Leadership

CS413 - Software Engineering Project Management

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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
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
Software Engineering Project Management

Leadership

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

**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


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