

# MANAGEMENT LEADERSHIP

QUALITIES OF LEADERSHIP APPROACH

< ATTENTION ON THE PERSON IN THE JOB  
PERSONALITY >

THE FUNCTION OF OF THE GROUP APPROACH

< ATTENTION FOCUSED ON FUNCTION >

LEADERSHIP AS BEHAVIOURAL CATEGORY

< BEHAVIOUR OF PEOPLE >

STYLE OF LEADERSHIP

< CONCERNED WITH THE STYLE OF LEADERSHIP >

SITUATIONAL APPROACH

TRANSFORMATIONAL LEADERSHIP

## FACTORS AFFECTING POOR DECISION MAKING

WORK LONG HOUR. OWN WORK SUBJECT TO DELAY.

FITTING THE ALL ASPECT OF DESCRIPTION

### INDIVIDUAL SKILLS AND ATTITUDES

#### PRO-ACTIVE

WORKING ON PLANS THAT ARE BEYOND THE TIME FRAME OF THAT WHICH NEEDS TO BE DONE IMMEDIATELY WITH EMPHASIS ON PROBLEM PREVENTION

#### REACTIVE

THERE IS A PROBLEM. WORK TO SOLVE IT.  
STYLE OF MANAGEMENT WHICH CAN BE VERY REWARDING IN THAT THE CONSTANT ATTENTION OF MANAGER IS REQUIRED. STRESS IS HIGH. PROGRESS ON INNOVATIVE MATTERS.

## INACTIVE

RESTING BETWEEN PROACTIVE AND REACTIVE WORK.

DO NOT INCLUDE THINKING TIME

## STRESS

MAJOR EFFECT OF POOR PERFORMANCE MANAGEMENT IS STRESS.

## MANAGING STRESS

- PLAN YOUR WAY OUT OF THE SITUATION THAT IS CAUSING YOU THE STRESS
- PACE YOURSELF - DON'T TRY TO DO EVERYTHING AT ONCE.
- PAMPER YOURSELF - REWARD YOURSELF FOR GOALS ACCOMPLISHED (OR) PLAN COMPLETED.
- PISS YOURSELF LAUGHING - THE HEALING POWER OF LAUGHTER IS ENORMOUS.

## ANALYZE THE CURRENT SITUATION

### TIME USAGE ANALYSIS

START TIME	ACTIVITY	TIME TAKEN	PRIORITY	COMMENT

S = SPECIFIC & WITH DRAWN

M - MEASURABLE

A - ACHIEVABLE

R - REALISTIC

T - TIME FRAMED

- ① SET THE PLAN IN PLACE TO ACHIEVE THESE GOALS
- ② USE SPECIFIC TECHNIQUE TO KEEP TIME ABOVE.

### TECHNIQUES TO KEEP THE PLAN

- USE DIARY - TIME PLANNER

- NO TO NON GOAL ACHIEVING TASKS

- HANDLE EACH PIECE OF PAPER ONCE ONLY



- USE CHECK LIST
- MAKE TELEPHONE CALL WITH FIXED DURATION
- WHEN YOU TALK TO SOME ONE, HAVE YOUR AGENDA WRITTEN DOWN, RECORD THE RESULT OF DISCUSSION
- ALLOW PEOPLE TO MAKE AND IMPLEMENT DECISIONS FOR THEMSELVES
- DO NOT ALLOW INTERRUPTIONS TO DISTURB MEETINGS

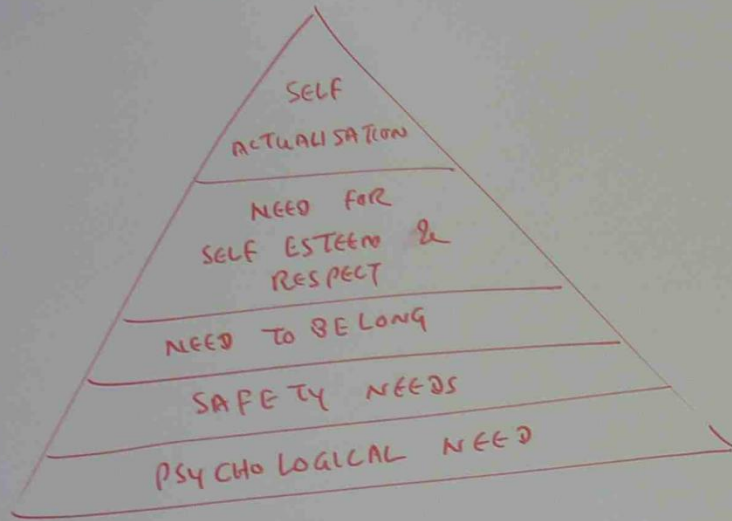
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IMPACT OF WORKING CONDITIONS, TEMPERATURE  
LIGHT, NOISE ON MOTIVATION.

CONTENT THEORIES - FOCUS ON WHAT MOTIVATES  
ON INDIVIDUAL AT WORK

PROCESS THEORIES - FOCUS ON HOW PARTICULAR  
BEHAVIOUR IS INITIATED

REINFORCEMENT - Focus on how DESIRABLE PATTERN of BEHAVIOUR  
CAN BE REINFORCED.



### REINFORCEMENT

- BE SPECIFIC
- BE IMMEDIATE
- MAKE TARGET ACHIEVABLE
- REMEMBER THE INTANGIBLE → PRAISE
- MAKE IT UNPREDICTABLE

(THE PASSING COMMENT OF PRAISE CAN  
BE FAR MORE REWARDING THAN THE  
EXPECTED PUT ON THE BACK)

### OTHER FORMS OF MOTIVATION

LOCATION, LENGTH OF SERVICE, PREVIOUS  
WORK ENVIRONMENT

## CULTURAL IMPLICATIONS FOR PROJECT MANAGERS

ATHENA CULTURE - MOTIVATED, HIGHLY TRAINED TASK FORCE

ZENUS CULTURE - AUTOCRATIC BOSS RULE - BOSS ROLE BYWARD

JEALOUSLY GUARDING THEIR KNOWLEDGE

APOLLO - HIGHLY STRUCTURED - RELYING ON THE IDEA THAT  
BREAKS THE TASK DOWN INTO SMALL  
UNITS  
CREATES POCKET OF SPECIALISATION

NAME	DESCRIPTION CULTURE	CHARACTERISTICS	ADVANTAGE	DISADVANTAGE
APOLLO	ROLE	FORMALISED RULE, FOCUSSED ON INDIVIDUAL	STABLE PREDICTABLE VISIBLE	STABLE PREDICTABLE
ZENUS	CLUB	ENTREPRENEURIAL FOCUSSED ON SINGLE LEADER AUTOCRATIC STYLE	LITTLE STRUCTURE - TO PREVENT DYNAMISM	LITTLE LOGIC TO WHAT IS DONE - TOTAL DEPENDENT ON ONE PERSON
ATHENA	TASK	GROUP GATHER WITH COMMON PURPOSE	CREATIVE, DYNAMIC	EXPENSIVE TO MAINTAIN THE NEEDS. CONSTANT STREAM OF NEW TALENT HIGHLY QUALIFIED PEOPLE



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