

Leadership

CS413 - Software Engineering Project Management

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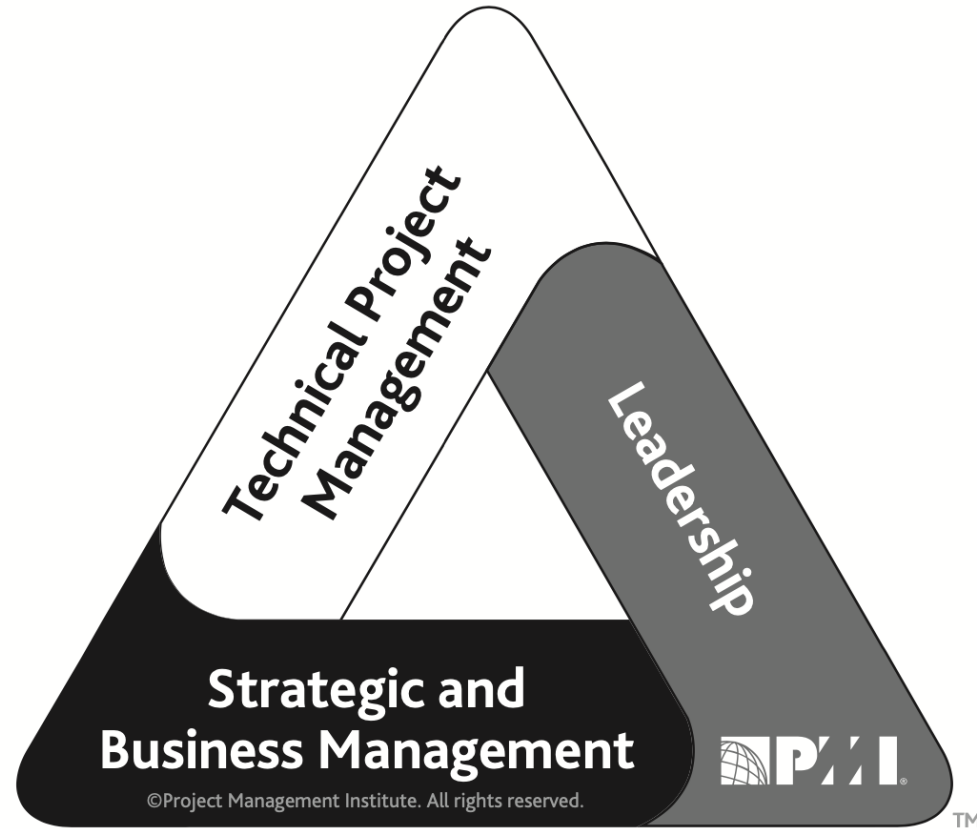
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Leadership

- The knowledge, skills, and behaviors needed to guide, motivate, and direct a team, to help an organization achieve its business goals



The PMI Talent Triangle[®]



Leadership Skills

- Leadership skills involve the ability to guide, motivate, and direct a team
- These skills may include demonstrating essential capabilities such as negotiation, resilience, communication, problem solving, critical thinking, and interpersonal skills



Leadership Skills

- Projects are becoming increasingly more complicated with more and more businesses executing their strategy through projects



Leadership Skills

- Project management is more than just working with numbers, templates, charts, graphs, and computing systems
- A common denominator in all projects is people
- People can be counted, but they are not numbers



Leadership Skills

- **DEALING WITH PEOPLE**
- A large part of the project manager's role involves dealing with people
- The project manager should study people's behaviors and motivations.
- The project manager should strive to be a good leader, as leadership is crucial to the success of projects in organizations



Leadership Skills

- **DEALING WITH PEOPLE**
- A project manager applies leadership skills and qualities when working with all project stakeholders, including the project team, the steering team, and project sponsors



Leadership Skills

- **QUALITIES AND SKILLS OF A LEADER**
- Being a visionary
- Being optimistic and positive
- Being collaborative
- Communicating



Leadership Skills

- **QUALITIES AND SKILLS OF A LEADER**
- Being respectful, courteous, friendly, kind, honest, trustworthy, loyal, and ethical
- Exhibiting integrity and being culturally sensitive, courageous, a problem solver, and decisive



Leadership Skills

- **QUALITIES AND SKILLS OF A LEADER**
- Giving credit to others where due
- Being a life-long learner who is results- and action-oriented



Leadership Skills

- **QUALITIES AND SKILLS OF A LEADER**
- Focusing on the important things
- Having a holistic and systemic view of the project, taking into account internal and external factors equally



Leadership Skills

- **QUALITIES AND SKILLS OF A LEADER**
- Being able to apply critical thinking and identify him or herself as a change agent
- Being able to build effective teams, be service-oriented, and have fun and share humor effectively with team members



Leadership Skills

- **POLITICS, POWER, AND GETTING THINGS DONE**
- Leadership and management are ultimately about being able to get things done
- The skills and qualities help the project manager to achieve the project goals and objectives



Leadership Skills

- **POLITICS, POWER, AND GETTING THINGS DONE**
- At the root of many of skills and qualities is the ability to deal with politics
- Politics involves influence, negotiation, autonomy, and power



Leadership Skills

- **POLITICS, POWER, AND GETTING THINGS DONE**
- The project manager's action results in the right people performing the activities necessary to fulfill the project's objectives



Leadership Skills

- **POLITICS, POWER, AND GETTING THINGS DONE**
- Top project managers are proactive and intentional when it comes to power
- These project managers will work to acquire the power and authority they need within the boundaries of policies, protocols, and procedures rather than wait for it to be granted



Leadership vs. Management

- Management is more closely associated with directing another person to get from one point to another using a known set of expected behaviors
- Leadership involves working with others through discussion or debate in order to guide them from one point to another



Leadership vs. Management

- Project managers need to employ both leadership and management in order to be successful
- The skill is in finding the right balance for each situation



Leadership

Management	Leadership
Direct using positional power	Guide, influence, and collaborate using relational power
Maintain	Develop
Administrate	Innovate
Focus on systems and structure	Focus on relationships with people
Rely on control	Inspire trust
Focus on near-term goals	Focus on long-range vision
Ask how and when	Ask what and why
Focus on bottom line	Focus on the horizon
Accept status quo	Challenge status quo
Do things right	Do the right things
Focus on operational issues and problem solving	Focus on vision, alignment, motivation, and inspiration



Leadership Styles

- Laissez-faire
 - Allowing the team to make their own decisions and establish their own goals, also referred to as taking a hands-off style
- Transactional
 - Focus on goals, feedback, and accomplishment to determine rewards; management by exception



Leadership Styles

- Servant leader
 - Demonstrates commitment to serve and put other people first; focuses on other people's growth, learning, development, autonomy, and well-being; concentrates on relationships, community and collaboration; leadership is secondary and emerges after service



Leadership Styles

- Transformational
 - Empowering followers through idealized attributes and behaviors, inspirational motivation, encouragement for innovation and creativity, and individual consideration



Leadership Styles

- Charismatic
 - Able to inspire; is high-energy, enthusiastic, self-confident; holds strong convictions)
- Interactional
 - A combination of transactional, transformational, and charismatic



Leadership as a PM Principle

- Demonstrate and adapt leadership behaviors to support individual and team needs



LEADERSHIP

Demonstrate and adapt leadership behaviors to support individual and team needs.

- ▶ Effective leadership promotes project success and contributes to positive project outcomes.
- ▶ Any project team member can demonstrate leadership behaviors.
- ▶ Leadership is different than authority.
- ▶ Effective leaders adapt their style to the situation.
- ▶ Effective leaders recognize differences in motivation among project team members.
- ▶ Leaders demonstrate desired behavior in areas of honesty, integrity, and ethical conduct.



Leadership as a PM Principle

- A project environment that prioritizes vision, creativity, motivation, enthusiasm, encouragement, and empathy can support better outcomes



Leadership as a PM Principle

- Leadership comprises the attitude, talent, character, and behaviors to influence individuals within and outside the project team toward the desired outcomes



Leadership as a PM Principle

- Effective leadership promotes project success and contributes to positive project outcomes
- Project teams, individual project team members, and other stakeholders are engaged throughout a well-led project



Leadership as a PM Principle

- Effective leadership is essential in helping project teams maintain an ethical and adaptable environment



Leadership as a PM Principle

- By blending styles, continuing skill growth, and leveraging motivators, any project team member or stakeholder can motivate, influence, coach, and grow the project team, regardless of role or position



References

- A guide to the project management body of knowledge (PMBOK guide) / Sixth edition. Newtown Square, PA: Project Management Institute, 2017.
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