

## 29th International Congress on Project Management and Engineering

# Best Practises to Enhance Responsible Leadership in the Context of Project Management

Poza-Lujan, J.L., Link, K., Karppi, M., Bethencourt, L.



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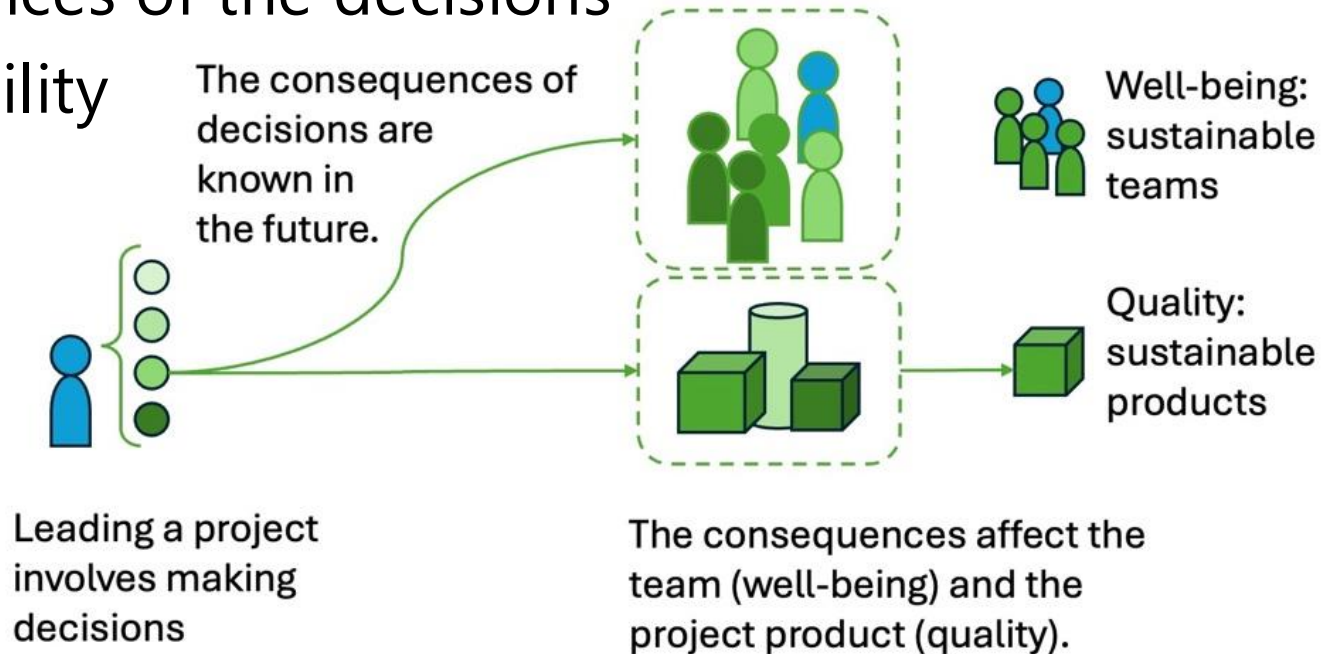
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# Context

- Leadership imply to have competences according the consequences of the decisions
- Responsibility



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# Context

- RESPRO project (Developing People Skills in Project Management Education in European HEIs)
  - Erasmus+ Project
  - Main objective: to analyse and improve project management skills.
  - Higher education institutions



Co-funded by  
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**RESPRO**  
Leading Projects Responsibly



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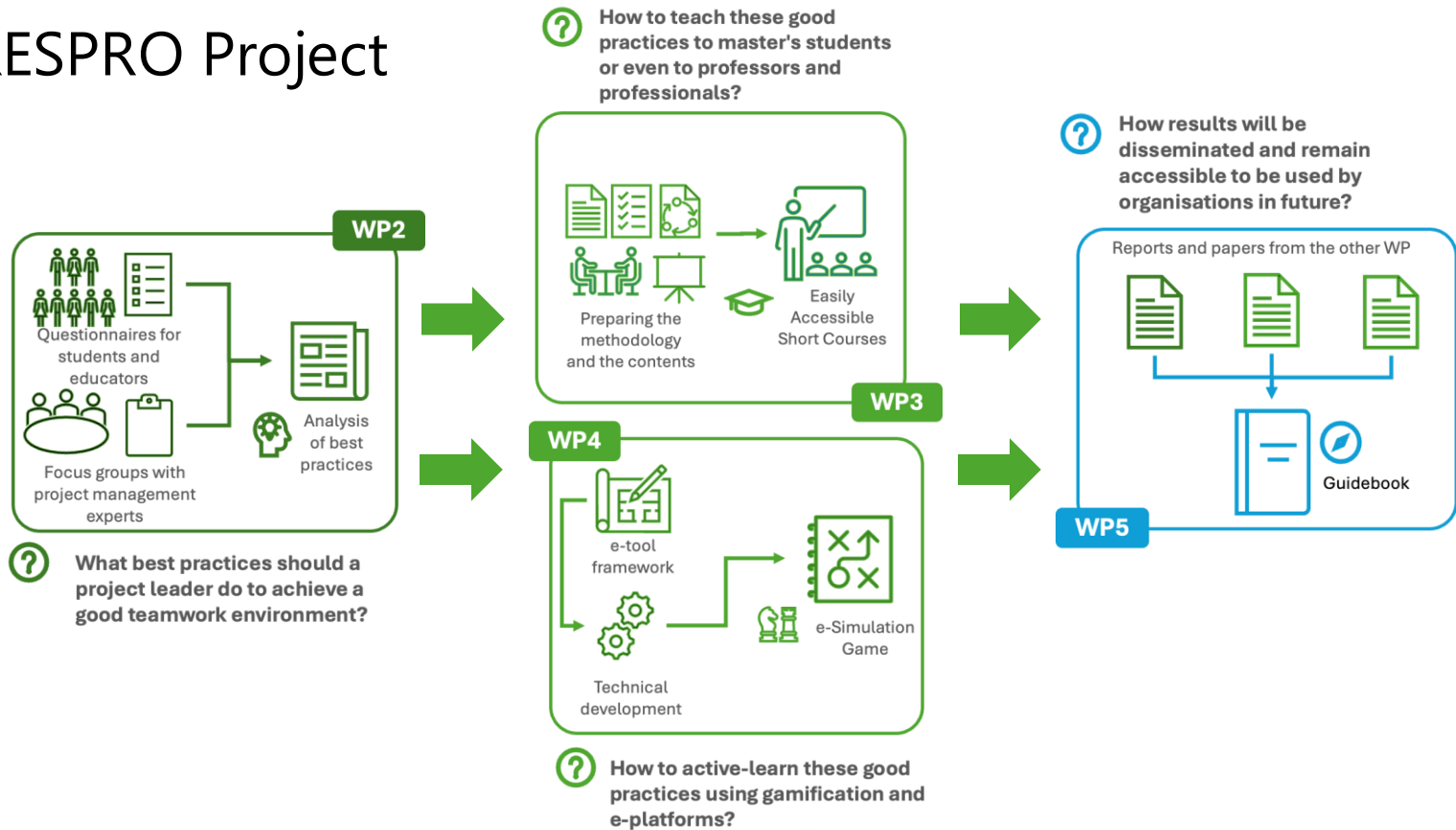
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## Context

- RESPRO Project

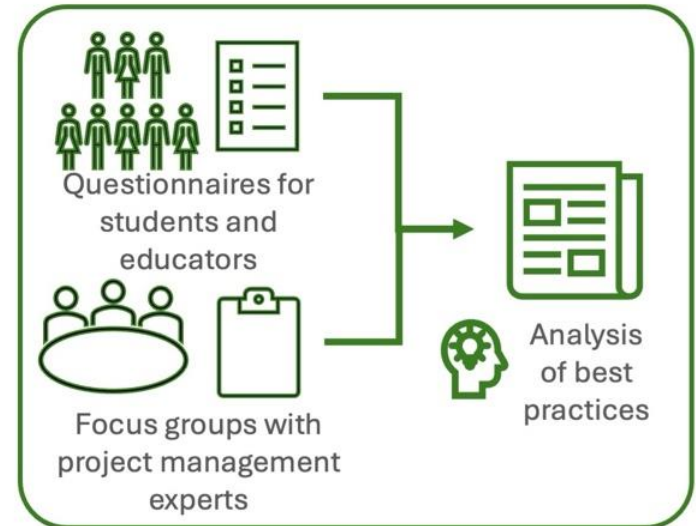


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# Method

How we obtained the best practises that a project manager must have to be a responsible leader

- To know the current states and expectations in universities
  - Students needs questionnaires
  - Educators vision questionnaires
- To know the companies needs
  - Experts in project management



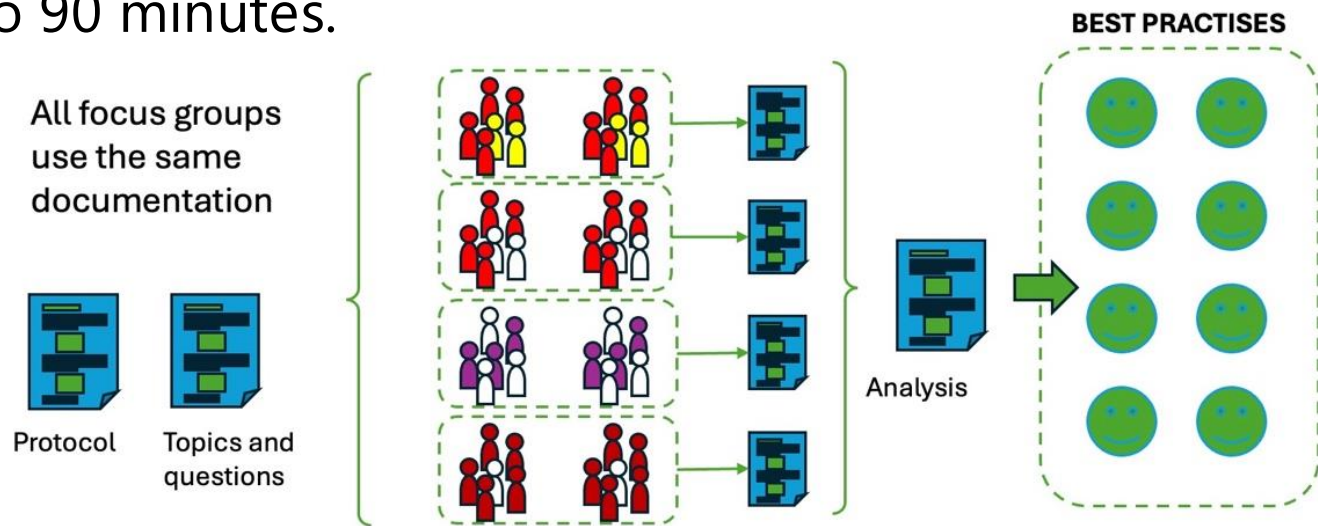
**What best practices should a project leader do to achieve a good teamwork environment?**



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# Method

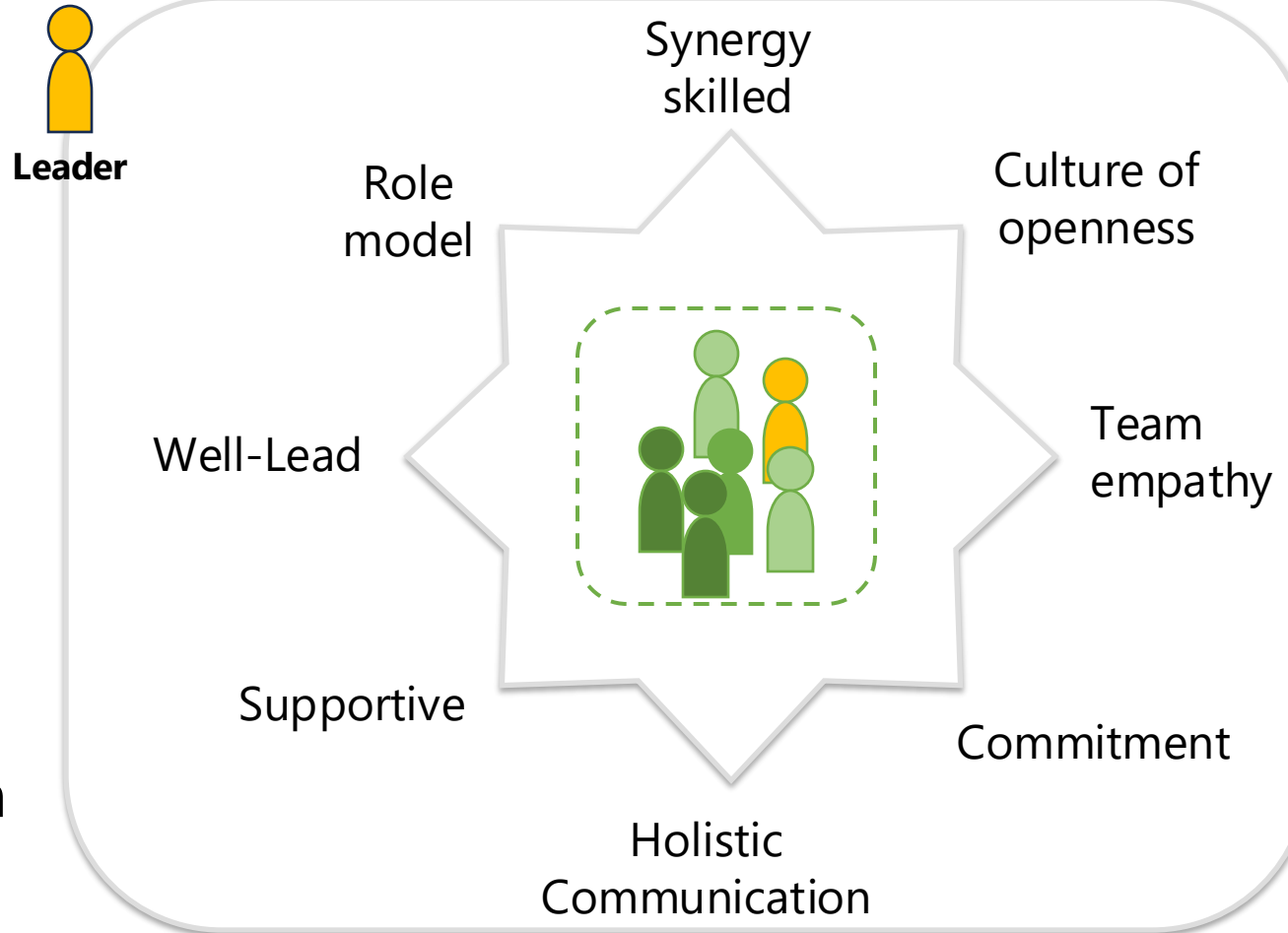
- Focus groups
  - Delphi approach
  - Groups of six to eight people,
  - From 60 to 90 minutes.



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### Results

Leader should have the competences and tools to develop these best practises and create a well-being team



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# Results

Best Practise	Team well-being action
Team empathy	Fostering a supportive environment, and considering the needs of team members,
Holistic Communication	Considering also emotions and sensations fosters an environment of understanding and connection among team members.
Role model	The project leader attitude must be model. The impact of a positive role model is the fostering of an environment of trust, respect, and motivation.
Supportive	Making members feel valued, heard, and empowered to do their jobs effectively.
Synergy skilled	Creating an environment where both technical knowledge and interpersonal skills are valued and developed.
Commitment	Establishing a context of trust and security. When team members trust that their leader will keep their promises and act with integrity, uncertainty is reduced, and an environment of stability and psychological safety is achieved.
Culture of openness	Fostering an environment where team members are empowered to change their environment, schedules, and workspaces, creating a sense of autonomy, trust, and respect for individual needs.
Well-Lead	Check what your equipment is in and what it should be in and take steps to keep it "healthy."



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# Results

- Relational crafting: Adjusting how team members interact socially and professionally to enhance connection and collaboration.
- Cognitive crafting: Reframing perceptions of work to make it more meaningful, boosting job satisfaction and shared purpose.
- Approach/Avoidance crafting: Seeking positive challenges while avoiding negative aspects of work to foster growth and well-being.
- Resource crafting: Actively acquiring resources (e.g., flexible schedules) to improve individual and team well-being.
- Task crafting: Modifying tasks—type, sequence, scope—to redistribute workload, build skills, or reduce pressure.
- Collaborative crafting: Jointly reshaping roles and team structure in a supportive environment.
- Proactive commitment crafting: Aligning personal efforts with team goals, based on trust in leadership support.

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# Conclusions



- Conclusions
  - Responsible project leadership is vital for overall project success.
  - It fosters a healthy team and a positive work environment.
- Future work
  - Validate identified practices with broader quantitative surveys.
  - Develop specific training programs for responsible leadership skills.

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