



ATTRIBUTES OF LEADERSHIP FOR SUCCESS IN PROJECT MANAGEMENT

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ABSTRACT

In the hypercompetitive business environment, to maximize returns to the organization and to minimize risks on failures in project execution, we need a special kind of leadership. A project manager holding such a mantle relinquishes positional authority and becomes part of the work group to provide direction, communication, group process facilitation, coordination and support to achieve better results, faster and more consistently than in conventional orientation. The project manager does not have the luxury to select the team of his choice; rather members are assigned from various functional disciplines based on the disposition of the discipline head. Often times, team members are new to project environment and face difficulty in coping with the pressures posed by the project stake holders through the project manager.

The domain of leadership has seen phenomenal change during the past few decades. The project manager can no more be purely transaction oriented to address the issues of meeting project milestones. The human factor has assumed greater and complex dimensions. Organizational sustenance, if not growth, has become a question mark. In the light of these factors, we shall review the evolution of management theories and project management principles and practices and identify a fitting set of leadership attributes with which the project manager can steer his project(s) to success without compromising the aspirations of his project team

KEYWORDS: Economy, leadership, project stake holders, project success, styles of leadership, project iron triangle.

INTRODUCTION

In the globalized economy, there is an increasing demand for experienced project managers across many industries. Projects and project management have become integral business processes that support organizational performance and ultimately affect society. Project management is a vehicle through which innovation and change come to fruition. Project management has gained currency as a profession in its own right and not just as an ancillary set of skills possessed by other professionals. Organizations need strong managers to lead their staff toward accomplishing business goals. Incidentally, managers are more than just leaders; their expected roles are problem solvers, cheerleaders, and planners as well. Managers do not come in one-size-fits-all shapes or forms. Managers need to fulfill many roles and have varied responsibilities at each level of management within an organization. Commercial organizations employ project management techniques to achieve organization's goals and growth objectives. Though many have succeeded, there are a few that do not experience successful commercial closure in spite of the analytical tools and techniques employed. One possible reason for the negative outcome could be due to the culture of the organization. Research studies have indicated the integral role of organizational culture influencing the project success and the efficacy of various business processes affecting the overall performance of the organization.

Leaders in the field of project management share many of the same characteristics as leaders in operational or

functional roles. However, the unique nature of projects with their set budgets, timeframes coupled with other constraints often results in failure of projects causing greater concern to the resulting decline in the organizational image and team fatigue. There is an urgent need to address this dominant issue to involve leadership of a right kind to enhance project success. Though there is a general perception that project managers should be managers and not leaders, the ability of the project manager to take a leadership role to bring out the best in the team working on the project is put to test in times of crisis. This demand for leadership within the profession becomes more pressing as projects become more complex as in case of engineering projects.

Studies that attempt to answer the why, what, and how of the culture of an organization influence on project management effectiveness may provide additional insight and expand the body of knowledge in the organizational culture and project management domains. Members of leadership (top management), project managers, and project team may greatly benefit from this type of study.

Leadership

Defining leadership can be a challenge. Upon using any popular search engine, we will literally come up with millions of definitions. For example, as of this writing Google returned 11,500,000 results, Bing indicated 16,100,000 hits, while Yahoo! tops out all the other sites combined with 61,100,680. So, to contribute the 61,100,681st definition of leadership, we can consider the

following definition from Joseph C. Rost, who defines leadership in the following manner: *Leadership is an influence relationship among leaders and followers who intend real change that reflects their mutual purposes.*

The term leadership can mean many things to many people. Leadership is present in all aspects of our lives; business organizations, politics, education, religion, social networks, volunteer groups, profession in uniform and the like. Though the term 'leadership' appears to be very familiar, when we ask someone to describe what makes a leader then it gets a bit trickier. In the Latin language, there are at least six different terms for 'leader' differentiated by the context (civil, military, academic, religious) in which the role exists (*Princeps, dux, ductor, caput, rector*) and the multitude of meanings for leadership has been recognized through the evolution of organizations. From a dictionary we get the meaning for leadership as:

"The dignity, office, or position of a leader, esp. of a political party; ability to lead; the position of a group of people leading or influencing others within a given context; the group itself; the action or influence necessary for the direction or organization of effort in a group undertaking."

The above definition indicates the functionality and yet does not convey real insight into what makes up a leader. The definition is explicit on the concept of influence which is the foundation of leadership. The explanation differentiates with the influencing nature and the purpose of leadership which separates it from management. The definition of leadership also acknowledges the essential nature of the relationship between leader and follower for without one the other does not exist' Leadership is at its most basic with the purposeful influencing of followers.

The functions of management are not just limited to the internal environment for the performance of the organization. There is a greater need to consider the external environment in which the organization functions. Evidently, managers cannot perform their tasks well unless they have an understanding of, and are responsive to, the diverse elements of the external environment - political, social, economic, technological, and environmental. Leadership is about influencing the team members of the organization so that they will contribute to the goals of the organization and to fulfill the goals of the groups. It deals a lot with the handling of interpersonal aspects of the groups. Most issues the organizational leaders face arise from people - their desires and attitudes, their behavior as individuals and in groups. Leaders define, establish, and exemplify an organization's culture. There is greater need to provide leadership with insight on the organizational culture elements for effective project management. This study will explore the type of leadership that may enable and support project success. The outcome of this study may add to the field of leadership by contributing literature on the characteristics of effective project leadership.

Project Management

The Project Management Institute (PMI), a leading professional organization in project management, defined

project management as "the application of knowledge, skills, tools, and techniques to project activities to meet project requirements". Conventionally, project management is the discipline of planning, organizing, securing, and managing resources to achieve specific goals. Project management deals with the application of knowledge, skills, tools and techniques to project activities to meet the stated project requirements relevant to a business or industrial sector. Organizations employ project management processes and teams to achieve their corporate goals and to gain operational efficiencies. Most of these organizations depend on project structures and tools, establishing and adopting effective project management practices to ensure organizational sustainability and economic viability. Despite the adoption of project management methodologies, some organizations still face tough challenges to achieve project success. Some of the challenges faced by the project team could be attributed to the culture of its organization. Project Management involves process groups and knowledge areas as listed below.

Process groups of project management involve:

- Initiating,
- Planning,
- Executing,
- Monitoring, and
- Controlling and Closure

Knowledge areas of project management involve:

- Integration Management,
- Scope Management,
- Time Management,
- Cost Management,
- Quality Management,
- Human Resource Management,
- Communications Management,
- Risk Management, and
- Procurement Management.

Owing to the increasing pace of technological developments, heightened competition, demands from project stakeholders and complexity of projects and services in the globalized environment, there is a growing need for the practice of project management practices with effective leadership attributes of project manager.

Project management also provides leadership with an enterprise view of project performance and progress. A heightened awareness of project status enables leaders to establish measures of project success, enable customer focus and alignment, quantify value commensurate with cost, optimize the use of organizational resources, incorporate quality principles, put strategic plans into practice, and ensure fast time-to-market. When projects become get affected with cost overruns, delays, and quality issues, organizations and stakeholders suffer consequential losses and face credibility issues. In view of the effects of challenged projects, leaders may seek to identify the factors that influence project performance or reasons for the high rate of challenged projects. Further, leaders may wish to ascertain the factors that influence and contribute to successful project performance. Available literature on the

relationship between organizational culture factors and project management is scant. This gap signifies the importance of this study to the profession of project management. The attention of leadership is attracted because of the principal role of project management in an organization to maintain operations and to sustain its economic viability. Typically, project management has centered on characteristics of effective project managers, the role of project teams, and project management tools, techniques, models, and processes practiced in the profession. The impact of organizational culture and its potential influence on project management have not been brought to focus in most cases of project implementation.

The concept of organizational culture originated from the field of sociology where anthropologists explored the qualities of specific human groups. In the domain of anthropology, culture is referred to as 'the customs and rituals that societies developed over the course of their history'. In the context of organizations, the values, beliefs, and behaviors of the employees of an organization primarily constitute the organizational culture. The organizational culture provides the base for the well-being of the organizational members. Evidently, organizational culture is an influencing factor on the effectiveness of business processes and overall organizational performance. Exploring the facets of organizational culture that may influence project performance is necessary as products and services enter the market using project processes and tools. Identifying organizational culture factors that impact project execution may provide an insight in to how organizations can prevent projects from becoming over budgeted, tardy, and of low quality.

The inability of an organization to successfully manage and complete projects impacts with short and long-term consequences. Outcome of such repercussions that stem from delayed and failed projects include dissatisfied customers and stakeholders and poor financial performance of the organization. The author's study and experience provided insight on the relationship between organizational culture and project success. The study comprises following domains:

- perceptions of project managers on organizational culture
- convictions of the project manager on factors contributing to project success
- organizational values affecting project management performance
- leadership attributes affecting project management performance
- priorities of leadership affecting project management performance

It is the responsibility of the top management to enable leadership for guiding direction and performance orientation, and establishing and supporting the culture of the organization. Understanding the leadership philosophy of the organization, its leadership priorities, and organizational values may provide an indication of how project management rates in terms of importance and value.

Evolution of Management Theories

Classical management theory focused on efficiency and included bureaucratic, scientific, and administrative management. Neo-classical theory or the human relations theory of management centered on the human aspects of organizations. Contemporary management theories are well founded on the key aspects of these classical theories.

Modern management thought is a product of past developments in areas that include: general management theory and the study of managerial activities, behavioral developments which arose out of humanist-human relations, other people-oriented approaches. Knowledge in advances in quantitative and/or scientific problem-solving approaches and recognition of management functioning as open systems of changing capabilities and emerging competitive forces has also contributed to appreciation of the evolution of modern management.

From the time human beings began forming social organizations to accomplish aims and objectives they could not accomplish as individuals, managing men has been essential to ensure the coordination of individual efforts. As society continuously relied on group effort, and as many organized groups have become large, the task of managers has gained significance increasing in importance and complexity. Hence, managers of contemporary organizations have to appreciate the important role they play in their respective organizations to achieve the set goals. Thus, the essentials of management involve the acquisition of managerial competence, and effectiveness in key areas that include: problem solving, administration, handling of human resource and organizational leadership.

No matter what type of organization they work in, managers are generally responsible for the performance of the group of individuals in their teams. As leaders, managers are expected to encourage this group to reach common business goals (viz, bringing a new product to market in a timely fashion) without sacrificing the team goals. To accomplish these goals, managers need to effectively use all the resources at their command, in particular the human resources. Successful managers take full advantage of technological advances as well.

PROJECT MANAGEMENT NOMENCLATURE

Budget: Quantitative expression of a plan, from a financial aspect, that helps managers coordinate and implement the plan

Challenged Project: A project that is late, over budget, and/or with less than the required features and functions

Competitive Advantage: Defines an organization that sustains profits that exceed the average for its industry

Cost Management: Includes processes involved in planning, estimation, budgeting, and controlling cost so that the project can be completed within the budget (monitor the cost constraint of the triple constraint issues)

Deliverable: Any unique and verifiable product, result, or capability to perform a service that must be produced to complete a process, phase, or project

Earned Value Analysis (EVA): An industry standard method of measuring a project's progress at any given point in time, forecasting its completion date, and final cost

Failed Project: A failed project that is cancelled prior to completion or delivered and never used

Organizational Culture: The organizational culture is a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Project: A project is as a temporary endeavor undertaken to create a unique product, service, or result

Project Life Cycle: The phases that connect the beginning of a project to its commercial closure

Project Management: Project management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements

Project Management Organization: An organizational unit to centralize and coordinate the management of projects under its domain

Project Manager: A project manager is the person assigned by the performing organization to achieve the project objectives

Project Performance: Project performance refers to the assessment of a project at its completion.

Project Success: Project success denotes projects delivered on time, within budget, and meeting quality requirements

Project Team: A project team is all the project team members from various disciplines, the project manager, and for some projects, the project sponsor

Project Team Member or Team Member: The project team member or simply team member is the person who reports directly or indirectly to the project manager, and who is responsible for performing project work as a regular part of their assigned duties

Risk Management: Includes the processes concerned with conducting risk management planning, identification, analysis, responses, and monitoring and control on a project. These processes are updated throughout the project

Scope Management: Includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully

Schedule: The planned dates for performing scheduled activities, and the planned dates for meeting scheduled milestones

Triple Constraint: A framework for evaluating competing demands. The triple constraints is often depicted as a triangle where one of the sides or one of the corners represents one of the parameters being managed by the project manager or project team. In project management, these parameters are time, scope (performance), and cost

Work Breakdown Structure (WBS): A deliverable-oriented hierarchical decomposition of the work to be executed by the project manager or project team to accomplish the project objectives and create the required deliverables

Leadership is the notion that leaders are individuals who, by their actions, facilitate the performance of a group of people toward a common or shared goal. While the leader is an individual, leadership is the function or activity this individual performs. The terms leader and manager are often used interchangeably to describe those individuals who have positions of formal authority in an organization, regardless of how they actually act in those jobs. The fact that a manager is supposed to be a formal leader in an organization does not necessarily mean that he exercises leadership in the position. This statement implies that leadership involves an influencing process.

Responding to a debate with business professionals whether leadership is a different function and activity from management, John P. Kotter of Harvard Business School says that while management is about coping with complexity, leadership, in contrast, is about coping with change. Kotter also states that leadership is only an important part of management; management also involves planning, organizing, staffing, budgeting and controlling. While management produces a degree of predictability and order, leadership causes change process. Kotter believes that most organizations are under-led and over-managed. According to him, both strong leadership and strong management are necessary for optimal organizational effectiveness.

Amongst the many theories on effective leadership, the author is impressed with the published analysis of leadership traits by S.A. Kirkpatrick and E.A. Locke in their article, "Leadership: Do Traits Really Matter?". Effective leaders possess the following six characteristics:

- **Drive:** Leaders are ambitious and take initiative.
- **Motivation:** Leaders want to lead and are willing to take charge.
- **Honesty and integrity:** Leaders are truthful and do what they say they will do.
- **Self-confidence:** Leaders are assertive and decisive and enjoy taking risks. They admit mistakes and foster trust and commitment to a vision. Leaders are emotionally stable rather than recklessly adventurous.
- **Cognitive ability:** Leaders are intelligent, perceptive, and conceptually skilled, but are not necessarily geniuses. They show analytical ability, good judgment, and the capacity to think strategically.
- **Business knowledge:** Leaders tend to have technical expertise in their businesses.

Though the set of above traits do help in identifying a better person for the project leadership role for predicting the prospects, it is rather difficult to distinguish between an effective or ineffective leader. Because situations in the project environment may vary, leadership requirements will as well be different. It is important to evaluate what effective leaders do rather than what effective leaders are.

While the above listed traits are the characteristics of leaders, competencies of leaders are of utmost importance for project success. The manager or leader accumulates such competencies from the pool of his knowledge and abilities

Leadership Traits, Skills and Competencies

over a period of time. The competency requirement of a leader is situation dependent.

Most organizations need somebody who can lead regardless of the weather. What matters is that the leader works on the basic competencies. The management sage, Peter Drucker, lists the following as basic competencies of leadership:

- Listening; it is not a skill but a discipline,
- Communicating; willingness to communicate and make yourself understood,
- Continuous improvement or change, and
- Promoting tasks over the individual's ego; leaders subordinate to themselves to the *task*.

When effective leaders have the capacity to maintain their personality and individuality, even though they are totally dedicated, the task will go on after them. According to Peter Drucker, consistency is the key to good leadership, and successful leaders share the following three abilities which are based on what he refers to as good old-fashioned hard work:

Define and establish a sense of mission: Good leaders set goals, priorities, and standards, making sure that these objectives not only are communicated but maintained.

Accept leadership as a responsibility rather than a rank: Good leaders are happy to surround themselves with talented, capable people; they do not blame others when things go wrong.

Earn and keep the trust of others: Good leaders have personal integrity and inspire trust among their followers; their actions are consistent with what they say.

Styles of Leadership

Irrespective of the set of traits and skills acquired by leaders, they perform their roles in a variety of styles. Their leadership behavior can be termed as autocratic, democratic or participative, and free-rein or hands off. Quite often, the leadership style depends on the situation, including where the organization is in its life cycle.

The following leadership styles are very common in the Asian context:

Autocratic: The manager makes all the decisions and dominates team members. This approach generally results in passive resistance from team members and requires continual pressure and direction from the leader in order to get things done. Generally, this approach is not a good way to get the best performance from a team. However, this style may be appropriate when urgent action is necessary or when subordinates actually prefer this style. It is also very effective in an emergency or crisis situation.

Democratic or Participative: The manager involves the subordinates in decision making by consulting team members, while maintaining control. This style encourages employee ownership for the decisions. A good participative leader encourages participation and delegates wisely, but never loses sight of the fact that he bears the crucial responsibility of leadership. The leader values group discussions and input from team members and he maximizes

the members' strong points in order to obtain the best performance from the entire team. The participative leader motivates team members by empowering them to direct themselves; he guides them with a loose rein. The downside to this style is that a participative leader may be seen as unsure, and team members may feel that everything is a matter for the group to discuss and decide.

Laissez-faire (also called free-rein): In this hands-off approach, the leader encourages team members to function independently and work out their problems by themselves, although he is available for advice and assistance. The leader usually has no control over team members, leaving them to sort out their roles and tackle their work assignments without personally participating in these processes. In general, this approach leaves the team floundering with little direction or motivation. Laissez-faire is usually appropriate highly motivated and skilled teams, and has a history of producing excellent work in an environment like the research and development. To gain popularity and self gain, it is not uncommon that some manager resort to this style driving the project to perils.

In addition to the above, the following are other styles of leadership:

Transactional: This leadership style starts with the idea that team members agree to obey their leader when they accept a job. The 'transaction' usually involves the organization paying team members in return for their performance and compliance. The leader has a right to 'punish' a team member if his work is not up to the standard. Though this might sound controlling and paternalistic, transactional leadership offers a few benefits. This style of leadership clarifies everyone's roles and responsibilities. Since transactional leadership judges team members on performance, dynamic and ambitious team members are motivated with the extrinsic rewards associated. A downside to this leadership style is that team members can do nothing to improve their job satisfaction. In such a situation, they can feel stifling and often leading to high staff turnover. In reality, transactional leadership is a type of management and not a leadership style, as the focus is on short-term tasks. This style offering myopic gains in other domains can have serious implications in creative work environment.

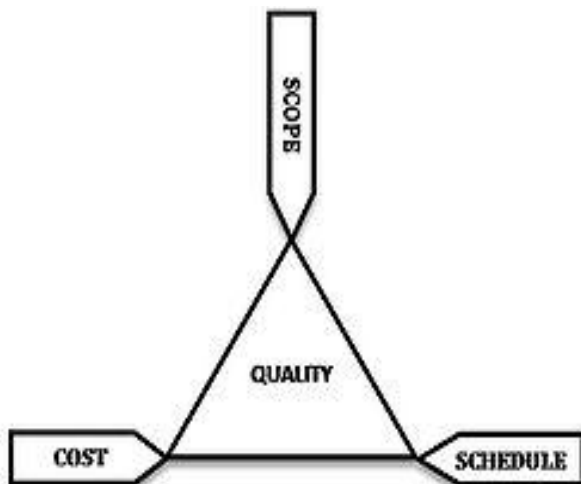
Bureaucratic: In this style, leaders work 'by the book.' They follow rules rigorously, and ensure that their people follow procedures precisely as well. This is an appropriate leadership style for work involving safety risks (such as working with machinery, with toxic substances, or at dangerous heights) or where large sums of money are involved. Bureaucratic leadership is also useful in organizations where employees do routine tasks (as in manufacturing). A downside to this style of leadership is that it is ineffective or counter-productive with teams and organizations that rely on flexibility, creativity, or innovation. Incidentally, bureaucratic leaders achieve their position because of their ability to conform to and uphold rules, not because of their qualifications or expertise. In such situations, ambitious and capable team member might resent or exit with frustration.

Charismatic and/or Transformational Leadership: This style can resemble transformational leadership because these leaders inspire enthusiasm in their teams and are energetic in motivating others to move forward. The excitement and commitment from the team yields enormous benefit. The difference between charismatic leaders and transformational leaders lies in their intention. Transformational leaders want to transform their teams and organizations. Charismatic leaders are often focused on themselves, and may not want to change anything. A downside to this kind of leadership is that the leader may believe more in himself than in his team. When this type of a leader leaves an organization, it can cause a great risk to the project or even the entire organization might collapse. A charismatic leader might be over confident that he can do no wrong, even when others are warning him about the path he is on. This feeling of invincibility can ruin spirit of the team or the entire organization. Quite often, a project manager with charismatic leadership for repeat success in projects is preferred by project sponsors and success is directly attributed to the charismatic leader. In view of this great responsibility, it needs a long-term commitment from such a leader.

The Iron Triangle of Project Management

The Project Management Triangle (also called *Triple Constraint*) is a model of the constraints that a leader confronts during the execution of project management. It is a graphic aid where the three attributes show on the corners of the triangle to show opposition. It is useful for analysis choosing project biases, or evaluating the goals of the project. It is often used to illustrate that project management success is measured by the ability of a leader to manage the project, so that the expected results are produced while managing time and cost maintaining required quality.

The relationship between project cost, schedule, and scope is well known to project managers, and is commonly referred to as the 'iron triangle.' This concept reflects the fact that a project manager can hope to modify the value of one of these parameters, but only at the expense of the other two.



The Iron Triangle of Project Management

James P. Lewis suggests that project scope represents the area of the triangle, and can be chosen as a variable to achieve project success. He calls this relationship PCTS (Performance, Cost, Time, Scope), and suggests that a project can pick any three.

The real value of the project triangle is to show the complexity that is present in any project. The plane area of the triangle represents the near infinite variations of priorities that could exist between the three competing values. With the limitless variety, possible within the triangle, using this graphic aid can facilitate better project decisions and planning and ensure alignment among team members and the project owners. In the face of pressures from project stake holders, using this model, the project manager can emphasize the effects of addressing one factor (mainly the project schedule).

Impact of Automation in Engineering Projects

With the advent of technology, the power of high speed computing has pervaded all domains of civilization. Automation refers to the use of computers and other automated machinery for the execution of tasks that a human operator was performing so far and would otherwise perform in future. Organizations automate the manufacturing environment for several reasons. Increased productivity is normally the prime reason for many companies desiring a competitive advantage.

Automation can also reduce human error and thus improve product quality. Automation using robots is highly prevalent in automobile assembly shops. In hazardous environment of very hot and dusty situations where human beings cannot be employed, automation has provided excellent solutions. Where the cost of labor is high or the labor productivity is low, as in most of the nations, automation has provided very cost effective operational solutions in spite of high capital outlay for such systems.

Automating a labor intensive environment is a top management strategy and calls for great leadership skills in implementing such a project. Such decisions are often associated with some economic and social considerations. Virtually every industry sector has benefited from automation, including manufacturing, services, and retailing, and some have been greatly transformed by it. Physical automation systems are used primarily by companies that deal in physical products, such as in mining, manufacturing and continuous process industries. Examples of continuous process industries include petrochemical, oil and gas, power, cement, iron and steel and pulp and paper. Automated machinery may range from simple sensing devices at one stage of a production process to robots and other sophisticated systems like the distributed control system that control the entire process of a complex industry.

A computer-integrated manufacturing (CIM) system is one in which many manufacturing functions are linked through an integrated computer network. These functions can include production planning and control, shop floor control, quality control, computer-aided manufacturing, computer-aided

design, purchasing, marketing, and possibly other functions. The objective of a computer integrated manufacturing system is to allow changes in product design, to reduce costs, and to optimize production requirements. In the area of quality control, advanced systems can greatly decrease both human labor and the number of defects that go undetected. The most sophisticated of these systems include self-diagnostic functions and signature analysis of critical and very expensive plant and machinery to alert operators of any impending sudden failure that may not only upset the production processes but may cause serious damage to plant and personnel.

Advantages commonly attributed to automation include higher production rates and increased productivity, more efficient use of materials, better product quality, improved safety, shorter workweeks for labor, and reduced factory lead times. Higher output and increased productivity are the two major reasons in justifying the use of automation. Despite the claims of high quality from good workmanship by humans, automated systems typically perform the manufacturing process with less variability than human workers, resulting in greater control and consistency of product quality. Like in any other system, there are of course problems associated with implementing automation in certain applications.

There can be cases where implementation of automation may seriously reduce or eliminate jobs for humans resulting in serious social and human costs. While statistics suggest that automation does not contribute to unemployment on the macroeconomic level, it can lead to personal dislocation and employee resentment. Informed leadership initiatives are of paramount importance in such situations to ensure the concerns of project stake holders and to preserve employee morale.

Automation can also fail to deliver on productivity gains and other intended benefits for systems implemented with technical flaws snags. There is a possibility that some systems may have been designed to emulate an inefficient or overly complex human process and thus fall short of enhancing the overall process in the current physical environment. Automated systems, in addition, may have unforeseen negative interactions with other parts of a process that are not assessed appropriately (like use of advanced process control systems). In certain cases, the contracted supplier of automation systems may not have compatible network to seamlessly integrate with existing

plant systems thereby causing heavy downtime and production losses.

Project and People or Project versus People

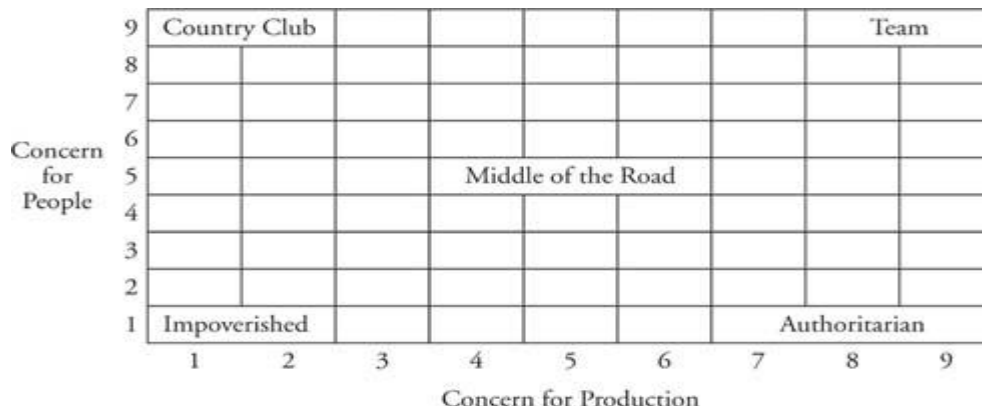
The assignment of a manager to a project role is generally done by the top management and the decision is often a complex one. Most of the experts believe that the overall leadership style depends largely on a manager's beliefs, values, and assumptions. The project manager has a prime duty to steer the project to success to satisfy the project stake holders. However, in the discharge of his duties the project manager has to approach the following elements: motivation, decision making, and task orientation all of which will affect his leadership style.

Motivation: A leader influences his team members to achieve organizational goals through with his approaches through motivation. The motivation factor can be either positive or negative. A positive style uses praise, recognition, and rewards, and increases employee security and responsibility. A negative style uses punishment, penalties, threats, reprimands, suspension and even potential job loss.

Decision making: This is an important element of a manager's leadership style. It is evidenced with the delegation or the degree of decision making authority the manager grants to his team member that might range from no involvement to group decision making.

Project Orientation and/or People Orientation: This is the most important element of leadership style with which the manager focuses his perspective on the most effective way to get the job done. Managers who favor project orientation emphasize getting work done by using better methods and/or equipment, controlling the work environment, assigning and organizing work, and monitoring performance and project progress. Managers who favor people orientation emphasize getting work done through meeting the human needs of subordinates. Teamwork, positive relationships, trust, and problem solving are the major focuses of the people-oriented manager. A lot depends on the composition of the project team for such an orientation keeping focus on project success. It is possible for some gifted managers to exhibit both project orientation and people orientation with some degree of focus, especially in the midst of a project schedule. The managerial grid (9x9 cell) model developed by Robert Blake and Jane Mouton, depicts the five leadership styles with varying concerns for people and project/production.

Attributes of leadership for success in project management



The **impoverished style**, located at the lower left-hand corner of the grid, point (1, 1), is characterized by low concern for both people and project; it is an indicator of an incompetent manager whose primary objective is to stay out of trouble.

The **country club style**, located at the upper left-hand corner of the grid, point (1, 9), is distinguished by high concern for people and a low concern for project; it is an indicator of populist and selfish manager whose primary objective is to create a secure and comfortable atmosphere where the managers expects the team to respond positively.

The **authoritarian style**, located at the lower right-hand corner of the grid, point (9, 1), is identified by high concern for project and low concern for people; it is an indicator of the task oriented style of the manager whose primary objective is to achieve the project/ organization's goals, and employee needs are not considered in the process.

The **middle-of-the-road style**, located at the middle of the grid, point (5, 5), maintains a balance between people's needs and the project/organization's goals; its primary objective is to maintain employee morale at an optimum level to get the job done for the project progress and to meet the organization's goals.

The **team style**, located at the upper right-hand of the grid, point (9, 9), is characterized by high concern for people and project; its primary objective is to establish cohesion and foster a feeling of commitment among the team. This style is ideal and rarely evidenced in a project environment

Using the Managerial Grid model, a competent project manager can adopt a style that reflects the maximum concern for both people and project, traversing diagonally from the practical point (5, 5) towards the ideal point (9, 9), team-oriented style.

Desired Leadership Attributes for Project Manager

As every project environment is unique, and with the project team not necessarily chosen by the project manager, it is a daunting task to list the exact leadership qualities for a project manager to ensure success in all his projects. Based on the study, experience of the author and the shared views of his colleagues, the following leadership qualities are enumerated for a successful project manager:

Shared Vision: An effective project manager needs to have a vision of where to go and the ability to articulate his vision to the project stake holders. Visionaries thrive on change and

being able to draw new boundaries. Visionary leaders enable their team to feel they have a real stake in the project and they empower the team to experience the vision on their own. According to Bennis 'They offer people opportunities to create their own vision, to explore what the vision will mean to their jobs and lives, and to envision their future as part of the vision for the organization.'

Good Communication: Communication is the essence of modern day leadership. The ability to communicate with people at all levels is termed as one of the most important and essential skills for not only the project manager but for also his team members. Project leadership calls for clear communication about goals, responsibility, performance, expectations and feedback. There is a great deal of value placed on openness and directness. The leader must have the ability to effectively negotiate and use persuasion where necessary to ensure the success of the team and the project. Through effective communication, project leaders support individual and team achievements by creating explicit guidelines for accomplishing results and also for the career advancement of team members so they can take enthusiastic leads in all their efforts.

Integrity: Integrity can be termed as 'the attribute' for the project leader as his entire team looks at him (not just listens to him) on his precepts and practices for emulation.

Good leadership demands commitment to, and demonstration of, ethical practices. It is one aspect of creating standards for ethical behaviour for self and living by these standards by the project leader; rewarding the members of the project team who exemplify these practices is also an important attribute of project leaders.

Enthusiasm: Leaders need to be always charged and resilient. Negativity brings down the morale. Leaders with great enthusiasm, with a bounce in their step, with a 'can-do' attitude will foster a lively environment for action. The project team would like to believe that they are part of an invigorating journey and feel alive. Enthusiastic leaders are committed to their goals and express this commitment through optimism. Leadership emerges as someone expresses such confident commitment to a project that others want to share his optimistic expectations. Enthusiasm is contagious and effective leaders know how to deploy it to the advantage of the project/organization.

Empathy: It is the capacity to recognize feelings that are being experienced by another sentient or semi-sentient being. Someone may need to have a certain amount of empathy before they are able to feel compassion. Empathy is quite different from sympathy and these terms are mutually exclusive. Empathy of a leader is evident when his team talks happily about his project leader for the acknowledgement and support for activities even outside the project environment.

Competence: It is an acquired and well demonstrated skill set in the domain of the leader.

Leadership competence is not necessarily limited to the technical abilities or in the core technology of the business. Unlike in the past, the project management continues to be recognized as a field in and of itself. Project leaders are chosen based on their ability to successfully lead the team rather than on his technical expertise. Expertise in leadership skills is another dimension in competence. The ability to challenge, inspire, enable, model and encourage must be demonstrated if leaders are to be seen as capable and competent.

Trust: To enable project team to wear a higher mantle, project manager needs to delegate important tasks to select team members. Trust is an important element in the relationship of a project leader and his team. Trust in others cannot be stated in words and it has to be shown in action. Through effective delegation, the project manager can check and control team's work, and assess how to allow people to participate more. Leaders who are unable to trust the team are bound to fail not only personally but also would surely endanger the project and the organization.

Calmness: Only in a perfect environment, projects can be delivered on time, under budget and within the full scope with no problems or obstacles to overcome. Such a situation is totally unlikely in the hyper competitive and global business environment that we live in. It is a fact of life to expect a bundle of such problems and the constraints and be prepared to wade through them as through a passing cloud. A leader with a hardy attitude will take these problems in stride. Leaders see opportunity in every threat situation. Out of the uncertainty and chaos of change, leaders rise up and articulate a new image of the future that pulls the project together.

Team Building: A team builder can best be defined as a strong person who provides the substance that holds the team together in common purpose toward the right objective. In order for a team to progress from a group of strangers to a single cohesive unit, the leader must understand the process and dynamics required for this transformation. He must also know the appropriate leadership style to use during each stage of team development. The leader must also have an understanding of the different team players styles and how to capitalize on each at the proper time, for the problem at hand.

Problem Solving: It is common that with the skills coupled with professional education, most managers and leaders are well versed with problem solving skills. Further, the leader can delegate such issues to his team who will be happy to solve such problems with ease and enthusiasm. Such leaders have a fresh, creative response to here-and-now opportunities and are not concerned with how others have handled such problems.

CONCLUSION

During times of economic crisis, such as the one we face now in the midst of the euro-zone crisis, managers and leaders are constrained to generate viable business approaches to maintain organizational stability, if not steer the organization forward. In order to combat the challenges of the environmental conditions, lack of well-defined performance measures, and methods to assess project management methodology, the mantle falls on the project leader to devise ways and means for organizational sustenance.

Leaders define, establish, and exemplify the culture of their organization by virtue of their commitment and contributions. Through this work, we have explored the type of leadership that may enable and support project success. The results of this study may add to the field of leadership by contributing literature on the characteristics of effective leadership for enhanced project success. As organizations continue to execute business strategies through projects, the need to employ project management as a business process becomes integral to organizational success.

Any project manager would appreciate higher morale and motivation among his team. These two attitudes lead directly to productivity and employee satisfaction, which are pivotal in sustaining a healthy professional relationship. Factually, morale and motivation are not objectives; they are the outcomes of the culture of the native nation. When a leader focuses on changing the underlying culture to one of high trust rather than just demanding improvement in the performance indicators, motivation and morale improved in leaps resulting in huge improvement in project progress and the environment at the work place.

It is very important to keep the communication channels open to all the project stakeholders and to periodically update them on the project progress status. This is a major responsibility of the project leader to keep the customer or the project sponsor satisfied. In such an environment, a butterfly effect once created will amplify and magnify to cause great positive ripples that will sail through in making even greater organizational changes not only to benefit the concerned organization but the industry and the country at large.

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