Grail

Professional Services

IN-CLASS SESSION PERCIVAL

Leadership

Mark A. Ward

LEADERSHIP

- Dealing with people
- Qualities and skills of a leader
- Politics, power, and getting things done

Project Management Institute, A Guide to the Project Management Body of Knowledge, PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page 60.

DEALING WITH PEOPLE (LEADERSHIP)

- Should study people (behavior and motivations) in an effort to lead them
- Project managers must interact with numerous stakeholders (project team, steering team, and project sponsors)

Project Management Institute, A Guide to the Project Management Body of Knowledge, PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page 60.

QUALITIES AND SKILLS OF A LEADER (LEADERSHIP)

- Visionary
- Optimistic
- Collaborative
- Manage relationships
- Communication
- Respectful
- Integrity

- Sharing credit
- Life-long learner
- Results oriented
- Focus
- Holistic view
- Critical thinker
- Team builder

Project Management Institute, A Guide to the Project Management Body of Knowledge, PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Pages 61-62.

POLITICS, POWER, AND GETTING THINGS DONE (LEADERSHIP)

- Select the appropriate way to influence people based on an observation of environment
- There are many different types of power that a manager can wield

Project Management Institute, A Guide to the Project Management Body of Knowledge, PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Pages 62-63.

POWER TYPES (1)

- **Positional (formal, authoritative)**
- Informational (control of information)
- Situational (unique situation)
- **Personal (charismatic)**
- Relational (connections, alliances)
- **Expert**

Project Management Institute, A Guide to the Project Management Body of Knowledge, PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page 63.

POWER TYPES (2)

- **Reward-oriented**
- **Punitive (coercive)**
- Ingratiating (flattery or common ground)
- Pressure-based (limits on choice or movement)
- Guild-based (obligation or duty to obey)
- Persuasive (convincing argument)
- Avoiding (refuse to participate)

Project Management Institute, A Guide to the Project Management Body of Knowledge, PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page 60.

POSITIONAL (FORMAL, AUTHORITATIVE)

- Also sometimes called "legitimate"
- Subordinates recognize that supervisors are rightfully allowed to influence

Project Management Institute, A Guide to the Project Management Body of Knowledge, PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page 60.

PERSONAL (CHARISMATIC)

- Subordinates may respect or want to emulate supervisors, allowing supervisors to influence subordinates.

Project Management Institute, A Guide to the Project Management Body of Knowledge, PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page 60.

EXPERT

- Subordinates believe supervisors have specialized knowledge making it beneficial for supervisors to influence subordinates.

Project Management Institute, A Guide to the Project Management Body of Knowledge, PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page 60.

REWARD-ORIENTED

- Supervisors influence because they can offer subordinates rewards
- These rewards can be praise, money, benefits, and other.

Project Management Institute, A Guide to the Project Management Body of Knowledge, PMBOK®
Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page 60.

PUNITIVE (COERCIVE)

- Supervisors influence because they can punish subordinates.
- Negative consequences for not obeying

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WHAT IS THE DIFFERENCE BETWEEN MANAGEMENT AND LEADERSHIP?

Management

- Planning
- Organizing
- Executing

Leadership

- Developing vision
- Imparting vision
- Motivating

Project Management Institute, A Guide to the Project Management Body of Knowledge, PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page 64.

LEADERSHIP STYLES

- Laisses-faire

- Transactional

- Servant leader

- Transformational

- Charismatic

- Interactional

- Others

Project Management Institute, A Guide to the Project Management Body of Knowledge, PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page 65.

LAISSEZ FAIRE LEADERSHIP STYLE

- A hands-off approach that allows the project team to make its own decisions

Project Management Institute, A Guide to the Project Management Body of Knowledge, PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page 65.

TRANSACTIONAL LEADERSHIP STYLE

- Management by exception is a kind of transactional leadership style. The project manager directs the top and bottom ten percent of project team performers.

Project Management Institute, A Guide to the Project Management Body of Knowledge, PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page 65.

SERVANT LEADER LEADERSHIP STYLE

- Put people first (personal growth, well-being, etc.). Leadership is secondary and results from serving.

Project Management Institute, A Guide to the Project Management Body of Knowledge, PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page 65.

TRANSFORMATIONAL LEADERSHIP STYLE

- Empowers people. Inspirational motivation. Creativity is valued. Individual needs are important.

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CHARISMATIC LEADERSHIP STYLE

- Leader is confident. Holds strong views. High-energy. Known for ability to inspire others.

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INTERACTIONAL LEADERSHIP STYLE

- Combines transactional, transformational, and charismatic management styles.

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DEMOCRATIC LEADERSHIP STYLE (OTHER)

- The project manager makes decisions based on a consensus of the project team.

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AUTOCRATIC LEADERSHIP STYLE (OTHER)

- The project manager makes all decisions, and the project team is expected to follow these decisions without question.

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COACHING LEADERSHIP STYLE (OTHER)

- Involves superiors training subordinates to maximize their ability to perform. Often considered the most efficient and effective management practice.

QUESTIONS?