



Leadership in PM

Coaching Institute

Your Strategic Business Partner

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dr. Horea Murgu

Leadership Strategies

Personal

Interpersonal

Organizational

RESTRICTIVE

(defensive)

PRESCRIPTIVE

(constructive)



Personal Leadership Strategies

RESTRICTIVE

PRESCRIPTIVE

ENVISIONING

delimiting

defining

ROL MODELING

circumscribing

exemplifying

Interpersonal Leadership Strategies



RESTRICTIVE

PRESCRIPTIVE

MENTORING

passive

active

STIMULATING THINKING

vertical

lateral

REFERING

-

+

Interpersonal Leadership Strategies



RESTRICTIVE

PRESCRIPTIVE

MONITORING

by exception

by excellence

PROVIDING FEEDBACK

-

+

Organizational Leadership Strategies



RESTRICTIVE

PRESCRIPTIVE

REINFORCING

by punishment

by reward

INFLUENCING

unilateral

reciprocal

CREATING A SETTING

constraining

facilitating

Areas of professional responsibility



Ensure individual integrity

Contribute to the project management knowledge base

Enhance individual competence

Balance stakeholders interests

Interact with team and stakeholders in a professional and cooperative manner

Individual Integrity



Tell the truth in reports and other forms of communication

Follow copyright and other laws on intellectual property

Do not divulge confidential information

Prevent conflict of interests or appearance of conflict of interests

Do not take or give bribe or other inappropriate gifts

Report violation of laws, business policies and professional ethics

Follow the right process; everything that is written in this course

Follow PMI®'s Code of Professional Conduct

Enhance Individual Competence



Continue to learn

Plan your professional development

**Keep yourself updated with latest developments
in Project Management**

Learn about the industry you are working in

Understand personal strengths and weaknesses

Balance stakeholders' interests



Determine and understand the needs and objectives of all stakeholders

Look for competing or conflicting objectives and needs

Constantly use conflict resolution, communication, negotiation and problem solving skills to balance stakeholders' interests

Always look for alternatives

Differences should be resolved in favor of the customer

Say NO to unrealistic demands and present options and consequences

Deal with problems as they arise



Interact with others in a professional, cooperative manner

Understand cultural differences and embrace diversity

Prevent culture shock

Uncover communication preferences

Follow practices in other countries as long as they do not violate laws

Respect different work practices

Increasing Your



Constructive Impact

ACHIEVEMENT :

Envisioning ... by *defining*

Creating a Setting ... by *facilitating*

SELF ACTUALIZING :

Stimulating Thinking ... by *lateral*

Creating a Setting ... by *facilitating*

HUMANISTIC/ENCOURAGING :

Influencing ... by *reciprocal*

Mentoring ... by *active*

AFFILIATIVE :

Influencing ... by *reciprocal*

Creating a Setting ... by *facilitating*

Decreasing Your Passive / Defensive Impact



APPROVAL :

Stimulating Thinking ... lateral
Role Modeling ... exemplifying

CONVENTIONAL :

Creating a Setting ... facilitating
Stimulating Thinking ... lateral

DEPENDENT :

Influencing ... reciprocal
Monitoring ... excellence

AVOIDANCE :

Monitoring ... excellence
Role Modeling ... exemplifying

Decreasing Your Aggressive / Defensive Impact



OPPOSITIONAL :

Influencing ... reciprocal
Providing Feedback ... positive

POWER :

Influencing ... reciprocal
Referring ... positive referents

COMPETITIVE :

Monitoring ... excellence
Monitoring ... active

PERFECTIONISTIC :

Influencing ... reciprocal
Reinforcing ... reward



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