

Effective Leadership

a key for project success

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Typical Challenges for a Project

Coping with high levels
of Uncertainty &
Complexity

Managing the team

- Creating
- Synergizing
- Focusing
- Building competency

Stakeholder
management

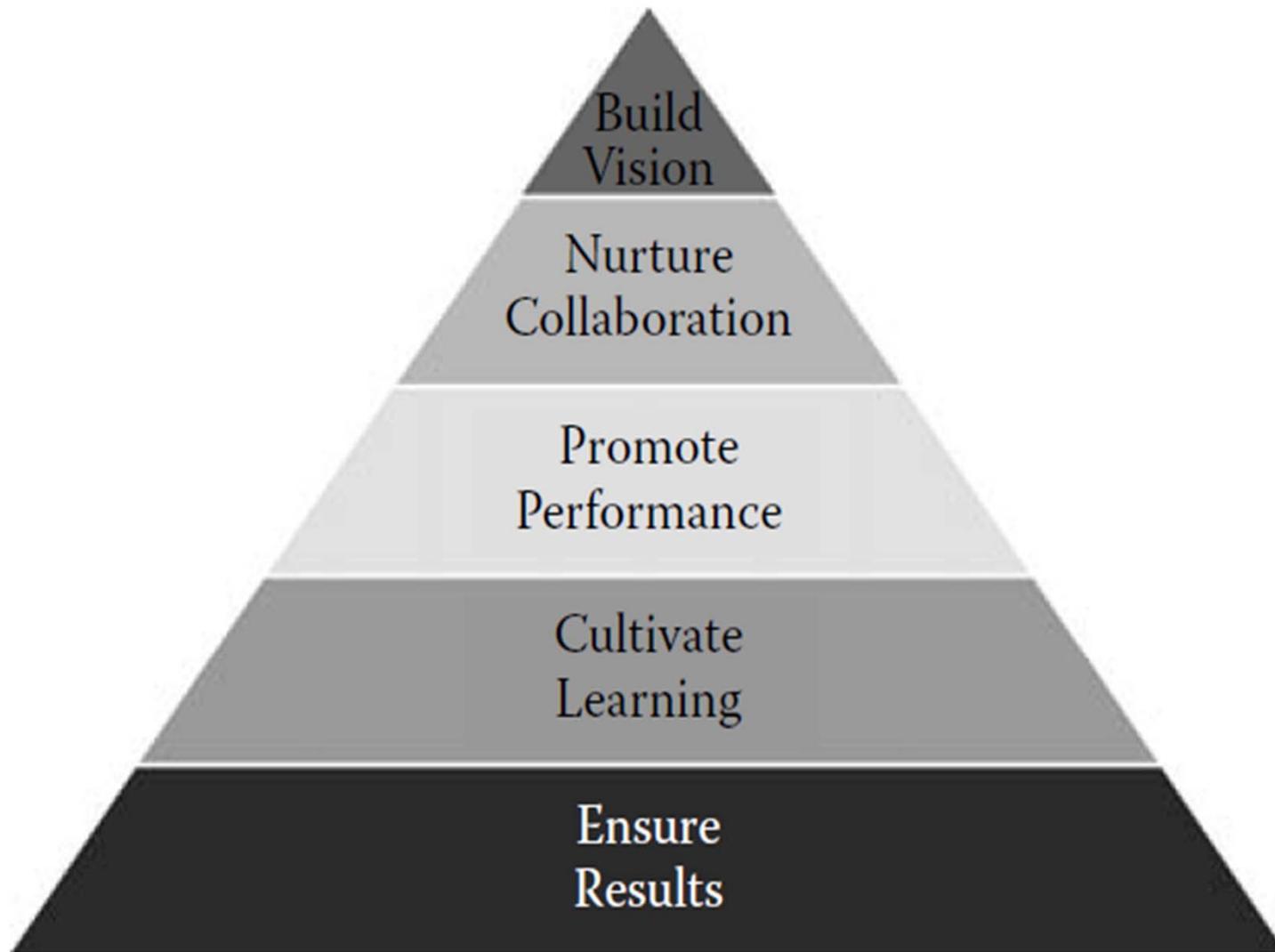
Leveraging the
Environment

Project Failure Reasons

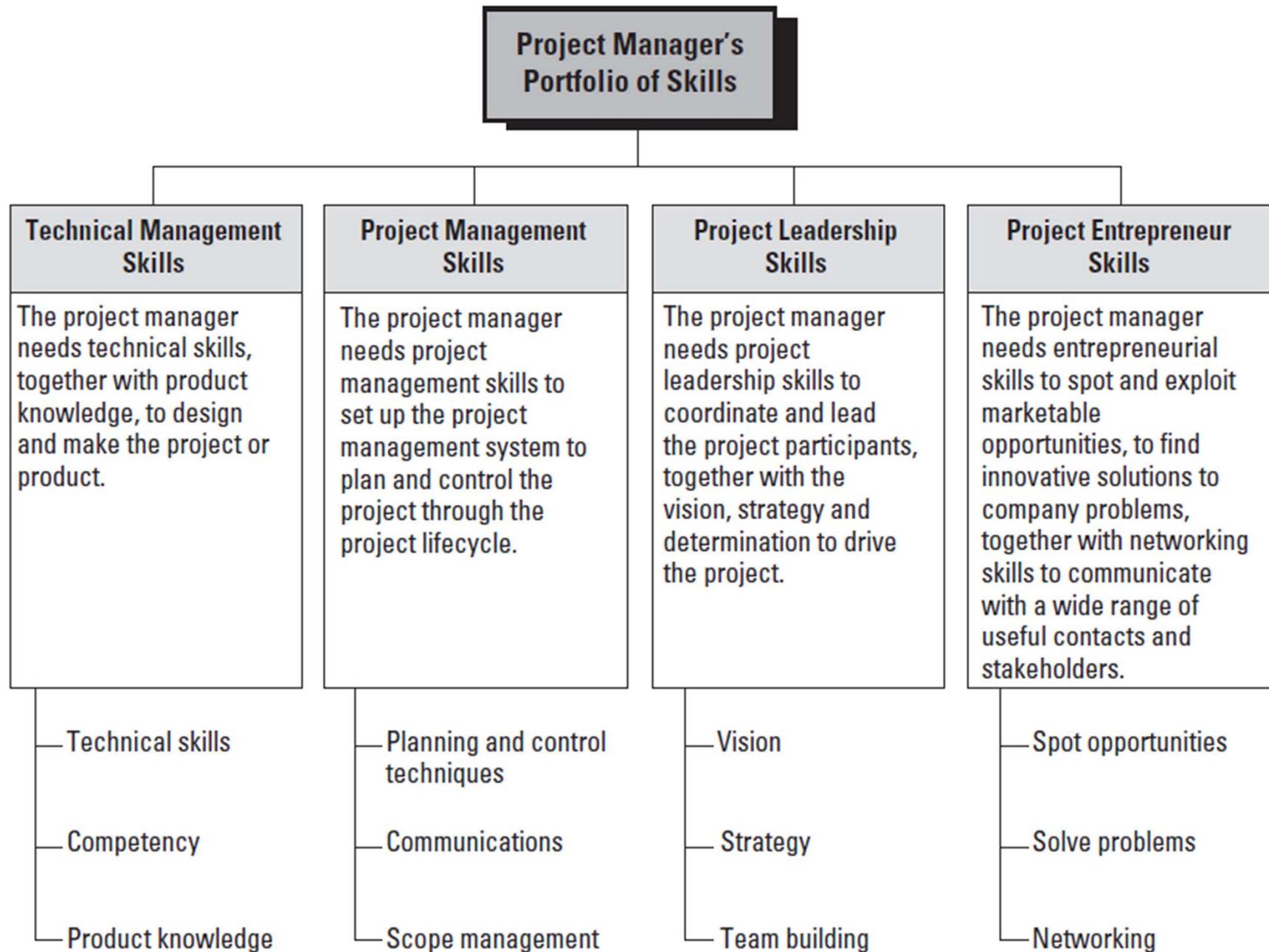
- Lack of vision. The objectives are neither clearly defined nor mutually understood by those running and being involved in the project. Consequently, the scope of the project is vague and the timeline leading to the target end date is anything but realistic.
- Lack of a functioning team. Instead, there is an accumulation of people who may or may not work together. Insular work is common. Communication is held to a minimum. Collaboration is poor. The team as a whole or individuals do not perform as they ought to.
- People may work together, but they do not produce results. If results are produced, they may be late or of low quality.

Management & Leadership

- Leaders define a direction. They take the initiative and take responsibility. At the end of the day they are accountable for the outcome of their projects.
- Managers, on the other hand, take orders, they do their job to the best of their abilities, and they are assigned to certain roles and responsibilities.
- Manager versus Leader Role: leaders must be competent in organizing and controlling work (the coordinator role), but also in managing change (the innovator role), which tends to compete with the ability to organize and control effectively
- Leaders act, managers react.



Source: Juli, Thomas, Leadership Principles for Project Success(CRC Press,2010)



Source: Burke, Roy and Barron, Steve, Project Management Leadership (Wiley, 2014)

Project Managers

Project managers focus on systems

Project managers are appointed by their superiors

Project managers administer

Project managers focus on conforming and maintaining

Project managers have a short-term perspective

Project managers like consistency and accept the status quo

Project managers are risk averse

Project managers focus on planning, budgeting and the bottom line

Project managers develop communication systems

Project managers focus on organization structures

Project managers focus on the problem-solving processes

Project managers focus on targets and milestones

Project managers want to control their project

Project managers focus internally on the project

Project Leaders

Project leaders focus on people

Project leaders are chosen by their team members

Project leaders innovate

Project leaders focus on challenging and developing

Project leaders have a long-term perspective

Project leaders are flexible and challenge the status quo

Project leaders are risk opportunists

Project leaders create a vision of the future with an eye on the horizon

Project leaders develop interpersonal lines of communication

Project leaders focus on people

Project leaders aim to inspire and motivate

Project leaders focus on creating change

Project leaders are passionate about their project

Project leaders focus externally on the client, the competition, the market and new technology

Project Managers

Project managers have subordinates

Project managers rely on their position for formal authority and power

Project managers drive their team

Project managers inspire fear

Project managers say 'I'

Project managers assign tasks

Project managers are autocratic

Project managers clock everyone in and out to check they are on time (Theory X)

Project managers blame someone for the breakdown

Project managers know how it is done

Project managers make work a drudgery

Project managers say 'go'

Project managers say the world needs leaders

Project Leaders

Project leaders have followers

Project leaders rely on their personal charisma and on the team's trust and respect for their power

Project leaders coach their team

Project leaders inspire enthusiasm

Project leaders say 'we' (the project team)

Project leaders set the pace

Project leaders are democratic

Project leaders trust the team members to be on time (Theory Y)

Project leaders fix the breakdown

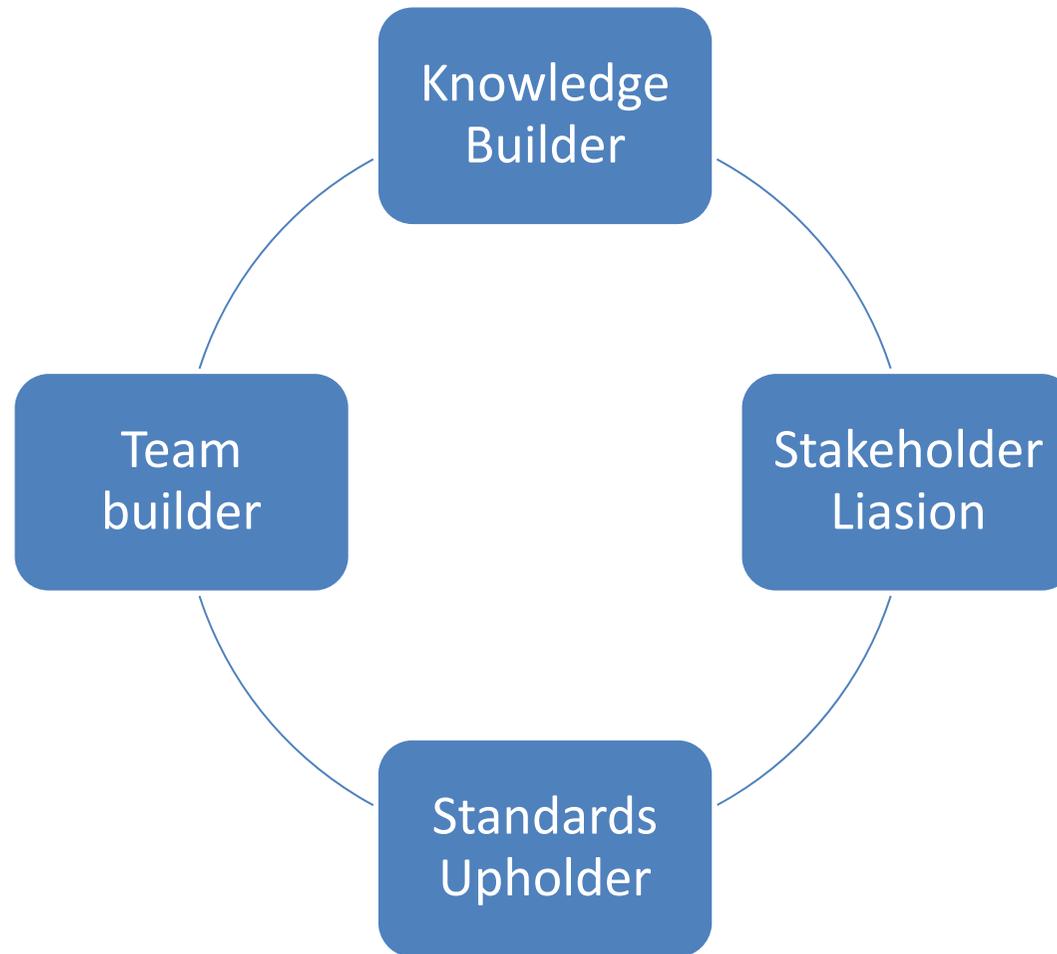
Project leaders show how it is done

Project leaders make work fun

Project leaders say 'let's go'

Project leaders say nobody wants a boss

Leader Roles



Boundary Spanning

1. *Ambassadorial Activity*—involving lobbying for resources, reporting progress to managers at higher levels in the organization and determining how the company strategy is affecting the project.
2. *Task Coordination*—meeting with external groups to resolve design problems and coordinate activities
3. *Scouting Activity*—scanning inside and outside the company for ideas and information about the market and technology
4. *Guard Activities*—setting up separate channels to protect the team from unnecessary interference and distraction

Leadership Role: **knowledge builder**

- Advise on technical issues
- Provide scientific expertise to the team
- Monitor the quality of team members' work
- Initiate new strategies or approaches to team tasks
- Scan the environment inside or outside the organization for ideas and expertise
- the leader is acting as a boundary spanner



The vertices of the triangle indicate what teams deliver; the sides and center describe the elements to make that happen.

Leadership Role: **Stakeholder Liaison**

- Negotiate resources for the team
- Negotiate project goals with the client
- Coordinate the team's task with outside stakeholders
- Alter team composition or structure to meet changing project demands

Leadership Role: **Standards Upholder**

- Ensure all work is conducted within safety regulations
- Establish standards and priorities
- Inform the team about organizational policies and issues
- by establishing team rules, leaders provide a reliable structure for how the team operates

Leadership Role: **Team Builder**

- involves promotion of team relationships and team members' career development
- Provide guidance and support for team members' career aspirations
- Delegate some project leadership tasks to team members
- Ensure all team members have the opportunity to express their ideas and opinions
- Engage in activities to build relationships within the team
- here the leader is acting as a facilitator of open communication

Building High-Performing Teams

Select members
on basis of skills,
not personalities

Establish urgency
& direction

Initial
impressions

Set clear rules of
behaviour

Create team
identity

Challenge the
team

Do real work
yourself

Gain Trust

Step aside

Becoming good Leaders

- Has the leader adopted a team or a working group approach? Does the leader:
 - a. make all important decisions?
 - b. make all work assignments?
 - c. make all evaluations of individuals?
 - d. ensure work is conducted primarily on the basis of individual accountability?
 - e. do any "real work" beyond decision making, delegating, and agenda setting?

Becoming good Leaders

- Is the leader striving for the right balance between action and patience within the team? Does the leader:
 - a. promote constructive conflict and resolution?
 - b. use distance and perspective to keep the team's actions and directions relevant? Intimidate anyone on the team?
 - c. constantly challenge the team to sharpen its common purpose, goals, and approach?
 - d. inspire trust in people by acting in concert with the team's purpose and the team?
 - e. create opportunities for others, sometimes at his or her own expense?

Becoming good Leaders

- Does the leader articulate a team purpose and act to promote and share responsibility for it? Does the leader:
 - a. think about and describe his or her assignment in individual or hierarchical versus team terms?
 - b. identify and act to remove barriers to team performance?
 - c. blame individuals for failure to perform, either within or beyond the team?
 - d. excuse away performance shortfalls by pointing to "uncontrollable" outside forces?

What makes a good Project leader

- Vision
- Build teams
- Ability to stimulate staff, create excitement
- inspiring and stimulating colleagues to perform beyond normal expectations: transformational leadership – “individualized consideration”
- Fosters strategic relationships
- Communicates widely
- Level of technical ability that must be acceptable
- openness to learning
- good self-awareness & self-monitoring
- trustworthiness
- CREATIVITY

As for the best leaders, the people do not notice their existence.

The next best, the people honor and praise.

The next, the people fear;

and the next, the people hate.

*When the best leader's work is done,
the people say, 'We did it ourselves.'*

Lao Tzu

“He who knows others is clever; He
who knows himself is enlightened”—
Lao Tzu





PAMBAM BRIDGE, 1964



KONKAN RAILWAY
738 Km, 2000
bridges, 91 tunnels,
1990-1997



E. Sreedharan

DELHI METRO
200 km, 1997-2012



Developing Leaders

- recognize the importance of selecting leaders wisely
- adequate training to enhance the leader's role capabilities in team building, knowledge building, and stakeholder liaison; and provision of strong management support and backup for new leaders;
- it is also imperative for organizations to maintain a dedicated layer of experienced managers who have the time and interest to assist leaders with their teamwork, ensure proper performance review and evaluation, and protect the team from difficult customers

Developing Leaders

- Devising a framework to monitor and foster learning provides organizations with the tool to identify the specific strengths and weaknesses of their leaders and spot areas where they are under greatest pressure.
- developing new leaders by putting them through a carefully constructed sequence of projects that increase in level of graded difficulty over a period of five to six years from simple to more complicated
- Learning is aided by frequent contact with managers, customers, and technical experts.

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Abstract

Project management helps initiate, plan, conduct, monitor, control, and close a project. However, project management alone may not guarantee project success, especially in projects with high degrees of innovativeness or urgency or both. It requires effective leadership to build a common vision and goals, nurture collaboration and mutual accountability amongst the team members, promote performance by challenging the team, cultivate learning and innovation and ensure results. In particular, effective leaders excel at four major roles- that of a knowledge builder, team builder using transformational leadership, stakeholder liaison and a standards upholder. They are adept not only in project management, but also in managing people, communicating effectively, promoting teamwork, key problem identification and solving, tolerating ambiguity, uncertainty and pressures, managing conflicts, understanding of how the organization works and carrying out boundary spanning roles. Effective leaders reach out to a large number of people to convince and inspire them to go after the vision. Effective leadership will always act as if they are accountable, even if they are only responsible for the project outcomes. They are also continuously learning, are open to feedback and are ready to adjust their strategies to changing environments. Effective leadership is built on the team's and stakeholder's trust in the leader's competency to deliver. It is also built on the leader's emotional intelligence evidenced by high levels of self and social awareness, which is vital for execution of the roles described above within a project's limited time and authority.