



**POLITECHNIKA  
BYDGOSKA**  
Wydział Zarządzania

Dr. hab. rer. oec., Dr.-Eng. Bogdan Lent, prof. PB:

**PROJECT MANAGEMENT**  
**UNIVERSITY of SCIENCE & TECHNOLOGY**





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60 Minutes

# L: Leadership

Bogdan Lent



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**Today is Monday, month x, year y**

**Next Monday, month x, David marries Claudia**

**Yesterday Maria bought House in Internet**





Shall we prepare a cosy  
home for David  
and Claudia by then?



...and in my Country?

**10 minutes**

**Whom do we need  
as a project manager?**



# Leadership

Speaking is

**Bronze**

Doing is

**Silver**

Making something happen

**Gold**



A soccer player in a red jersey is captured in a moment of intense celebration. His right arm is raised high with a clenched fist, and his mouth is wide open in a shout. The jersey is red with white trim on the sleeves and features a white number '7' on the left chest. A crest is visible on the right chest, and a 'RESPECT' patch is on the left sleeve. The background is a blurred stadium filled with spectators.

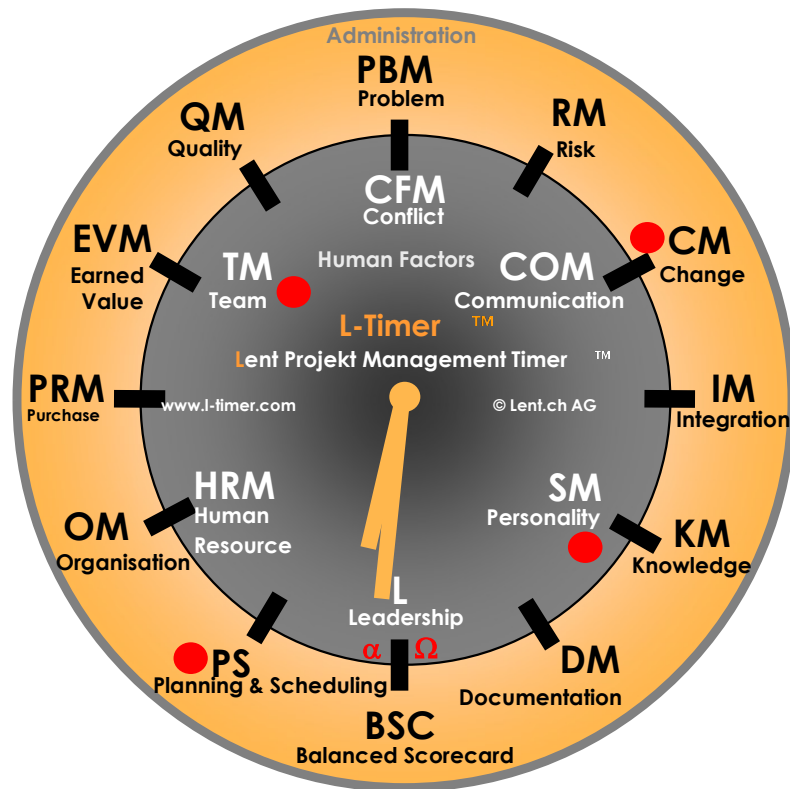
# Leadership

*Success comes to those who make it happen,  
not to those who let it happen.*

Verma, 1996



# Project Leader



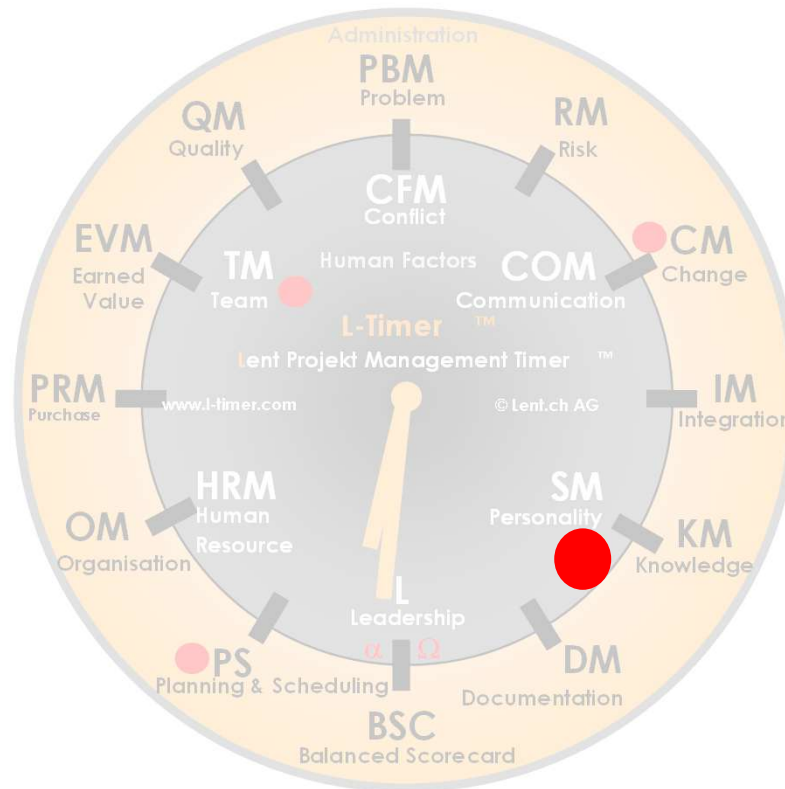
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R. Admiral David J. Nash



# Project Leader

## Strong will to win



Project Leader  
fulfill his mission  
with passion,  
enthusiasm  
and dedication.

Achieving this is  
both contagious  
and mission critical.

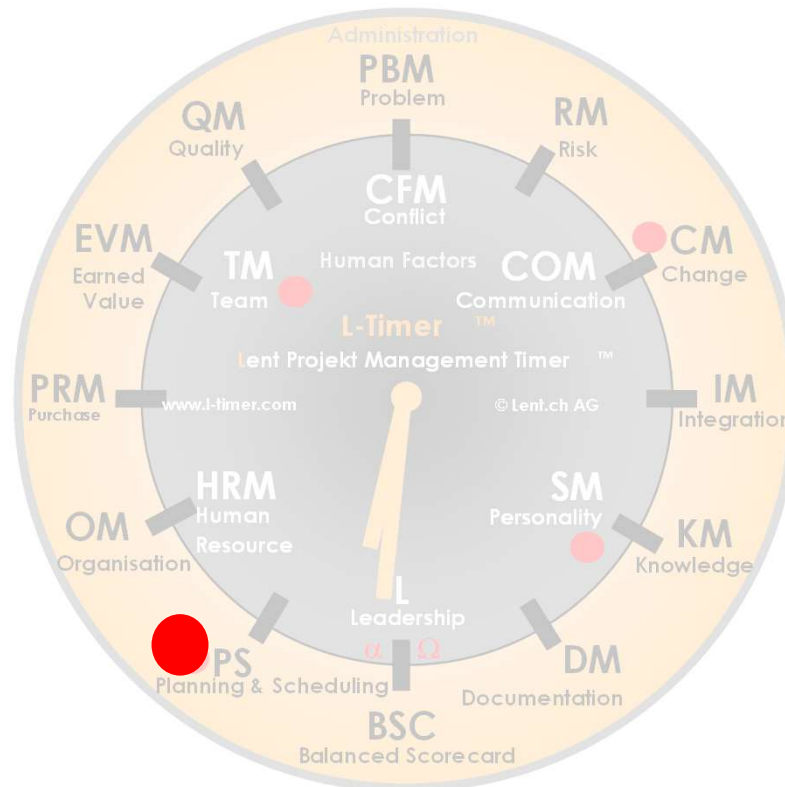


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## Project Leader

# Focus on Results



Effective Project Leader  
secures, that  
each project team  
member  
knows and understands  
goals and  
project requirements  
leading to the success

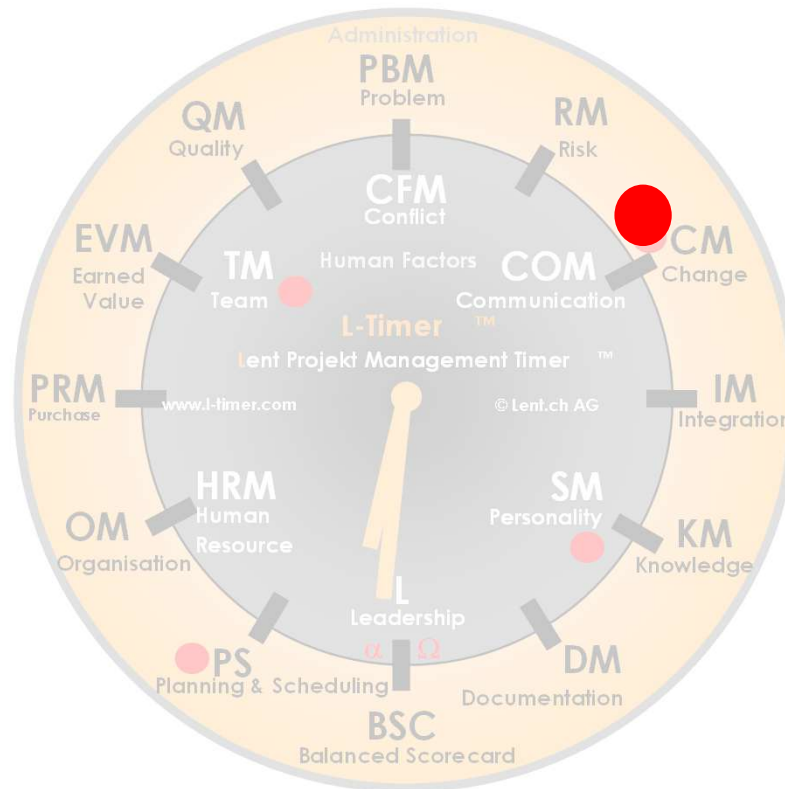


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## Project Leader

# Change Culture



Good Project Leader  
creates  
an atmosphere of  
perpetual changes  
in project,  
leading to  
flexible reaction  
on uncertainties  
in the project

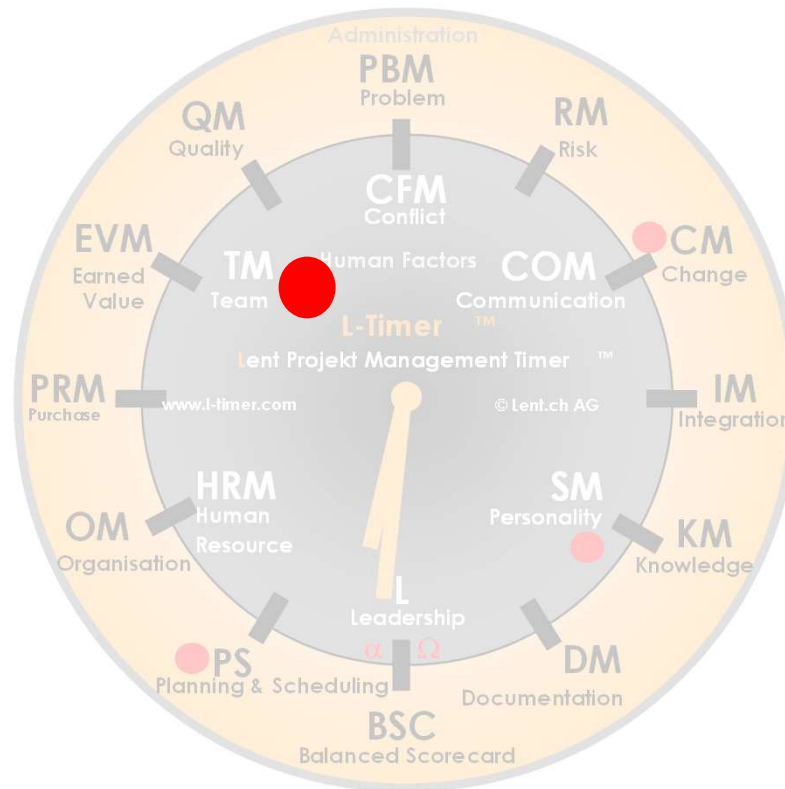


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## Project Leader

# Trust Atmosphere



Project success depends on all stake holders, each team members, associates, suppliers, partners, advisors and cooperating organizations.

It requires an absolute trust among all of them.

R. Admiral David J. Nash



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Leaders are ordinary people  
who accept or  
are placed under  
extraordinary circumstances  
that bring forth their latent potential,  
producing a character  
that inspires the confidence and trust  
of others.

Myles Munroe  
Becoming A Leader, "Everyone Can Do It"



Scarlet O'Hara  
Gone with the Wind 1939





# Leadership is action, not position.

Donald H. McGannon





# Project Leader

SQ = Sense Making Intelligence

EQ = Emotional Intelligence

IQ = Intellectual Intelligence



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# SQ Sens Making Intelligence

Every time balance among:

- **Linear (management) systems**  
focus on quantitative analysis and project controls limiting the capability of the perception of deviations or stochastic occurrences with impact on the project fate.
- **Non-linear systems**  
an awareness of context and relations, may be crucial to project success.



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Singh and Singh Singh, H. & Singh, A. (2002): Principles of complexity and chaos theory in project execution: a new approach to management cost engineering, *Cost Engineering*, Vol. 44, Issue 12

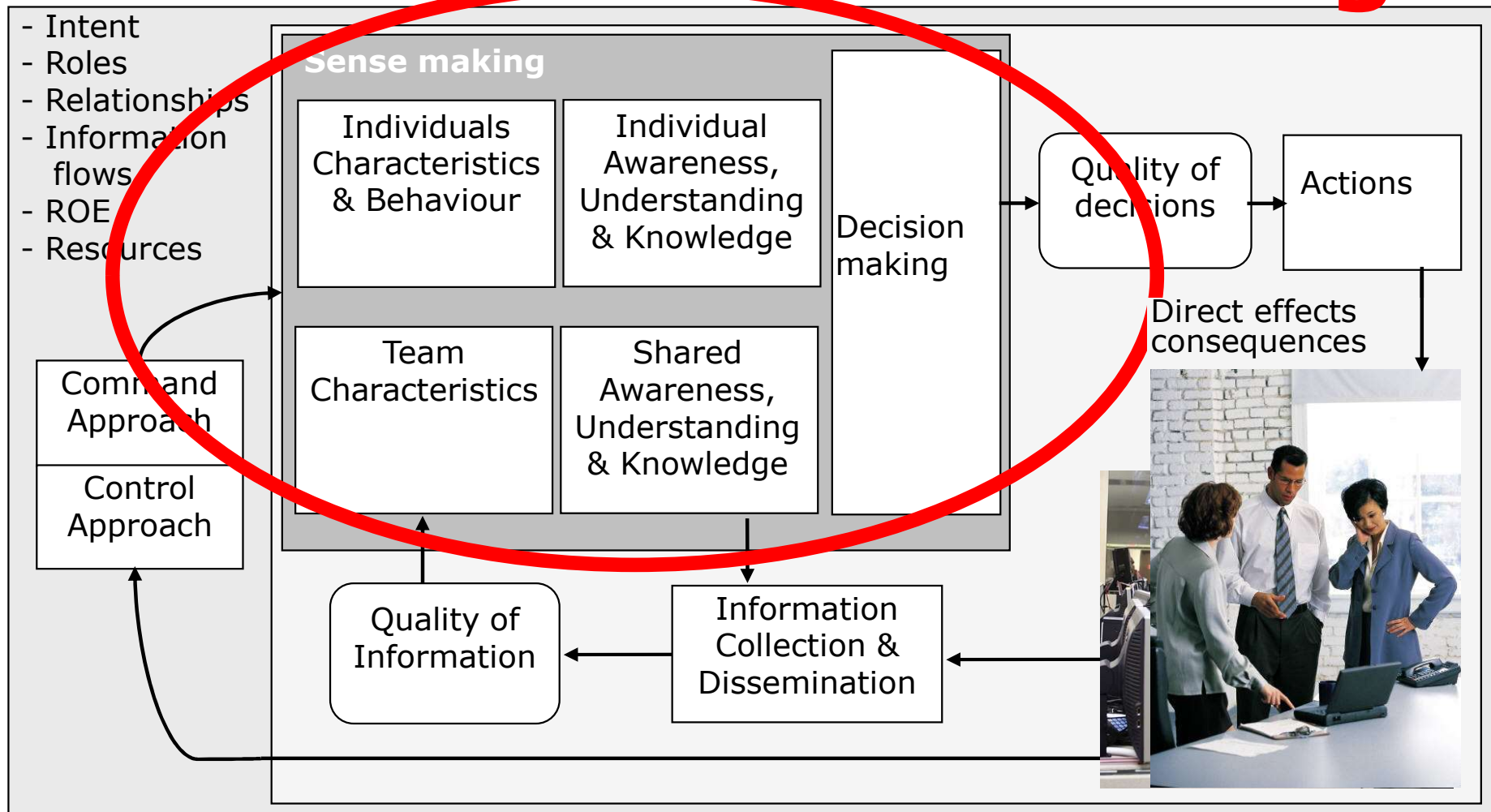


*Managers do the things right  
Leaders do the right things*

Warren Bennis

# C2 Decision Model

## Our Target





# Individual Performance

Most productivity studies have found that motivation has a stronger influence on productivity than any other factor



(Boehm 1981).





# Motivation (willingness to act)

a particular internal state  
that activates behavior  
and gives it direction  
towards goals  
achievement.

It is the driving force  
behind our activity.

WordNet 2006



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# Swiss ICT Survey Research 2008

## Interpersonal relationship in detail

|                                               | Mittelwert |   |
|-----------------------------------------------|------------|---|
| ■ Team (Subcluster of interpersonal)          | 5.10       | ! |
| ■ Goal, task                                  | 5.08       |   |
| ■ Interpersonal                               | 4.91       |   |
| ■ Empowerment                                 | 4.85       |   |
| ■ Chief (Subcluster of interpersonal)         | 4.83       |   |
| ■ Generally interpersonal (Sc von Interpers.) | 4.80       |   |
| ■ Own development                             | 4.71       |   |
| ■ Compensation                                | 4.11       |   |





# Motivation and Productivity

**Productivity = Environment \* [Motivation = function (time)]**

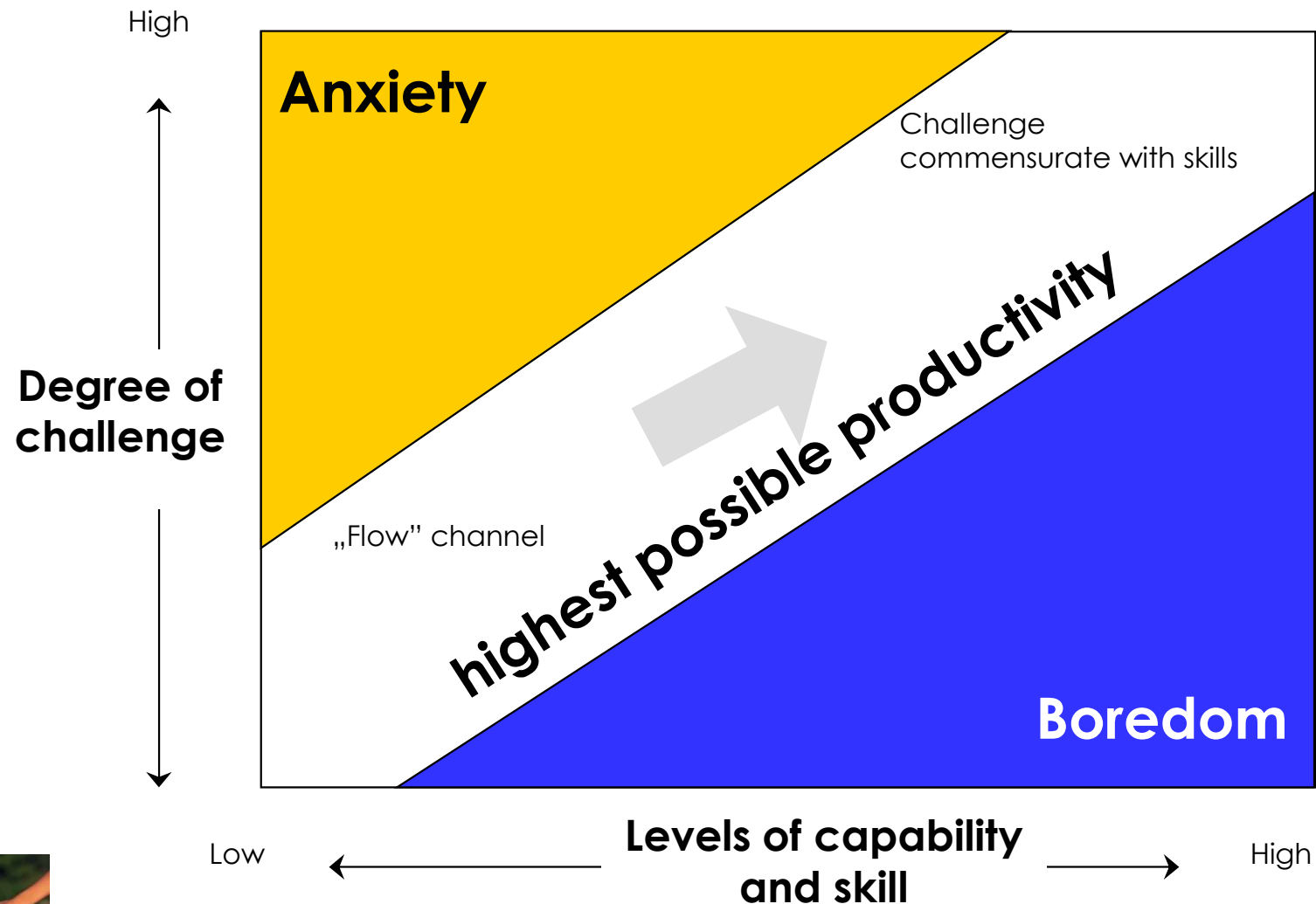
## Project Manager Responsibility

**Motivation = ((Capabilities and Skills)/Challenges) \* Luck Coefficient**





# Productivity “flow” channel





# Risk taking

The degree to which  
an individual willingly undertakes actions  
that involve a significant degree of risk



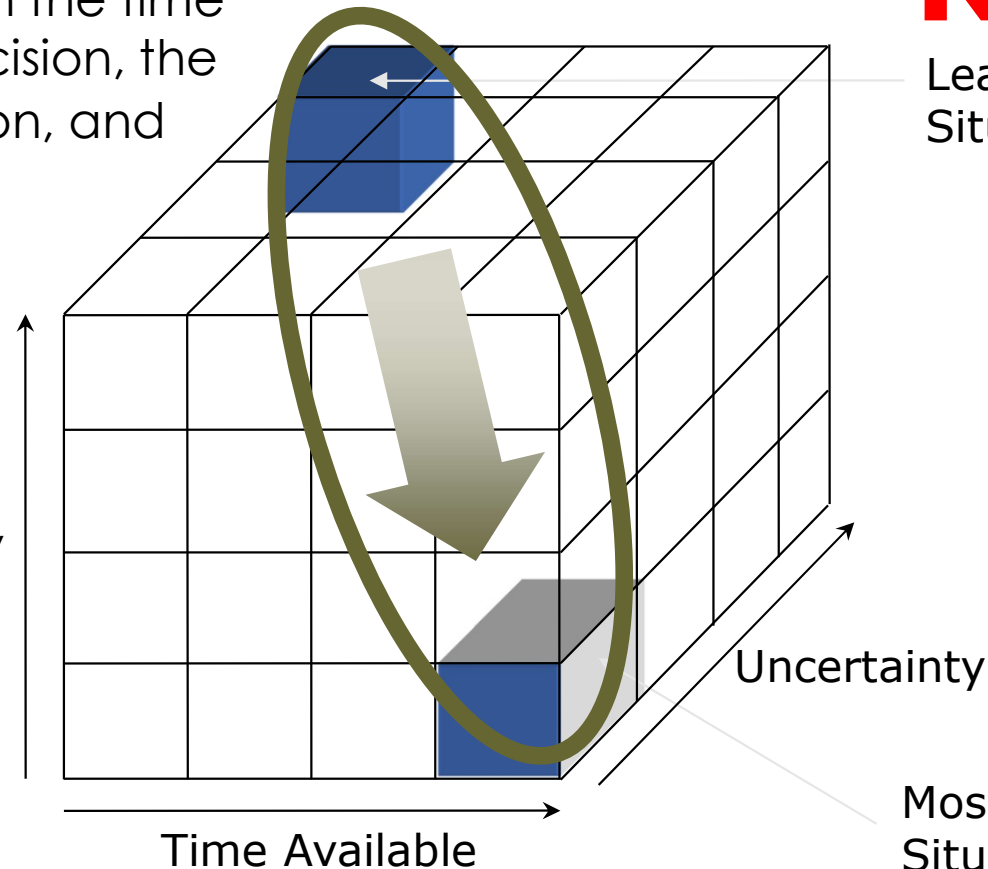


# Decision Making Drivers

The relationship between the time available to make a decision, the complexity of the decision, and the uncertainty of the information available about the situation.

## Motivation

Complexity



## Risk!

Least Desirable Situation

Most Desirable Situation





# Pygmalion effect

Average people, who never before worked together and by chance joined a project, being well motivated perform like genius, building together perfectly functioning



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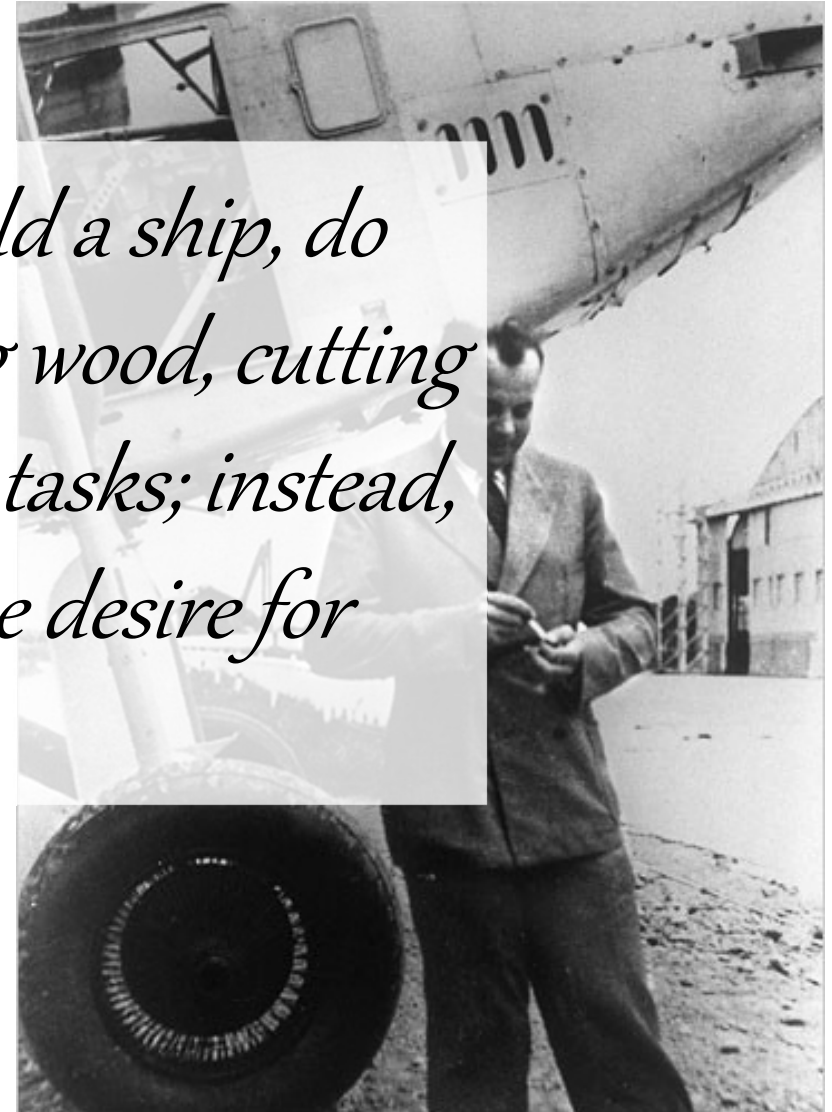


*When you want to build a ship, do not begin by gathering wood, cutting planks, and assigning tasks; instead, awaken within men the desire for the vast and open sea.*

*"Quand tu veux construire un bateau, ne commence pas par rassembler du bois, couper des planches et distribuer du travail, mais réveille au sein des hommes le désir de la mer grande et large."*



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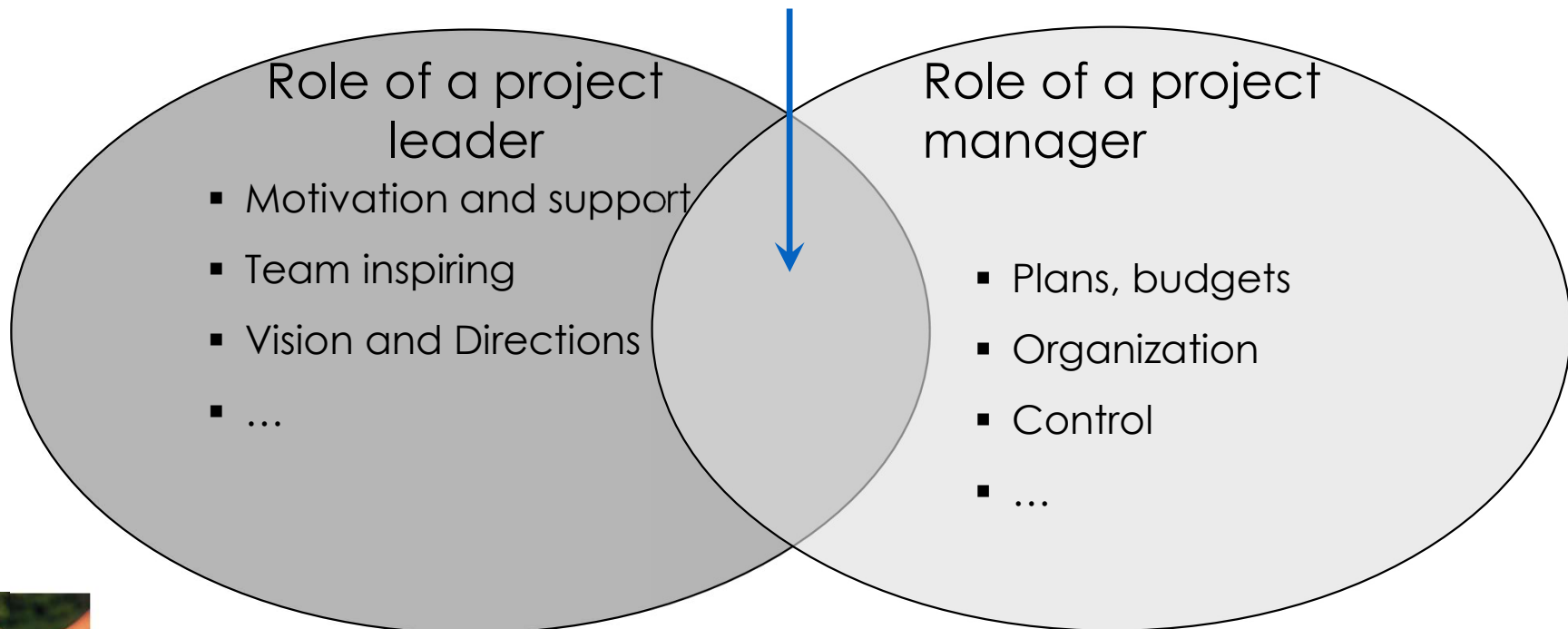


Antoine de Saint-Exupéry Citadelle, 1948



# Project Manager Leader or Manager?

Managers who managed to be leaders



Leadership is.....





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