

Leadership: Project and Human Capital Management

John McManus



AMSTERDAM • BOSTON • HEIDELBERG • LONDON
NEW YORK • OXFORD • PARIS • SAN DIEGO
SAN FRANCISCO • SINGAPORE • SYDNEY • TOKYO

Butterworth-Heinemann is an imprint of Elsevier



Introduction to the Book	viii
Acknowledgements	x
Rocks	xi
1. Leadership and Team Building	1
1.1 Why leadership in project management is crucial?	1
1.2 Challenges in leadership	4
1.3 Emerging issues in leadership	7
1.4 Separating leadership from management	9
1.5 Competencies and skills of leadership	13
1.6 Followership and leadership	16
1.7 Building teams	18
1.8 Chapter summary – 10 key points	21
1.9 Next chapter	22
Chapter references	22
Further reading	23
2. Leadership and Team Development	24
2.1 Building high-performance teams	24
2.2 Empowering teams	28
2.3 A model for empowerment	30
2.4 Self-directed work teams	31
2.5 Setting team objectives	34
2.6 Ownership of the objective	36
2.7 Mentoring, coaching, and team training	37
2.8 Measuring and rewarding team performance	42
2.9 Chapter summary – 10 key points	50
2.10 Next chapter	51
Chapter references	52
Further reading	52

3. Leadership and Decision Making	53
3.1 The decision-making process	53
3.2 Decision-making tools and techniques	60
3.3 Decision-making strategies	66
3.4 Decision making under certainty risk and uncertainty	69
3.5 Decision audits and reviews	72
3.6 Chapter summary – 10 key points	73
3.7 Next chapter	74
Chapter references and further reading	75
4. Leadership Influence, Power and Conflict Management	76
4.1 Influencing the leadership challenge	76
4.2 Methods of influence and persuasion	78
4.3 Influencing strategies, tactics, and styles	81
4.4 The cultural power game in leadership	84
4.5 Sources of power	86
4.6 Managing with power	89
4.7 Managing conflict	91
4.8 Conflict resolution strategies	95
4.9 Chapter summary – 10 key points	96
4.10 Next chapter	98
Chapter references	99
Further reading	99
5. Communication – The Leadership Interface	100
5.1 The communication process	100
5.2 Creating a communications strategy	103
5.3 Communication skills	107
5.4 Communication planning	109
5.5 Barriers to communication	112
5.6 Communication feedback and audits	115
5.7 Chapter summary – 10 key points	118
5.8 Next chapter	119
Chapter references	119
Further reading	120
6. Ethics and Governance: A Leadership Perspective	121
6.1 Ethics and leadership	121
6.2 Ethics and moral rules of behaviour	123
6.3 Ethics and the communication interface	126
6.4 Governance	128
6.5 Governance framework	133

6.6	Governance problems and issues	135
6.7	Chapter summary – 10 key points	137
6.8	Next chapter	138
	Chapter references	138
	Further reading	138
7.	Essays in Leadership	139
7.1	Essay No. 1: Personal leadership	139
7.2	Essay No. 2: Leading virtual teams	152
7.3	Essay No. 3: Evolutionary leadership	157
7.4	Essay No. 4: Team building without time wasting	165
7.5	Essay No. 5: Distinguishing teams from work groups is critical	170
7.6	Biographies	175
	Appendix A: Examples of Professional codes of Ethics	178
	Glossary of Terms	184
8.	Index	192