

# GREAT LEADERSHIP IN PROJECT MANAGEMENT

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*ABSTRACT: This report seeks to determine the behaviours, characteristics and skills of great leaders within the project management profession for the benefit of existing and future project managers. Additionally, the contextual element of leadership is tested by investigating the differences in leadership required in a projectised environment from an operational environment. Gathering qualitative and quantitative data from face to face interviews with project managers, the report finds that there are four core identifiable behaviours, characteristics and skills attributable to great project leadership within the context of the project environment and that the project environment is different from an operational environment in its demands on leaders. The report places these attributes within a competency based leadership model. Clear recommendations for implementing these findings are made along with suggestions for future research.*

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*DISCLAIMER: This report has been sponsored by, and prepared for, the Project Management Institute of New Zealand (PMINZ) but does not necessarily represent the views of PMINZ.*

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## 1. INTRODUCTION

The rise in demand for experienced project managers across many industries has brought increasing attention to the project management profession and its practitioners. It is now recognised as a profession in its own right and not just as an ancillary set of skills possessed by other professionals. Global organisations like the Project Management Institute (PMI) with over 265 000 members in more than 170 countries are witness to this. At the same time there has been an increasing demand globally for leaders in all walks of life. Leadership is an area that has been studied greatly in a wide variety of contexts. This research project adds to the broader area of leadership research by focussing specifically on leadership within the profession of project management.

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 and other constraints means that leadership takes on a more condensed and temporary nature in order to facilitate the best results from the project team. There is a general perception that project managers should be managers and not leaders, but crucial to the success of any project is the ability of the person responsible to take a leadership role to bring out the best in the team working on the project. This demand for leadership within the profession becomes more pressing as projects become more complex.

The broad aim of this report is to investigate the characteristics, behaviours and skills that make a successful leader in the profession of project management to provide a guide to current and aspiring leaders in the profession. The Project Management Institute of New Zealand (PMINZ), which is the local chapter of the global Project Management Institute (PMI), has agreed to sponsor this report for the benefits of its members and practitioners.

The report begins by stating the research problem, scope and limitations of the research in greater depth. Then by way of building a picture, or foundation, for the rest of the report an outline of the relevant general and project management leadership schools of thought, or models, is undertaken culminating in an outline of a competency based leadership model.

A brief summary of the predominantly qualitative methodology used is presented along with a description of the interview process and the development of a guiding questionnaire using the principles of appreciative inquiry. The data gathered from face to face interviews is then analysed qualitatively and quantitatively with insights into the behaviours, characteristics and skills of great leadership within project management identified. A summary of the data is

provided in identifying the behaviours, characteristics and skills of great leadership within the profession of project management along with a set of recommendations clearly identifying means of implementing the report findings for the benefit of current and future project managers. Finally, suggestions for further research to compliment the limitations of the research and the questions raised.

## **2. THE RESEARCH PROBLEM**

This research was inspired by several things, the first being my passion for the profession of project management generated by being a practicing project manager, the second being a newly discovered interest in the field of leadership. Putting together these two spheres of interest together and seeing an opportunity to add value to the profession of project management this research focuses on investigating issues around the following perceived research problems:

Research problem 1: What are the characteristics, behaviours and skills of great leadership within the profession of project management?

Research problem 2: Are there different requirements for leaders in a project when compared to leaders in operational activity?

The objectives of this report are to provide answers to these questions and provide recommendations for using this information in a practical way for the benefit of the project sponsor PMINZ, individual project managers and the profession as a whole.

## **3. DEFINING LEADERSHIP**

It is useful to begin by defining the term leadership as it can mean many things to many people. Leadership is present in all aspects of our lives, whether its business, politics, education, religion, social networks or volunteer groups. We all know what a leader is and are both leaders as well as followers at different points and in different contexts in our own lives. Yet ask someone to describe what makes a leader then it gets a bit trickier. This multitude of meanings has been recognised throughout history with Latin having at least six different terms<sup>1</sup> for a leader differentiated by the context (i.e. civil, military, academic, religious) in which the role exists.

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<sup>1</sup> *Princeps, dux, ductor, caput, rector*

Taking a very proper and correct definition from a dictionary we get:

*“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.”*<sup>2</sup>

This offers a very functional definition but with no real insight into what makes up a leader, although the definition does explicitly mention the concept of influence which is the foundation of leadership. This influencing nature is essential to the purpose of leadership and is indeed what separates it from its close relative, management. The definition of leadership should also acknowledge the essential nature of the relationship between leader and follower for without one the other does not exist, which shows that leadership is at its most basic is the purposeful influencing of followers. Beyond this fundamental definition the concept of leadership becomes increasingly contextualised reflecting earlier comments concerning the difficulties inherent in defining it succinctly.

#### **4. THE STUDY OF LEADERSHIP**

This section outlines the predominant themes and models of leadership that have developed over time, and where applicable mention is made of specific leadership models within project management. It is worth mentioning that this area of study is receiving a greater level of interest at a research level as the value of both project management and leadership is being acknowledged. However, in saying this it is not uncommon that text books<sup>3</sup> devoted to teaching project management pay very little attention to leadership as a specific area of focus, perhaps reflecting a traditional approach that confuses leadership with management and also that leadership is difficult to teach.

##### **i. Schools of Leadership Thought**

Leadership has been studied for almost as long as there have been leaders and throughout history there have been several iterations of the description and analysis of the essential defining facets of a leader. Famous historical examples of leadership analysis and description can be found in the writings of Plato, Confucius, Hobbes, and Machiavelli<sup>4</sup>. More recent

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<sup>2</sup> *Oxford English Dictionary Online, www.oed.com*

<sup>3</sup> *For example Rosenau and Githens, 2005; and Gray and Larson, 2008*

<sup>4</sup> *‘Republic’ by Plato; ‘Analects’ by Confucius; ‘Leviathan’ by Hobbes; ‘The Prince’ by Machiavelli*

schools of leadership study beginning in the early part of the 20th century can be summarised according to the particular key elements they viewed as foundational and essential to a leader.

Building on historical themes the study and theory of leadership began to coalesce with the trait school of leadership developed in the early part of the 20<sup>th</sup> century which describes leadership as a set of shared common traits innate within a person. Central to the trait school of thought is that leaders are born not made and it was most popular in military and senior executive leadership study. The trait theory has been applied to the study of project managers in their role as managers and identified traits such as problem solving ability, results orientation, energy and initiative, self-confidence, perspective, communication and negotiating ability<sup>5</sup>. Recent additions to trait research have included the notions of authenticity<sup>6</sup> and spirituality<sup>7</sup>, both best defined as hard wired intrinsic personal traits.

By the 1950's the trait theory had lost prominence among leadership theorists as the behavioural school of thought gained support. The essence of behavioural leadership was the ability to observe, learn and adopt the successful behaviours of leaders. Behaviourist models usually documented behaviours on a spectrum for each observed behaviour and recorded the observed behaviours of leaders somewhere along this continuum. Additionally, the behavioural school of thought posited that there was one best way to lead and that leadership was equally concerned with people and also production.

Recognising that different leadership styles are appropriate depending on the context in which they operate the contingency, or situational, school of leadership thought, popularised during the 1960s and 1970s, avoided the desire to offer an single catch all theory of a leader instead suggesting that the elements that make up a great leader depend on the situation in which they operate. When applied to the profession of project management the contingency school of thought posits that different styles of leadership are appropriate at different stages in the project life cycle and at differing levels of project complexity.

The visionary, or charismatic, school of leadership thought inherited the concept of situational leadership and distilled it into either transactional and transformational styles. The two are separated by their focus on process and operational leadership, or relationships and change leadership situations respectively. As projects are essentially about change the

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<sup>5</sup> Turner, 1999 quoted in p.7, Turner and Müller, 2006

<sup>6</sup> George, 2007;

<sup>7</sup> Cammock, 2003 and 2008

application of this school of thought to project management has focussed upon project managers as transformational leaders.

Lead by authors such as Goleman<sup>8</sup> the rise of the emotional intelligence school of leadership thought introduces the concept of emotional intelligence or maturity as a success factor for leaders. Defining four main constructs of emotional intelligence as self-awareness, self-management, social awareness and relationship management researchers discovered a clear correlation between the emotional intelligence of leaders and the success or otherwise of the organisation in which they worked<sup>9</sup>. Furthermore, emotional intelligence can be observed, documented, learned and developed by the leader seeking to grow their skills.

Enjoying ascendancy at the moment in the schools of leadership thought is the competency school which combines aspects of all the previous schools of leadership thought and in doing so presents a relatively holistic view of leadership. Defining leadership by a list of core competencies required that are generally sorted into several specialist areas, the competency school reflects the traits, behaviours, visionary, situational and emotional intelligence facets of the other schools to present a robust description of a leader. The essence is to detail the list of observable competencies that a leader must possess and define the type of competence profile appropriate in a particular situation.

## **ii. A Leadership Model**

Many authors present a competency based model of some sort which to differing degrees seek to be as inclusive as possible of the competencies they believe are essential for a leader. Dulewicz and Higgs<sup>10</sup> present a comprehensive example of a competency list which amalgamates the key themes of several other authors work. They list 15 competencies categorised as either intellectual (IQ), managerial (MQ) or emotional (EQ) elements of leadership as shown in Figure 1 below. Applying this model to the profession of project management, Turner and Müller<sup>11</sup> use these 15 categories of competency to develop a comprehensive assessment of a project manager's leadership style against project complexity demonstrating the situational elements of projects, of which my only critique would be that it appears not to document the optimal mix of competencies, but instead the minimum competencies for a particular project based on complexity.

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<sup>8</sup> Goleman, 1997; Goleman, Boyatzis and McKee, 2002

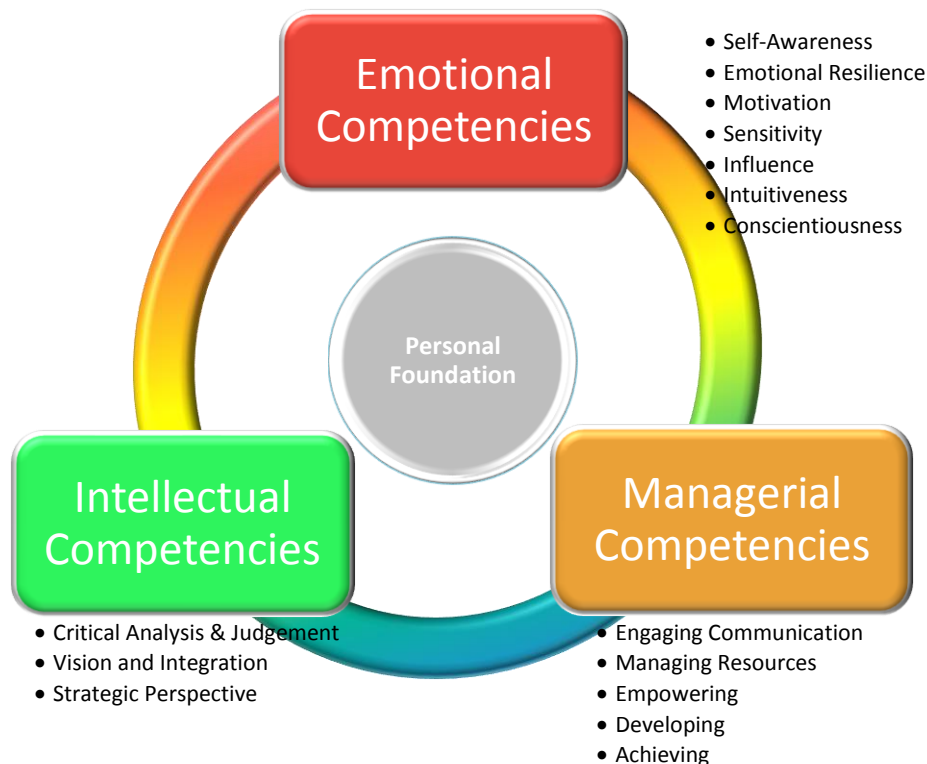
<sup>9</sup> Goleman, 1997.

<sup>10</sup> Dulewicz and Higgs, 2003 quoted in p.11, Turner and Müller, 2006: and Dulewicz and Higgs, 2005

<sup>11</sup> Turner and Müller, 2006

In addition to these competencies it is necessary to add a separate but essential element I often feel is assumed or implied, but given its importance deserves a more prominent place within the leadership model. This is the concept of a strong personal foundation combining authenticity and the soul of leadership placed at the centre of the model upon which the 15 competencies are based.

**Figure 1: A Competency Based Leadership Model**



Drawing on my own personal experience I have witnessed leaders who had been on all the right leadership courses and absorbed all the leadership material and knew which competence to display, what to say, to whom, and at the right time to get results and confirm their leadership role. However, there was no true commitment, passion or authenticity in their role and behind closed doors they were a different person who spoke disparagingly of staff and the organisation. Authenticity is *“being genuine and not attempting to ‘play a role’; not acting in manipulative way”*<sup>12</sup>. Going further to emphasise the need for authenticity George points out that without authenticity and the sense of purpose that comes with it *“leaders are*

<sup>12</sup> P.106, Dulewicz and Higgs, 2005

*at the mercy of their egos and narcissistic vulnerabilities*<sup>13</sup>. The concept of authenticity is best summed up not by what people say but by what values they display under pressure. Do they exhibit tendencies of true timber or are they mainly a thin veneer?

Taking the element of authenticity to a deeper level is the concept of the soul of a leader, which although to many a frivolous concept with no place in the professional world, is an essential and core trait based competency or element of a leader. This concept of soul is defined as *“a spiritual aspect that... acts as a guide to our identity and place in the world . . . [and] as the source of conscience and character and of moral qualities such as passion, integrity, courage, humility and faith*<sup>14</sup>.

Attaining authenticity and soul is not a process of simply completing a course. It is an intensely personal aspect of a leader and one that only they can develop. The metaphor of the journey a leader must undertake to discover their authentic self and develop their spirituality is used by several authors. Whether it is a *‘hero’s journey*<sup>15</sup>, a discovery of one’s *‘true north*<sup>16</sup> or the process of taking *“a journey into those places in your heart and soul where you bury your treasures, so that you can carefully examine them and eventually bring them out for display*<sup>17</sup>, it is an ongoing process of true personal growth and development.

## **5. THE PROFESSION OF PROJECT MANAGEMENT**

This section provides an introduction to the profession of project management including an overview of the importance of project management to organisations and the contribution of leadership to project success.

### **i. Background**

The skills of project management were once seen as ancillary to the skill sets of other professions such as engineering or architecture, but it is now considered a profession in its own right. Professional associations like the Project Management Institute (PMI) have global reach with over 265 000 members in 170 countries including a New Zealand component (PMINZ) founded in 1994, which is acting as sponsor to this research. Growth in membership of PMI reflects the growing trend and development of project management as a

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<sup>13</sup> P. xxxii, *ibid*

<sup>14</sup> P.16, *Cammock, 2008*.

<sup>15</sup> *Cammock, 2003*

<sup>16</sup> *George, 2007*

<sup>17</sup> P.50, *Kouzes and Posner, 2007*

profession in its own right<sup>18</sup>. Offering peer support, professional development, networking and professional advocacy PMI has a vision that “*worldwide, organizations will embrace, value and utilize project management and attribute their success to it*”<sup>19</sup>.

The definition of project management is “*the application of knowledge, skills, tools and techniques to project activities to meet project requirements*”<sup>20</sup>. Beyond this narrow definition the profession of project management requires the successful practitioner to learn and develop a wide range of skills including technical skills for managing time, scope, budget, risk and quality but also the ‘softer’ skills of team member and stakeholder communication, management and leadership. Project managers must be both leader and manager depending on the complexity of the project. The roles are distinct but “*leadership and management are interactive and interdependent parts of the same role – that of the manager*”<sup>21</sup>.

## **ii. The Value of Project Management**

Most professions add real tangible value to the organisations which they serve and project management is no different. Recent research<sup>22</sup> has confirmed the extent to which, and value of, the appropriate and successful implementation of professional project management practices provides to organisations. Implementation of these project management practices correlate highly with project outcome satisfaction, achievement of project success and organisational project outcome success. The implementation of project management also delivers important quantifiable benefits to companies and organisations by improving their ability to deliver projects reliably and consistently, and “*as you invest in project management, you are decreasing the losses you would experience from poor or no project management*”<sup>23</sup>

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<sup>18</sup> From beginning in the mid 1980s the total membership of PMI has grown consistently to make it the fastest growing professional body in the world. Membership growth is accelerating, for example, total member numbers have grown by 66% in the last 3 years from 161538 in March 2005 to 269458 at end of May 2008, source [www.pmi.org](http://www.pmi.org).

<sup>19</sup> PMI Strategic Plan, Rev 12, March 2007, authors copy

<sup>20</sup> P.8, Guide to the Project Management Body of Knowledge (PMBOK), Third Edition, 2004

<sup>21</sup> P.6, Cammock, 2003

<sup>22</sup> Mullaly and Thomas, 2008

<sup>23</sup> Dr. Thomas, quoted in PM Network August 2008 electronic edition. At the time of submission of this research the book reporting the complete results was not yet available and the research has been viewed via taped video of the presentation at the PMI Research conference in Warsaw, July 2008.

### **iii. The Value of Leadership within Projects**

In the general management literature the positive correlation and impact of leadership on the success of the organisation has been well documented. Building on this, Turner and Müller<sup>24</sup> detail the impact of the project manager on project success. Their review of the available literature showed that the role of project manager and their leadership abilities is a critical success factor in projects via direct (i.e. motivation to succeed, and self perception of success) and indirect means (i.e. via leading a team that ensures project success), specifically stating that “*the project managers personal characteristics, including leadership style and emotional intelligence, does make a contribution to project success*”<sup>25</sup>. This relationship between project success and project leadership is correlated by other research showing that “*projects often fall short of achieving their anticipated results, not due to a lack of project management, but rather from a lack of project leadership*”<sup>26</sup>.

It is clear that the profession of project management adds value in several quantifiable ways to organisations, and leadership plays a critical role in project success thereby reinforcing the importance of discovering what makes great leadership within the profession of project management.

## **6. METHODOLOGY**

This section of the report outlines the methodology used to collect the data including the interviews, the questionnaire development and a description of the characteristics of the interviewees. By way of broad overview, the data collection was centred on the use of an interview process using a questionnaire developed using appreciative inquiry techniques, used in 32 face to face interviews with people experienced in project management to solicit their own experience and views on leadership within project management. This qualitative data was then compiled into quantitatively based spreadsheets where strong themes emerged.

### **i. Qualitative Research**

This research utilises strong elements of qualitative research methodologies in addition to applying a straightforward quantitative analysis to the data collected. This section is provided to introduce the reader to the concepts of the qualitative research methodology used in this

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<sup>24</sup> Turner and Müller, 2006

<sup>25</sup> P.77, Turner and Müller, 2006

<sup>26</sup> P. 2, Smith 1999

work. It is worth noting that to date, much of the research on leadership<sup>27</sup> within project management uses predominantly quantitative research methodologies, perhaps as a reflection of the engineering background of many of the researchers and practitioners of the project management profession. In the same way, my social science background steers me towards a more qualitative approach.

A concise definition of qualitative methodology is a process “*to collect descriptive data, peoples own words, and peoples behaviours*”<sup>28</sup>. To distinguish it from the positivistically rooted quantitative methodology, it is “*any kind of research that produces findings not arrived at by means of statistical procedures or other means of quantification*”<sup>29</sup>.

A qualitative approach allows any data collected to represent the views of the participants and “*to get at the inner experience of participants, to determine how meanings are formed through and in culture, and to discover rather than test variables*”<sup>30</sup> and as such it is ideally suited to the study of leadership and the relationship between leaders and followers as a basic personal human interaction and relationship. Furthermore, qualitative research allows researchers to “*step beyond the known and enter into the world of participants, to see the world from their perspective and in doing so make discoveries that will contribute to the development of empirical knowledge*”<sup>31</sup>. The experience of the participant is essential when investigating the nature of leadership given highly personal nature of the interaction between leaders and followers.

Qualitative research collects its data from interviews, observations, literature and personal experience. Inherent within this process is the recognition rooted in post modernity of the absence of objectivity and the acknowledgment that subjectivity and context defines data. Description and definition go hand in hand and reveal the subjective nature of any form of research methodology. Qualitative research acknowledges and celebrates this element rather than claiming any form of positivistic objectivity which is both implied and overtly claimed in quantitative research methodologies. The subjectivity of quantitative research is hidden by the myth perpetuated by the application of seemingly objective numbers and rational statistical analysis. However, subjectivity abounds in quantitative analysis in the very

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<sup>27</sup> For example, see Turner and Müller, 2006.

<sup>28</sup> P.4., Taylor & Bogdan, 1998

<sup>29</sup> P.17, Strauss & Corbin, 1990

<sup>30</sup> P.12, Corbin & Strauss, 2008

<sup>31</sup> P.16, Corbin & Strauss, 2008

selection of questions, data collection methodology, inherent researcher bias and analysis tools and technique chosen.

## ii. Introduction to Appreciative Inquiry

The interview was guided by a questionnaire developed using of the first step in the appreciative inquiry process. Appreciative inquiry represents a methodology with a positively, instead of the more traditional negatively geared approach and “*concentrates on exploring ideas that people have about what is valuable in what they do and then tries to work out ways in which this can be built on – the emphasis is firmly on appreciating the activities and responses of people rather than concentrating on their problems*”<sup>32</sup>.

Appreciative inquiry, as the name suggests, seeks to identify and focus on what is positive about both organisations and individuals and use this inherent vitality to transform an organisation, or in the case of this research a skill set within a profession, by amplifying and emphasising its positive core. In the instance of this research questionnaire I have chosen to focus on the positive aspects of leadership as experienced by interviewees while they were leaders and also of leadership they experienced.

Central to appreciative inquiry methodology are five key principles including the constructionist principle which acknowledges that “*the way we generate knowledge about an organisation creates its future*”<sup>33</sup>. There are four other key principles that are central to appreciative inquiry methodology. The simultaneity principle acknowledges that there is no objectivity in the research and that the process of undertaking the appreciative inquiry research will become part of the change process and by engaging project managers in asking about positive leadership experiences the notion of great project leadership as the norm is reinforced. The poetic principle whereby “*organisations are stories co-authored by organisation members*”<sup>34</sup> is the third key principle. The anticipatory principle which proposes that through our images of the future we can transform our future and the positive principle which posits that “*positive images lead to positive actions*”<sup>35</sup> are the final two key principles.

The process of appreciative inquiry typically follows a 4-D cycle; discovery, dream, design, and destiny, as part of a complete change management process. Using the first part of the cycle, discovery, as a research tool seeks to discover the moments in peoples work when they

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<sup>32</sup> P.2, Reed, 2007

<sup>33</sup> P.311, Nilakant & Ramnarayan, 2006

<sup>34</sup> P.312, *ibid.*

<sup>35</sup> P.312, *ibid.*

have felt most alive, energised and engaged. This project utilises the discovery stage as a research tool by focusing on individuals, but collectively they are part of their own organisations and the project management profession and as such the positive aspects that come from this appreciative inquiry could be used by either to build and embrace change.

Using an appreciative inquiry framework, each of the seven questions in the interview questionnaire<sup>36</sup> was developed to explore a different facet of leadership within project management from the positive personal experience and perspective of the interviewee. Each of the questions was designed to be open ended rather than prescriptive and limiting. This allowed respondents to proffer their own personal thoughts using their own terminology.

### **iii. Interviewees**

In total thirty two interviews were conducted using the questionnaire as a guide. I made contact with prospective interviewees through personal and professional networks both locally and overseas with most of the interviews occurring in Christchurch New Zealand, except for 5 which occurred at the PMI Asia Pacific Congress in Sydney, Australia. Each person was approached in person or by email and asked if they would like to participate in the research. Of those approached only two people declined to be part of the interview process. Interviews were held at their work place or a nearby café and lasted between 15 and 40 minutes each.

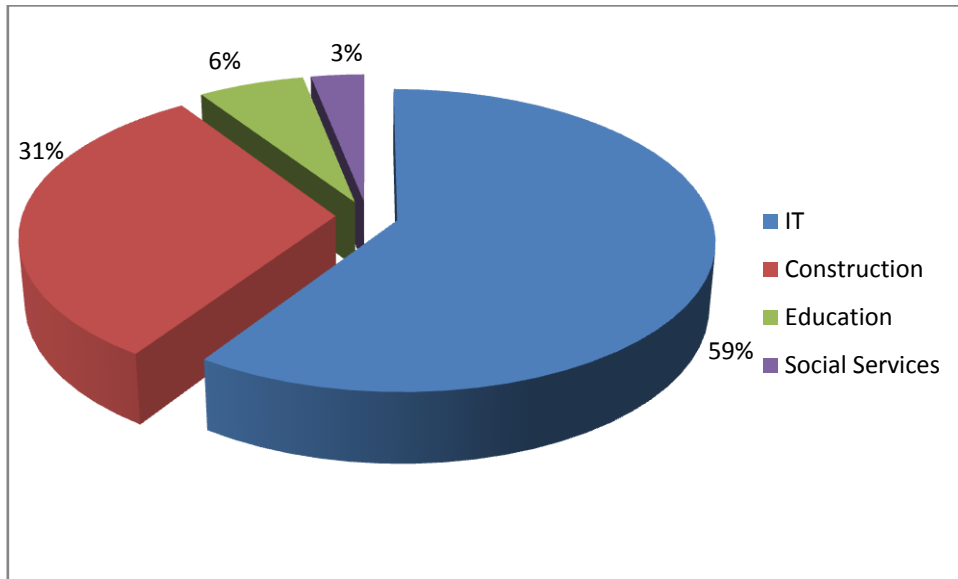
As figure 2 below shows interviewees were based in a very broad spectrum of industries including construction, IT, education/academia, and social sciences with an average career length as a project manager of just over 14 years demonstrating a very senior level of experience within the profession. Reflecting this seniority within the profession three of the interviewees are present or past members of the board of PMI<sup>37</sup>.

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<sup>36</sup> A full copy of the interview questionnaire is attached in Appendix B.

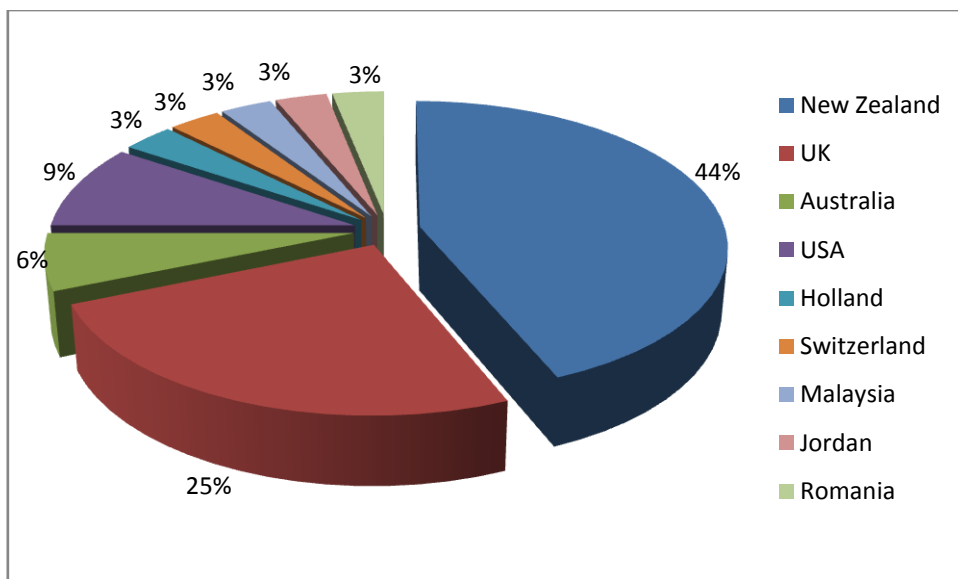
<sup>37</sup> It is important to note that I am grateful for the participation of senior members of the PMI organisation but this research in its current form in no way reflects the views of PMI.

**Figure 2: Interviewees by Industry**

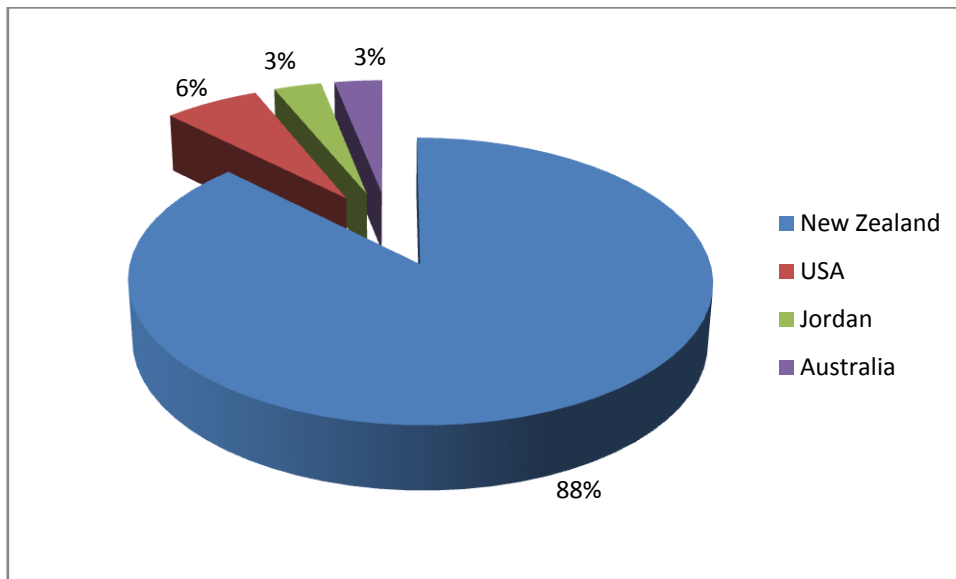


In addition to the range of industries, interviewees professional experience was gained in many countries so although the majority of interviews took place in Christchurch, New Zealand the experiences recorded are truly international. Figures 3 and 4 show the countries of origin where people began their professional careers and their current country of residence respectively. Project management as a profession is transportable and in demand globally and the shifts across countries by these people demonstrate this.

**Figure 3: Interviewees by Country of Origin**



**Figure 4: Interviewees by Country of Current Residence**



Interviewees included members of PMI, APM, OGC, AIPM<sup>38</sup>, and holders of a wide range of professional credentials and qualifications. Of the group as a whole, 24 of the 32 had a project management professional credential such as PMP, PRINCE2 or Agile, and 29 of the group had university degrees, demonstrating the high degree of education within the profession at this senior level.

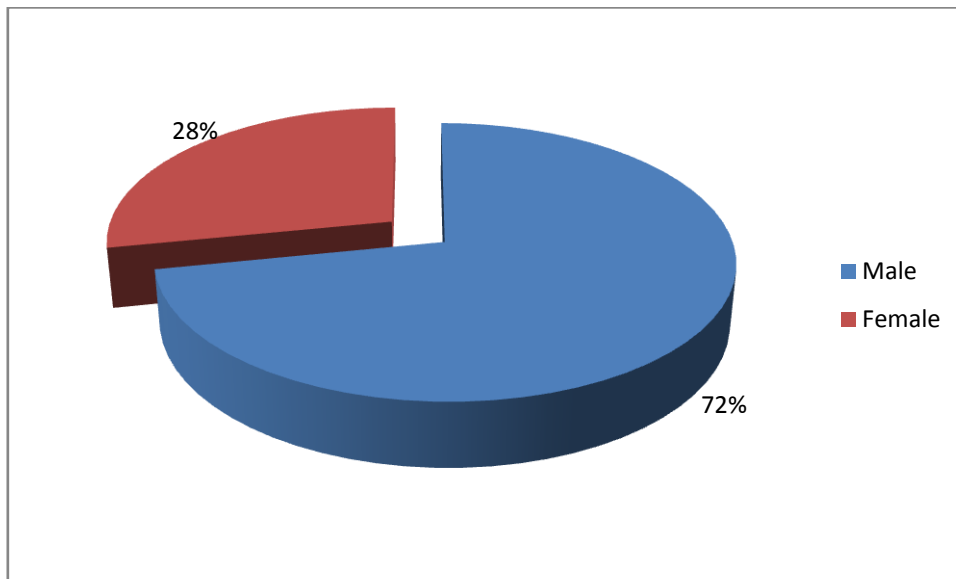
Figure 5 shows the gender split of the interviewees with 28%, or 9 of the 32, being female<sup>39</sup>. There was no noticeable difference in leadership experience along gender lines.

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<sup>38</sup> A full list of abbreviations and acronyms used in the research is included as Appendix A.

<sup>39</sup> Although I was not able to obtain the gender split of membership or credential holders from PMI, a rough analysis of the approximately 1100 PMP credential holders with the surname Smith showed approximately 33% of these credential holders were female perhaps reflecting a similar ratio of females in the project management profession.

**Figure 5: Interviewees by Gender**



The interviews were recorded on a digital recorder meaning I was able to focus on active listening to the interviewees without having to worry about writing down notes during the interview. I did notice, perhaps as a lesson learned to future researchers, that my recall of the interviews was not as good as the recording proved it to be. Listening to the recording provided a much greater depth of material than I could have got by taking written notes.

In relation to the responses received from the interviewees, the opened ended nature of the questions allowed me to record their words, so the responses collated accurately reflect the terminology, words and phrases they chose to use. Once the major themes had been determined from the raw data I did consider aggregating words used into higher level umbrella terms to refine the data but discounted this process as it would then effectively serve to speak for the interviewees and use language they did not choose to use.

Overall the respondents can be described as highly experienced, motivated, intelligent and educated people working in a focussed, pressured and high profile profession. This is important to note as the style of leadership displayed and admired may be best suited to similar groups of people.

#### **iv. Ethics**

As part of the University of Canterbury ethical guidelines, approval was sought from the Human Ethics Committee to carry out the research. A review of the methodology was

undertaken and approval was granted. A copy of the approval letter is contained in appendix E.

## 7. DATA ANALYSIS

This section outlines the themes that emerged from the data collected and offers insight and analysis in relation to the behaviours, characteristics and skills of a great leader within the profession of project management. This report does not imply that everyone interviewed could be objectively considered a great leader within project management, but each respondent was able to identify a time when they felt they were displaying great leadership, and also describe times when they have experienced, according to them, a display of great leadership. The data is presented in quantitative form in bar charts and also qualitatively with the respondents own words repeated. Focussing on the most highly rated aspects of the data the quotes chosen to illustrate a point are attributed to individual respondents by the number assigned to the respondent as listed in the full summary of transcripts contained as Appendix C<sup>40</sup> and have been selected on the basis that they represent the general theme of what was being said by several respondents.

### i. Attraction to Project Management as a Profession

This question sets out to determine what it is about the profession of project management that practitioners find attractive. The value in this is that we can create a picture of the elements of project management as a profession that define the type of personality attracted to it.

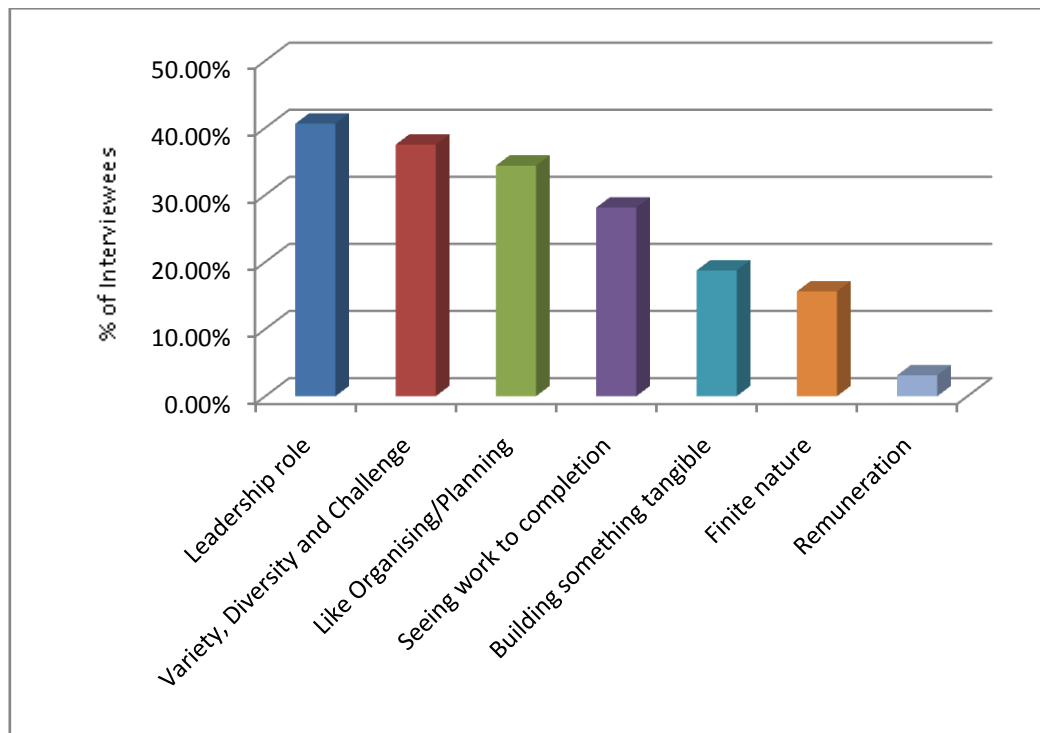
The reasons that people were, and still are, attracted to project management as a profession were clear and succinct and shared by nearly all respondents to a greater or lesser degree. As figure 6 shows, approximately 40% of respondents said that they were attracted to, and are still attracted to, the profession due to its ability to allow them to develop and show their leadership skills. Typical comments from respondents were that the “*technical aspect doesn't attract me, I'm much more interested in the leadership aspects and the team aspects of the profession*” [19], and being attracted by “*the autonomy of success and the authority to lead groups of people to achieve success*” [8], and “*You have the opportunity to get a group of people together, work on a vision and a goal, get people to come on the journey with you*” [32].

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<sup>40</sup> For privacy reasons the names of the interviewees have been removed from the summary of transcripts.

This figure is particularly pertinent in this research as it confirms that not only is leadership a critical success factor for projects as discussed earlier, but that the opportunity to display and develop leadership skills is one of the primary reasons people are attracted to the profession.

**Figure 6: Reasons for People Being Attracted to Project Management**



Other aspects of the profession that attract people include the variety, diversity and challenge, at 37.5%, that comes with being involved in a project, as one respondent commented “*project management fits my personality very well as I like to work on something intensely and achieve results as opposed to doing ongoing repetitive tasks*” [10].

Figure 6 above goes on to show the other significant factors as being the organisational and planning aspects (34.3%), being able to see a job to completion (28.1%), building something tangible (18.7%) and the finite nature of the project (15.6%) as being attractive. Two comments from the interviews sum up this attitude, with the first saying that he “*really likes imagining the way something ought to be and breaking it down step by step and then seeing it happen and be finished*” [2], and the second person simply stating that “*I love creating order out of chaos*” [29]. Personal feelings were intertwined with their professional experience for some people particularly one respondent who said “*each one is unique and I get my*

*excitement from that although I sometimes feel that bottomless pit in the stomach sometimes with new stuff” [25].*

Surprisingly, only one respondent said they were attracted to the profession because of the remuneration levels offered. However, this respondent also offered several of the other reasons as well so remuneration was not the sole reason for being attracted to the profession.

Interestingly, during the responses received for this question, as people were describing their entry into the profession approximately 40% of all respondents offered, without being asked, the fact that they had accidentally ‘fallen’ or ‘stumbled’ into the profession rather than deliberately targeting it as a career or as a career change. While this is a significant number I feel that if the question had been asked directly the number would be significantly higher. This reflects the relative youth of the profession and the way in which technical specialists have become project managers by default, but there are now growing career paths, credentials, and qualifications that people can take to deliberately enter the profession and I would expect that in the future more people choose the profession rather than ‘falling’ into it.

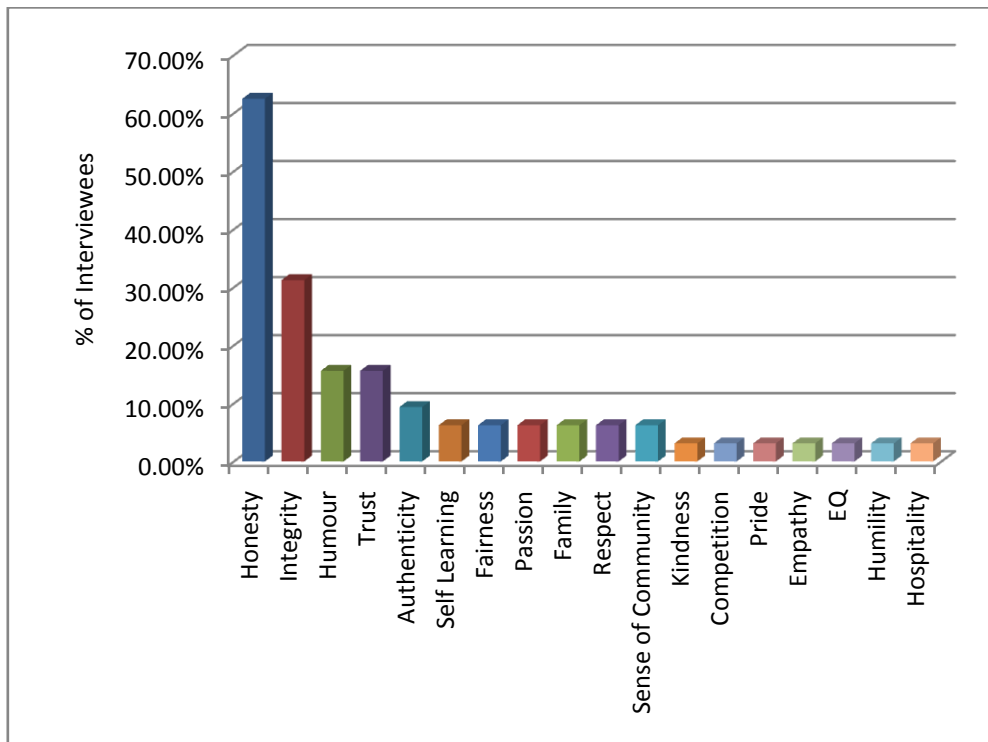
Project management is a profession that attracts people keen to develop and display their leadership skills, and also those attracted to the variety, and the ability to organise and plan a tangible product or service.

## **ii. Respondents Personal Values**

Exploring the core values of interviewees allows a concise and comprehensive evaluation of the foundation upon which to build and develop the successful behaviours and traits for great leadership within project management. It also forms the basis of personal attributes associated with several of the leadership competencies described earlier.

Examining the personal values held by the interviewees there were few surprises as figure 7 below shows. The overall importance of actually having a strong set of values was summed up by one person who said “*You need a strong set of values to be able to connect to other people*” [17].

**Figure 7: Values Held by Interviewees**



The top rating value was honesty with 62.5% of respondents prizing this value. Clarifying exactly what is meant by honesty one person said that *“honesty is not simply about being blunt, its plain speaking, communicating clearly and authentically”* [17] and reflecting the importance of being consistently honest, an interviewee said that it is better to *“tell the truth even when difficult”* [9]. This reflects the idea of a strong authentic personal foundation at the heart of the leadership model.

The second most prized value was integrity with 31.25% of respondents holding this value. The concept of integrity means having a strong set of values and adhering to them which means, according the one person interviewed that you have to *“do the right thing, not only do ‘something’ but make sure you do the ‘right thing’ when its often easier to do the wrong thing”* [5]. Reinforcing this key value two other interviewees said it means *“doing the right thing even if no one is looking”* [27], and *“you should do things because they are the right things to do”* [10]. Combining values and stressing the importance of them together, one respondent said *“Honesty, integrity - you have to create an environment where people want to work and you need these as the foundations”* [7].

Given the openness offered in the question it is no surprise that there is quite a list of values reflecting the individuality of the people interviewed. What is surprising is that humour and

trust rated the same at 15.6% each. As one respondent who valued humour quite highly said the strength in humour as a value was that *“you can uplift the world around you”* [1]. And summing up the importance of trust as a value, one person said *“I want people to trust me and I trust them. Its critical so you don’t have to micro manage people and it’s also how I want to be treated”* [21].

The significance of people who value honesty, integrity, humour and trust is important because these personal values will provide the foundation upon which the behaviours, characteristics and skills of individual leadership will be displayed and provide the building blocks for many of the required competencies.

### **iii. High Point Leadership Experience**

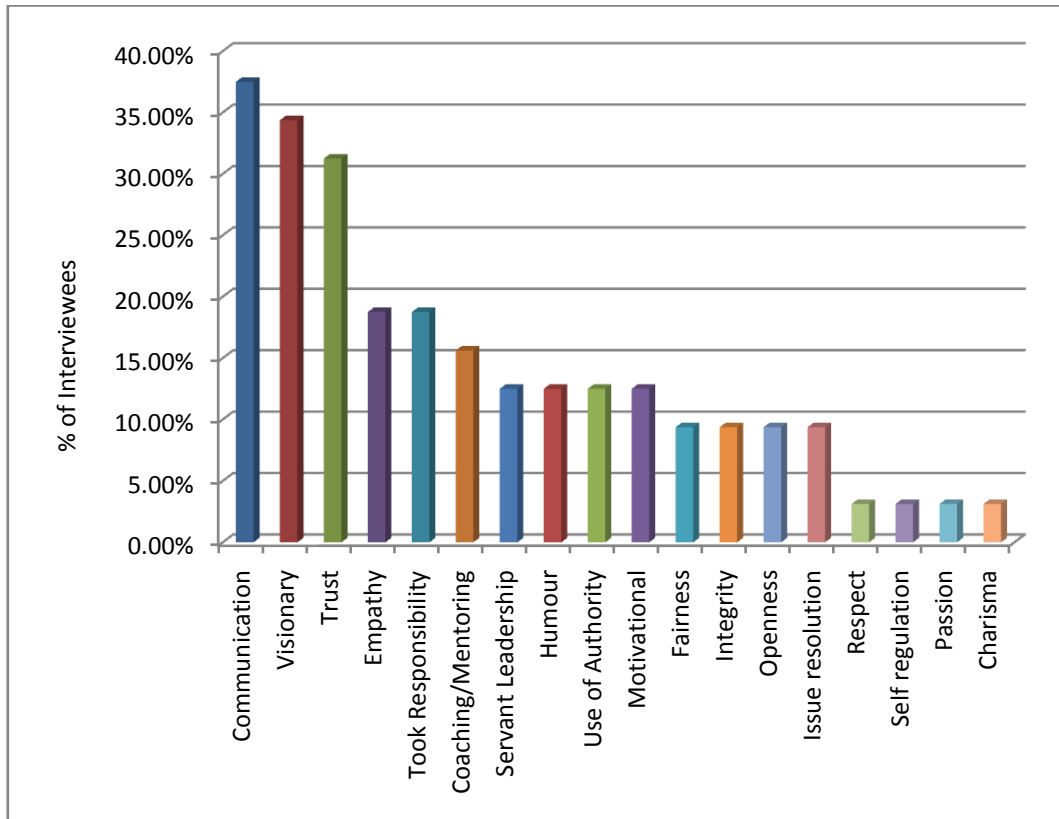
This question examines the interviewees own description of the aspects they consider to be their best leadership behaviours or characteristics. Some interviewees, perhaps due to modesty or humbleness, had trouble with this question and that is why it was also framed as what they hoped their team members would say about their leadership style.

What is very interesting to note of this data is that the open ended nature of this question and the next, left room for respondents to provide whatever information they wanted. Without exception all respondents immediately focussed upon the personal characteristics and people oriented skills of leaders. No one began by assessing or assuming leadership revolved around positional power, authority or technical prowess. This strongly indicates that even though the competency based leadership model has several facets it is those facets built upon personality characteristics and people skills that are considered the most dominant and most important.

General comments made about their own experience of great leadership help paint a picture of leadership from the perspective of project managers. Reinforcing the softer people oriented skills required to be a successful leader it was stated that of leadership that *“you can learn the basics but it’s the inherent personality, empathy and people skills that make a leader”* [7] and that *“leadership is a dynamic process of getting people to go in the direction of your goal”* [7]. Digging into the nature of the mutually beneficial and dependent relationship between leaders and followers one respondent reminds us that *“between a leader and a project team there is a covenant, the leader agrees to provide certain things like positive environment, the team agrees to provide certain behaviours and responses”* [27].

The top three reported facets of the respondents own high point leadership experience was when they considered that they displayed communication (37.5%), visionary leadership (34.3%) and trust (31.2%) as a leader which reflect the competencies of engaging communication (MQ), vision and imagination (IQ), and empowering (MQ).

**Figure 8: Behaviours and Skills Described When Displaying Great Leadership**



Communication is not limited to simple verbal or written forms, it is present in many aspects of human interaction at many levels and it is not a one way process as one interviewee stated that they considered their strength as a leader to be as a “*good communicator, listening more than the outgoing part*” [6]. Communication also meant having the ability to know when to stop and admit not knowing the answers as one person said “*I don’t have all the answers, ask awkward or dumb questions*” [12]. Central to enacting a good set of effective communication skills is to “*assume positive intent, helps with communication of projects*” [17].

The importance of visionary leadership to the project was summed up by one respondent who said, “*I was a visionary leader, getting an enthused feel and a reason, a common and shared goal, once you have that you can get through a lot of the tensions and conflict*” [31]. This

theme was reinforced by others who considered that being a visionary leader meant creating “a shared vision of the project and the standard to which it would be delivered and a will to make it happen” [10], resulting often in a situation where “people wanted to be part of my project” [9], and that visionary leadership meant “creating a positive environment where people want to work” [23]. Ultimately displaying characteristics of visionary leadership led one person to confidently state that “My purpose in life is to be an uplifting presence. I want to walk away from every interaction with people, and leave those people with a satisfying experience and feel better off” [27].

The display of trust was highly ranked in their own great leadership experiences and considered by many to be essential to their leadership style with typical comments being, “Listen to the troops and demonstrate trust, trust is the most important trait that a leader can have” [4], and how it is important to “work collaboratively and get the trust of team members” [5]. Displaying trust meant that the leader “gave the team enough autonomy to get on with their role, trust them and leave them to do it, giving them the freedom to excel” [9] and often resulted in a situation that “established a culture that was non-adversarial, we are all in this together” [22].

The element of trust often manifested itself explicitly at a deeper level where it was displayed as a level of protection and one of taking responsibility, which was the equal 4<sup>th</sup> ranked value with empathy. One person said “I took ownership of the problems that needed to be resolved, cleared roadblocks, protected them from outside environment” [30] while another echoed this by saying “if they screwed up I would protect them” [28]. This concept of protection extended to the use of the metaphor of a safety net for one respondent who said “it’s my job to provide a safety net so they feel confident to experiment and grow” [27]. Reinforcing the importance of trust one respondent admitted that the “leadership thing doesn’t come easily, better at being a manager” [25]. Building his leadership skills required him to develop an ability to “trust people and not micro manage” [25].

Elements of Goleman’s<sup>41</sup> emotional intelligence leadership framework are evident with empathy (18.7%) and self regulation (3.1%), “able to control emotions without suppressing them” [4], appearing in the list. Of these, it was empathy that was a key characteristic of the interviewees when they considered themselves displaying great leadership said that it required “understanding team members needs, displaying empathy” [11].

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<sup>41</sup> Goleman, 1997

Of note, was the aspect of charisma which has often been seen as central to leadership and often considered as the ‘*x factor*’ in leadership, particularly trait theorists. Only one respondent claimed charisma as a defining point in their own display of great leadership. However, this may also reflect that the term is most often used to describe others and rarely ourselves.

It is worth noting that there was one instance of an interviewee perhaps displaying some negative elements of leadership when they admitted to being very competitive and outcome driven to the point that they “*will push for the most efficient outcome at the expense of a happy loving team*” [19], perhaps beginning to reflect the shadow of the narcissistic alter ego of leadership. This is not suggesting that in itself narcissism is a negative trait as “*all people – especially leaders – need a healthy dose of narcissism in order to survive*”<sup>42</sup>, but rather when narcissistic satisfaction occurs at the expense of followers it is a negative trait and influence.

This section has provided an insight into the behaviours, characteristics and skills displayed when leaders in project management consider they are providing great leadership. The display of communication skills, visionary behaviour, trust, and empathy reflect key elements in the earlier described competency based model of leadership and give clear indication of the elements of great leadership people see in themselves when performing at their best. It is interesting to note that the complete list of behaviours and skills reflects in close detail most of the 15 competencies listed in the leadership model described earlier.

#### **iv. Experience of Inspiring Leadership**

Turning the experience around this next interview question gets interviewees to describe those behaviours, characteristics and skills that they have personally experienced and admired in great leaders in project management they have worked with. Figure 9 displays the behaviours and skills admired in those inspirational leaders.

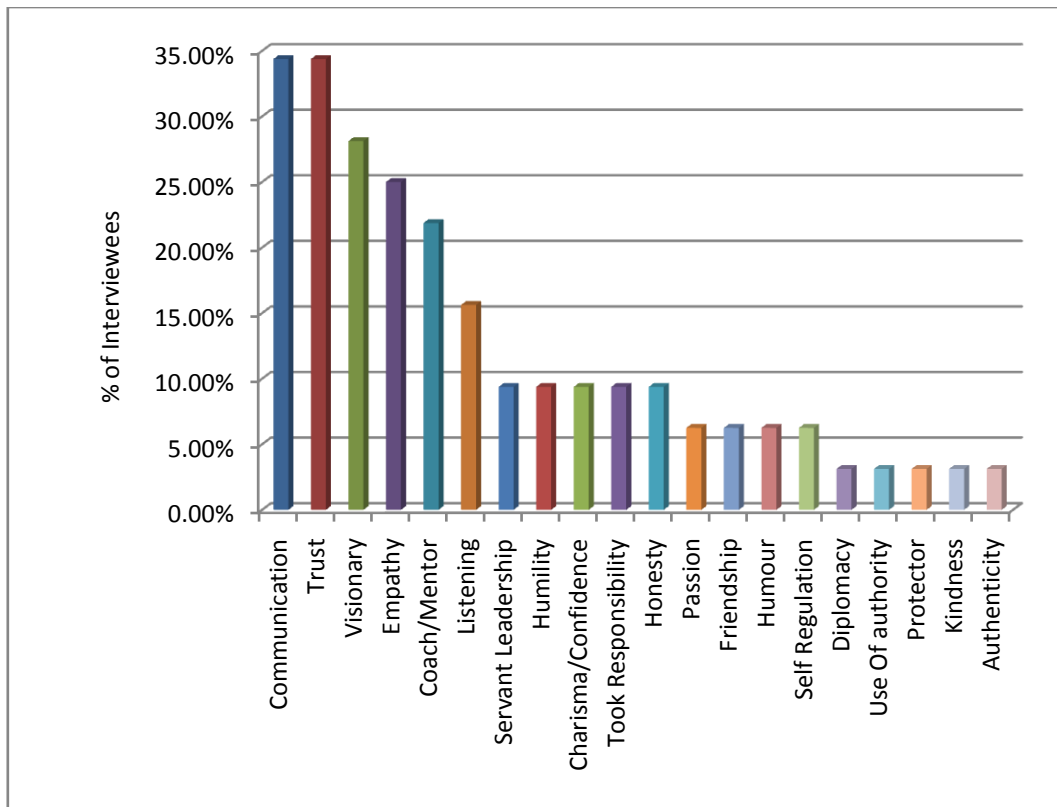
As with the first question which focused on their personal assessment of their own leadership behaviours and traits, participants offered some interesting insights in to the general nature of leadership with their response to the inspiring leadership behaviours they had observed. As one person said “*Leadership has many parts to it, and by putting them all together somehow team members recognise this and want to work for the leader*” [5] and that “*leadership is more inspiration than management*” [12]. Extraordinarily inspirational displays of leadership

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<sup>42</sup> P. 62, Kets de Vries quoted in Coutu, 2005

gave extraordinary results and commitment from team members with one person saying of one particularly inspiring leader, “*I would have followed that man off the edge of a cliff*” [9].

**Figure 9: Behaviours and Skills Observed in Inspiring Leadership**



Over a third (34.3%) of respondents described their admiration for an inspirational leader who demonstrated outstanding communication abilities. Those inspirational leaders who were best at this aspect were able to communicate extremely effectively on many levels as summarised by one interviewee who said the leader they best remembered was a “*good communicator of ideas to people, they would ‘touch’ you when they spoke*” [2]. Similarly, another respondent emphasised the effect of great communication when they said that their leader “*made me feel as if he was paying attention just to you*” [21]. The two way nature of communication was emphasised by others who typically stated that a leader should be “*willing to listen and be there for the team members*” [5].

The observable behaviour of trust (34.3%) featured as highly as communication skills with many participants echoing the words of this respondent who said they “*enjoyed working for a leader who gave enough rope to do right or wrong, made me feel trusted*” [25] and others

who said they responded positively to *“being empowered by my leader, not being micro managed and bossed around”* [32] and also *“he just exuded this belief I could do this job and do it well”* [15]. As with their own displays of trust as leaders, trust grew into a sense of protection where a particular leader combined trust with fun and clarity and *“gave a sense of protection, created a fun environment, yet clear expectations to deliver”* [9].

The importance of having a strong vision and the ability to communicate it effectively was a major factor (28.1%) that people remembered about inspirational leaders they had worked for. The leader’s role was to *“inspire people and trust them”* [7], to use effective communication to ensure they were *“selling the vision to the team”* [8] and be *“taking a team on a journey”* [11]. Inspirational leaders *“got people doing things by painting a picture of a vision that people aspired to”* [13] and the best leaders *“carried a strong vision and [were] able to sell it to his team members . . . together we will reach these goals”* [22].

The fourth strongest behaviour of an inspirational leader was empathy (25%) which is a sign of emotional intelligence with one person explicitly stating *“I am drawn to people who have that high level of emotional intelligence”* [19]. An important part of being a great leader was the *“display of empathy and understanding of each person’s needs and where they were at to ensure they were happy and performing”* [9] with people reporting they worked better when they worked for *“people who have developed an understanding of how I work and then allow that to happen”* [3] and have *“the ability to listen to others and understand them, showing empathy”* [10]. Developing personal empathy means that a leader discovers *“peoples best traits and let them use them”* [7] which also reinforces the issue of trust.

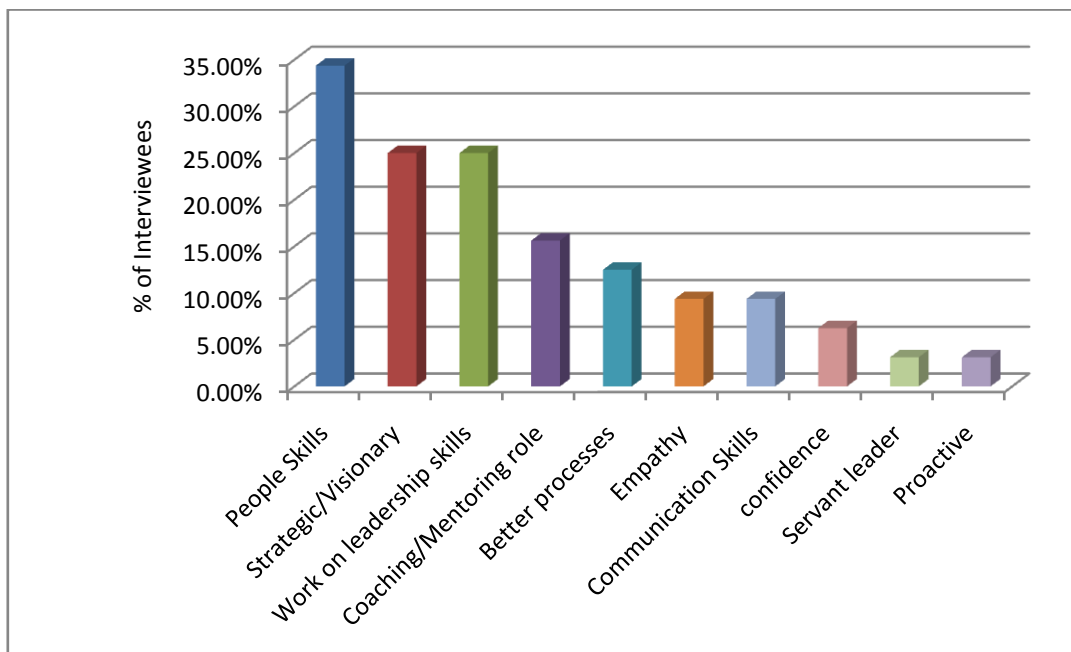
The most immediately striking thing about this set of data is that the top four traits observed by participants in inspirational leaders are the same as the skills and behaviours displayed by respondents when they describe their own high point leadership experience. Displaying effective communication, trust, visionary leadership and empathy are all observed and admired behaviours, characteristics and skills in others. This confluence between the participants own experience and also the behaviours that they found inspiring is a clear indicator of the set of skills, behaviours and characteristics needed in great leaders in project management.

## v. Image of the Future

The intent of this question is to determine an imagined end point for leadership development within project management, if one exists, and the skills, behaviours and characteristics of this leader. It represents a vision for the dream stage of appreciate inquiry.

The data collected documents the gap between where respondents describe themselves as being now in their development as leaders and the additional skills they need to develop in their future to reach their full potential as great leaders. The top three responses, people skills (34.3%), strategic and visionary capability (25%) and straight forward development of overall leadership skills (25%) clearly demonstrate the softer side of leadership competencies required to develop to ones full potential as a leader. In this process I could have chosen to aggregate the categories of empathy and communication skills into the people skills category but I left the categorisation to reflect the language and terminology chosen by the interviewees. Adding the categories together would have emphasised the already top category. Additionally, the term ‘leadership skills;’ was a similar oft repeated catch all phrase that summed up many of the behaviours and traits described in the preceding two questions.

**Figure 10: Areas for Personal Leadership Development**



In contemplating an image of the future with themselves performing at their peak as leaders, people took to the opportunity to once again provide general comment on the nature of leadership stating that in a project environment the “*leadership role is catalytic rather than commanding*” [1], and that the “*leadership role is getting people to work seamlessly together and say ‘this team rocks’*” [5], and that “*leadership deserves attention and nurturing*” [27]. Formally acknowledging the importance of the project managers role, one respondent stated that “*the project manager is the glue that hold the team together*” [21].

Under the broad umbrella of the term ‘people skills’ came many separate ideas linked only by the commonality of being softer personal relationship type of behaviours and skills. Respondents summed up their image of themselves being fully rounded inspirational leaders by imagining themselves in positions to “*trust people more to produce more autonomy*” [3], and “*nurturing and monitoring others and getting them to be more reflective*” [6], paying “*more individual attention to team members*” [8], producing “*greater ability to get people to buy in to the project and get them committed*” [2] and “*getting people to do what you want them to do via trust and respect*” [13]. To achieve these lofty goals they saw the “*need to develop skills to inspire people and display passion rather than relying on authority*” [12] because “*inspiration works better than formal forms of authority*” [12]. Developing their emotional intelligence and empathy meant looking at the needs of the followers or project team members to “*develop awareness of other people’s needs from me as a leader*” [15].

Closely aligned with general people skills, the development of what was termed leadership skills included “*developing coaching skills, providing mentoring*” [8], “*develop team leadership skills to enable buy in from many different types of people*” [14], to ultimately “*have a team of leaders leading themselves . . . providing coaching and mentoring role to team members*” [9].

In relation to becoming more strategic and visionary, shared goals included “*establishing an unambiguous vision of where the project needs to go . . . inspiring the team to buy into that vision and to want to contribute to it as much as I do*” [10]. Another respondent recognised that “*leadership is more about creating a common vision rather than high level objectives which are already set*” [25]. Strategies for achieving these goals included personal coaching and development with one respondent saying they would “*undertake a coaching relationship to develop my own skills*” [19]. Interestingly it was the absence of more typical technical competencies of delegation, dispute resolution, decision making, use of authority that

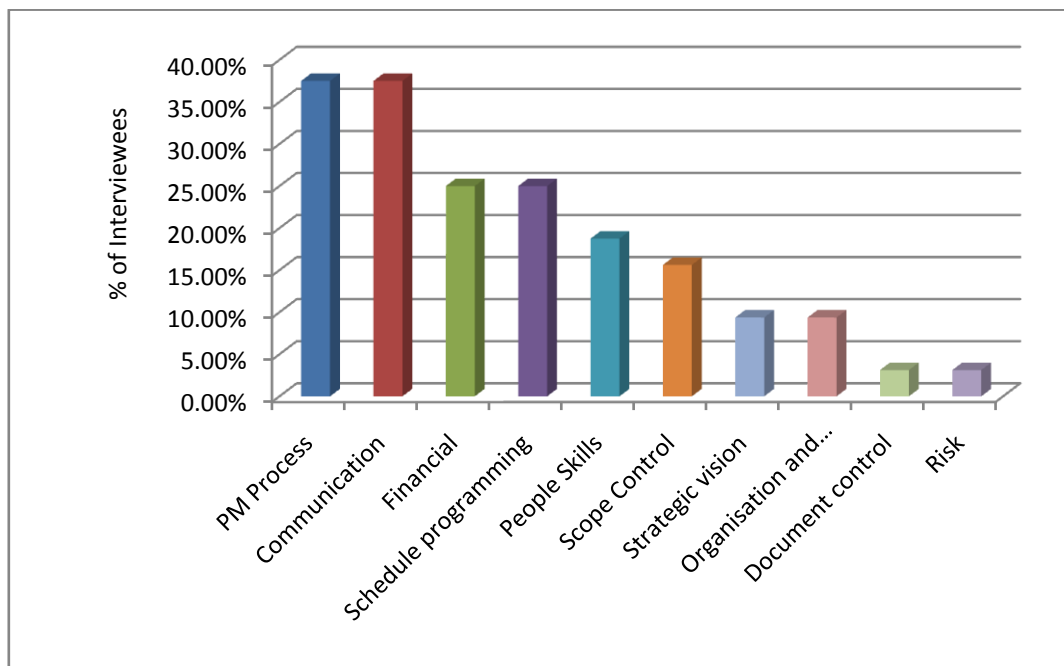
reinforced the message that it is the softer, personality based skills and behaviours that are more important in leaders and their development.

Clearly reinforcing the importance of their own experience, and also their observed behaviours and skills, of a great leader in project management demonstrated in the previous two sections, the data from this section reinforces the people oriented and personality driven competencies of leadership within a project environment.

## vi. Technical Skills of a Project Manager

In addition to leadership behaviours and characteristics it was important to recognise the being a project manager means operating on a continuum of management and leadership at all times depending on the industry, size and complexity of a project and to do this successfully a great project manager should possess certain technical skills.

Figure 11: Technical Skills a Project Manager Must Have



The focus on attaining and developing a working knowledge of formal project management processes reflects the ascendancy of the profession from an ad-hoc set of guidelines still typical in some companies towards globally and industry wide recognised sets of professional standards, knowledge and methodologies, and the benefits these provide to the individual project manager and the organisation carrying out projects. Rather aspirational in nature, one

respondent said that *“project management is a language that brings people together and provides for greater prosperity”* [17].

Of the suite of technical tools it is communication that stands out above the other tools such as financial, scope, and risk control. Reflecting the core competencies of great leadership respondents typically said that *“a project manager needs to be a great communicator . . . a project is all about communication”* [27], and to reiterate the point another said *“Budget control and other tools are just mechanical stuff. Communication is the core competency”* [30]. The ability to demonstrate effective communication skills feeds into many of the softer people oriented skills which are considered by several of the interviews to be the most important, with comments such as *“Softer side is the harder side to grasp, it’s the EQ side that is more important”* [23], and *“it’s the softer skills which differentiate a really good project manager”* [24], and even more bluntly *“relationship building skills are absolutely bloody fundamental”* [28].

What was interesting in this data was once again the information that was offered without being asked for. Without prompting 12 of the 32 interviewees explicitly stated that project managers should not have strong technical skills in the area that the project is focussing on. Instead they should have strong professional project management skills and stay out of the technical arena relying on, and trusting, those specialist members of the team to do their work. In contrast only 3 of the 32 people interviewed said project managers should have knowledge of the technical area in which they are working. Typical comments included statements such as the *“project manager should not have technical skills related to the industry they are working in, their speciality should be project management”* [7], and *“you could argue that the only skills a project manager requires is project management knowledge”* [8], *“don’t need to be a technical specialist, be a project management expert instead”* [10]. Adding in the element of context by way of project size and complexity only strengthened this view with one person saying *“the larger scale you go the less technical skills you need and the more people skills you need”* [19].

This section indicates that at a management level, project managers should possess, develop and display technical skills related to the profession of project management. Of the learnt technical skills it is communication as a technical ability and process that is considered most important, which reiterates the importance of the already mentioned display of great communication skills by great leaders within the profession.

## vii. Leadership in Projects Compared to Operational Activity

The intent of this question was to examine what interviewees thought were the main differences between operational and project management activities and how these differences impacted upon the demands and challenges of leadership. Many of the interviewees had been in operational roles, some in very senior general management roles, at some point in their career, and two were currently in senior operational roles having previously been senior project managers.

The definition of a project according to the PMBOK is “*a temporary endeavor undertaken to create a unique product, service or result*”<sup>43</sup>. The differences between projects and operational activity were summarised by the following comments, “*Businesses . . . are projects which are always trying to deliver more than the scope*” [3], and “*Operational management is in business to perpetuate itself, project management is in business to go out of business*” [4].

Leadership in a project environment operates in a different context than operational leadership does and several respondents offered their views on the differences between the two differing contexts and required leadership styles saying “*Operational leadership is usually about maintaining or incrementally improving the status quo where as project management is about change management*” [10]. This aspect of change management brings with it unique challenges for the leader as one respondent said “*Confrontation within projects is inherent as they are change projects which brings forward the need to confront issues proactively*” [4].

Other comments on the differences required between project and operational leadership stated that “*Operational leadership will allow you to be just a manager . . . projects require leadership due to their condensed nature*” [10], echoed by another who said “*the temporal and well prescribed nature of projects requires a more intense concentrated form of leadership*” [12]. Leadership within project management does indeed require a different style or set of skills reflecting the contextual nature of leadership with one respondent saying that “*Project management requires a bigger cross section of skills needed to be successful*” [8]. Furthermore, between the two contexts, “*leadership styles are very different, project management leaders may not operate as well in an operational role as it demands different visions and longer term strategic goals*” [7].

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<sup>43</sup> P.5, PMBOK 3<sup>rd</sup> Ed. 2005

There is a clear perception among the interviewees that there are distinct differences between the operational and project environments and these differences affect the focus of leadership in each environment. This represents a clear indication of the situational nature of leadership which is recognised in the model presented earlier and also points to the identified set of behaviours, characteristics and skills being of prominence specifically in the project environment.

## **8. SUMMARY OF DATA**

Looking back at the two questions posed as research problems, the first asked is there an identifiable set of behaviours, characteristics and skills of great leadership within project management, while the second asked is there any difference in the demands on leaders between projects and operational activity, we can see that the data shows that the short answer in both cases is a definitive yes.

The importance of leadership to the project management profession was demonstrated in the first instance by the fact that a significant portion of people choose the profession for the ability to develop and display their leadership skills. In doing so they depend on a strong foundation of values built upon honesty and integrity. These factors reinforce the need to consider a central, rather than additional, element of a personal foundation of authenticity in a leadership model. The behaviours, skills and characteristics of communication, visionary leadership, trust and empathy correlate with engaging communication (MQ), vision and imagination (IQ), empowering (MQ) and interpersonal sensitivity (EQ) in the competence based leadership model. This in turn succinctly defines the four core behaviours, characteristics and skills of great leaders within the profession of project management. It is a subset of the total list of fifteen competencies in the leadership model but “*effective leaders are differentiated from other leaders through the exercise of a relatively small range of skill or competence areas*”<sup>44</sup>. It is important to note the context of highly educated, motivated and experienced people working in a constrained, pressured work environment where a leader must hit the ground running and there is little time for second chances in defining these core competencies.

In relation to the investigation of contextual differences in leadership styles between projects and operational activity there is a clear perception that project leadership has a different set of

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<sup>44</sup> P.106, Dulewicz and Higgs, 2005

identifiable behaviours, characteristics, and skills from operational leadership due to the constrained and condensed nature of the project environment.

## **9. RECOMMENDATIONS**

In considering the value of this research and the findings to the sponsor, PMINZ, there is a clear direction towards the four identified competencies of great leadership, and development of a strong personal foundation for personal and professional development for current and future project managers aspiring to improve their leadership capability within projects. This is an important skill set to develop due to the influence great project leadership has upon project success. Additionally, it is clear the professional development of a project manager should include a focus on development of a professional project management body of knowledge with particular attention paid to effective communication. PMINZ has a well developed commitment to providing training and professional development opportunities to its members and future development and training can reflect the findings of this report.

The following means of practically implementing the findings of this report for the benefit of PMINZ as an organisation, and its members and practitioners are recommended:

- 1.** The development of a suite of self assessment tools, such as surveys and questionnaires, for project managers to determine their own leadership strengths and weaknesses to enable them as part of their professional development, to focus on the core behaviours of great leadership identified in this report. Make these available in hard copy and also online via the website<sup>45</sup>.
- 2.** The development of graduated workshops and self learning tools available to members, focussing on the identified core competencies of great leadership to enable project managers to undertake continuing professional development.
- 3.** The development of a leadership mentoring programme where leaders who demonstrate proficiency in the identified core competencies offer peer support to others.
- 4.** Development of ongoing and regular professional development opportunities presenting learning opportunities in professional project management methodologies with specific attention to communication skills.

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<sup>45</sup> [www.pmi.org.nz](http://www.pmi.org.nz)

5. In association with PMI, give consideration to requiring a minimum number of professional development units<sup>46</sup> (PDU) that must be obtained specifically in leadership development.
6. Use appreciative inquiry as a tool for further research in this field and also in its complete form as a change management process for groups and individuals as needed to develop performance and displays of great leadership in projects.
7. Continue to look for opportunities to sponsor research in the field of project management.

It is recommended that responsibility for implementing these recommendations be taken by the PMINZ Director of Professional Development, a nationally appointed position, with assistance from the professional development co-ordinators at branch level.

## **10. FUTURE RESEARCH**

This research, like any piece of research, has limitations which in themselves can become opportunities for future research. The following suggestions for potential future research inspired by this piece of work are:

1. Comparing the profession of project management with other profession to assess the extent of the situational aspects of leadership.
2. Split out the different industries within project management, i.e. IT and construction, to see if there is any difference in the mix of core competencies in leadership.
3. Investigate the significance of personal foundations of leadership upon leadership effectiveness and project success.
4. Investigate the situational impact of culture upon core competencies of leadership within project management.

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<sup>46</sup> After obtaining the PMP credential, holders must accumulate 60 PDU's within the next 3 years in order to keep the credential or they must sit the exam again. There are maximum numbers of PDU's in a specific category that can be claimed in any 3 year cycle, but currently no minimum number required in any particular category.

## 11. BIBLIOGRAPHY

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## 12. APPENDICES

### A) A GUIDE TO ACRONYMS AND ABBREVIATIONS USED

AGILE	A project management methodology
AIPM	Australian Institute Of Project Management
APM	Association For Project Management
CAPM	Certified Associate In Project Management Credential Issued By PMI
OGC	Office Of Government Commerce (administers PRINCE2 credential)
PDU	Professional Development Unit
PgMP	Program Management Professional
PMBOK	Project Management Body Of Knowledge
PMI	Project Management Institute
PMP	Project Management Professional Credential Issued By PMI
PRINCE2	Projects In Controlled Environments Credential Issued By OGC
RegPM	Project Management Credential Issued By AIPM
SCRUM	A specific AGILE methodology

## **B) INTERVIEW QUESTIONNAIRE<sup>47</sup>**

### **1. What attracted you to this work?**

Think back to when you first became involved in project management. What was it that attracted you to this field and type of work? What did you hope to achieve personally and professionally?

### **2. Values**

Much of our behaviour is shaped and guided by what we value.

- a. Without being humble, please share with me the things that you most value about **yourself** in your life and work?
- b. When you are feeling your best about **your work**, what do you value about it?

### **3. High Point Leadership Experience**

Think about one of the best experiences you have had **leading a project team**. This should be a time when you felt a sense of pride, accomplishment and true satisfaction in your work.

- a) Describe the situation. What happened? What was the result?
- b) What was it about you personally in terms of skills, attributes and personality characteristics that contributed to the positive nature of the situation? If we could ask your team members what it was about your leadership style that inspired them what is it that you hope they would say?
- c) What other factors played a role in the situation (for example, team dynamics, organisational or environmental conditions, etc)?
- d) How has this experience influenced you as a leader? What conscious choices do you make as a result?

### **4. Inspiring Leadership**

Think of the best demonstration of leadership that you have experienced **as a project team member** (i.e. when you personally were not the leader). This should be a time when you felt inspired and motivated to fulfil your role to the best of your abilities.

- a) Who was/were the leader(s)? What characteristics did they have that inspired and motivated you?
- b) What was the impact of their leadership on you and your behaviour?
- c) What learning's about leadership have you taken from this experience?

### **5. Image of the Future**

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<sup>47</sup> Thank you to Betsy Haley of Arête Group for assistance with development of the questionnaire

Imagine that you are living into your absolute fullest potential as a project team leader. Your team is achieving exceptional results and both you and your team feel inspired and motivated by your work.

- a) Describe what is happening with the team. How are you working together? What are you achieving collectively?
- b) Describe your leadership role within the team. How are you behaving? What characteristics are you demonstrating?
- c) What are three small steps you could take personally to move you towards this reality in your leadership capacity?

**6. *Project Management vs. Operational Activities***

- a) What are the key technical attributes a project manager must have?
- b) Finally, I'm interested to hear your views on how you see project management differing from operational activities.
- c) What is the significance of these differences for leaders within project management?

**7. *Key technical skills of a project manager***

- a) We've spoken about the leadership skills of a project manager. In addition to leadership, what are the technical skills that a good project manager must possess and demonstrate?

### **C) SUMMARY OF INTERVIEW TRANSCRIPTS**

A summary of the interview transcripts is provided in the following pages. All interviewees approved the anonymous inclusion of summary transcripts.

<b>Position of Interviewee</b>	<b>1. Project Manager</b>
<b>Industry</b>	<b>IT</b>
<b>1. What attracted you to project management?</b>	Working as design consultant company as a technical expert. Enjoy organising stuff. Meeting different people, Diversity of job.
<b>2. Values –</b>	Humour and Integrity, “you can uplift the world around you” The ability to bridge cultural barriers, technical & cultural barriers, adding value to the job
<b>3. High Point Leadership Experience</b>	Working leading a radio research team at a communication company developing world first type systems. Using a team that had to come up to speed quickly. delivered leading edge technology. Establishing a sub culture where a different set of rules that encouraging risk taking, energetic commitment and pursuit of a common objective Lesson learnt was how to change corrosive perspective of team members. Extensive use of risk management
<b>4. Inspiring Leadership</b>	Really nice guy as a leader, when told of bad news was supportive and understanding and challenges being faced. His approach revealed how he understood the nature of the work being done. You need to have and understanding of what your team are doing, mistakes are ok, “Celebrate Failure” Has adopted this approach when managing teams, making sure there is a supportive team culture and not perpetuating a technical hierarchy
<b>5. Image of the Future</b>	Active role in project and adding value, providing a contribution that would not be happening without me. Proactively dealing with the issues, treating each other with respect. Leadership role is catalytic rather than commanding; you are proving services to this group of people.
<b>6. Project Management Technical skills</b>	Technical skills that a good project manager should have include sufficient to tell when people are telling you nonsense
<b>7. Project Management vs. Operational Activities</b>	Projects are discontinuous, temporary and time bound, operations are ongoing. There are still projects within operational activities and operational activities within projects. It’s a questions of degree of application or styles depending on the situation

Position of Interviewee	2. Project Manager
Industry	IT
<b>1. What attracted you to project management?</b>	Was accidental project manager, was doing sales support for IT in brokerage. Was technical expert. Was invited to take on smaller new product development projects. Really like imagining the way something ought to be and breaking it down step by step and then seeing it happen and be finished.
<b>2. Values</b>	Ethical issues, avoiding lying and deception of any kind. One of the main reasons he has kept membership within IEEE is that he thinks their code of ethics is stronger than PMI's
<b>3. High Point Leadership Experience</b>	Working on a very large insurance IT project. In depth estimating ability, risk management. Looking at the big picture. Gained support from senior management.
<b>4. Inspiring Leadership</b>	Good communicators of ideas to people, they would 'touch you when they spoke', has become a member of toastmasters to practice and develop these skills and try to speak to people personally. Showed respect to him, trusted his abilities.
<b>5. Image of the Future</b>	Greater ability to get people to buy in to the project and get them committed. Being more persuasive and compelling
<b>6. Project Management Technical skills</b>	
<b>7. Project Management vs. Operational Activities</b>	The idea that a project is time limited is most challenging compared to operational activity. Need to be focussed on the end right at the beginning. Scheduling and budgeting is very different. Teams cobbled together from different source and human resource management becomes very important.

Position of Interviewee	3. Programme Manager
Industry	Construction
<p><b>1. What attracted you to project management?</b></p> <p>Drifted into it and since then appreciate it for the profession it is. Began to apply processes to it over time. Learned project management from basics, work has developed more along PMI lines since becoming PMP certified. Now in the professional project management area. Appeals to organisational side of personality, like being team leader and showing discipline “concerted use of resources”, achieving something tangible and useful. Opportunity to get down into technical detail if you want i.e. financial spreadsheets, love writing reports</p>	
<p><b>2. Values</b></p> <p>Strong family commitment, professionally: like to be quite honest maybe even brutal, lacks subtlety and ability to manipulate. Likes learning about himself, personal development. Understanding how to learn from mistakes and being smug/proud about this ability to learn.</p>	
<p><b>3. High Point Leadership Experience</b></p> <p>.Ability to proactively resolve problems, producing outcomes. Communication ability to people. Giving good feedback and positive reinforcement to team members. Sense of humour, good organisational skills, engagement with everyone ‘not letting people feel on their own’, you can sometimes over engage with people as well as under engaging, providing support both personal and technical</p>	
<p><b>4. Inspiring Leadership</b></p> <p>People who have developed an understanding of how he works and then allow that to happen. Showed trust. Made themselves available for guidance. When giving trust still keep him engaged by paying appropriate level of attention. Showing honesty and able to communicate in a way that is always constructive</p>	
<p><b>5. Image of the Future</b></p> <p>Developed delegation skills and trust people more to produce more autonomously, business development, client relationships skills</p>	
<p><b>6. Project Management Technical skills</b></p> <p>Time line, financial, documentation trail, have project management formal systems, don’t necessarily have to have technical skills and knowledge of the project deliverable.</p>	
<p><b>7. Project Management vs. Operational Activities</b></p> <p>Projects have a delivery component which indicates a finish time. The operational leader is one who is not as involved in the deliverable due to the time limit. Businesses have a vision which isn’t contained by the time limit of projects. “They are projects which are always trying to deliver more than the scope”</p>	

Position of Interviewee	4. Consultant
Industry	Education
<b>1. What attracted you to project management?</b>	
<b>2. Values</b> Humility is good, being authentic, staying true to your values	
<b>3. High Point Leadership Experience</b> Took a lot of practice to get to be a good leader, learning from mistakes, able to control emotions without suppressing them (developing EQ), diplomacy, remain positive in face of negative experience from others, develop team culture and commitment, selecting people who share the same values, showing servant style of leadership, being aware of need of transformational style of leadership as appropriate for projects. Practicing political influence. Listen to the troops, and demonstrate trust – ‘trust is the most important trait that a leader can have’ gaining it and keeping it. Recognise peoples contributions and efforts, without overdoing it and undervaluing the reward system	
<b>4. Inspiring Leadership</b> Servant leadership, willing to listen and be there for the team members. Different cultures have different expectation of leadership especially social structures related to money, power, education, and ethnicity.	
<b>5. Image of the Future</b> Moving into new areas in career, becoming more strategic. Developing relationships	
<b>6. Project Management Technical skills</b>	
<b>7. Project Management vs. Operational Activities</b> “Operational management is in business to perpetuate itself, project management is in business to go out of business” Project managers need to plan, manage and celebrate the end. Use one experience as a stepping stone. No Lessons learned in operational activities a lesson learned are done at the end. Better opportunities for project managers to learn. Operational activities seeks to get rid of risk, Projects seek to manage and mitigate. They also are better at this is. Confrontation within projects inherent as they are change projects brings forward the need to confront issues proactively.	

<b>Position of Interviewee</b>	<b>5. Project Director</b>
<b>Industry</b>	<b>IT</b>
<p><b>1. What attracted you to project management?</b> Like to see a job through to completion. Started out as a software developer then slowly moved into project management. Able to merge technical and management skill sets initially, then into team leader role, then on to project manager</p>	
<p><b>2. Values</b> Do the right thing, not only do ‘something’ but make sure you do the ‘right’ thing, often easier to do the wrong thing. Being honest and open, tell it like it is, not like I want to hear it. Sometimes Project Manager write their weekly reports and write them with a view to what they think people want to hear. Better to be honest at all times. This contributes to team members trusting Project Manager and each other.</p>	
<p><b>3. High Point Leadership Experience</b> Really important to lead from the front and not the back, wouldn’t ask anyone to do something he wouldn’t do, work collaboratively and get trust of team members. People need to be enthusiastic about what they are delivering and get some ‘skin in the game’. Encourage team to go out of individual comfort zones to deliver project. Even it is needs leadership by subversion, use this to get mutual buy in from everyone.</p>	
<p><b>4. Inspiring Leadership</b> Inspired by a leader who was able to get people to do what he wanted them to do. Working in the background and getting people to do the work for them. Can be perceived as low key. Leadership has many parts to it, and by putting them all together somehow team members recognise this and want to work for the leader.</p>	
<p><b>5. Image of the Future</b> Focus on the product you are providing not the documentation. Get the team to do the same. Using appropriate process and documentation. Get team to feel like part of the project ‘family’, leadership role is getting people to work seamlessly together and ‘this team rocks’,</p>	
<p><b>6. Project Management Technical skills</b> Depending on the project there are different technical skills required. Don’t necessarily need to be a technical specialist. Ability to do proper planning for risk, time, and scope. Ability to work differently depending on project and methodology, i.e. PMP cf Agile, ability to build a business case.</p>	
<p><b>7. Project Management vs. Operational Activities</b> operational activity is more routine focussed, ongoing and repetitive whereas projects try to achieve something unique and brand new which requires people to go outside of their comfort zone more often. Operational has no particularly time constraints, project has scope, quality and time deadlines to perform to, got to have a real drive and passion to get through these hurdles.</p>	

<b>Position of Interviewee</b>	<b>6. Senior Project Manager</b>
<b>Industry</b>	<b>Construction</b>
<b>1. What attracted you to project management?</b>	
Likes building stuff and creating stuff that has visibility and it lasts. Building something solid and tangible that you can see in years to come.	
<b>2. Values</b>	
Honesty, integrity and fairness. You need to deal with all of your project dealings in a fair and honest way. You can decide what is fair for everyone. Have to base of fairness and honesty for people to respect you.	
<b>3. High Point Leadership Experience</b>	
Recognising that you cleared a lot of obstacles and smoothed the way for people to do their job. Ability to ask stupid questions and keep asking them until people give answers that are concise and clear. Trust people. Good communicator, listening more than the outgoing part. Being quite directive and firm, almost aggressive at times to achieve the goal without hurting people. You have goals and you are trying to get people to achieve these goals.	
<b>4. Inspiring Leadership</b>	
People who were firm and clear and supportive in getting what they wanted. incentivised people to create competition	
<b>5. Image of the Future</b>	
Managing risk, finding problems before they happen. The pursuit of a perfect job may take away the challenges that make the job interesting. Nurturing and monitoring others and getting them to be reflective. More training of people with your experience.	
<b>6. Project Management Technical skills</b>	
A project manager should not have strong technical skills in a particular technical discipline beyond being a professional project manager. Having other technical skills will tempt them to interfere. They should have good time management, scope management; they should be able to apply their Project Management skills to build software, a house or a bridge. You should have enough basic knowledge to know if your experts are in fact experts.	
<b>7. Project Management vs. Operational Activities</b>	
Operational management is about nurturing staff and growing staff and focussed on customer delivery. Goals are in relation to last year's results, "can we do better than last year". Project Management has start, end and goal and you are just going for it. Operational management needs more of a focus on staffing requirements long term, as well as training. Operational management requires as softer management style. Project managers need to have a firmer, go forward task minded mindset that is not as soft as Operational style.	

<b>Position of Interviewee</b>	<b>7. Project Director</b>
<b>Industry</b>	<b>IT</b>
<p><b>1. What attracted you to project management?</b> The discipline required to be successful. It's a profession where you work with people. You have responsibility, authority and accountability. It has a start and a finish, you end up with a product</p>	
<p><b>2. Values</b> Honesty, Integrity – you have to create an environment where people want to work and you need these as the foundation. Be open with people, and a smile, a laugh a sense of humour. You can fake these to a greater or lesser degree, but don't underestimate human beings; if you are authentic the team will know. Don't be a 80%er, make sure you are a finisher.</p>	
<p><b>3. High Point Leadership Experience</b> Leadership is not easy, can't be learnt in a book you either have it or you don't. You can learn the basics but it's the inherent personality, empathy, people skills, that make a leader. Leadership is a dynamic process of getting people to go in the direction of your goal. A good leader may be perceived as contributing nothing due to their ability to influence the team, this is less tangible than technical skills of others –“the quietest person in a rugby game should be the referee”. Be a leader not a dictator</p>	
<p><b>4. Inspiring Leadership</b> Timing is everything, how you deliver it, when you deliver it, saying the right things at the right time in the right way. Discover people best traits and let them use them. Inspire people and trust them. Don't be too directive; use communication skills to get people to do what you want.</p>	
<p><b>5. Image of the Future</b> Better inter team co-ordination, better people skills, greater understanding of Project Management processes and practices, being a much better communicator</p>	
<p><b>6. Project Management Technical skills</b> Project Manager should not have technical skills related to the industry they are working in, their speciality should be Project Management. Communication and people skills above financial, time skills.</p>	
<p><b>7. Project Management vs. Operational Activities</b> Project Management requires you to focus on a particular group of people rather than those who come and go. Different mindset, projects very focussed on time and cost, shorter time to fix mistakes, Leadership styles are very different, Project Management leaders may not operate as well in an operational role as it demands different visions and longer term strategic goals.</p>	

Position of Interviewee	8. Project Manager
Industry	Construction
<p><b>1. What attracted you to project management?</b> The autonomy of success, the authority to lead groups of people to achieve success, accountability and responsibility, the variety of work, you work with different people on your teams, real kaleidoscope of people. Fell into the profession, Likes managing multiple projects at once.</p>	
<p><b>2. Values</b> Persuasiveness is very important in personal and professional relationships, flexibility and adaptability, Humour is very useful for people skills, the ability to be a bit stupid at times, ask stupid questions, be a bit of a dick sometimes, disarms people.</p>	
<p><b>3. High Point Leadership Experience</b> Infrastructure construction programme in trouble, taking on pre-existing project team that had been going to 2.5 years. The ability to show professional impartiality, conveying that he was in charge, persuading stakeholders that all was ok now. Supportive of team members at all times despite not personally backing it. Require a little bit of acting ability to pull that off. Convinced technical professionals of value of Project Management.</p>	
<p><b>4. Inspiring Leadership</b> Great oratory skills, ability to persuade, convince and manipulate. Ability to lead team through change using people skills and charisma. Selling the vision to the team. Admire great demonstrations of professionalism.</p>	
<p><b>5. Image of the Future</b> Managing projects tighter, greater understanding and application of Project Management processes and best practice, more individual attention to team members, developing coaching skills, providing mentoring,</p>	
<p><b>6. Project Management Technical skills</b> They need to be articulate, should be PMP certified, should be able to do cost reporting, don't know about need for project manager to have technical skills relative to the job, better to have Project Management skills. "You could argue that the only skill a project manager requires is Project Management knowledge".</p>	
<p><b>7. Project Management vs. Operational Activities</b> Skills required for Project Management are probably more complex in some regard because you are dealing with many different issues from stakeholders, cost, scope, people. Bigger cross section of skills needed to be successful.</p>	

<b>Position of Interviewee</b>	<b>9. Project Manager/Consultant</b>
<b>Industry</b>	<b>IT</b>
<b>1. What attracted you to project management?</b>	
The ability to exhibit leadership. Built upon previous career in a leadership role. Have to foster a team under extreme pressure. Like the ability to turn a business concept into an asset. Like sorting out issues between different stakeholder groups.	
<b>2. Values</b>	
Honesty is number one. Tell the truth even when difficult, Integrity. Transparency, passion for life and job. Able to have fun.	
<b>3. High Point Leadership Experience</b>	
Personality, dogged determination to the job done and do a damn good job, without compromise on quality. Went in to bat for client and team. Showed high level of professionalism, display Charisma, “people wanted to be part of my project”. Protecting and shielded team from explicit and internal strife, gave team enough autonomy to get on with their role, trust them and leave them do it” giving them the freedom to excel”. Building a culture of success.	
<b>4. Inspiring Leadership</b>	
People skills and ability to get on with all types of people. Display of empathy and understanding of each person needs and where they were at to ensure they were happy and performing. Gave a sense of protection, created fun environment, yet clear expectation to deliver project. Provided friendship – “I would have followed that man of the edge of a cliff”. Have tried to emulate these qualities in current role.	
<b>5. Image of the Future</b>	
Doing very little, taking a passive role, have a team of leaders leading themselves. Providing coaching and mentoring role to team members.	
<b>6. Project Management Technical skills</b>	
Standard suite of resource, work packages, scope, change control, understanding fit between project and business strategy.	
<b>7. Project Management vs. Operational Activities</b>	
Sometimes people need a tough disciplinarian, some projects require this in conjunction with good people skills	

<b>Position of Interviewee</b>	<b>10. Project Manager</b>
<b>Industry</b>	<b>IT</b>
<p><b>1. What attracted you to project management?</b>  Happened by default, built on what he was doing, Project Management fits personality very well as he likes to work on something intensely and achieve results as opposed to doing ongoing repetitive tasks. Project Management provides challenges, different situations and different people of a regular basis.</p>	
<p><b>2. Values</b>  Clear view of what is right and wrong; you should do things because they are the right things to do. Sense of fairness and equity both professionally and personally.</p>	
<p><b>3. High Point Leadership Experience</b>  Focus on outcome which inspired team to share that focus and desire to make it happen, “created a shared vision of the project and the standard to which it would be delivered and a will to make it happen”. Showed fairness, respect for team members strengths and weaknesses,</p>	
<p><b>4. Inspiring Leadership</b>  The ability to communicate their thoughts very clearly, speak clearly and concisely. The ability to listen to others and understand them, showing empathy.</p>	
<p><b>5. Image of the Future</b>  Establishing unambiguous vision of where the project needs to go, “inspiring the team to buy in to that vision and to want to contribute to it as much as I do”</p>	
<p><b>6. Project Management Technical skills</b>  Have the ability to range between detail and overview at any point in time and operate anywhere in that continuum. Maintain the big picture but focus on detail. Appreciate the need for Project Management structure and process and methodology. Don’t need to be a technical specialist, be a project management expert instead. Having some small amount of technical knowledge can help talking to specialist and you can tell when the wool is being pulled over your eyes, but not essential.</p>	
<p><b>7. Project Management vs. Operational Activities</b>  “Operational leadership is usually about maintaining or incrementally improving the status quo whereas Project Management is about change management.” Operational leadership will allow you to be just a manager as there are ongoing and existing long term infrastructure to support business as usual. Projects require leadership due to their condensed nature. Project Management requires more leadership skills displayed.</p>	

<b>Position of Interviewee</b>	<b>11. Project Management Consultant</b>
<b>Industry</b>	<b>Construction</b>
<b>1. What attracted you to project management?</b>	
Stared out as electronic engineer, stumbled into Project Management. Went from technician into internal management development programme. Went in to planning of resourcing, scheduling etc. the planning really captured imagination and made logical sense and appealed to that part of personality.	
<b>2. Values</b>	
Hospitality which feeds into social networking, Empathy and emotional intelligence, (this defines true leaders), be humble. Leadership is a holistic skill set not necessarily based on a particular skill set.	
<b>3. High Point Leadership Experience</b>	
Managing a large team under pressure on new construction technology. “We are going to make this happen attitude” this percolated down to the team and became a motivational thing for team. Staying calm under crisis. Understanding team members needs, displaying empathy. Setting and perpetuating clear set of values. You have to know that there is always something else to learn.	
<b>4. Inspiring Leadership</b>	
Evident passion and enthusiasm, people committed to making a difference, passion for achievement, taking a team on a journey,	
<b>5. Image of the Future</b>	
<b>6. Project Management Technical skills</b>	
<b>7. Project Management vs. Operational Activities</b>	
Operational leadership becomes very process oriented, leadership gets blurred with management. Project environment, depending on the size of the project greater opportunity to display leadership. Need to harness your own skills, get people around you who compliment your weakness, head off in the required direction. True leader convinced in their head, that its going to be successful, almost entrepreneurial. Head, heart and judgement all important aspects.	

<b>Position of Interviewee</b>	<b>12. Senior Project Manager</b>
<b>Industry</b>	<b>Construction</b>
<b>1. What attracted you to project management?</b>	
Efficient, I like efficient process and like people communicating to get the job done as efficiently as possible. Like to focus on a project goals. Appeals to personal preference not liking wastage. Like to control outcome. Like to be outcome oriented	
<b>2. Values</b>	
Honesty and Integrity, direct communication.	
<b>3. High Point Leadership Experience</b>	
Being empathetic but making project requirements clear and keeping people working to output deadlines. Encouraging professional collaboration and understanding. Maintaining goal oriented focus, keeping co-ordination going. The project is the priority. Will assert authority when necessary, but let professionals do their professional best, I don't have all the answer, ask the awkward or dumb questions.	
<b>4. Inspiring Leadership</b>	
Ability to provide concise summary, interpret a lot of 'bs' and translate it into easily understood information, try to adopt this trait. Leave responsibility where it should be. Trust of team members but be prepared to offer advice. "Someone listening to everything I had to say then helping sort the good from the bad" took a coaching and mentoring role professionally and personally. Leadership is more inspiration than management.	
<b>5. Image of the Future</b>	
Need to develop skills to inspire people and display passion rather than relaying of authority.	
<b>6. Project Management Technical skills</b>	
Need to know enough about their industry to be credible. Can then provide oversight of professionals for client. Need financial skills, how to control a budget and be computer literate. Technical understanding of project processes i.e. PMI.	
<b>7. Project Management vs. Operational Activities</b>	
Leadership within projects is different from other forms of leadership. The temporal and well prescribed nature of projects requires more intense concentrated form of leadership. Projects require inspiration of people more than operational activity. Inspiration works better than formal forms of authority.	

<b>Position of Interviewee</b>	<b>13. Project Manager</b>
<b>Industry</b>	<b>IT</b>
<b>1. What attracted you to project management?</b>	
Like organising stuff, I like getting stuff done, I'm a doer. Also like variety, lots of different skills and knowledge required.	
<b>2. Values</b>	
Honesty, respect	
<b>3. High Point Leadership Experience</b>	
My honesty to everyone else, say what others may be thinking, brings issues to the table. Good communication skills, asking lots of questions. Encouraged and facilitated team to exceed management expectations. Team worked well together.	
<b>4. Inspiring Leadership</b>	
Great visionary, great ideas, got people doing things by 'painting picture of a vision that people aspired to' Got good people on board, developed feel good culture. Have tried to adopt insofar as my personality will allow.	
<b>5. Image of the Future</b>	
Inspiring others. Getting people to do what you want them to do via trust and respect.	
<b>6. Project Management Technical skills</b>	
Good communicator, good organiser, good planner. Don't need to know all the detail stuff, just have good overview of what's is going on, remain focussed on the big picture.	
<b>7. Project Management vs. Operational Activities</b>	
Operational leadership requires longer term relationships with human resources. Projects require shorter more intense people interaction.	

<b>Position of Interviewee</b>	<b>14. Project Manager</b>
<b>Industry</b>	<b>IT</b>
<b>1. What attracted you to project management?</b> Achieving results through others not having to do everything myself. Like seeing a team of people doing good work.	
<b>2. Values</b> Integrity, honesty, being good to people, being positive, seeing good things in anybody and everybody.	
<b>3. High Point Leadership Experience</b> Facilitate people to be clear about what the goal is. Nurturing team to perform. Bringing the team together, creating positive attitude to issues that come up. "Providing service to the team to help them to achieve." Lifted team morale at tough times. Listened to team members problems, had confidence that issues will be sorted out. Took on issues directly, addresses all issues and get it sorted out in a constructive way.	
<b>4. Inspiring Leadership</b> Demonstrated clear vision, sold it to the team, convinced team to go for vision. Had confidence and passed this on to team members. Very confident articulate public speaking, high level of understanding of different personality types. Listened to people. Motivated people. Had a wide set of communication tools. Able to speak to a full 360 radius of people and understand what each audience was. have adopted as many elements as possible.	
<b>5. Image of the Future</b> More strategic vision, high levels overview of business goals and strategy. Develop well defined goals, develop team leadership skills to enable buy in from many different types of people. Keep learning about myself. Understanding of governance role in projects	
<b>6. Project Management Technical skills</b> Having concise accurate project management processes for planning, budgeting, scheduling as well as people skills.	
<b>7. Project Management vs. Operational Activities</b> I wouldn't be a good operational manager because I'm attracted to the thing about projects that is time limited and creating something new. Operational leadership would bore. Have been in operational roles before and kept trying to make projects to keep it exciting.	

<b>Position of Interviewee</b>	<b>15. Project Manager</b>
<b>Industry</b>	<b>IT</b>
<b>1. What attracted you to project management?</b>	
Initially it was an opportunity to bridge from technical role to leadership role, wanted to get away from narrow band of skills to something more broader. I like working as part of a team, like seeing deliverables.	
<b>2. Values</b>	
Honesty, transparency. Important to have these with team members. Questioning everything.	
<b>3. High Point Leadership Experience</b>	
Being a clear communicator and aiming it at the right level, being able to talk to all sorts of people. Making goals and tasks clear. Lead from the front rather than pushing from behind, prepared to roll sleeves up, Motivational	
<b>4. Inspiring Leadership</b>	
Manager at the time was very quietly spoken but he just exuded this belief I could do this job and do it well. It was incredibly motivational for me. He lead from the front and always had time for one on one interaction. Have adopted some of these traits particularly trusting people, don't like to micro manage.	
<b>5. Image of the Future</b>	
Develop awareness of other people's needs from me as a leader.	
<b>6. Project Management Technical skills</b>	
Need to be well organised, be proficient in a number of different Project Management tools i.e. processes, good understating of finances, estimation, communication. Clear identification of scope, deliverables. See outside your own project particularly in companies where lots of other projects are happening.	
<b>7. Project Management vs. Operational Activities</b>	
Operational leaders more likely to have people who need to be developed as employees, need to do succession planning etc. these things don't necessarily need to be done on project. Project leaders need to be more flexible than operational leaders. projects are delivery driven rather than process driven	

<b>Position of Interviewee</b>	<b>16. Project Manager</b>
<b>Industry</b>	<b>IT</b>
<b>1. What attracted you to project management?</b>	
To be able to have an overview of what is happening on a whole and influence an outcome and see an end result.	
<b>2. Values</b>	
Reliability, consistency, openness, honesty,	
<b>3. High Point Leadership Experience</b>	
Good level of consistency and visibility about what needs to happen and what is happening, large level of persistence. Lead from the background. Be true to my word. Be aware that you are not the expert in the technical fields. Know enough to understand problems, leave it up to technical experts to make recommendation. Challenge them when necessary	
<b>4. Inspiring Leadership</b>	
Showing passion, they had charisma, transferred their spirit and energy to team members. Was visionary level who was their continuously. Have tried to pickup elements of this. Doesn't always fit with my leadership style. Doesn't fit with physical appearance.	
<b>5. Image of the Future</b>	
Getting better team work happening. Getting disparate team members to work together and understand each other. Understanding project within wider business strategy	
<b>6. Project Management Technical skills</b>	
Communication. Put the basics of Project Management processes in place. You don't need to be an expert in the technical areas, that's what the team are for, it only drags you into detail that you shouldn't be involved in.	
<b>7. Project Management vs. Operational Activities</b>	
Focus of operational in on the long stability of the company, while the focus of the project manager is to deliver to a specific date. Basic skills are not that different it's the environment that it happens in that affects the decisions you have to make. Operational leaders have more time to react.	

<b>Position of Interviewee</b>	<b>17. Project Management consultant</b>
<b>Industry</b>	<b>Construction</b>
<b>1. What attracted you to project management?</b>	
The uniqueness factor, limited time scope, you come in and work on a specific endeavour, finish it and celebrate it then move on	
<b>2. Values</b>	
You need a strong set of values to be able to connect to other people. Honesty. Servant hood. Honesty is not just simply about being blunt, its plain speaking, communicating clearly and authentically. Be honest with yourself. Very critical of cross cultural projects as there are more opportunities for miscommunications.	
<b>3. High Point Leadership Experience</b>	
A leader must be prepared to follow. Be prepared to serve, foster other members, raise them up, show them you value their contribution. Show modesty with your success. Assume positive intent, helps with communications on projects. Moment of true accomplishments happened when I felt I had communicated the business accomplishments to the team and the stakeholders. Felt fantastic. You will always come across adversity and its how your team reacts that matters. Make them realise it's a collective issue.	
<b>4. Inspiring Leadership</b>	
Leaders skate on thin ice, they don't want to break the surface. The ability to navigate through a difficult issue in a diplomatic fashion. Diplomacy with stakeholders very important. Ability to follow is very important, one of the best leaders I have seen is able to be a leader or a team member, they know their place.	
<b>5. Image of the Future</b>	
<b>6. Project Management Technical skills</b>	
<b>7. Project Management vs. Operational Activities</b>	
Projects are always transformational in nature. Need to be honest with stakeholders to get them to rally around a cause you are trying to champion. Project management is a language that brings people together and provides for greater prosperity. Operational leaders are there to maintain, better served to have a higher degree of management skill sets. The Project Manager is better off with leadership style and entrepreneurial style of attributes getting them to end point of transformation. I'm not sure you can take a project manager who is very effective as a project leader in an operational setting. Its two different skill sets	

<b>Position of Interviewee</b>	<b>18. Project Manager</b>
<b>Industry</b>	<b>IT</b>
<b>1. What attracted you to project management?</b>	
Was in sales, handed over work to other to do projects, wanted to get involved with seeing the whole thing through from concept to delivery. Like the total responsibility of a project.	
<b>2. Values</b>	
Integrity.	
<b>3. High Point Leadership Experience</b>	
Display integrity and a strong values system. Lead by example. Kept in mind the need to leave a legacy for the deliverable and the project team. Built personal and professional relationships with team members and purposefully worked at them.	
<b>4. Inspiring Leadership</b>	
Humbleness, pragmatism, knowing who you are and not taking advantage of your success. Have taken this on board and endeavoured to show humbleness. Provide service to team members. Had great meticulous planning skills particularly risk management. Seen to at the coal face. Knowing when his leadership style wasn't appropriate for that project. "Knowing when to hand over and when to take over"	
<b>5. Image of the Future</b>	
Maintain thrill excitement and buzz of life. "Maintain the sense of letting go of the air craft on your first parachute jump." Developing sense of confidence in my own abilities to control any situation. Being able to draw people into a team through an aura of confidence.	
<b>6. Project Management Technical skills</b>	
<b>7. Project Management vs. Operational Activities</b>	
Operational skills focus more on management skills rather than leadership as you have to focus on keeping business going over the long term. Projects require inspirational leadership to get people to work towards defined goal. Need to respond to changes.	

<b>Position of Interviewee</b>	<b>19. Project Manager</b>
<b>Industry</b>	<b>IT</b>
<p><b>1. What attracted you to project management?</b>  Doesn't attract me as a profession! Project Management is just another form of general management with a specific focus. Technical aspect doesn't attract me much more interested in the leadership aspects and the team aspects of the profession. The project manager is so often used as a tool, not seen as a leader in the organisations, the sponsor and business owner want to be seen as the leader. The project manager is part of the execution process.</p>	
<p><b>2. Values</b>  Results, very competitive, very outcome driven – will push for most efficient outcome at expense of happy loving team.</p>	
<p><b>3. High Point Leadership Experience</b>  Recognised social need that project was fulfilling as well as financial need. Focus on team efficiency. The team understood that there was a higher purpose being completed. Engaged team members at a deeper level. Fair, uncompromising, driven, focussed.</p>	
<p><b>4. Inspiring Leadership</b>  Availability, showing intuition, they understand where you are at. Approachability. Fair. Good listening. Seen to act. they had control. High level of emotional intelligence, compassion, empathy, understanding of people. “I am drawn to people who have that high level of EI”. The ability to think and challenge your thinking. Have tried to emulate/develop these things</p>	
<p><b>5. Image of the Future</b>  More empathetic, more sharing. Undertake a coaching relationship to develop my own skills. A leader has an obligation to teach, coach and mentor others. It's not a transactional relationship.</p>	
<p><b>6. Project Management Technical skills</b>  Time management. Scheduling and budgetary skills. “The larger scale you go the less technical skills you need and the more people skills you need”. Need to motivate people, you will have technical skills working for you.</p>	
<p><b>7. Project Management vs. Operational Activities</b>  Projects are a great way for people to grow personally and professionally quickly. Projects are time bound and precious. Team dynamic in a project are fundamentally different to operational activity. Different than operational team members who are long term and permanent. Project leader has to create cohesive team out of a far more disparate set of people.</p>	

<b>Position of Interviewee</b>	<b>20. Project Director</b>
<b>Industry</b>	<b>IT</b>
<p><b>1. What attracted you to project management?</b>  Got into it by accident rather than design. Got into it by promotion. The difference it can make it terms of achieving outcomes. Able to apply a discipline that gets you from a starting point to a finish. Each project is like a new job, you get to see variety. You get to see all sorts of work. Appeals to constant need to be challenged</p>	
<p><b>2. Values</b>  Integrity is very big in everything I do professionally and personally. Being transparent about what is happening, no surprises. Developing other people. Accountability and responsibility.</p>	
<p><b>3. High Point Leadership Experience</b>  Technology project being managed. Had limited technical knowledge, so it was about getting right team of people together and having to put my trust in them and lead them to the end goal. Getting everyone on the same page and working towards the same outcomes. Keeping team going when issues arose. Recruited people based on not only their technical capability but their team attitude. Understanding of what the outcomes needed to be and communicate those. Resolve issues of the team. Ability to listen to team members and let them do what they had to do without micro managing.</p>	
<p><b>4. Inspiring Leadership</b>  Was a real people person. Worked with them team and people as individual and what their strengths were and how to harness them to get the job done. Get them interested and excited in the work they were doing. Took the time to get to know people. Had a real passion for what she was doing. Ability to get inside the people and get them inspired about it as well. Have tried to emulate these things. What natural for one person is a difficult learned behaviour for someone else. Being true to yourself. Figure out what is important and stick to it. Delegated and trusted people.</p>	
<p><b>5. Image of the Future</b>  Develop good understanding of outcome from each stakeholder perspective. Good understanding of risks. Have project team aligned to my understanding of what the outcome is to be. Understanding stakeholder nuances.</p>	
<p><b>6. Project Management Technical skills</b>  Take a problem and dissect it down to its component parts, need to understand where you are today and where you need to get to, to achieve those pieces. Good stakeholder analysis. Human resource management. Understand interdependencies between pieces. Be forward looking beyond the currently visible pieces.</p>	
<p><b>7. Project Management vs. Operational Activities</b>  Operationally dealing with same issues on an ongoing basis and looking for continuous improvement. Project Management perspective you are leading and inspiring people to deliver something they haven't done before. Need ability to harness people's ability and focus it on getting the task done. Easier to inspire a project team cause of the easy definable goal. Operational activity is just a project with a continually changing scope, operational activity in business to stay in business, project in business to go out of business.</p>	

<b>Position of Interviewee</b>	<b>21. Project Manager</b>
<b>Industry</b>	<b>Construction</b>
<b>1. What attracted you to project management?</b>	
Got into by fluke. It's the variety that makes its exciting, doing all sorts of disciplines. It's a different challenge every day and you have to be on your toes, it stimulates me. Its not the same thing every day.	
<b>2. Values</b>	
Trust, I want people to trust me and I trust them – critical so you don't have to micro manage people, also how I want to be treated.	
<b>3. High Point Leadership Experience</b>	
Lead team on a sustainability drive which required out of the box thinking. Got all team in line with this thinking. Got team to change their way of working. I felt great because of team effort which I started. I communicated drive and passion to succeed. Showed innovation and initiative. Also tried to manipulate in a good way to get the outcome I wanted. Didn't tell people what to do, told them in a way they seemed to think is was their idea.	
<b>4. Inspiring Leadership</b>	
Charisma, great people skills, made you feel if he was paying attention just to you. Left a lasting impression and made me want to perform. Have worked hard at developing this. The ability to communicate effectively is apparent/useful across cultures. Cultures see charismas and leadership in similar way. it's an 'x' factor.	
<b>5. Image of the Future</b>	
Employees feeling comfortable with you. The project manager is the glue that holds the team together. Listen more, show more empathy. Get there by keep learning, constant self improvement, don't think you know everything, don't be stubborn, be humble. Don't be a seagull manager.	
<b>6. Project Management Technical skills</b>	
<b>7. Project Management vs. Operational Activities</b>	
Operational activities are quite focussed on something that is given to you. Project Management starts at the beginning deciding what and how you will deliver. Operational leaders have clear cut day to day monotonous targets. Project Management is continuous improvement and progressive elaboration. Leaders need to be aware of these differences and act accordingly.	

<b>Position of Interviewee</b>	<b>22. Project Director</b>
<b>Industry</b>	<b>IT</b>
<b>1. What attracted you to project management?</b>	
Like being in charge. Like the variety, like the process of start something , get to an end point , walk away and start something new.	
<b>2. Values</b>	
Integrity. I have it and expect if from others. Trust, people can trust me and I trust others.	
<b>3. High Point Leadership Experience</b>	
Set project up deliberately and consciously as a collaborative project. Established a culture that was non adversarial, we are all in this together. Decisions made as best for project. Demonstrated trust in team to do what they said they would do.	
<b>4. Inspiring Leadership</b>	
Carried a strong vision and able to sell it to his team members, get you to buy into his views of the goals and how to get there. Excellent empathy with team members, established great one on one personal relationship. Shows a high level of trust, offers support as needed. Together we will reach these goals. Have tried to take these on in own style	
<b>5. Image of the Future</b>	
Better at personal relationships with people, getting people to realise they have skin in the game. Project the big picture and stay away from the detail. Relies on improving self awareness and growing.	
<b>6. Project Management Technical skills</b>	
Project managers should not have technical skills relating to the industry they are in, only leads them into getting into areas they shouldn't be involved in, leave it up to the experts. They should know about budgets, schedules, human resources, risks and communications – the things PMBOK says you should know.	
<b>7. Project Management vs. Operational Activities</b>	
'Projects and operational activity are both doing 'stuff' but operational as last year's results to rely on whereas projects don't, they have a lot more unknowns. Project managers need to be more agile as projects don't run smoothly. Projects tend to be more pressured situations.	

<b>Position of Interviewee</b>	<b>23. General Manager</b>
<b>Industry</b>	<b>IT</b>
<b>1. What attracted you to project management?</b>	
I like the final nature of a project as opposed to current operational which is ongoing and repetitive. Like the people aspect which is critical to project success.	
<b>2. Values</b>	
Can't separate personal and professional values. Family comes first. Vitality – having a lust for life, being fit and energetic (it's the value that suffers most). Love for all people.	
<b>3. High Point Leadership Experience</b>	
Has a very much a coaching style which works well with professionals who want to work. Creating a vision, making sure people are engaged, communication throughout the team, creating a positive environment where people want to work. Fair and Open via communication. No blame. Fun time – work hard/play hard	
<b>4. Inspiring Leadership</b>	
He set me stretch goals, knew what made me tick. Was quite a paternal figure and the relationship showed some of these characteristics. There is a danger that I can be very paternalistic which can be too forgiving and judgmental. As long as doesn't impede ability to make hard decisions it's a good approach. A good leader should have decision making ability. Ability to delegate.	
<b>5. Image of the Future</b>	
Perfect leader doesn't have to do that much. Not the loud shouty people, often some of the best leaders are behind the scenes taking a passive coaching role.	
<b>6. Project Management Technical skills</b>	
People skills – very good people skills. Softer side is the harder side to grasp – it's the EQ side that is more important. Time management is important	
<b>7. Project Management vs. Operational Activities</b>	
In an operational role you are trying to improve on numbers over a longer period time. A project is a harsher environment, Project Managers are 'on a hiding to nothing' and setup to fail from the beginning – as a result you need a tougher set of people skills and personality.	

<b>Position of Interviewee</b>	<b>24. Project Manager</b>
<b>Industry</b>	<b>IT</b>
<p><b>1. What attracted you to project management?</b> Initial attraction wasn't to Project Management per se, rather the need to have consistency and organisation across Project Management. Then finding out about Project Management has become aware it was a profession. I am very organised and methodical. It's about seeing a way through to the end and keeping it flowing</p>	
<p><b>2. Values</b> Open and transparent – people know where you are coming from, no hidden agenda. Ability to be blunt, honest.</p>	
<p><b>3. High Point Leadership Experience</b> Was clear with expectations both individuals of project team members and the project goals. Setting goals and objectives right up front, checking with them that they could achieve that. Suspect team though they were being hassled, but hoped they realised they need to be pushed and without that pushing maybe they wouldn't have work long hours to get jobs done. But it brought out the best in the team members.</p>	
<p><b>4. Inspiring Leadership</b> Aimed at getting team to buy into shared goal. This team leader had a personal rapport which I could never replicate. Was very effective with the team. Encouraged boundaries and humour within the team. Good dispute resolution skills.</p>	
<p><b>5. Image of the Future</b> Developing greater confidence in leadership ability.</p>	
<p><b>6. Project Management Technical skills</b> Personal skills, its the softer skills which differentiate a really good project manager, the ability to be able to communicate with any type and level of person. Good report writing skills – good written communication skills. Ned to be able to manage people and issues. Have an ability to understand financial stuff. Ability to make judgment as to whether they need expert help.</p>	
<p><b>7. Project Management vs. Operational Activities</b> In projects the leaders have a lot more confined environment, not trying to deal with day to day stuff. Have a clear single focus. If a lot more organisational work was done on a project basis they would be more efficient and be more streamlined.</p>	

<b>Position of Interviewee</b>	<b>25. Project Manager</b>
<b>Industry</b>	<b>IT</b>
<p><b>1. What attracted you to project management?</b>  Fell into it by accident, was a technical guy in IT, began to do projects and built upon that. A Myers Briggs assessment showed a type that is constantly seeking the next challenge. Like next challenges and every project is different. Each one is unique, I get my excitement from that, I sometimes feel that bottomless pit on the stomach sometimes with the new stuff. Always different people, clients and technical challenges.</p>	
<p><b>2. Values</b>  Giving customer the best possible service. Borne out of experience about not blaming or finding fault but rather getting on and instead of arguing about fault but thinking about the end user and their needs. No witch hunts till everything is fixed.</p>	
<p><b>3. High Point Leadership Experience</b>  Leadership thing doesn't come easily, better at being at being a manager. Learning how to trust people and not micro manage. Couldn't delegate, think a lot of technical people suffer from that problem. Now doesn't like working for people who micro manage. Feels like he's not trusted. Now, believes that everyone has potential, after his own experience from humble beginnings - like to give other people the same opportunities. Leadership is about setting the direction. Give people room to test the boundaries and think outside the box, allow creativity – my job was to give them the framework to do that and ensure governance in place as well.</p>	
<p><b>4. Inspiring Leadership</b>  When I work with great people I try to learn at least one great thing from them. One leader dealt with potential issue with best interests of everyone in mind. The decision was made very strategically. Only fight the battles you know you can win. Has taught self regulation and more consideration given to first reactions. Enjoyed working for leader who enough gave rope to do right or wrong, feel trusted. Supported me, backed me, made me feel really good even when making mistakes. I felt like learning from it so mistakes didn't happen again.</p>	
<p><b>5. Image of the Future</b>  Leadership in projects is a very tenuous subject. All great leaders work unscripted, they set vision and strategy. In projects that has already been set with project scope. Leadership is more about creating common vision rather than high level objectives which are already set. Spend more time creating common vision and common objectives. Making sure everyone gets it.</p>	
<p><b>6. Project Management Technical skills</b>  Knowing PMI framework which define key technical skills. Know when to rely on technical people. Have good communication skills and ability to detect BS. Ability to transmit vision to team.</p>	
<p><b>7. Project Management vs. Operational Activities</b>  Operational activities driven by different frame of reference that are less negotiable as they are more rigid and set in place by policies and procedures. Projects you have a bit more latitude about how you get to where you want to go. And you have to constantly have to think about these things.</p>	

<b>Position of Interviewee</b>	<b>26. Project Manager</b>
<b>Industry</b>	<b>IT</b>
<b>1. What attracted you to project management?</b>	
Technical background, got involved in projects that needed extra hands, became project manager by default. Started out with no formal training then got PMP certified. Likes different challenges, more on the technical side than human side, not a very good politician, lacking a bit of people skills.	
<b>2. Values</b>	
Efficiency, timeliness, honesty,	
<b>3. High Point Leadership Experience</b>	
Gave them responsibility and stretched them achieve the tasks assigned to them, had open door policy so people could talk at anytime. Trusted them to do their job. Took higher level view, kept eye on big picture.	
<b>4. Inspiring Leadership</b>	
Worked for someone who gave confidence in my ability but demanded proof. He was dynamic, open to people challenging his decisions. He motivated me, encouraged me, the job I was doing was a big challenge, I got such a buzz out of working for him. Had a really good rapport with him.	
<b>5. Image of the Future</b>	
Develop better people skills and rely less on technical skills.	
<b>6. Project Management Technical skills</b>	
Very good understanding of the big wider picture of what they are working on. Have a good technical understanding.	
<b>7. Project Management vs. Operational Activities</b>	
Operational managers are pretty much in a routine. A project manager doesn't have this routine within and between projects	

<b>Position of Interviewee</b>	<b>27. Project Manager</b>
<b>Industry</b>	<b>IT</b>
<b>1. What attracted you to project management?</b>	
The very definition of projects, they do have a beginning and an end, they have a deliverable that you can point to. It's like a movie, it has an ending, you understand the story and projects are like that, they are gratifying counterpoint to normal operational business.	
<b>2. Values</b>	
My purpose in life is to be an uplifting presence. I want to walk away from every interaction with people, and leave those people with a satisfying experience and feel better off. Taking pride in the work that I do. Even if it means spending extra time. Doing the right thing even if no one is looking.	
<b>3. High Point Leadership Experience</b>	
Between a leader and a project team there is a covenant, the leader agrees to provide certain things, environment the team agrees to provide certain behaviours and responses. I agree to provide a comfortable working environment, a safe place for them to grow beyond what they already know. It's my job to provide safety net so they feel confident to experiment and grow. Key function of a leader; have it clear what you committed to supply your staff with so they can be their best. What tools, support, and communication do they need. Team members agree to try things they aren't familiar with and step outside their comfort zone. This agreement sets clear expectations in an uncertain project environment. I hope they felt they have been given an opportunity flourish without being hung out to dry.	
<b>4. Inspiring Leadership</b>	
So spectacular in so many ways. Had project process really clear, created certainty out of uncertainty. Communicated it very clearly to team. Had a clear idea of what we were producing and how we were going to get there. He is a very kind person, but nothing soft about him. Continually demonstrates this to project team. Finds ways to get people working on the stuff they are really good at. Made us all feel really productive and contributing. It wasn't about him. Made us feel as if we were part of something bigger. He inspired me to become PMP certified.	
<b>5. Image of the Future</b>	
Doing less practical work, work on the business not in the business, focus on leadership aspects, less time in the trenches doing work. Giving leadership the attention it deserves, leadership deserves attention and nurturing. Creating more explicit processes and systems	
<b>6. Project Management Technical skills</b>	
Communication. A project manager needs to be a great communicator. It affects every part and process of Project Management especially risk management. It's all about getting to everyone and making the information available to everyone. A project is all communication.	
<b>7. Project Management vs. Operational Activities</b>	

<b>Position of Interviewee</b>	<b>28. Project Manager</b>
<b>Industry</b>	<b>IT</b>
<b>1. What attracted you to project management?</b>	
Wasn't necessarily attracted in the first instance, was told to do it. I enjoy the big picture over many disciplines. Driving interactions between internal and external stakeholders. Quite a people person so enjoy working with diverse groups of people.	
<b>2. Values</b>	
Value people who when they say they are going to something, that they do it. Value technical competence. Respect. Personal accountability.	
<b>3. High Point Leadership Experience</b>	
Get on with team at a personal level, don't have to be mates with them but they can see you like them. Build relationship with all individuals. One to one level spend time with people on the team. This will motivate people to work on the project. They knew they could rely on me to make a decision. If they screwed up I would protect them. I took responsibility for the project.	
<b>4. Inspiring Leadership</b>	
He was absolutely bloody amazing. Very good technically so had good oversight. Had enormous respect for him, you could trust his decisions. Often 5 steps ahead of you. Until that point I hadn't seen Project Management with that much of a rigorous process. Showed strong Project Management and leadership. Was upfront, open, straight and honest with people. Didn't suffer fools. He trusted my abilities and judgement.	
<b>5. Image of the Future</b>	
<b>6. Project Management Technical skills</b>	
Knowing whatever the process or methodology they are following and know it well. Budget and schedule management. Know enough about the technical area you are working in so you can engage with your team, don't need to be a technical expert. Relationship building skills are absolute bloody fundamental. Communication skills.	
<b>7. Project Management vs. Operational Activities</b>	

<b>Position of Interviewee</b>	<b>29. Project Manager</b>
<b>Industry</b>	<b>IT</b>
<b>1. What attracted you to project management?</b>	
I love creating order out of chaos. Creating structure and process and getting it through to the objective. Fell into it without knowing much about Project Management.	
<b>2. Values</b>	
Honesty, integrity, only keep people around me who I think are solid and trustworthy. Community, health, work life balance, good friends.	
<b>3. High Point Leadership Experience</b>	
Led team of amazing people. Put in place structure. Being clear, getting the dream, the big vision across. Having a clear process. Communication with everyone. Getting everyone on board. Honesty in communication. Approachable as a person. Incredibly committed and hard working. Good facilitator to allow team members to deliver their part of the project.	
<b>4. Inspiring Leadership</b>	
Humbleness and down to earth nature. They would come sit down, have a yarn, and communicate with everyone. Very real people. Positivity, always positive, never hear a bad word. Never lose it under pressure. have adopted this – never have lost temper at work in face of great ‘challenges’, demonstrated great self control.	
<b>5. Image of the Future</b>	
<b>6. Project Management Technical skills</b>	
Should know about Project Management stages and how to run a good project. Be good planners and organisations. Don’t need to have technical expertise just understand at a high level.	
<b>7. Project Management vs. Operational Activities</b>	

<b>Position of Interviewee</b>	<b>30. Project Manager</b>
<b>Industry</b>	<b>IT</b>
<b>1. What attracted you to project management?</b>	
The pay. Saw what project managers earned and thought I could do that and actively took steps in a project environment and worked my way up to being a project manager. I like being in charge. Like delivering outcomes. Really like diversity and working with different groups of people. Appealed to my organisational side. Liked working under pressure.	
<b>2. Values</b>	
Sense of belonging, sense of fun. Financial recognition	
<b>3. High Point Leadership Experience</b>	
I took ownership of the problems that needed to be resolved, cleared roadblock, protected them from outside environment. I enabled them. Didn't tell them how to do their jobs, let them do their jobs while I focussed on the bigger picture. Biggest fear is being thought of as a micro manager.	
<b>4. Inspiring Leadership</b>	
Gave me a very long piece of rope. Let me get on and do it, if I needed support they were there. Have adopted this as my own style because i liked it so I hoped others will. When you meet people you instinctively know how they want to be spoken to and how they like to be managed. Some people need more definition and less rope. Important to know the different needs.	
<b>5. Image of the Future</b>	
<b>6. Project Management Technical skills</b>	
Really clear communication, manage stakeholder expectations. Budget control and other tools are just mechanical stuff. Communication is the core competency. Clear constant communication. When things are going badly its communication that stops as project hunkers down trying to get work out.	
<b>7. Project Management vs. Operational Activities</b>	
In Project Management you are focussed on the singular outcome. Operational focus is on business results. On projects you have people coordination rather than people development role. More multi dimension in operational side. Not just the boring side of business, to keep it repetitive you have to be aware of everything that's going on around you. Projects have really silo-ed view of the world.	

<b>Position of Interviewee</b>	<b>31. Project Manager</b>
<b>Industry</b>	<b>Social Services</b>
<b>1. What attracted you to project management?</b>	
The effectiveness of doing something in an organised way. Appeals to my organised personality side. Have worked for chaotic organisation and before I was introduced to pm and without knowing what I was doing I was able to bring order and manage the overwhelming stuff. Being more efficient and you achieve outstanding results compared to your peers who aren't using project management. The ability to be able to make rapid and noticeable change using project management.	
<b>2. Values</b>	
Really value integrity both professional and personally. Value efficiency. Quite strong values around empowerment and leadership of a team by empowering team members.	
<b>3. High Point Leadership Experience</b>	
I was a visionary leader, getting an enthused feel and a reason, a common and shared goal, once you have that you can get through a lot of the tension and conflict. Provides purpose and reason for why we are doing it. They trusted my judgement. Defended staff well and advocated for the team.	
<b>4. Inspiring Leadership</b>	
Sometimes it is the absence of bad leadership traits is good leadership. Not being defensive of their turf. They are supportive of your ambitions and goals. Good with ideas and have an idea of best practice. Don't work unethically. Have definitely used these examples to guide how I work and who I would work for.	
<b>5. Image of the Future</b>	
<b>6. Project Management Technical skills</b>	
Lot around open mindedness to new technology. Have an understanding of the industry you are in but be a bigger picture thinker but still have enough attention to detail to get the work done. Have a collection of pm tools that you can use and select depending on industry, audience and environmental factors.	
<b>7. Project Management vs. Operational Activities</b>	

<b>Position of Interviewee</b>	<b>32. Project Manager</b>
<b>Industry</b>	<b>IT</b>
<b>1. What attracted you to project management?</b>	You have the opportunity to get a group a people together, work on a vision and a goal, get people to come on the journey with you, finish one thing then go onto a new thing with the same team.
<b>2. Values</b>	Trust, Honesty, being able to relay on someone else, others being able to rely on me.
<b>3. High Point Leadership Experience</b>	Gave the opportunity to the team members to do their best, gave them room to perform their tasks and make their own decisions. Be there for the team members, support them, listen to them, and facilitate their performance. Removed problems
<b>4. Inspiring Leadership</b>	Being empowered by my leader, not being micro managed and bossed around; being allowed to make my own decisions, create my own path. Having a leader there to talk to about problems.
<b>5. Image of the Future</b>	Need to improve, learn more about how to pass on the vision to people around me. How to deal with different personalities, how to empower different personalities.
<b>6. Project Management Technical skills</b>	Communication is the biggest one, having good stakeholder analysis, stakeholder plans
<b>7. Project Management vs. Operational Activities</b>	

## **D) DATA COLLATION**

**Number of interviews** **32**

**Attracted to Project Management**

	No.	%
Leadership role	13	40.63%
Variety, Diversity and Challenge	12	37.50%
Like Organising/Planning	11	34.38%
Seeing work to completion	9	28.13%
Building something tangible	6	18.75%
Finite nature	5	15.63%
Remuneration	1	3.13%
	<u>57</u>	

Got into Project Management by accident 12 37.5%

**Personal Values**

	No.	%
Honesty	20	62.50%
Integrity	10	31.25%
Humour	5	15.63%
Trust	5	15.63%
Authenticity	3	9.38%
Self Learning	2	6.25%
Fairness	2	6.25%
Passion	2	6.25%
Family	2	6.25%
Respect	2	6.25%
Sense of Community	2	6.25%
Kindness	1	3.13%
Competition	1	3.13%
Pride	1	3.13%
Empathy	1	3.13%
EQ	1	3.13%
Humility	1	3.13%
Hospitality	1	3.13%
	<u>62</u>	

**High Point Leadership**

	No.	%
Communication	12	37.50%
Visionary	11	34.38%
Trust	10	31.25%
Empathy	6	18.75%
Took Responsibility	6	18.75%
Coaching/Mentoring	5	15.63%
Servant Leadership	4	12.50%
Humour	4	12.50%
Use of Authority	4	12.50%

Motivational	4	12.50%
Fairness	3	9.38%
Integrity	3	9.38%
Openness	3	9.38%
Issue resolution	3	9.38%
Respect	1	3.13%
Self regulation	1	3.13%
Passion	1	3.13%
Charisma	1	3.13%
	<b>82</b>	

Inspiring leadership	No.	%
Communication	11	34.38%
Trust	11	34.38%
Visionary	9	28.13%
Empathy	8	25.00%
Coach/Mentor	7	21.88%
Listening	5	15.63%
Servant Leadership	3	9.38%
Humility	3	9.38%
Charisma/Confidence	3	9.38%
Took Responsibility	3	9.38%
Honesty	3	9.38%
Passion	2	6.25%
Friendship	2	6.25%
Humour	2	6.25%
Self Regulation	2	6.25%
Diplomacy	1	3.13%
Use Of authority	1	3.13%
Protector	1	3.13%
Kindness	1	3.13%
Authenticity	1	3.13%
	<b>79</b>	

Image of the Future	No.	%
People Skills	11	34.38%
Strategic/Visionary	8	25.00%
Work on leadership skills	7	21.88%
Coaching/Mentoring role	5	15.63%
Better processes	4	12.50%
Empathy	3	9.38%
Communication Skills	3	9.38%
confidence	2	6.25%
Servant leader	1	3.13%
Proactive	1	3.13%

Leadership Skills	<u>1</u>	3.13%
	<b><u>46</u></b>	

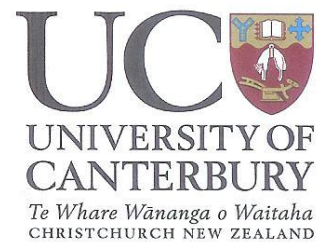
Technical Skills	No.	%
PM Process	12	37.50%
Communication	12	37.50%
Financial	8	25.00%
Schedule programming	8	25.00%
People Skills	6	18.75%
Scope Control	5	15.63%
Strategic vision	3	9.38%
Organisation and Planning	3	9.38%
Document control	1	3.13%
Risk	<u>1</u>	3.13%
	<b><u>59</u></b>	

## **E) ETHICS COMMITTEE APPROVAL**

Human Ethics Committee

Secretary

Tel: +64 3 364 2241, Fax: +64 3 364 2856, Email: human-ethics@canterbury.ac.nz



Ref: HEC 2008/LR/03

31 March 2008

Mr Sean Whitaker  
MBA Programme, Commerce  
UNIVERSITY OF CANTERBURY

Dear Sean

Thank you for forwarding to the Human Ethics Committee a copy of the low risk application you have recently made for your research proposal "Amazing leadership in project management."

I am pleased to advise that this application has been reviewed and I confirm support of the Department's approval for this project.

With best wishes for your project.

Yours sincerely

A handwritten signature in black ink, appearing to read 'M Grimshaw'.

 Dr Michael Grimshaw  
*Chair, Human Ethics Committee*