

that leaders and managers may be two distinct roles, but they are not different types of people.⁷ According to Kotler,⁸ the marketing scholar, as an organization becomes larger and more complex, the importance of managing increases, and as the external environment becomes more dynamic and uncertain, the importance of leadership increases. Influencing plays a big role in leadership. When major changes need to be attained in an organization, authority may not be the only basis of gaining commitment from subordinates, peers, and outsiders. Successful project management requires both project leadership and project management, together called project stewardship.⁹ The top ten list for a successful manager or leader is:

10. Treat everyone with respect;
9. Say good things;
8. Provide an opportunity to gain knowledge *and* learn;
7. Be optimistic and cheerful;
6. Recognize strengths and weaknesses;
5. Develop good communication skills;
4. Recognize commendable efforts that failed;
3. Be fair to all subordinates and never side with anyone;
2. Be assertive and confident; and
1. Like to be around people... an extrovert.

In managing resources, there are five common processes: decision making, exchanging information, influencing, developing, and maintaining relationships. These processes are interrelated in the life of a manager, and a project may demand a mixture of any of them as shown in Figure 12-1.¹⁰

The primary processes shown in Figure 12-1 reflect the daily life of a project manager who is in charge of a project. Making decisions along with the members of the project team and tackling day-to-day problems are an integral part of "firefighting" due to internal and external pressures. Internal pressures may be due to the failure to meet project deadlines or progress expectations. External pressures may be due to government agencies, policies, or supplier problems. Making decisions to control the project scope, cost, schedule, resources, performance, and value of the project is part

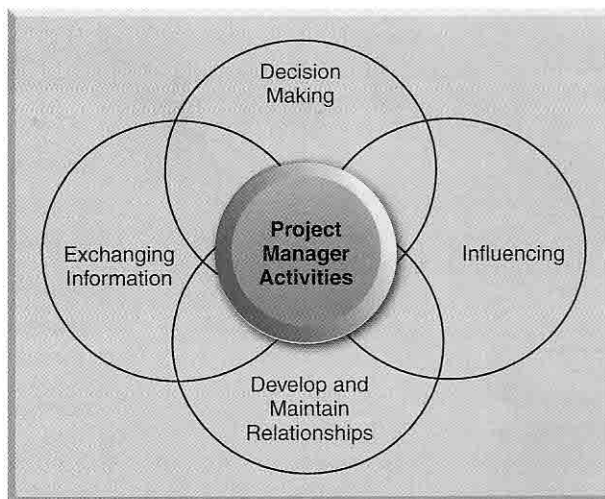


FIGURE 12-1 Primary Process in Project Manager Activities

Source: *Leadership in organizations*. Upper Saddle River, NJ: Prentice Hall.

of a project manager's daily life. Reporting project information as well as receiving information from the project team, customers, users, suppliers and other stakeholders is also the part of the activities of project management. Forming new relationships and strengthening old relationships are another part of a project manager's daily activities. Moreover, a project manager has to influence various people who are related to project success. Managing people effectively promotes easier change management, better management of organizational knowledge, and effective management of project performance and value. Each one of these aspects will be discussed in this section.

People Management

A project manager needs to effectively manage resources assigned to a project. Managing the work hours of designers, builders, scientists, engineers, testers, inspectors, and analysts in the project team is one such activity. Managing people is essentially having the right people with the right sets of tools and skills in the right positions in a project. Managing people in matrix organizations is more complex for project managers because they report to functional managers. Managing labor subcontracts means managing a team led by subcontractors who manage workers. People management encompasses all these aspects. Figure 12-2 illustrates the people that a project manager may have to interact with during a project. These relationships are developed in many ways that include:¹¹

- While talking with people before and after meetings, ceremonies, and social events
- While serving on special committees and task forces;
- While serving in civic groups, advisory boards, and social clubs;
- While attending workshops, trade shows, and professional association meetings;
- While interacting with other project managers, peers and their supervisors, supervisors, and other executives; and
- While interacting with suppliers, subcontractors, customers, users, and user groups.

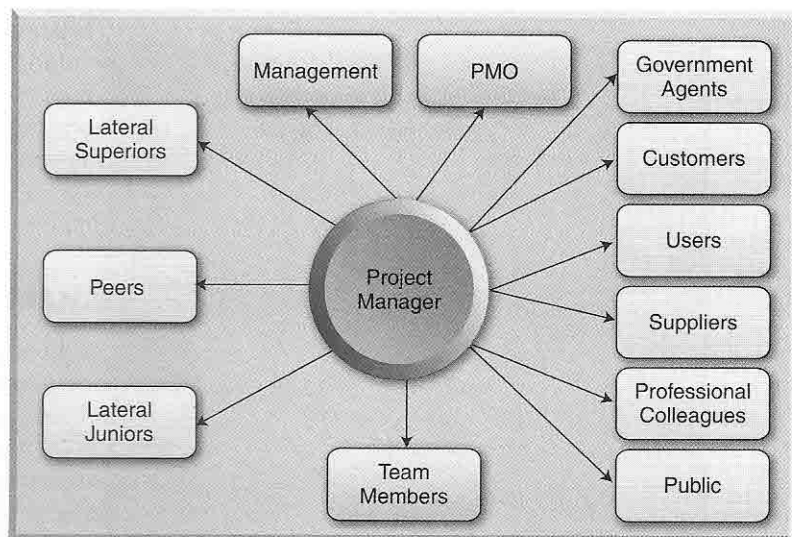


FIGURE 12-2 Project Manager's Network of Relationship

Source: Permission from Yukl, G. (2010). *Leadership in organizations*. Upper Saddle River, NJ: Prentice Hall.

TABLE 12-3 Possible Roles and Responsibilities of a Project Manager

Role	Responsibilities
Planner and Organizer	Devise plans, develop schedule, develop budget, allocate resources, develop policies and procedures, and execute projects
Decision Maker	Make decisions on schedule, cost, scope, and resources even under uncertainty
Monitor and Controller	Monitor and control project success factors
Spokesperson	Communicate with stakeholders on the progress of the project
Coordinator	Communicate with company executives, functional managers, peers, and subordinates; meet schedules, solve problems, achieve project scope and objectives, and maintain smooth relationships with peers; mediate conflicts between individuals
Consultant	Keep up with current technology developments; be the "go-to" person for a project
Administrator	Maintain all project records and documents; perform basic administrative duties as authorized; analyze information and communicate with all stakeholders periodically
Supervisor (if given the authority)	Facilitate training, develop team skills, and provide input into team member performance evaluation

A manager needs to work with many stakeholders of a project and typically works long hours. Managers seldom find a break in workload during a project and typically have requests for information and direction from many people who interact with them. They engage in a variety of fragmented tasks and activities with many interruptions, and many activities may seem to be more reactive than proactive.¹² Table 12-3 illustrates all major activities of a project manager.

Managers need to know that people make projects successful. Management effectiveness includes managing, developing, motivating, involving, and engaging people to perform their job effectively and efficiently. In fact, managing people makes a lot of difference in project success.

Leadership

Leadership in projects is an important part of human resource management and is essential in the successful management of projects. First of all, in order to be a leader, a project manager has to understand the power of influencing people. It is important for project managers to understand the complex world of relationships and processes in their organizations. Power involves the capacity of a person, say a project manager, to influence another person or persons, for example, his or her subordinates. As we discussed in Chapter 11, authority is different; authority is the legitimate right to establish work rules to be followed by subordinates. Power changes due to the changing conditions and changing coalitions. Power is influencing people, and the outcome of the influencing may be commitment, compliance, or resistance. Therefore, influencing depends upon the targeted person or persons and the environmental condition when attempted by a project manager. There are five different types of power:

- Reward power: The targeted persons comply in order to receive rewards;
- Coercive power: The targeted persons comply in order to avoid punishments;

- Legitimate power: The targeted persons believe that they are obligated to obey;
- Expert power: The targeted persons comply believing that the project manager has special knowledge; and
- Referent power: The targeted persons comply to gain the project manager's approval.

Project managers possess behaviors that allow them to influence targeted persons. Generally there are four types of tactics: impression management tactics, political tactics, proactive influence tactics, and reactive influence tactics. Impression management tactics include offering praise, ingratiation, and self-promotion. These tactics can be seen as manipulative as successes are overplayed and failures are underplayed. However, this tactic can be used sparingly to build confidence among project team members and motivate them for better performance. Political tactics include influencing the agenda of a meeting to include a project manager's own issues, influencing the decision makers to use criteria that will bias the decisions in favor of the project manager, or selecting the decision makers who will promote and defend the project manager's interests. However, the project managers in an organization need to use caution as some political tactics may include deception, manipulation, and abuse of power.¹³ Simple requests made by project managers with legitimate power are often carried out by team members. However, in cases when requests are not carried out, a proactive influence such as rational persuasion may be used. Reactive influence tactics are used to resist unwanted influence attempts or to modify requests to be more acceptable for the target person.¹⁴ Of all these tactics, proactive influence tactics work best for a project manager. The four types of proactive influence tactics that work well are rational persuasion, inspirational appeal, consultation, and collaboration. Rational persuasion, as the name suggests, uses explanations, rationale, logical arguments, and evidence and facts to illustrate and argue proposals and requests. Inspirational appeals generate emotional requests that link the target person's hopes, ideals, values, and desires. Consultation with the target motivates the target person to participate in meetings and get involved. Collaboration tactics are used by offering a target person some necessary resources or assistance. Project managers need to have a strong influence over their supervisors, and this influence will gain them respect from peers and subordinates.¹⁵

Leadership Behavior for Establishing People Management

A project manager needs to support project teams throughout a project, develop team members by mentoring, and recognize individual team members' contributions. The traits and behaviors of a project manager will be discussed in this section.

Trait refers to a variety of individual attributes including personality, temperament, needs, motives, and values. Personality traits include self-confidence, being an extrovert, emotional maturity, and energy level. Needs and motives are desires that influence attention to information and guide, energize, and sustain behavior. Values of right or wrong, ethics, fairness, justice, honesty, freedom, equality, loyalty, and excellence influence a person's perception and choice of behavior.

There is a general taxonomy with five trait categories,¹⁶ which correspond to all the traits needed by a project manager (shown in Table 12-4).

In addition to these traits, technical skills, business skills, interpersonal skills, and conceptual skills are important for a project manager. Technical skills include knowledge about the project subject, the processes, and the equipment for conducting specialized activities. Business skills include knowledge about the organization, its products, and its services. The technical and the business skills may be acquired, and an effective project manager will be able to obtain the information, retain it, and use it as and when needed. Interpersonal skills or social skills include knowledge

