

# Project Management and Soft Skills Leadership

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# Leadership

**Premise: leadership is a situational skill**



# Leadership

**Premise: leadership is a situational skill**

**If you have no leadership today,  
that does not mean  
you will be not a leader tomorrow!**



# Leadership

**Ben Horowitz, from “The hard thing about hard things”:**

- |                                      |                            |
|--------------------------------------|----------------------------|
| <b>1) Articulate the vision</b>      | <b>→ Positive, Project</b> |
| <b>2) The right kind of ambition</b> | <b>→ Team Spirit</b>       |
| <b>3) Achieve the vision</b>         | <b>→ Energy, Control</b>   |

**(CEO – biased)**

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# Leadership

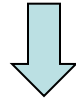
**How many types of leaders can exist?**

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# Leadership

	Hierarchical	Negotiating
Systemic	The Manager	The Eclectic
Analytic	The Guru	The Silent

# Leadership



Hierarchical

Negotiating

Systemic

The  
Manager

The  
Eclectic

Analytic

The  
Guru

The  
Silent

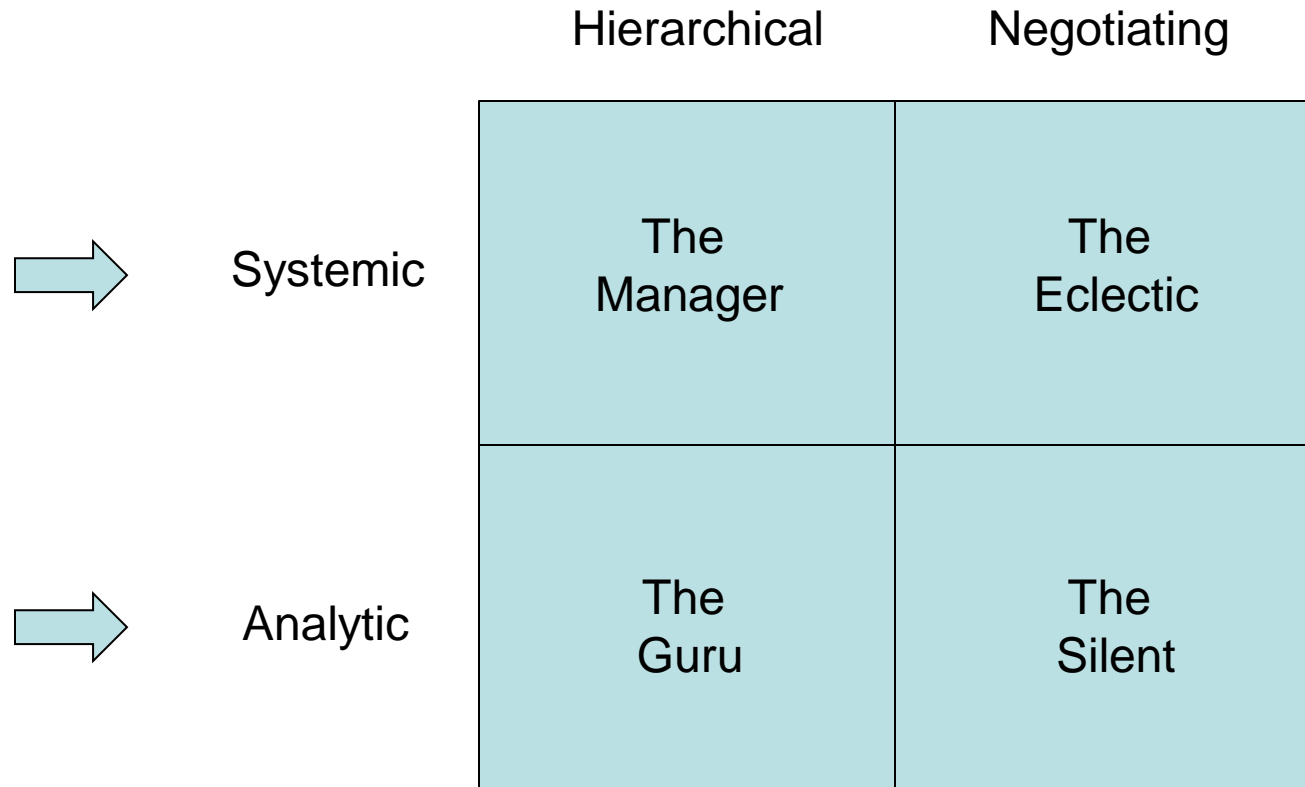
## **Hierarchical leaders**

tend to use their position to express their leadership and impose decisions on others. Their attitude fits the needs of vertically-organised communities.

## **Negotiating leaders**

never command; they look for compromises, shared viewpoints and solutions.

# Leadership



**Systemic leaders** have a broad view on problems and the company; they are competent but do not manage technical details.

**Analytic leaders** have deep knowledge from the technical viewpoint and base their leadership on the knowledge gaps of others.




# Leadership

	Hierarchical	Negotiating
Systemic	The Manager	The Eclectic
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# Leadership



## The Manager

	Hierarchical	Negotiating
Systemic	 <p>Steve Jobs</p>	The Eclectic
Analytic	The Guru	The Silent

**Puts facts in relation / Projects alternatives / Solves problems  
Imposes his/her leadership with energy and authority**

# Leadership

## The Guru

	Hierarchical	Negotiating
Systemic	 <p>Steve Jobs</p>	The Eclectic
Analytic	 <p>Warren Buffet</p>	The Silent

**Knowledge / Oriented to decision / Not interested in opinions  
His/her leadership comes from prestige; he knows he is right**

# Leadership




## The Eclectic

Hierarchical

Negotiating

Systemic

Analytic

	<p>Steve Jobs</p>	<p>Barack Obama</p>	
	<p>Warren Buffet</p>	<p>The Silent</p>	

**First listen, then talk / Analyst / True team member / Empathic  
His/her leadership is the result of thorough and patient work**

# Leadership




## The Silent

Hierarchical

Negotiating

Systemic

Analytic

	Steve Jobs	Barack Obama	
	Warren Buffet	Maestro Yoda	

**Contemplative / Listener / Low profile / Thinks out of the box  
His/her leadership is highly recognised through his/her wisdom**

# Leadership

**Do you feel you have some sort of leadership?  
If yes, what kind? If more than one, what is prominent?**

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## Test #6

**Do you feel you have some sort of leadership?  
If yes, what kind? If more than one, what is prominent?**

**Form groups of three-four.**

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## Test #6

**Do you feel you have some sort of leadership?  
If yes, what kind? If more than one, what is prominent?**

**Form groups of three-four.**

**Tell your group members your answers to the questions above.  
If you feel you have (had) some leadership, you should  
support your statement telling a story:  
a real circumstance that happened to you in the past  
(at school, at the University, in private life, in sport ...)  
showing you have put in place that kind of leadership.**

**Be prepared to tell the same story at the exam, for discussion.**

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## Test #6

**Listen to each of your group members and discuss with them their statements.**

**If you believe the story they told supports their statement, be ready to **endorse** them.**

**Then, fill the Google form below, where you finally make a statement regarding yourself and possibly endorse some (or nobody) of your group mates (write only the names of those you endorse)**

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**Teaching → PMSS → Files and Forms → Test #6**

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