

**Leadership and the Project Manager**

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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 Vs. Managers**

❖ Managers have official titles in an organization

❖ Leaders focus on interpersonal relationships rather than administration

Important differences exist between the two on:

|                      |             |
|----------------------|-------------|
| •Creation of purpose | •Outcomes   |
| •Network development | •Focus      |
| •Execution           | •Time-frame |

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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:

- **acquire** project resources
- **motivate** and **build** teams
- have a **vision** and **fight fires**
- **communicate**

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## Acquiring Resources

Project are **under funded** for a variety of reasons:

- vague goals
- no sponsor
- requirements understated
- insufficient funds
- distrust between managers

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## Communication

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

Project meetings feature **task oriented** and **group maintenance** behaviors and serve to:

- update all participants
- increase understanding & commitment
- make decisions
- provide visibility

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## Traits of Effective Project Leaders

A number of studies on effective project leadership reveal these common themes:

- ❖ Good communication
- ❖ Flexibility to deal with ambiguity
- ❖ Work well with project team
- ❖ Skilled at various influence tactics

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## Leading & Time Orientation

### Alignment

- timeline orientation
- future time perspective
- time span
- poly/monochronic
- time conception

### Skills

- warping
- creating future vision
- chunking time
- predicting
- recapturing the past

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## What are Project Champions?

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

Champions can be:

- creative originators
- entrepreneurs
- godfathers or sponsors
- project managers

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## Champion Roles

### Traditional Duties

- *technical understanding*
- *leadership*
- *coordination & 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 management

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## The New Project Leadership

Four competencies determine a project leader's success:

1. Understanding and practicing the power of appreciation
2. Reminding people what's important
3. Generating and sustaining trust
4. Aligning with the led

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## Project Management Professionalism

- o Project work is becoming the standard for many organizations
- o There is a critical need to upgrade the skills of current project workers
- o 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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