

Project Management or Project Leadership

Leading projects responsibly

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RESPRO – Management or Leadership

Management

- Administration of organizations (incl. Teams)
- Process of planning, decision, making, organizing, leading, motivation and controlling the resources to reach organizational goals efficiently and effectively.

Leadership

- Encompasses the ability of an individual, group, or organization to lead, influence, or guide other individuals, teams, or entire organizations.
- The action of leading a group of people or an organization (Ahsan et al. 2016)
- The process in which a person or collective influence others to pursue a common purpose (Ouchi, 1980).

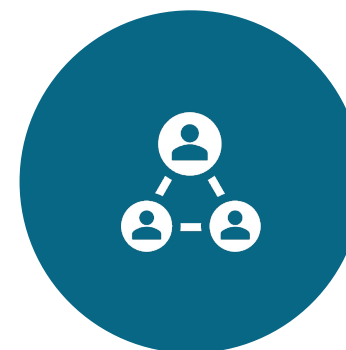
RESPRO – Project leadership research



PROJECT MANAGER TRAITS



PROJECT MANAGER
BEHAVIOR



TEAM-CENTRIC, SHARED
LEADERSHIP

1. Projects managers' traits

Turner and Müller 2005

- Charisma
- Competences
- Emotional intelligence
- Trustworthiness
- Problem-solving ability
- Results orientation
- Energy and initiative
- Self-confidence

Leadership and project success

Turner & Müller 2005

1. The project manager's competence is related to his or her success as a project manager
2. Different project leadership styles are appropriate at each stage of the project life cycle
3. Specific leadership styles are appropriate for multi-cultural projects
4. Project managers have a leadership role in creating an effective working environment for the project team
5. Project managers prefer task-oriented to people-oriented leadership
6. The project managers' leadership style influences his or her perception of success in different situations

2. Project managers' behavior

- Authentic leadership (Nawaz & Tian 2022)
 - Draws upon and promotes positive psychological capacities and positive ethical climate,
 - Fosters greater self-awareness,
 - Internalized moral perspective,
 - Balanced processing of information
 - Fosters positive self-development
- Transformative leadership (Ahmad et al. 2022)
 - Focus on inspiring and motivating followers.
 - Supports followers' self-interests and pushes their work towards higher-order goals.
 - Aims to bring about positive and meaningful change within individuals and the organization.
- Transactional leadership (Abbas & Ali 2022)
 - Aims at maintaining the status quo and achieving specific, predetermined goals
 - Directive and task-oriented, provides clear instructions
 - Focuses on tasks rather than people

Transformative vs. Transactional Leadership

Abbas & Ali, 2021



Transformational leadership may be more effective in enhancing project performance than transactional leadership.



Effectiveness of leadership styles in project contexts depend on project-level moderators (i.e., project size and project type).



Effectiveness of leadership styles may vary across industries or projects.



→ More research is needed to understand the effectiveness of different leadership styles for project management across multiple contexts.

3. Shared leadership

f.ex. Kozlowski et al. 2016

- The team-centric phenomenon, in which leadership and responsibilities are shared beyond official roles
- Interactive influence process among team members
- Leadership roles and responsibilities are informally shared among team members through social interaction
- Dynamic and relational phenomenon

3. Shared leadership and project life span events

Karppi et al., 2024

- Shared leadership emerges as specific events or conflicts occur:
 - Deadlines approach → need to complete tasks
 - Project team member or project manager changes
 - Changes in output specification
 - Role conflicts ect.
- Project manager needs to
 - Know the team member's competence and skills
 - Create trustworthy team environment
 - Trust on team expertise
 - Give freedom, step back

Group task

- Discuss in small group of 3-4:
 - Identify project events, when you have changed your leadership “style” or behavior to overcome obstacles.
 - How would you describe the change in leadership?
 - How would you describe the change in team collaboration?
 - How did it affect? Helped to overcome obstacles?
- Prepare to share with the whole group!

Project managers' behavior

Müller et al. 2018

- Balanced leadership – project manager distributes leadership to team through following steps:
 - **Nomination:** selection of team members, with aim of building the best team
 - **Identification:** who are the potential horizontal leaders?
 - **Selection:** empowerment of horizontal leaders. It marks the vertical
 - leader's transition of leadership authority to the horizontal
 - leader, and the receiver's acceptance of this authority and its
 - related responsibility.
 - **Horizontal leadership and governance:** leadership is distributed to team member(s)
 - **Transition:** drawback to vertical leadership

Project managers' is shaped by

- The contextual factors
- The team characteristics:
 - Type, size
 - Maturity
 - Skills, competences
 - Motivation
- The project life span phase
- The project everyday events

...and it is dynamic and relational social interaction!

References

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