

Leadership and the Project Manager

Chapter 4

Leadership

“The ability to inspire confidence and support among the people who are needed to achieve organizational goals.”

Project management is leader intensive!

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
- Network development
- Execution
- Outcomes
- Focus
- Time-frame

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**

Acquiring Resources

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

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

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

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

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

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

Champion Roles

Traditional Duties

- *technical understanding*
- *leadership*
- *coordination & control*
- *obtaining resources*
- *administrative*

Nontraditional Duties

- *cheerleader*
- *visionary*
- *politician*
- *risk taker*
- *ambassador*

Creating Project Champions

- ✓ Identify and encourage their emergence
- ✓ Encourage and reward risk takers
- ✓ Remember the emotional connection
- ✓ Free champions from traditional management

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

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

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*