time
- Motivating the team and oneself in appropriate ways
- Mixing different leadership styles to achieve the purpose

The main limitation is that the authors of this report do not have enough experience in real-life project management. The real situations can be more complex than the scenarios that are discussed in this report.

Table of contents

1.0	Introduction and backgrounds.....	4
2.0	Discussion.....	4
2.1	Three types of leadership.....	4
2.1.1	Coercive Leadership.....	4
2.1.2	Coaching Leadership.....	5
2.1.3	Servant Leadership.....	6
2.2	How to evaluate project team's motivation.....	6
2.3	Ways to keep the project team motivated.....	7
2.4	Ways to keep yourself motivated as a leader when in troubles.....	8
2.5	Relationship between leadership styles and motivation.....	8
3.0	Conclusion.....	9
4.0	References.....	10

1.0 Introduction and backgrounds

Daniel Goleman(1996) defined project management leadership styles as: Coercive, Authoritative, Affiliative, Democratic, Pacesetter and Coaching. Deidre Harris(2009) discussed these 6 styles of leadership and pointed that 'the key is to use each style at the right time'. Some other people, such as Jerome Rowley(2013), categorized leadership into three divisions: Top-down, Bottom-up and Lateral. In this report, three typical leadership styles are picked and discussed. Real examples are assigned to the corresponding style and the consequent strength and weakness are discussed.

'Motivation', defined as 'desire or willingness to do something; enthusiasm' in oxford dictionaries, is one of the keys in a project. To keep the team motivated can help a lot in efficiently achieving both team and personal goals.

2.0 Discussion

2.1 Three types of leadership

2.1.1 Coercive Leadership

The first leadership style is Coercive leadership. The leader of this style demands immediate compliance with their orders, and accomplishes tasks by bullying and sometimes demeaning the followers. In practical, the leader takes over all the decisions and forces all the stuff follows his/her orders.

In most cases, coercive leadership style is not a good choice, because it has fatal disadvantages. "The leader's extreme top-down decision making kills new ideas on the vine."(Daniel Goleman, 2000) Generally, coercive leaders impose restriction on stuff's creativity and imagination, and deprived their right to declare their own opinion, which makes team members feel disrespected, and less likely to perform well. Thus, it makes the team inefficient and in an extremely low flexibility status. Secondly, coercive leadership is counteractive to the rewarding system. The enthusiasm of those workers who drove by sense of accomplishment may be undermined, which will eventually lead to the hesitation when it's their turns to contribution to the goal.

However, there are some occasions that coercive leadership style works perfectly. If the team were in a crisis, or in other words, facing some insoluble trouble, then coercive leadership should be applied (Though it should be replaced once the crisis passes). The leader has the right to break old rules or bad habits in a very short time, and establishes new rules that may work better under such imperative circumstance. The quick response and execution of a command in an emergency is the advantage of coercive leadership style. Besides, it can also deal with problem employees by forcing them observe correct rules.

2.1.2 Coaching Leadership

Another leadership style is Coaching leadership. The Coaching leadership style connects people's personal goals with the organization's goals. (Mind Tools Editorial Team) A leader of this style is empathic and encouraging, and is required to focuses on building skills, experiences and abilities for team members.

The strength of coaching leadership style is obvious. As it is an efficient way to build up their own abilities, people are more willing to become a member in such a team. They follow the training actively and eventually build up required qualities of an assigned task, and would be more possible to complete it better than a group of raw recruit. However, the coaching technique could be useless in 2 cases. Either the employees are unwilling or incapable of being a "student", or the leader is not qualified to be a good "teacher".

In order to building team member's abilities, coaching actually is a long-term style of team management, which means it should not be used in time-limited tasks as all of its benefits will not be discovered immediately or a team which is torpid and complacent. However, it is a proper leadership style if the remaining time of the goal is enough for the growth of team member's skill and experience. Usually it is worth spending time in improving the performance of the whole team if the situation is not urgent.

2.1.3 Servant Leadership

Other than traditional leadership style, servant leadership is more selfless than dictatorial. In *THE SERVANT-LEADER WITHIN A Transformative Path*, Robert K. Greenleaf (2003) writes “Servant-leadership emphasizes increased service to others, a holistic approach to work, promoting a sense of community, and the sharing of power in decision making” The leader in this style put themselves in the shoes of each team member. They think for their team, serve for their team, and even sacrifice for their team. Members in a servant-leadership-oriented team feel more comfortable and cared by upper levels. Advices and suggestions are well heard when making decisions. However, care consumes and produces low efficiency in project management. It’s a better way for project manager to show servant leadership style when individuals or the whole team encounter troubles so that people won’t feel hopeless and move forward.

2.2 How to evaluate project team’s motivation

The evaluation of teamwork’s motivation normally is influenced by a number of factors in addition to the individual productivity. (Philip Deitchman, CLRP, IPMA-CP, 2013) mentioned the “SMART” approach is one of the most effective regulations on it, where “S” is specific (defines specific outputs and/or results), “M” is measurable (establishes quantitative and qualitative values or methods to allow objective monitoring), “A” is attainable (realistic expectations that can be completed within the guidelines), “R” is relevant (expectations are related to the requirements of the current position) and “T” is time-bound (related to time when a project must be completed).

The evaluation can be made out by project manager by using a number of ways under these standard, for instance, by holding a formal evaluation meeting with team staff. The aim of the meeting is to gain information from team members about how they perceive the work environment. Team members can be asked about the opinions on work schedules, staff development programs and

self-regulations. The negative feedbacks from the meeting could indicate that the staff is in a lack of motivation. What's more, the increase of the work motivation is undoubtedly leading to the increase of the productivity. Judging one person's motivation from his or her productivity is a quit common way in business. One's effort on work can be illustrated directly from his or her productivity, such as the amount of products, the code line of the software and so on.

2.3 Ways to keep the project team motivated

In most cases, successful projects involve hard work and efforts. Project managers are supposed to build enthusiasm to motivate the project team to work more efficiently and increasing productivity. A successful team is required to be motivated from the start to the end. Project managers can use the following three methods to increase and keep the project team's motivation----establishing clear and achievable goals, keeping involvement and participation, as well as recognizing and rewarding achievements.

Firstly, establishing clear, measurable, also, achievable goals to guarantee that every team member knows what is expected of them. If such goals were not clear and proper, employees would be confused about what is the aim of the team, and would question themselves whether their work contributes to the global success or not. Also, it is hard for them to schedule their tasks, which produce low efficiency. What's more, breaking an eventual goal into intermediate sub-goals makes team members reach the final goal easily. Thus, establishing clear and achievable goals are more likely to deliver higher-level performance.

High motivations are strongly related to growing involvement and active participation. "Each of us is intimately familiar with our own individual wants and needs (Rachels 2008)" Employees could be highly motivated if a leader makes them feel that they are a significant part of the team. There are several ways to achieve that. For instance, guaranteeing that every team member is allowed to participate in group discussions and decisions. Participation can keep the group tighter and encourage a diversity of ideas. Besides, introducing

technological production may also help. A good example is Cloud-based project management software, which is designed to improve collaboration on project by files sharing, status updates and timelines synchronizing. It helps each team member to involve in following processes of a project, as well as having fewer absences from work.

Achievements are deserved to be recognized and rewarded. Recognizing positive aspects of performance is critical to keeping the project team motivated. If the rewards are offered for excellent performance, team members will feel grateful and, more importantly, have a sense of accomplishment to work harder and be more engaged in finishing tasks successfully. When things go wrong, however, the poor performance of team members should be criticized properly.

2.4 Ways to keep yourself motivated as a leader when in troubles

As for a project manager facing problems, it has a characteristic way of coping with stress based on their personality. Self-motivated managers tend to believe that they have ability to control what happens to them. For example, viewing problems as opportunities. If things are not going on the right track, managers should admit their mistakes, instead of placing blame on others. They should keep resilient so that they can easily bounce back from the failures by evaluating what they did wrong

2.5 Relationship between leadership styles and motivation

A suitable leadership style can help workers to be informed of the impact of the team's and project manager's goals. Once these goals are achieved, team staff will be motivated not only because they have made their contributions to the task but also they have a bright future with the team. (U.K ESSAYS) Although no particular leadership style can be proved to be effective in motivating workers, it is imperative to note that although leadership and motivation have been treated in the past as two separated and distinct entities, a close correlation can still be drawn between the two.

Leadership and motivation go hand in hand. Those different leadership styles commonly make big difference on team member's motivations. For example, as the manager of the coercive leadership, it is obvious that the project developing process is monotonous and requires extensive work. The manager yells out his orders to employees and makes judgments regardless any consultation with the team staff. Under the circumstance of this, team members will undoubtedly have low levels of motivation. Neither will they link the team's success goal or bright future with themselves, nor will they feel comfortable for the way supervisor coping with them. They will be pressed and unsettled.

On the other hand, if the manager with the style of coaching leadership or servant leadership, managers and members work together concerning the developing process. Alongside this, members are fully involved in the decision making process by giving them more permissions to attending meeting. This varies a lot from coercive leadership that was mentioned preciously. Members in this case are more motivated to finish their job, and they are more likely to be a part of the team. Their working enthusiasm is also bound to be increased.

3.0 Conclusion

All three types of leadership and motivation mobilization methods are widely used in real life. However, we conclude that during a project management process, different leadership styles, motivation evaluation and mobilization methods should be applied depend on different situation and different phrases of the project. Multiple project management methodologies can suit practical environment better.

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