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

Wayne F. Cascio

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   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   *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 **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 *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 *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   **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   **Essential Project Management Skills** Kerry Wills,2010-05-19 In today s business world project managers not only have to be diligent in project planning and execution but also need to have skills in persuasion communication and relationship management Reflecting the changing landscape of projects today Essential Project Management Skills empowers project managers to master the skills necessary to   Momentary Leadership Jeffrey L. McClellan, Ph.D.,2025-06-18 Momentary Leadership is a fresh take on leadership and followership that emphasizes leadership is not something you learn from a book it s a skill developed through intentional practice in everyday moments This thought provoking guide challenges traditional notions of leadership by highlighting the often overlooked role of followers and the dynamics of their partnership with leaders Rather than idolizing leaders or prescribing mythical leadership ideals the book advocates for actionable principles applied in real life leadership moments It s packed with interactive exercises reflective questions and practical advice to help readers grow as both leaders and followers As you read you ll get answers to questions such as What is a leadership moment How do leaders and followers cocreate leadership moments How

can you realize the potential of your leadership moments in your personal and professional life By focusing on specific moments you ll be better equipped to cultivate skills with patience practice and collaboration If you re ready to rethink leadership embrace intentional growth and impact those around you this book will guide you one moment at a time

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 **IT Project Management: A Geek's Guide to Leadership** Byron A. Love,2016-10-04 This book s author Byron Love admits proudly to being an IT geek However he had found that being an IT geek was limiting his career path and his effectiveness During a career of more than 31 years he has made the transition from geek to geek leader He hopes this book helps other geeks do the same This book addresses leadership issues in the IT industry to help IT practitioners lead from the lowest level Unlike other leadership books that provide a one size fits all approach to leadership this book focuses on the unique challenges that IT practitioners face IT project managers may manage processes and technologies but people must be led The IT industry attracts people who think in logical ways analytical types who have a propensity to place more emphasis on tasks and technology than on people This has led to leadership challenges such as poor communication poor relationship management and poor stakeholder engagement Critical IT projects and programs have failed because IT leaders neglect the people component of people process and technology Communications skills are key to leadership This book features an in depth discussion of the

communications cycle and emotional intelligence providing geek leaders with tools to improve their understanding of others and to help others understand them To transform a geek into a geek leader this book also discusses Self leadership skills so geek leaders know how to lead others by leading themselves first Followership and how to cultivate it among team members How a geek leader s ability to navigate disparate social styles leads to greater credibility and influence Integrating leadership into project management processes The book concludes with a case study to show how to put leadership principles and practices into action and how an IT geek can transform into an effective IT geek leader **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

Managing People in Projects for High Performance Upasna A. Agarwal,Karuna Jain,Vittal Anantatmula,Sankaran Shankar,2023-05-23 This book examines practically useful management and people skills and looks at competencies from the micro meso and macro lens At the micro level the book examines a range of competencies needed for managing oneself and others in a project environment such as personality style cognitive skills communication skills and emotional intelligence The book will also includes discussion on strategies for managing emotions of self and others effectively At the meso level the book discusses basic structure characteristics and importance of different types of teams such as virtual teams project teams domain specific teams and heavy weight teams in organizations to enhance productivity and delegate accountability It also explores team processes including structure culture supporting systems performance and incentive systems and their impact on team productivity In addition the book includes a discourse on skills to manage a multi generational workforce a combination of baby boomers X and Y generation a challenge faced by project managers in current scenario Finally at the macro level the book captures the role of culture in a project context emerging leadership styles in projects maintaining relationship with internal and external stakeholders role of power politics and influence in relationship building social networks and social capital and managing conflicts and negotiations The book presents ethical considerations in managing projects relationship between projects and sustainability societal responsibilities of projects advantages and disadvantages of forms of control in projects behaviour and outcome control It is positioned primarily for practitioners although it is a relevant

and useful resource and reference for academics and students of project management and management studies courses

Ready For Change? 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   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   Next Generation Management Development Robert D. Cecil,William J. Rothwell,2007 This innovative comprehensive and fully integrated management development program provides a vehicle for enabling managers and leaders to participate more effectively in their organization s OD processes The concepts models tools and other materials have been used successfully to train managers leaders and MD OD personnel in organizations such as IBM AT T Kraft Baxter Labs Sears Caterpiller and the U S Navy Army and Air Force The accompanying CD ROM contains customizable tools for OD consultants and facilitators as well as additional chapter material

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Empowering Project Teams Using Project Followership To Improve Performance Introduction

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