



Establishing Your Role as Leader and Project Manager

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Context

- Project Failures
- Sponsors
- Coaching and Mentoring



Adapted from
Projectmanagement.com

Take Away

Leadership style and Project Management skills cannot be divorced from one another.

You need both to make your project a success.



Reality

- Unfortunately, some project managers get so caught up in project management that they forget about leadership.
 - You can complete the management part of a project and still not be a leader.
- Managing the project does not mean that you do all the work. You'll need to delegate successfully, and that requires leadership skills.



Establishing your role as Leader & PM

Discussion Question:

What is expected?



Expectation - 1

- It doesn't matter what size your project is. You need to take command to lead your project to success. That means becoming both the manager AND the leader of your project.
- As project leader, you are expected to:
 - Command authority
 - Take responsibility for guiding the project.
 - Become a trusted and reliable source of information about the project.
 - Be honest, competent and an inspiration to the project team.

Expectation-2

- As a project manager, you monitor and control the project through to its finish, using specific techniques and procedures to establish the framework and structure of the project.
- As a project manager, you keep project stakeholders informed and involved in project decisions.

Expectation - 3

- Take Me to Your Leader / Project Manager:
 - As a leader, you must provide strong guidance.
 - As a leader, you provide a receptive ear to people with problems.
 - As a leader, you must gain the trust and respect of the project team, corporate management and project stakeholders.
 - As a leader, you must give good direction so people feel comfortable taking direction from you.

Common Understanding

- Leadership style and management tactics are intertwined and are central to the success of your project.
- Your skills and management tactics are both necessary for reaching your project's goals:
 - Listen to your people.
 - Ask lots of questions.
 - Observe what is going on around you.
 - Take notes!
 - Know enough to know when you don't know everything.
 - Be available when people need you.
 - Make decisions when you must, but know which decisions should be deferred to higher authorities.
 - Delegate what needs to be delegated.
 - Don't micromanage!

Situational Management and Contingency Theory

- Matching management style to the specific needs of a situation is called situational management or contingency theory.
- As a project manager, you must effectively apply the best leadership style for the task, to meet the needs of individual team members.
 - Task-oriented
 - Employee-oriented
 - Reward-oriented
- Different leadership styles and management methods must be used to monitor and coordinate different projects with different people.

Leadership Style-1

- Task-oriented leadership emphasizes the following:
 - Getting the job done
 - Concentrating on methods for assigning and organizing work
 - Making decisions
 - Evaluating performance

Leadership Style-2

- Employee-oriented or people-oriented leadership concentrates on the following:
 - Open communication
 - Development of rapport with team members
 - Ongoing direct concern for the needs of subordinates

Leadership Style-3

- Reward-based leadership ties positive feedback and other rewards directly to performance and work accomplished.
 - It assumes that a high level of performance will be maintained, provided that work resulted in meaningful rewards, which directly correlate with the quality of the worker's efforts.
 - Rewards include pay and promotion, but also include support, security, encouragement and respect from the project manager.



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Discussion Question:

Can you apply the different leadership styles?



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Thank You

Feedback
Questions
Suggestions
Comments



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