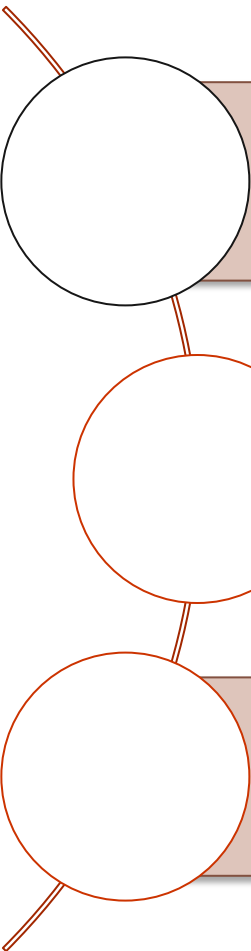


Leadership and Influence

Strategic Construction Management (COMA 6102)

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Power and leadership

Elements of effective leadership

Motivation and project leadership

What is leadership ?

- What does 'management' mean? Usually it is associated with words like **organizing, planning, controlling and monitoring**.
- The term 'leadership' brings to mind ideas of **motivating people, influencing people and working with them**.
- Leadership is the potential of an individual to influence the behavior of others in order to:
 - Achieve certain goals
 - Work with confidence
 - Visualize and achieve vision
 - Seek defined objective enthusiastically

Management vs. leadership

Managers can be characterized as people who imitate, establish clear targets, make short term decisions, solve short term problems, enact visions and do things right. They employ the so-called “**hard**” skills such as planning, directing, organizing and keeping score.

Leaders employ many of the “**softer**” skills. They direct and guide people; influence thoughts and behaviors; motivate; encourage work towards goals; take risks; innovate; have a long-range perspective; have their eye on the horizon; create visions and do the right thing.

In most cases, managers are **appointed** whereas leadership has to be **earned**.

Power and leadership

- Leadership is one of the most important skills an engineer can possess in the twenty-first century.
- Power is the ability of one social unit to influence the behavior of another social unit and to achieve their preferred situation or outcome.
- Leaders: persons who recognize the need for and implement change, establish direction, align people, motivate and inspire, communicate a vision of where the organization is headed, build teams and share decision making, mentor and coach subordinates, and demonstrate a high degree of integrity in their professional interactions

Power and leadership

A framework for understanding the bases of power:

- Reward – the capacity of one individual to reward another.
- Coercive – the capacity of one individual to operate sanctions or punishments against another individual.
- Legitimate – the extent to which an individual feels it is right to make a request of another.
- Expert – key knowledge or specialized skill.
- Referent – the extent to which others identify with a single individual.

Characteristics:

- Interpersonal process
- Requires good personality and Intelligence
- It is a group process
- Requires molding the behavior of others
- Situation bound process

- Project management not only requires an efficient project manager, but also a qualified leader who can lead the team effectively.
- A leader is someone who sets direction in an effort and influences people to follow that direction.
- It is important to have skills in forming, leading and facilitating a project team.
- Therefore it is essential to study and analyze the skills of leadership.

Good leadership:

- Listening to others
- Coaching people when necessary
- Providing direction when needed to ensure that everyone is on the same page.
- A good leader communicates the vision that was set by all.

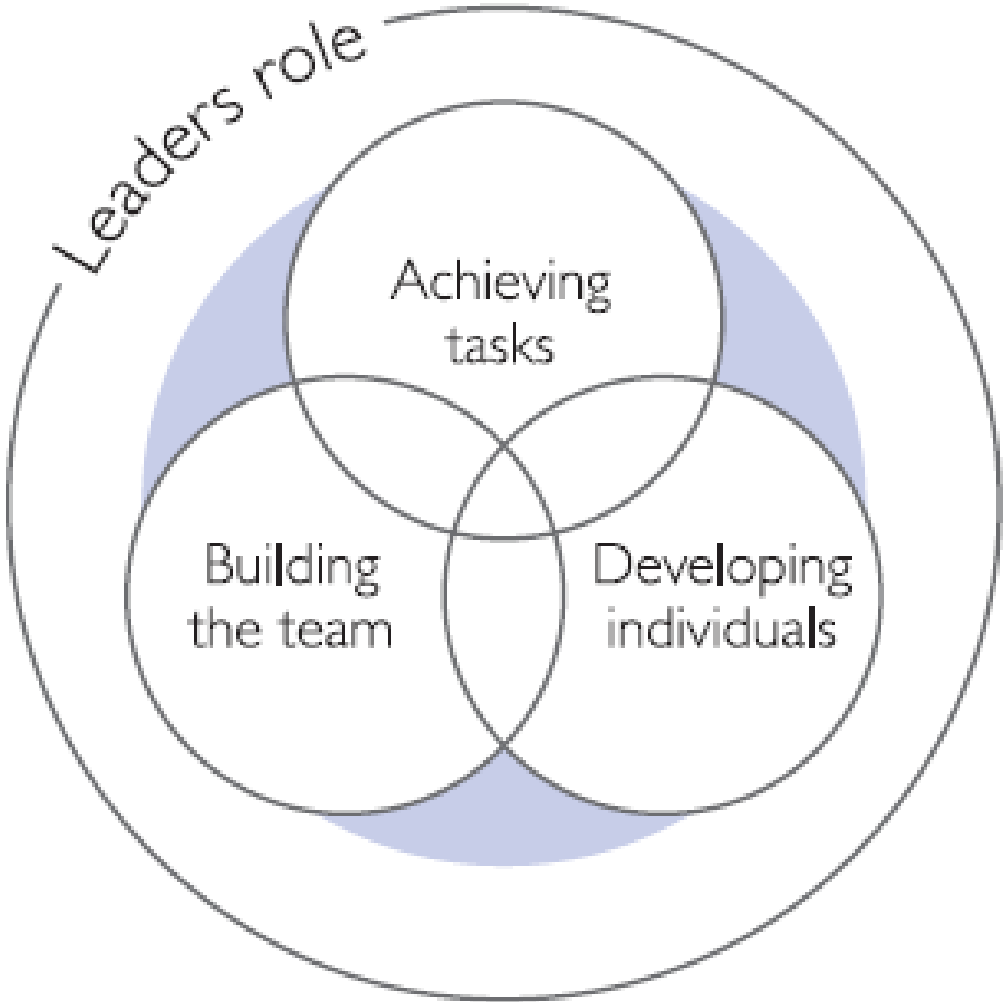
Bad leadership:

- Failing to listen to complaints and suggestions.
- Exhibiting the “Do as I say, not as I do” mentality
- Providing inadequate support
- Withholding information
- Just trying to motivate

What makes a leader?

- VISION
- INTELLIGENCE
- COMMUNICATION SKILL
- OBJECTIVE NATURE
- KNOWLEDGE OF WORK
- SENSE OF RESPONSIBILITY
- HUMANIST NATURE

The functional leadership model



What makes a leader?

- Leaders must be **big thinkers** in terms of both quality and responsibility.
- They must have **high ethics** because people still look for ethical leaders who have courage. Courage includes persisting, surviving, maintaining stamina as well as doing the right thing and making the right decisions.
- They must **master change** and be **responsive to people** in culturally diverse society.
- Leaders are **risk takers**. They must have the courage to begin new projects, make changes, and so on.

What makes a leader?

- No other quality is more important for a leader than to **have a mission** that matters. This commitment, when effectively communicated, inspires and motivates others. It also produces the energy and dedication that are important throughout a professional career.
- If a leader is to make a difference, he or she must be able to **make hard decisions** after careful data and opinion gathering and analysis.
- They must also **use power wisely** because it is the prime mover of people and events.
- **Team building** is required to inspire the group to maximize people potential, productivity, morale, and creativity.

What makes an effective leader?

- providing meaning and purpose;
- focusing on the right things to do;
- structuring the environment to achieve the organization's goals;
- getting others to do what you want;
- motivating people towards getting things done willingly;
- enabling others to take responsibility;
- empowering others to do what they think is right;
- helping people to feel less fearful and more confident;
- developing, sustaining and changing the culture;
- having a bigger market and more profitable market share than competitors;
- having the most prestigious products and services on the market.

- The earliest approach to leadership was the 'traits' approach. It was aligned to the notion that leaders are **born and not made**. It emerged mainly in the context of the military.
- The more recent approaches have emphasized the **functional or group approach**, leadership as a behavioral category and styles of leadership.
- The emergence of '**contingency**' theory reinforced the view that there is no single recipe for successful leadership.
- **Transformational leadership** is the most recent and the most changed and people-focused of the approaches which has permeated many sectors of the economy including construction.

Types of leaders

- Leader by the position achieved
- Leader by personality, charisma
- Leader by moral example
- Leader by power held
- Intellectual leader
- Leader because of ability to accomplish things

Contrasting features of two leadership approaches:

- autocratic versus democratic leadership styles;
- production oriented versus employee oriented behavior;
- directive versus participative leader behavior;
- reflections of Theory X (negative and directive) versus Theory Y (positive and facilitative);
- decisiveness versus harmony;
- abstract truth versus interpersonal fairness.

Project leader needs 360° vision; he or she needs to look in different directions:

Looking upwards : managing the sponsor in order to achieve organizational commitment.

Looking outwards: managing the client, end user and external stakeholders (including suppliers and contractors) to ensure that the project meets their expectations.

Looking downwards: managing the team in order to maximize their performance both as individuals and collectively.

Looking inwards: to review performance and ensure appropriate leadership of the project.

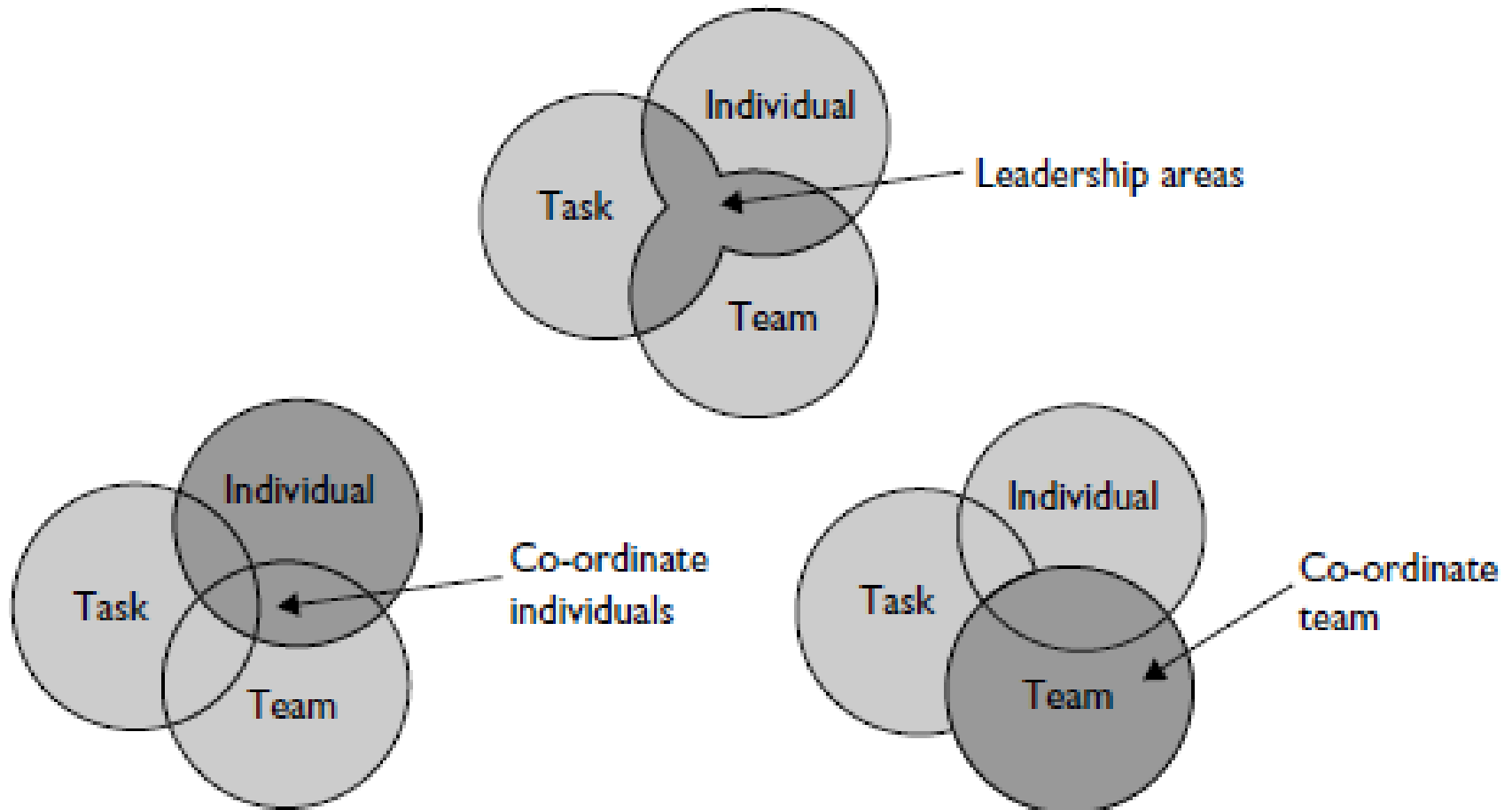
Looking backwards: involves monitoring progress with the appropriate control systems to ensure that the project meets its targets and that the team learns from its experience.

- The project leader has a responsibility to the organization and the team members to ensure that they are provided with high levels of motivation in the new challenging environment of projects.

Some theories:

- In Fordism and Taylorism: incentives were purely financial
- Hawthorn: identified the benefits of paying attention to groups and attending to their needs
- ‘expectancy theory’: considers that people have a choice regarding the amount of effort they expend, known as the ‘motivational force’ in a given situation. This will depend on their perception of what they will get and how particular behavior is initiated.

- Adair's model indicates three aspects of leadership: achieving the task, managing the team and the managing individuals



Leadership roles in construction projects:

- Know how the construction industry operates and the roles and responsibilities of the parties. This is likely to require **technical knowledge** from both the client and the supply side of the business.
- **Build or recruit a team** inclusive of the relevant skills and make the relevant appointments confident that responsibilities are covered and working relationships are smooth.
- **Establish a communication system**, which is open and honest and engenders trust in the team in order to maintain and develop effective working relationships.

Leadership roles in construction projects (Cont...):

- **Use motivation and team building** theory to enhance the effectiveness of key project individuals and stakeholders.
- **Manage team knowledge and project interfaces** to maximize the proper planning and execution of the project to meet project and client objectives.
- **Facilitate appraisal and training regimes**, which encourages the development of a defined project culture.

the four main cultures that the leadership evolves through:

- **Directing** where very clear instructions come from the leader;
- **Coaching** where the leader prescribes advice and exercises to bring on more autonomy to inexperienced members of the team;
- **Supporting or facilitating** where the leader provides resources and an open door for consultation if required to experienced members;
- **Delegating** where the leader is able to brief the team, agree tasks and become a member of the team.

the main motivational principles in the workplace can be categorized as:

- economic reward or other extrinsic incentives,
 - intrinsic satisfaction gained from the work and
 - social relationships connected with the workplace.
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- At a professional level: there needs to be a degree of satisfaction from the work itself and where there is a close performing team this is also likely to provide satisfaction and social stimuli.
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- Frustration of the balance of personal and organized goals can be demotivating; on the other hand problem solving any issues leading to desired goals leads to constructive behavior.

- Motivation is seen as dependent on the dynamic relationship between several factors such as **expectancy, effort, rewards and performance**; if the credibility of these factors is poor, for example, the effort expended did not match the reward offered, then frustration and demotivation set in.
- Individuals may be motivated in different ways and there needs to be a different treatment of team members to get the best from them.
- Equally important is the **principle of equity** within a closely knit team, who will see themselves as needing equal treatment.

Thank you!