

## PMP Bootcamp: Unlocking Leadership Essentials for Project Success

Student Name: \_\_\_\_\_ Date: \_\_\_\_\_

**Instructions:** As a Project Manager, your ability to lead is just as important as your ability to plan and track. Effective leadership helps motivate your team, navigate challenges, and ultimately deliver value. This worksheet explores key leadership concepts that will empower you in your PM role.

### Core Concept Reminder (from PMBOK 7 & Rita):

- **PMBOK 7th Edition:** Emphasizes "Demonstrating Leadership Behaviors" as a core principle and highlights the "Team" performance domain. Leadership is about guiding, motivating, and directing a team, and it can take many forms (e.g., servant leadership).
  - **Rita Mulcahy's PMP Exam Prep (11th Ed.):** Consistently stresses the PM's role as a leader, responsible for building a cohesive team, managing conflict, influencing stakeholders, and creating an environment where the team can succeed. Soft skills are paramount.
- 

### Part 1: Defining Key Leadership Attributes & Styles

#### 1. Critical Thinking

- **What it means:** It's not just thinking; it's actively and skillfully conceptualizing, applying, analyzing, synthesizing, and/or evaluating information to reach an answer or conclusion. It involves looking at a problem from multiple angles, questioning assumptions, and using logic and reason.
  - **Why it's vital for a PM:**
- 
- 

- **Quick Example:** A PM uses critical thinking when analyzing the root cause of a recurring project delay, rather than just treating the symptom.

#### 2. Emotional Intelligence (EI or EQ)

- **What it means:** The ability to identify and manage your own emotions and the emotions of others. It generally includes three skills:
  1. Recognizing your own emotions (self-awareness).
  2. Managing your own emotions (self-management).

3. Recognizing and influencing the emotions of others (social awareness & relationship management).

- **Why it's vital for a PM:**
- 
- 

- **Think About It:** How might a PM with high EI handle a tense meeting with an upset stakeholder, compared to a PM with low EI?
- 

### 3. Servant Leadership

- **What it means:** A leadership philosophy where the leader's main goal is to *serve* the team and stakeholders. They focus on the growth and well-being of people and the communities to which they belong. The servant-leader shares power, puts the needs of others first, and helps people develop and perform as highly as possible.
- **PMBOK 7 Link:** This style is particularly effective for fostering collaborative project team environments.
- **Four Primary Duties of a Servant Leader (in the context of serving the team):**
  - **Shielding the team from interruptions/distractions:** Protecting their focus so they can do their best work.
    - *Example:* \_\_\_\_\_
  - **Removing impediments to progress:** Clearing roadblocks so the team isn't stuck.
    - *Example:* \_\_\_\_\_
  - **Communicating (and re-communicating) the project vision:** Ensuring everyone understands the "why" and stays aligned.
    - *Example:* \_\_\_\_\_
  - **Providing necessary resources & support (often metaphorically "carrying food and water"):** Ensuring the team has what they need to succeed (tools, training, encouragement).

- *Example:* \_\_\_\_\_

#### 4. Centralized vs. Distributed Leadership (and Management)

- **Centralized Leadership/Management:**

- **What it looks like:** Decision-making authority and direction primarily reside with a single individual (e.g., the Project Manager or a functional manager). The leader tells team members what to do and how to do it. Often associated with "command and control."
- **When it might be appropriate:**

---

- **Distributed Leadership/Management:**

- **What it looks like:** Leadership and decision-making responsibilities are shared among team members. The PM might act more as a facilitator or coach, empowering the team to make decisions within their areas of expertise. Common in Agile and self-organizing teams.
- **When it might be appropriate:**

- 
- **The PM's Role:** Even in a distributed leadership model, what is the Project Manager still ultimately accountable for?
- 

### Part 2: Leadership in Action – Scenarios

For each scenario, identify which leadership concept(s) from Part 1 would be most beneficial for the PM to apply and briefly explain why.

**Scenario 1:** The project team is deadlocked on how to approach a complex technical problem. Two senior developers have very different, strongly held opinions.

- **Leadership Concept(s):** \_\_\_\_\_
  - **Why:** \_\_\_\_\_
-

**Scenario 2:** A key team member seems disengaged and their productivity has dropped. They are usually a high performer.

- **Leadership Concept(s):** \_\_\_\_\_
  - **Why:** \_\_\_\_\_
- 

**Scenario 3:** The project sponsor keeps adding "small" requests directly to team members, bypassing the formal change control process and derailing their planned work.

- **Leadership Concept(s):** \_\_\_\_\_
  - **Why:** \_\_\_\_\_
- 

**Scenario 4:** The project is to develop a cutting-edge new technology where the solution is not clearly defined upfront, and innovation is key. The team is highly skilled and motivated.

- **Leadership Concept(s):** \_\_\_\_\_
  - **Why:** \_\_\_\_\_
- 
- 

### **Part 3: Reflection – Your Leadership Style**

1. Based on these definitions, which leadership qualities or styles do you think come most naturally to you? Which ones might you need to consciously develop?
- 
- 

2. How does understanding these different leadership aspects help a Project Manager tailor their approach to different situations, teams, and organizational cultures (a key theme in PMBOK 7)?
- 
- 

**Key Takeaway:** Effective Project Managers are not just managers; they are leaders who adapt their style and leverage skills like critical thinking and emotional intelligence to guide their teams and projects to success. The focus is shifting towards enabling and empowering teams, often through servant leadership.

