Empowering Project Teams

Using Project Followership to Improve Performance

Marco Sampietro
Tiziano Villa

Foreword by Russell D. Archibald

CRC Press

AN AUERBACH BOOK

Empowering Project Teams Using Project Followership To Improve Performance

Kaye Remington

Empowering Project Teams Using Project Followership To Improve Performance:

Empowering Project Teams Marco Sampietro,Tiziano Villa,2014-02-25 Although project team members play crucial roles in projects they often do not possess the required mastery of project management methodologies As a result dialog between project managers and team members is not as effective as it can be and can quickly become a source of stress and tension Empowering Project Teams Using Project Followership to **Empowering Project Teams** Marco Sampietro,Tiziano Villa,2014-02-25 Although project team members play crucial roles in projects they often do not possess the required mastery of project management methodologies As a result dialog between project managers and team members is not as effective as it can be and can quickly become a source of stress and tension Empowering Project Teams Using Project Followership to Improve Performance improves on this situation by presenting the project environment from the perspective of project team members Re interpreting project management methodologies and behaviors using a bottom up approach it explores the application of project followership in the key stages of project management It details the methods and techniques that all project team members need to know and outlines the behaviors they should adopt to be successful in each stage of the project The book is divided into five sections Introduces and explores the basic concepts of project management and project followership Examines project start up the all too often underestimated set of activities that make it possible to make future activities less problematic Highlights the importance of project planning Focuses on execution and control of the project Considers project closure and transfer and explains why this is an ideal time to determine if efforts invested have been rewarded Despite an understanding that project success is directly proportional to the entire team s ability to act as a managerial center of excellence there has long been a need for a book dedicated to the individuals that participate in projects Filling this need this book is an ideal resource for anyone who regularly works as a member of a project team Complete with case studies in each chapter the book also includes exercises on the topics covered to facilitate understanding *A Handbook for Construction Project Planning and Scheduling* Virendra Kumar Paul,Chaitali Basu,2018-02-07 The development of IS 15883 Part 2 2009 Construction Time Management Guidelines is an important milestone in formally recognizing the threshold framework for the construction industry This initiative of Bureau of Indian Standards BIS provides for a national framework for time management which specifically focuses on unique aspects of Indian construction industry This handbook supplements the BIS framework enshrined in IS 15883 Part 2 and thereby facilitating capacity building for widespread application of the Guidelines The chapters of handbook follow the stages of a typical project life cycle of a construction project flowing seamlessly from project inception through to project closure In addition latest trends in the construction sector in terms of tools techniques and software have also been elaborated It is implied that time management operates in conjunction with other interdependent processes of project management and might need multi dimensional decision making To that extent this handbook does elaborate the relevant interface that maybe critical for comprehensive project

management approach As a primary expectation the handbook would serve as a supplementary textbook for students of architecture and civil engineering who are pursuing subjects in construction management It is also an effortless reference for new entrants to the field of project management and other management professionals as well who seek a quick reference to the tools and techniques of time management illustrated through examples in easy language   *The Stakeholder Perspective* Massimo Pirozzi,2019-09-30 The Stakeholder Perspective places people at the center of both projects and project management It gives to the project management community a helpful innovative stakeholder centered approach to increase projects delivered value and success rate It presents a logical model also called the Stakeholder Perspective which acts as the reference point in a structured path to effectiveness Starting from the analysis of a project s stakeholders the model integrates both rational and relational innovative approaches Its continuous focus on stakeholder requirements and expectations helps to set a proper path and to maintain it in order to target success and to achieve goals in a variety of projects with different size and complexity The book presents a set of innovative and immediately applicable techniques for effective stakeholder identification and classification as well as analysis of stakeholder requirements and expectations key stakeholders management stakeholder network management and more generally stakeholder relationship management The proposed stakeholder classification model consists of just four communities each one based on the commonality of main interests and behavior This model features an accurate and stable identification process to increase effective communication and drastic reduce relationship complexity A systemic approach is proposed to analyze both stakeholder requirements and expectations The approach aids in detecting otherwise unclear stakeholder requirements and or hidden stakeholder expectations An interactive communication model is presented along with its individual and organizational frames of reference Also presented are relevant cues to maximize effective and purposeful communication with key stakeholders as well as with the stakeholder network The importance of satisfying not only the project requirements but also the stakeholder expectations is demonstrated to be the critical success factor in all projects An innovative approach based on the perceived value and key performance indicators shows how to manage different levels of project complexity The book also defines a complete structured path to relationship effectiveness called Relationship Management Project which can be tailored to enhance stakeholder and communication management processes in each one of the project management process groups i e initiating planning executing monitoring and controlling and closing The book concludes with a look ahead at Project Management X 0 and the stakeholder centered evolution of both project and portfolio management   **C2 Re-envisioned** Marius S. Vassiliou,David S. Alberts,Jonathan Russell Agre,2014-12-08 Command and Control C2 is the set of organizational and technical attributes and processes by which an enterprise marshals and employs human physical and information resources to solve problems and accomplish missions C2 Re envisioned The Future of the Enterprise identifies four interrelated megatrends that are individually and collectively sh   **Leveraging the Wisdom of the Crowd in Software**

Testing Mukesh Sharma,Rajini Padmanaban,2014-09-19 Its scale flexibility cost effectiveness and fast turnaround are just a few reasons why crowdsourced testing has received so much attention lately While there are a few online resources that explain what crowdsourced testing is all about there s been a need for a book that covers best practices case studies and the future of this technique Filling this need Leveraging the Wisdom of the Crowd in Software Testing shows you how to leverage the wisdom of the crowd in your software testing process Its comprehensive coverage includes the history of crowdsourcing and crowdsourced testing implementation practices and future trends The book discusses best practices in implementation explaining what when and how to crowdsource in a testing effort It also includes case studies that illustrate how both product and service companies have successfully applied crowdsourcing in their testing programs Explaining how to use the combined advantages of crowdsourcing and cloud computing for software testing the book examines various engagement models in which you could implement crowdsourced testing It addresses effective defect management in crowdsourced testing and considers both the business and engineering aspects of crowdsourced testing The book explores the challenges limitations and situations when crowdsourced testing will not work and provides powerful best practices for mitigating the constraints and challenges including how to build a crowdsourcing platform to test software products Covering career opportunities for crowd testers the book concludes by taking a look at the need to build a crowdsourced testing ecosystem who the players of such an ecosystem would be and who would need to champion such an effort **Simple Statistical Methods for Software Engineering** C. Ravindranath Pandian,Murali Kumar,2015-05-21 Although there are countless books on statistics few are dedicated to the application of statistical methods to software engineering Simple Statistical Methods for Software Engineering Data and Patterns fills that void Instead of delving into overly complex statistics the book details simpler solutions that are just as effective and connect wi **Exploring Neural Networks with C#** Ryszard Tadeusiewicz,Rituparna Chaki,Nabendu Chaki,2017-07-27 The utility of artificial neural network models lies in the fact that they can be used to infer functions from observations making them especially useful in applications where the complexity of data or tasks makes the design of such functions by hand impractical Exploring Neural Networks with C presents the important properties of neural networks *Multilevel Security for Relational Databases* Osama S. Faragallah,El-Sayed M. El-Rabaie,Fathi E. Abd El-Samie,Ahmed I. Sallam,Hala S. El-Sayed,2014-12-04 Since databases are the primary repositories of information for today s organizations and governments database security has become critically important Most database security models focus on protecting against external unauthorized users Because multilevel secure databases provide internal security according to user access type they are a viable option for the security needs of modern database systems Covering key concepts in database security this book illustrates the implementation of multilevel security for relational database models It considers concurrency control in multilevel database security and presents encryption algorithms It also includes simulation programs and Visual studio and Microsoft SQL Server code for the simulations covered in the text

Project Managers' Leadership Styles in Information Technology Sector of Pakistan Muhammad Khalique Ahmad,Abu Bakar Abdul Hamid,Sazali ABD Wahab,2021-10-26 In these competitive and turbulent times project organisations face severe challenges Despite the advancement of project management tools and techniques the rate of project failure exceeds that of success Regardless of calls for further empirical studies on the role of project leadership researchers struggle to find the best leadership styles for project success New digital transformation phenomena have forced organisations to offer more autonomy and decision making authority to those at lower hierarchical levels In this scenario top management support plays a facilitator role To the best of the researcher s knowledge no past studies have examined these critical project success factors simultaneously in a project environment Embedded in the theories of contingency goal setting and social cognition this study raised the hypothesis that project managers leadership styles impact project success via the mediation of goal clarity empowerment and self leadership as well as the moderation of top management support Data was collected by administering a cross sectional survey to 289 project organisations in the IT sector The results demonstrated that project managers transactional leadership style does not impact project success because goal clarity has an insignificant association with project success However the transformational leadership style showed a positive impact on project success because empowerment significantly and positively relates to project success The project manager s empowering leadership style was also found to positively influence project success through followers self leadership Additionally top management support revealed a significant moderating role by strengthening the relationship between empowerment and project success This study successfully fills theoretical gaps by introducing a novel moderated mediation model The findings also offer useful insights to practitioners by revealing that project managers transformational leadership and empowering leadership are needed to enhance and encourage employee empowerment and self leadership and ultimately secure project success

Leadership Craig E. Johnson,Michael Z. Hackman,2018-01-26 Leadership A Communication Perspective has been at the forefront of university and college leadership courses for nearly three decades providing a compelling authoritative introduction to leadership as a communication based activity The new edition continues the tradition of excellence with an up to date treatment of theory and research combined with practical real world advice for improving communication competence and leadership effectiveness Relevant The authors profile contemporary leaders and organizations like Alibaba s Jack Ma Zappos Tony Hsieh Facebook s Sheryl Sandberg Uber The Container Store Airbnb Chipotle the Waffle House Nordstrom and Google Their presentation balances current scholarship and trends with historical perspectives to provide a fuller understanding of the study and practice of leadership Comprehensive Leadership and followership are examined in multiple contexts including organizational leadership public leadership and leadership in groups and teams Topics new to this edition include transcendent followership the leadership skills approach team coaching escalation of commitment invisible leadership cultural intelligence trigger events and resilience Full featured Self Assessments measure readers

perceptions of personal leadership skills communication style cultural intelligence motivation to lead and more Case Studies examine leadership situations and pose thoughtful questions that prompt students to apply their experiences and understandings Research Highlights summarize seminal and recent scholarship Chapter Takeaways reinforce important concepts and action steps Application Exercises offer abundant opportunities to explore practice and reflect on chapter content Cultural Connections discuss leadership expectations and behaviors in other cultures Leadership on the Big Screen correlates chapter concepts with the themes of popular films and documentaries **The New SuperLeadership** Charles C. Manz,Henry P. Sims,2001-02-28 The truly effective leader today must be one who leads others to lead themselves The rapid pace of change demands fast and flexible responses throughout the organization there s no time to wait for directives from the top And the highly skilled workers so vital to organizational success also demand a high degree of independence Old fashioned command and control leadership is just too slow and stifling Charles Manz and Henry Sims Jr pioneered the concept self leadership in their bestselling book SuperLeadership In The New SuperLeadership the authors present new content and examples designed to help leaders develop the kind of autonomous quick reacting workforce necessary to thrive in these turbulent times This enriched and expanded edition takes the concepts in the first edition to another level by emphasizing a pragmatic how to approach for developing leaders at every level of the organization Drawing on contemporary examples and profiles many from the high tech and information sectors Manz and Sims shatter the myth of the traditional aggrandized versions of heroic leadership They show that a leader truly becomes successful by turning followers into extraordinary self leaders pillars of strength that will support the organization at every level They detail a series of action oriented steps through which the SuperLeader provides an opportunity for followers to express and develop their own leadership skills and in the process become highly motivated dynamic contributors The New SuperLeadership critically reviews traditional leadership styles vividly illustrating the drawbacks of each the Strong Man whose reliance on fear based compliance smothers initiative the Transactor who promotes a narrow what s in it for me mentality and the Visionary Hero whose powerful personality inspires commitment but inadvertently discourages independent thinking By bringing out the leader in every employee SuperLeadership enables leaders to avoid these pitfalls and develop an enthusiastic innovative and energized workforce The New SuperLeadership is a radically new way of looking at leadership offering a leadership paradigm ideally suited to the realities of the modern workplace It reveals that the only way to succeed today is to tap into the innate leadership potential that lies within every employee Responsible Restructuring Wayne F. Cascio,2002 University of Colorado Denver management professor Wayne F Cascio says your company will make more money during tough times if it finds a way to grow with its current employees instead of laying them off Citing ample research just see those careful footnotes and all those charts and graphs he argues that it is simply good business to treat employees as assets to be developed so they can help your organization reach its goals If you downsize them out the door you lose their expertise

and commitment Cascio cites companies that restructured successfully Compaq Cisco Systems Sage Software to illustrate different approaches He wraps up with a critical bit of training how to communicate internal information about the company s plans to restructure always a touchy matter getAbstract com refers owners top executives and human resource managers to this book because they will appreciate its combination of hard facts and how to guidelines   **Leadership Across the Globe** Vipin Gupta,Montgomery Van Wart,2015-07-16 Leadership Across the Globe aims to serve a growing interest in how to lead in a global or cross cultural environment This book focuses on the corporate setting with illustrations theories and evidence from various regions around the world The book includes coverage of culture and diversity issues in leadership as well as a comprehensive detailed exploration of the comparative aspects of leadership Generously illustrated with cases boxed profiles figures and examples from a wide range of organizations this is a relevant resource for anyone seeking a leadership career on a global scale in multinational enterprises or in a multi cultural context   *Leading Complex Projects* Kaye Remington,2016-04-22 Leadership in projects has been under represented in many of the most influential project methodologies where the focus has been on management and process The importance to project success of key roles such as project board member executive sponsor project manager client representative or team leader increases exponentially with the scale and complexity of the project Kaye Remington s Leading Complex Projects draws on original empirical research into successful leadership of complex projects including 70 in depth interviews with people across a broad range of industries selected for their roles in guiding complex projects towards successful outcomes The book structured around the major themes from the interviews explains and applies emerging best practice in a coherent and focused way A potent combination of wisdom from leaders in practice and the latest knowledge from many fields of research will engage experienced practitioners as well as those who are teaching and researching projects complexity and leadership   *Essentials of Organizational Behavior* Terri A. Scandura,2017-12-13 The tools you need to manage and lead Concise practical and based on the best available research Essentials of Organizational Behavior An Evidence Based Approach Second Edition equips students with the necessary skills to become effective leaders and managers Author Terri A Scandura uses an evidence based approach to introduce students to new models proven to enhance the well being motivation and productivity of people in the work place Experiential exercises self assessments and a variety of real world cases and examples provide students with ample opportunity to apply OB concepts and hone their critical thinking abilities A Complete Teaching Learning Package SAGE Premium Video Included in the interactive eBook SAGE Premium Video tools and resources boost comprehension and bolster analysis Watch this video on Leadership and Motivation for a preview Learn more Interactive eBook Includes access to SAGE Premium Video multimedia tools and much more Save when you bundle the interactive eBook with the new edition Order using bundle ISBN 978 1 5443 2108 0 Learn more SAGE coursepacks FREE Easily import our quality instructor and student resource content into your school s learning management system LMS and save time Learn more SAGE edge FREE

online resources for students that make learning easier See how your students benefit   <u>Ready For Change?</u> Cora Lynn Heimer Rathbone,2012-04-17 Aimed at managers and executives wanting insight into how to better drive change at the micro and macro level Ready for Change Provides guidance in understanding the factors within different business disciplines that enable and disable lasting change through examples of good practice and not so good practice within real organisations
   Balanced Leadership Ralf Müller,Nathalie Drouin,Shankar Sankaran,2021-12-10 A new theory of balanced leadership in projectsLeadership is not static Instead authority in projects shifts dynamically between project managers individual team members and sub teams depending on the situation Leadership may be exercised through a vertical horizontal shared or distributed leadership approach However balanced leadership ensures the best suitable approach is used in any given situation Based on an award winning global program of research studies Balanced Leadership is a thorough investigation of balanced leadership in projects Ralf M ller Nathalie Drouin and Shankar Sankaran present a project specific leadership approach as well as a theory of balanced leadership and the situations in which different strategies are required They also outline the five building blocks that enable balanced leadership nomination of team members identification of potential leaders selection and empowerment of leaders empowered leadership and its governance and leadership transition The book explains the coordination of these building blocks through the socio cognitive space shared by project manager and team Using real life case studies and clear examples this book offers a new way of considering and utilizing dynamic leadership in project settings   **Leading Virtual Project Teams** Margaret R. Lee,2021-04-05 The second decade of the 21st century has brought unprecedented challenges to traditional workplaces The global pandemic has forced the advance of working from home and telework Individuals with little or no background or training in e leadership virtual project management or virtual team management suddenly found themselves in the environment of virtual work Leading Virtual Project Teams Second Edition addresses the challenges that today s virtual project management environment poses to traditional methods of leadership and communication Leadership for successful virtual team management is different from that for traditional collocated project team management Explaining appropriate e leadership styles for virtual project teams and the transition toward new leadership styles the book is filled with communication techniques for leading virtual project teams It helps project managers develop e leadership competencies needed to successfully deliver projects in today s organizations The second edition also examines Virtual meeting techniques Inclusive language Managing virtual relationships Why virtual work is now more important The work at home environment By recognizing how virtual teams are different from traditional teams those managing virtual projects may be able to offer benefits to their organization by providing positive successful leadership and exceptional communications resulting in better project deliverables and products This book provides an approach that explores all facets of e leadership from how traditional leadership theories and models can be applied by 21st century leaders to providing methods by which the virtual project manager can enhance virtual project communications to meet the needs of

our modern global business world It features project management checklists and templates and includes business cases best practices and tools and techniques for virtual project management communications **Individual Motivation within Groups** Steven Karau,2019-10-18 Individual Motivation within Groups Social Loafing and Motivation Gains in Work Academic and Sports Teams explores the state of our scientific understanding of when and why individuals are most and least likely to work hard as members of groups and work teams This book addresses key psychological phenomena such as social loafing social dilemmas social facilitation and ostracism with each chapter creating connections to related topics such as leadership performance in learning groups isolated teams and more This volume provides a summary of the field s history synthesizes related research and using the Collective Effort Model and other key motivational theories looks at the current level of understanding of both motivation losses and gains in groups Individual Motivation within Groups is a vital resource for social organizational and applied psychologists as well as academics and researchers in these fields and related areas such as leadership and team performance Explores individual motivation in multiple contexts such as work teams educational settings sports teams and more Highlights recent research advances future directions and linkages with related research areas Discusses cross cultural and international implications Examines factors that detract from and contribute to group motivation individual motivation within groups

Unveiling the Magic of Words: A Review of "**Empowering Project Teams Using Project Followership To Improve Performance**"

In a world defined by information and interconnectivity, the enchanting power of words has acquired unparalleled significance. Their power to kindle emotions, provoke contemplation, and ignite transformative change is really awe-inspiring. Enter the realm of "**Empowering Project Teams Using Project Followership To Improve Performance**," a mesmerizing literary masterpiece penned by way of a distinguished author, guiding readers on a profound journey to unravel the secrets and potential hidden within every word. In this critique, we shall delve into the book is central themes, examine its distinctive writing style, and assess its profound affect the souls of its readers.

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Table of Contents Empowering Project Teams Using Project Followership To Improve Performance

Empowering Project Teams Using Project Followership To Improve Performance Introduction

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