Research article

INVESTIGATION ON PROJECT LEADERSHIP STYLES WHICH INFLUENCE PROJECT SUCCESS

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ABSTRACTS

Human beings are not social monks or nuns and as such I live in the company of other people and they interact with them. Besides, they have feelings and emotions that towards themselves and those that they interact with, at whatever level. There is a need for some form of communication between the human beings as they put their shoulders to the wheel and perform common tasks. Part of the interaction is defined by the different roles they play in the process of performing the tasks at hand, thus there will be a leader and a follower. There are expectations from both sides, suggesting there should be a meeting of minds for them to achieve a common goal, the task before them. This paper identified the behaviours expected of the project leader or manager by the followers or subordinates which should create an environment conducive to effective performance of tasks. Several leadership styles considered acceptable by the subordinates are discussed in the paper; however the findings created more questions for further research.   **Copyright © WJIEMR, all rights reserved.**

KEY WORDS: Leadership, leadership styles, behaviour and project success

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INTRODUCTION

Leadership styles are different combinations of task and relationship behaviours used by a leader to influence followers to accomplish common goals (Huber, 2006:13). Styles here relate to leader behaviour which is

inevitably linked to culture, religion, education and experiences. The style is about how a leader seeks to influence divers followership since effective leadership is the ability to influence groups (Newell & Grashina, 2003:128). Leadership is a process of directing the behaviour of others, and these people have different characters based equally on religion, culture, background, experience and implicit expectations. It follows therefore that different people may respond differently to the same stimuli (Kreitner, 2009:420). To be able to influence other people, a leader must use power, and power is the ability to influence the behaviour of others (Smoke, 2005:127) in an effort to reach common, agreed on objectives (Gitlow, 2004:1) and the agreement is a simple understanding, formal or informal (Kazmi, 2008:411). There are five types or forms of power, namely; legitimate, reward, expert, coercive and referent power. The ability of a leader to use all these forms of power makes the leader a strong leader with loyal followership (Smith & Cronje, 2002:281).

BACKGROUND TO STUDY

Different forms of power apply in different situations dependent on the task, the personality of the leader, and the leader-follower power relationship (Kreitner, 2009:420). Leaders with the same type of power may use different styles since they have different philosophies about leadership and the implication on the different leader-follower-power-relations from each other. The decision to use certain powers is therefore a matter of discretion by the leader based on implicit perceptions of how people should be led. The style is how the leader relates to the subordinates and followers (Pelote & Route, 2007:16), and the way to express one's influence towards the people that they interact with in the process of working to achieve the set objectives (Martin, Cashel, Wagstaff & Breunig, 2006:60). Because leadership relates to interaction with people, the way an individual leader interacts with the followers is critical (Yang, Huang & Wu, 2010:1-10) to create the necessary environment for effective functioning. A recent research study suggested that different styles are appropriate for different types of projects and types of operations (Muller & Turner, 2007:21-32), and by derivation the tasks to be performed influence the type of style likely to be used in the context of the followership, the leader's understanding of effective leadership, and of cause the source of the leader's power.

Belout and Gauvreau (2004:1-11) postulate that a well-trained driver is a key factor in project success and should have the ability to; build and maintain a team relevant to the type of task, and should be able to meet subordinate expectations. The difference between the routine tasks and projects brings about a new demand on the way projects are managed. Schwalbe, (2010:40) defined a project manager as one with the ability to work closely with the other stakeholders. Loosemore and Uher (2004:254) agree with this view and suggest the project manager's role as that of bringing the positive attitude to the team. Therefore the behaviour of the leader has a critical role to play in the way the subordinates respond to his leadership style. The response from the subordinates becomes inevitably the determinant of the likely result of the operations at hand. Loosemore *et al* (2004:256) suggested that leadership styles can be plotted as moving on a continuum depending on the followership and the tasks involved. The continuum comprises of categories like autocratic, consultative, democratic and laissez-faire forms or styles of leadership (Burke, 2007:330). Many other classifications used are simply a variety or modification of these styles stated above, in figure 1 below is the first ever leadership continuum drawn by Tannebaum and Schmidt (1973).

Figure 1: Leadership Continuum
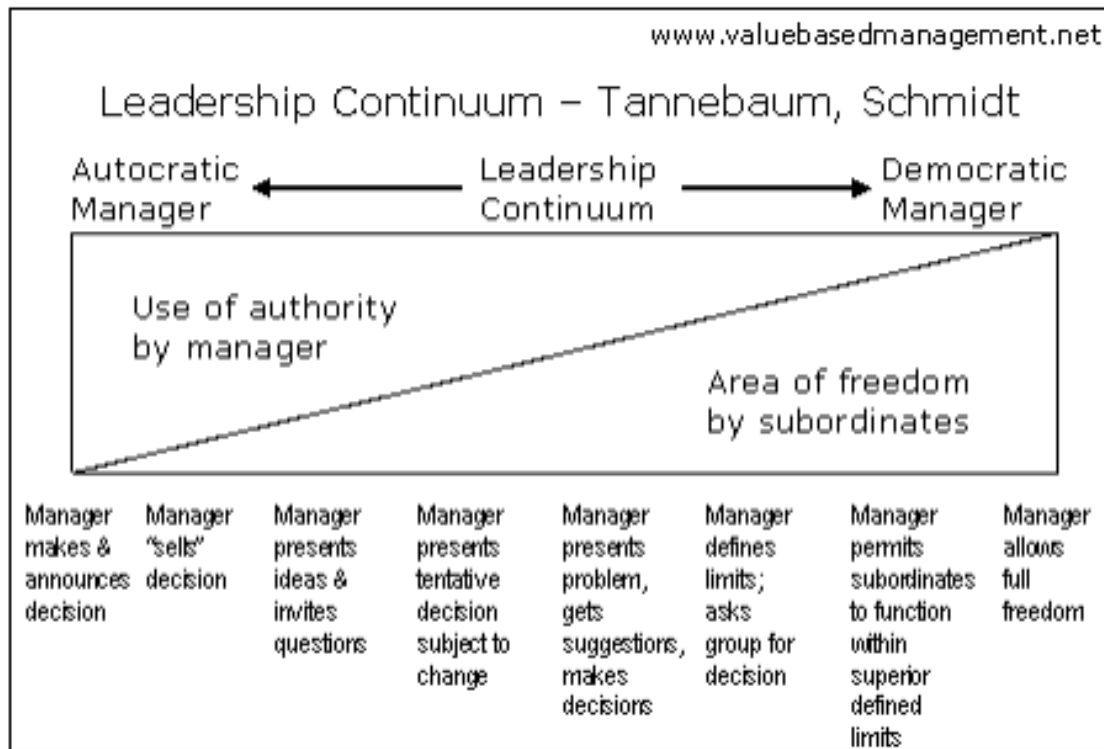
Source: R. Tannebaum and W.H. Schmidt 1973

In between the authoritarian and the democratic styles will be telling, a diluted version of authoritarian. Likewise, delegating is a diluted version of democratic, but both are mixed styles (Huber, 2006:17). This highly directive style involves giving explicit direction about how tasks should be accomplished. Selling style is based on a high concern for both people and tasks. With this approach the leader explains decisions and gives subordinates a chance to ask questions and gain clarity and understanding about work tasks (Draft & Lane, 2010:419).

Followers have their own perceptions about how they should be led (Brotherton & Wood, 2008:81) and this implicit expectation is based on culture, belief, education and other experiences that the subordinates have. The diverse nature of the followership in a project environment in South Africa is increasingly getting more complex (Reilly & Karounos, 2009: 1-13), gender diversity and the influx foreign economic refugees add to the complexity. Further to this is the authority gap which disempowers the leader. Jowah (2012:1097 - 1106) observed that only 17% of decisions taken by a project manager are independent of senior management interference in a matrix structure, indicating the powerlessness of a project manager in a matrix. Add to this the project type and size of the project, type of subordinates and type of power at the leader's disposal. The type of decisions and their impact to the followers is another issue of concern as that will affect the whole stakeholder relationship. McShane and von Glinov (2009:56) identified problematic operational aspects of the matrix system as; dual reporting, divided loyalty, increased goal conflict and ambiguity expectations from subordinates.

Eagly and Johannessen-Schmidt (2001:781 - 797) write extensively on female leadership styles, while other researchers reject the existence of such style suggesting rather that leadership styles are products of many factors including; upbringing, education, experience, learning from leaders they call role models (Elliott & Stead, 2008:159–180). In another unrelated research Jowah (2012:245a) found that in construction projects transactional leadership is most preferable with 67% of the interviewees comfortable with transactional and not transformational leadership, yet woman are considered to be transformational. He further asserts that a style depends on the level of the skills and the experience of the subordinates (Jowah, 2012:1097-1106). The economic conditions also influence the willingness of followers to tolerate certain styles which they otherwise would have resented. Thus, different leadership styles are appropriate in different contexts (Muller & Turner, 2007: 21–32) even though project management literature studiously ignores the contribution of the project manager to project success (Keegan & Hartog, 2004: 609–617), it is a fact of life that human beings will always need a form of leadership to perform tasks.

PROBLEM FORMULATION

The presence of leadership in any undertaking is a given imperative, and what is critical here is to know what leadership behaviour will lead to successful project management. The style would have to be understood in the context of the tasks, followers, circumstances and even the economic conditions prevailing at a particular time. The task and the environment have a strong bearing on how the manager will be able to lead the execution. These factors will therefore influence the style to be used, because there is a need for congruence between the leader and the follower, an amicable leadership style is necessary. This study sought to establish the leadership styles that would be most ideal in generic project leadership in the midst of the complexities alluded to.

AIM AND OBJECTIVES OF THE STUDY

Primary objective

To identify project leadership styles that will help reduce the project failure rate.

Theoretical objectives of the study

- Conducting a literature study on the leadership styles of project managers.
- Identify from literature leadership styles that enable project leaders to lead successfully.

RESEARCH DESIGN AND METHODOLOGY

Target population

The population was restricted to projects executed by project teams under supervision of project managers and comprised of project managers and project team members. The population was scattered in and around the Cape Town metropolis.

1.5.3 Sample selection and method of sampling

A simple random sampling and convenience sampling was used to get numerous project practitioners in the project companies randomly approached. Part-time students studying in the university's Bachelor of Technology (Project Management) programs Research Methodology class were used to collect information from the companies they worked for. Most of the data gathering was done as a face-to-face data collection by the students as part of their exposure to research and the research methods.

Data collection method used

Structured questionnaires were pilot-tested and reconstructed before they were submitted for final interviews. The data collection process was largely 'personal interviews' conducted by the students on their peers and project practitioners in their organisations. This method was chosen as it is simple and would have the highest response rate, and interviewers assisted with issues that were not clear to the respondents. The questionnaire was divided into three sections namely, biographical and general information, functions of the project manager and the project team and project manager leadership styles.

RESULTS AND FINDINGS

The descriptive statistics is provided and immediately followed by the interpretation of the findings question by question. The study investigated and analysed perceptions on what is deemed effective leadership styles and competencies, as understood by project practitioners themselves. The detail of the interview follows. It should be stated from the onset that those who are neutral or ambivalent are considered as people who would not mind either or of the assertions under scrutiny. As such, whichever number of the two opposing parts (agreeing and disagreeing) exceeds the other will get the benefit of the ambivalent count.
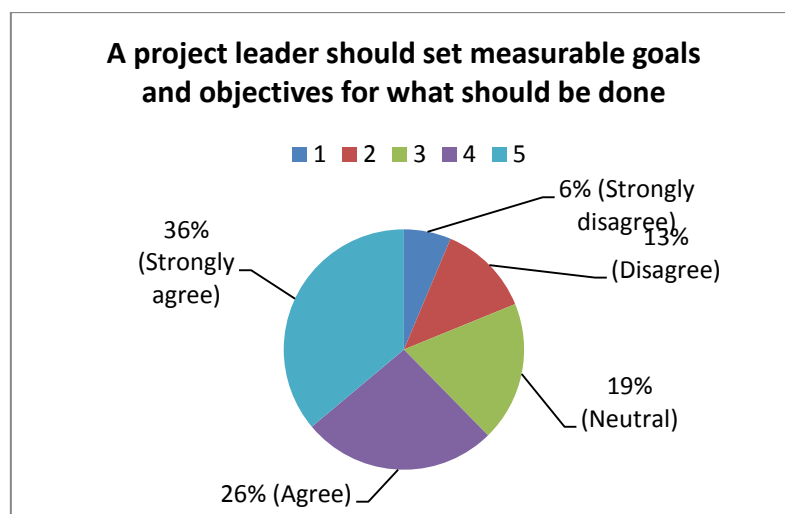
SECTION A

Question; what do you consider as desirable behaviour by a project leader? This was used as a root question which was further broken down into finer more direct questions, and these follow below.

Question 1; A project leader should set measurable goals and objectives for what should be done. To the suggestion that good leadership style should be one that set measurable goals, the findings were slightly below expectation.

Figure 2: Expectations on goals and the leader

Those agreeing strongly account for 36%, followed by 26% of those agreeing moderately bringing to 62% the total of those agreeing, with 19% ambivalence. If the ambivalent are understood not to mind whichever way, then 71% of the respondents would not mind the leader setting goals for them. It is interesting to note that those who strongly disagree comprise are at 6% against the 13% who disagreed. It can be generalised that setting of goals is an acceptable form of leadership.

A project leader should set measurable goals and objectives for what should be done

- 1 2 3 4 5

6% (Strongly disagree)
13% (Disagree)
19% (Neutral)
26% (Agree)
36% (Strongly agree)

Tebele, 2014:150

Question 2; A project leader should be organized; An orgainised leader is one who would know 'his story' well around the project, and will not be taken by surprise by anything. Such a leader would instil confidence and trust in the minds of the followers. The findings were in agreement with expectations with the total agreeing respondents at 78%. This is illustrated in figure 2 below.

Figure Error! No text of specified style in document..**3: The expectations of being organised as a sign of good leadership**
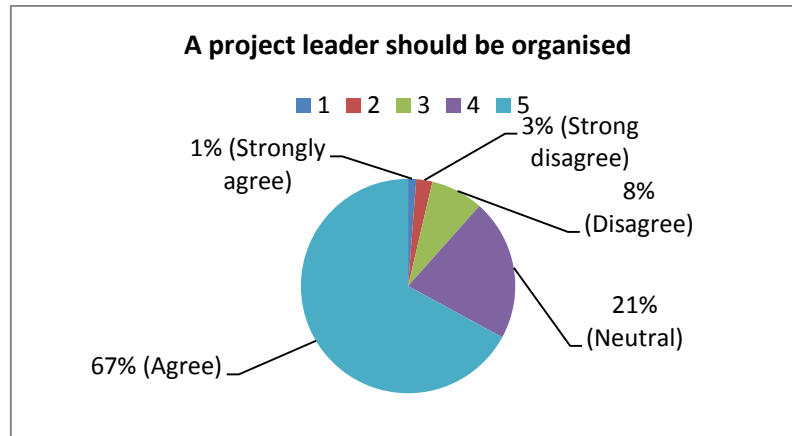
Source: own construction

It is overwhelmingly accepted that "being organised" Is a strong sign of good leadership. It can therefore be postulated that subordinates do not want to work with a manager who does not seem to be in control of the issues that impact on the project execution. Followers want to participate or cooperate with a leaders that know where they are and where they want to be, the subordinates can participate in finding the 'how to get there' process.

Question 3; A project leader should be watching everything that needs to be done; this sounds more like the X theory or transactional management style where micro-management is the norm. Typical of an environment where employees cannot be trusted or depnended on, they need constant watching if anything has to get done. The findings are detailed in figure 3 below, contrary to expectations, the findings tell a different story.
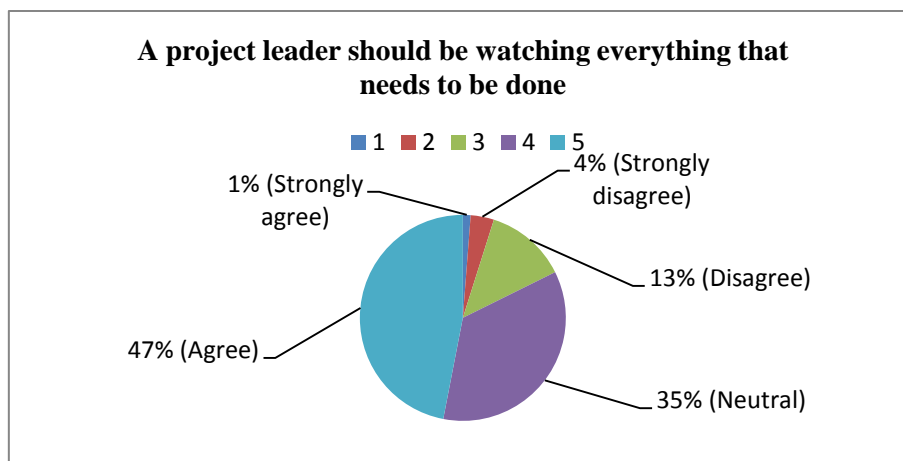
Source: own construction

A whopping 82% (47 strongly agree and 35% agree) thought there was nothing wrong about the management micro-managing their work. It is therefore established that micro-management was a positive sign for good leadership. Many theories and hypothesis may be derived from this; it could be the level at which the people are operating – those not experienced feel confident when the 'boss is there.' Presumably the senior and experienced may feel offended for getting treated as if they did not know what they were doing.

Question 4; A project leader should plan the work for you; again a typical theory X manager functioning on the mistrust in the ability of subordinates to perform tasks. Only 4% of the respondents strongly disagree, 19% disagree and 30% are neutral about this, meaning they are not concerned whichever way things are done. Strongly agreeing and agreeing together constitute 47% of those in favour, this put together with those that show no concern whichever way things are done, there is easily 77% who may accept. Figure 5 below speaks to the same results as figure 4 above.
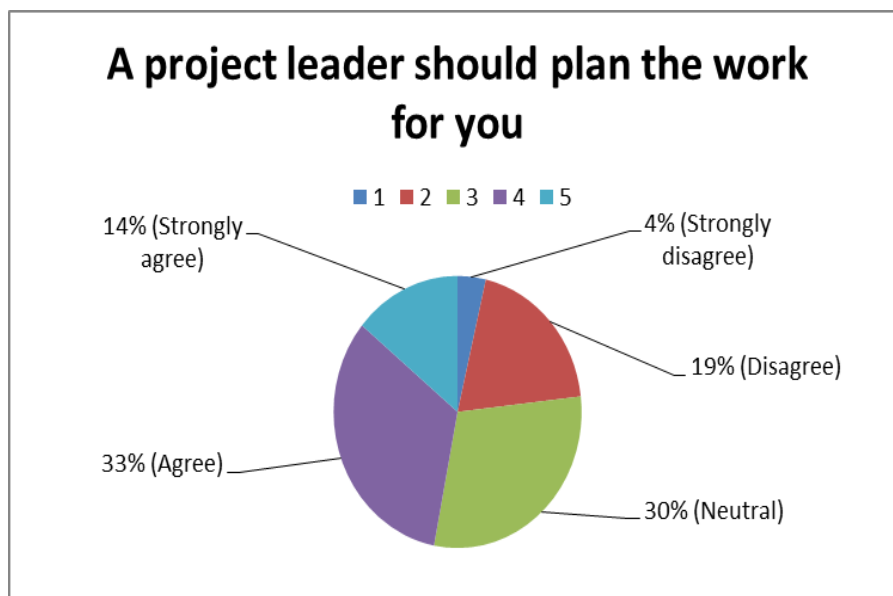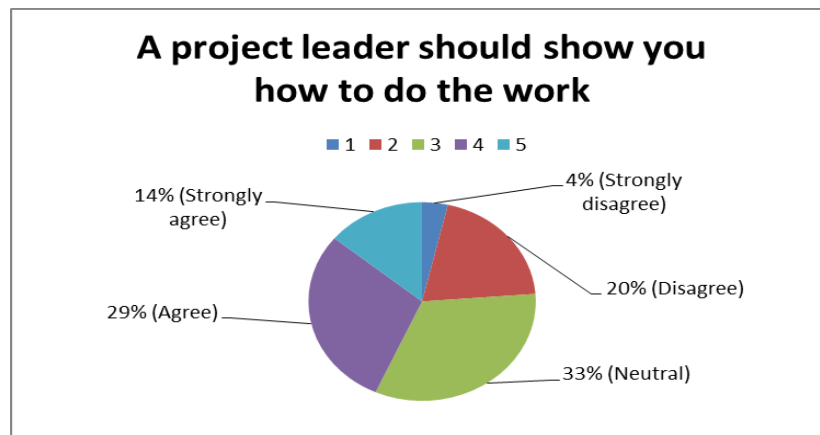

Source: own construction

This again seems to go against many theories of motivation and empowerment of subordinates, but these were the findings. It is therefore concluded that planning the work for subordinates is a positive and acceptable style of good and effective leadership in projects. The question will remain as to why the workers want their work planned for them, it could be in the nature of project management because of the time constraints.

Question 5; A project leader should show you how to do the work; yet another question closely related to the X theory, critical to this is the assumption that subordinates have to be taught how to do the work. It is however hypothesised again that the level of employees, their skills, and the type of tasks may be a factor, if not simply a management style. Showing the subordinates how to do their work may help to avoid errors from the subordinates which may cause preventable costs.

Contrary to expectations 14% strongly agreed and 29% moderately agreed giving a total of 43% in agreement. To this should be added 33% who were neutral, this gives us 76% who may have no problems with this style. Less than 50% of the respondents agreed, and less than 50% disagreed. The 33% neutral is of concern and it may not be proper to pass a generalisation on this assertion.

Figure 4: Perception of respondents on project leader showing you your work

Source: own construction

Question 6; A project leader expects you to work through and complete all set tasks in time; a typical goal-oriented leader who believes in assigning tasks, such may worry little about human conditions, feelings, capabilities and possibly circumstances. It should be noted however that projects are generally compressed for time, and the time taken has a direct relationship with the costs. Figure 7 below details the findings.

Figure 7: Perceptions about task completion targets by the leader
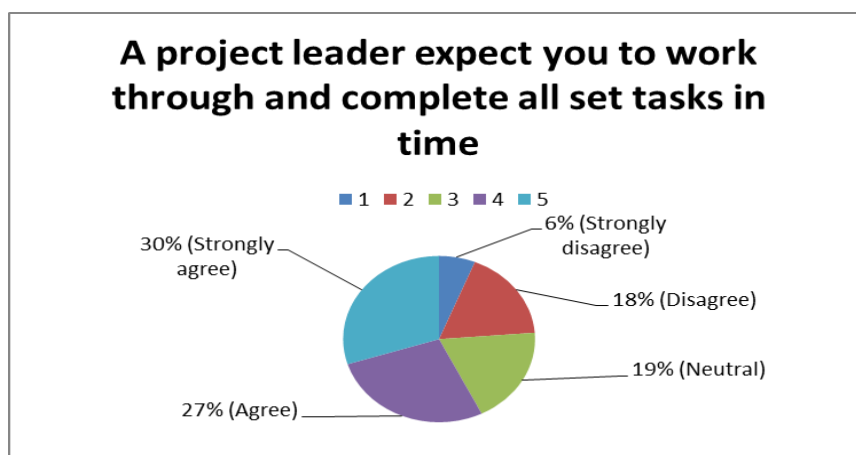
Source: own construction

A total of 57% agreed (strongly and moderately agreed) with the assertion, adding the neutral to this would mean that 76% of the respondents may not have problems with that behaviour by a leader. It can be concluded therefore that setting and expecting time limits to be met in project execution is actually a good style of project leadership.

Question 7; A project leader is not sympathetic to anyone when there is work to be done; this would imply that the project manager has no interest in the human side of the employees. Some employees may need too much attention when they have personal problems. Some 37% strongly agreed and 26% agreed moderately giving a grand total of 63%. The neutral are low at 20%. Figure 8 below shows the results.

Figure Error! No text of specified style in document.**.5: On whether good leadership involves sympathy at the work place**

The decline in the percentage of ambivalence (20%) may be a sign of decisiveness, people do not want workers who slow down because they are looking for attention. This is according to expectations, it has always been assumed that engineering industries are typically macho type and would be no place for the tender-bodied. It can be generalised that 'not sympthasising' with people concerned to be weaklings is a good project management style.
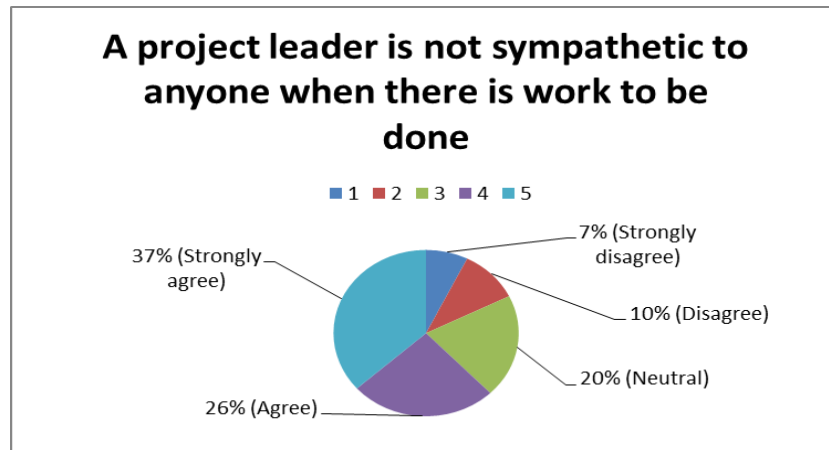
Source: own construction

Question 8; A project leader sticks on to the rules and does not take unnecessary chances; one major difference between managers and leaders is that; managers use rules and procedures for control, whereas leaders use influence and are flexible. The respondents give interesting comparisons; 18% strongly agreeing and 15% (too close to 18%) strongly disagreeing. Figure 9 below shows the details. The number moderately agreeing and disagreeing are equally comparably close, 18% agree and 20% disagree, which is equally close.

Figure Error! No text of specified style in document.**.6: On whether good leadership involves sticking to rules**
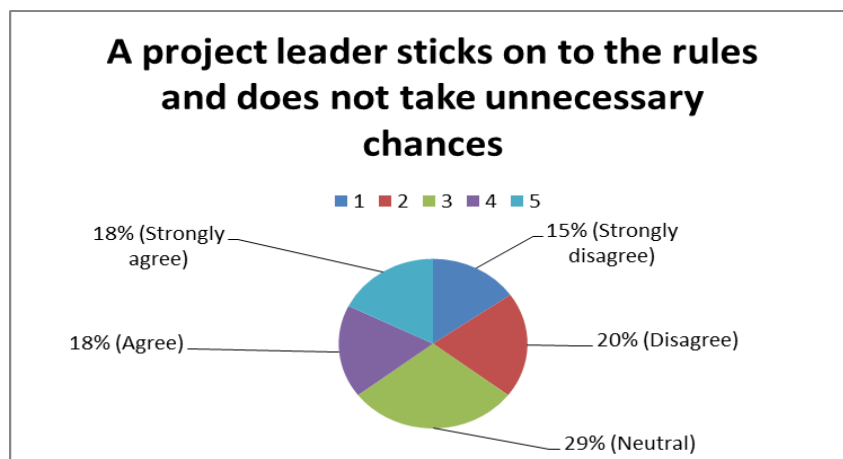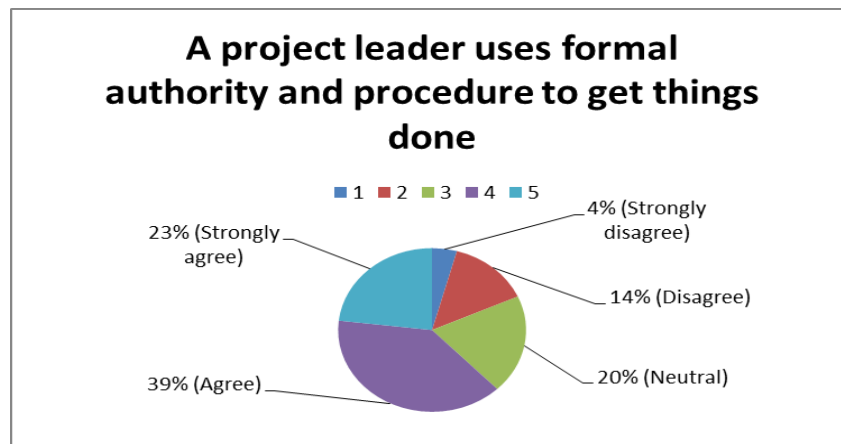

Source: own construction

The closeness indicates the levels of uncertainty and how these are divided in their thoughts. further indicating the levels of uncertainty or ambivalence in the perceptions. The respondents showing ambivalence (29%) are ironically higher than any other measures, combined those agreeing and those disagreeing are at 36% and 35% respectively. Because none of the two forces exceeds a minimum of 50%, no generalisations are possible.

Question 9; A project leader uses formal authority and procedure to get things done; this is hierarchical and simply says if you do not do as expected, you may be 'fired.' This is typical of managers who are 'bosses' and have subordinates compared to leaders who have followers. It should be agreed on here that from the onset the subordinate accepts that there is an individual in charge. The results are clearly illustrated in figure 10 below.

Figure 10: Acceptance of use of formal power in projects

Source: own construction

The acceptance of authority is significant with 23% strongly agreeing, 39% agreeing (62%) and an ambivalence at 20% giving a total of 82% of respondents not minding the use of authority. We can therefore assert that use of authority is acceptable as a sign of a good leadership style.

Question 10: A project leader works according to the book; these are managers who follow set rules strictly. Such leadership styles would frustrate *intrapreneurial* and innovative workers who are keen on bringing about change. Those keen to innovate and change status quo will be treated as disloyal, rebellious and uncooperative to the manager. Figure 11 below explains how the respondents felt about this assertion.

**Figure 11 Believe a project leader should work according to book**
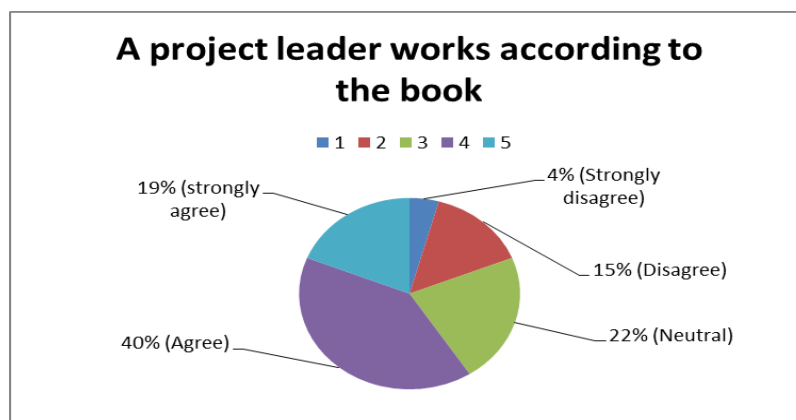
Source: own construction

A good 57% agree (strongly agree and moderately agree) and a neutral at 22% brings the total that may accept that style to 79%. It can therefore be posited that working according to the book is an acceptable leadership

style. It will however be pointed out that this may need to be broken up in future interviews, if consideration is made of the preceding response to rigidity and flexibility in manager as recorded in figure 10.

Question 11; A project leader's word is authority; meaning there is no room for anything else since the manager is the last voice. This means that only the manager can think, and thus will be the only one correct at all times. The findings are illustrated below in figure12.

Figure 12 Perceptions about the project leader's word as authority
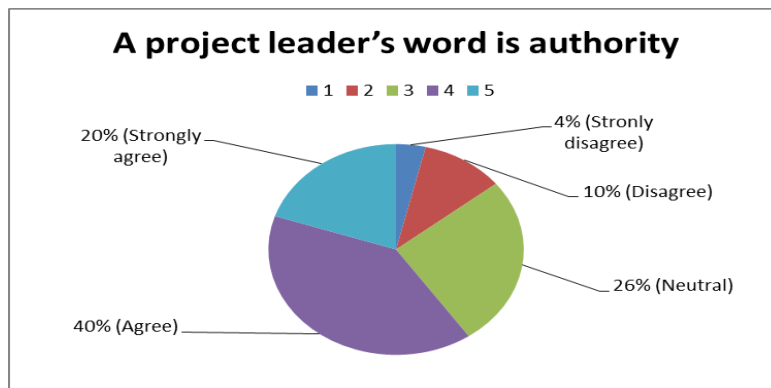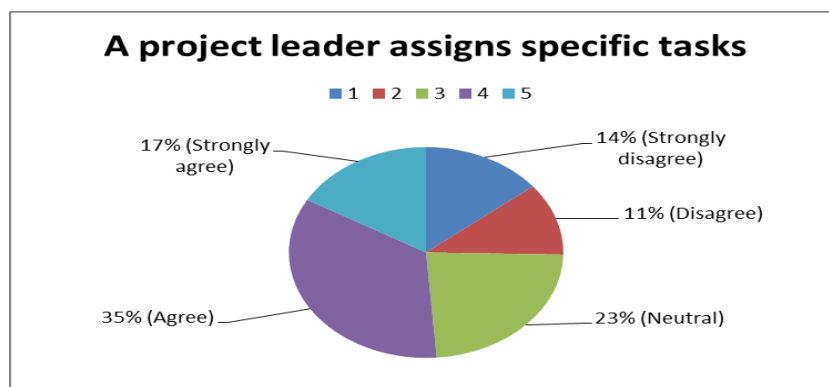

Source: own construction

A good 60% are in agreement, and this supported by the neutral at 20% gives a high 80% of respondents who may have no problem with this leadership style. It can therefore be concluded that it is good if the leader has the final say, it is possibly expected of him / her anywhere.

Question 12; A project leader assigns specific tasks; the manager has the task to decide on what work should be done, and of cause will push for time limits since he / she is governed by time in projects. But the question also seeks to check if giving specific tasks may not exclude other peripheral tasks that would make the difference in the overall execution of the project. Again the type of tasks, the human skills and experience of both participants remains unknown and we do not know exactly the calibre of the respondents. Assignment of specific tasks implies may be because of the nature of project management which is controlled by time. The information is in figure 13 below.

Figure 13 Perceptions about assigning of specific tasks by project leader
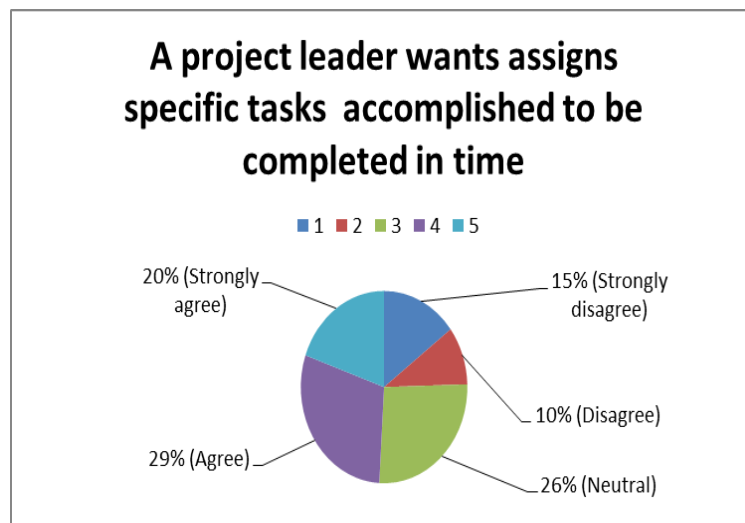

Source: own construction

The sum totals of those agreeing and those disagreeing are given by numbers 52% and 25% respectively. The 52% agreeing if added to the neutral at 23% will give a 75% of people who may allow the assignment of specific tasks. Assignment of specific tasks is therefore considered a good leadership style.

Question 13; A project leader wants assigned specific tasks accomplished to be completed in time; this may require the slave-driver type of manager who wants to plan ahead and know when tasks are finished. It should be considered also that the iron triangle of project management uses completion of project within the stipulated time as a measure of success. The numbers strongly agreeing (20%), moderately agreeing (29%) are less than 50% and therefore a generalisation can not be made. Figure 14 illustrates the finding.

**Figure 14 Expectations on completion of assigned specific tasks**

Source: own construction

It is interesting to note that what is expected from literature review has not always been supported by the research findings. Time is a very important resource in project management, and those agreeing comprise of 29% moderately agreeing, 20% strongly agreeing (49% total in agreement). A generalisation cannot be made because the score is below 50%.

This was a different set of questions altogether though there may be some relationship. A root question was asked and numerous sub-questions were asked as follow-up to certain aspects of leadership style. The sub-questions are repeated below together with the results and findings of the survey.

Question 14; Do you want a leader who; Is independent in the way he does his things? An independent project manager may be one who exercises power without limitations, possibly well informed and knowledgeable about the projects. Such a person might be difficult to work with as he may not consult subordinates. The total agreeing stands at 56% with ambivalence at 20%. Figure 15 below illustrates the findings.

**Figure 15 Independence of leader on how they take decisions**
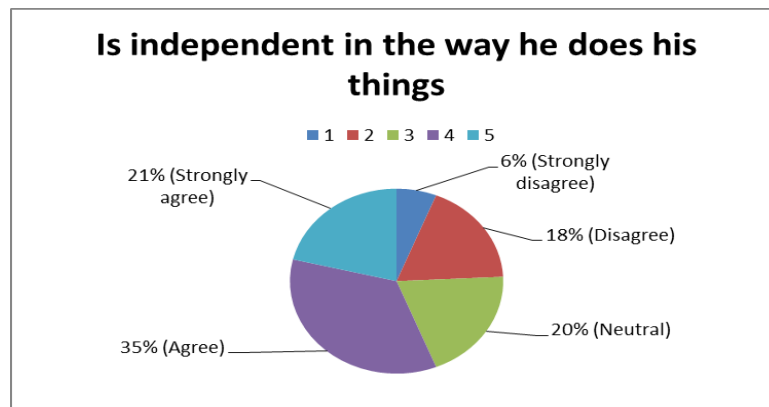
Source: own construction

The total percentage of those who agree (56%) added to the neutral (20%) gives a grand total of 76% who might have no problems with that behaviour. It can be concluded therefore that self- confidence is an important and acceptable leadership behaviour.

Question 15; Do you want a leader who; will initiate certain activities or changes; the question seeks to measure the extent to which subordinates accept a leader who wants to break limits and allow flexibility. A knowledgeable leader has expert power, and the respondents judged this personality as indicated in the graph in figure 16. The contrast between strongly agree (29%) and strongly disagree (4%) clearly shows that there is a strong appreciation for innovation as a good sign of leadership.

Figure Error! No text of specified style in document.**.7: Perceptions about initiativeness as a sign of good leadership**
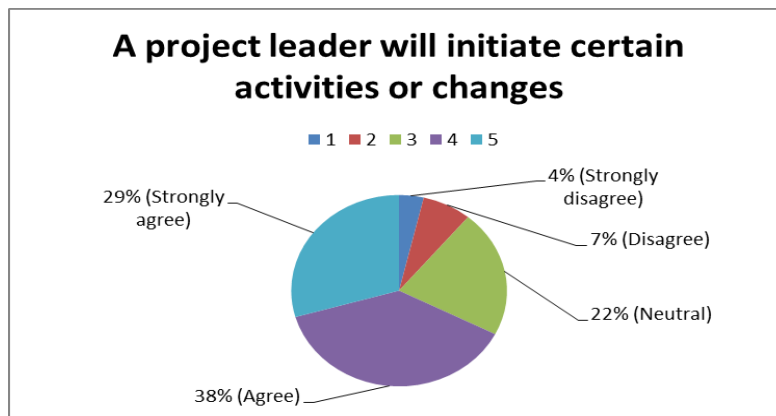
Source: own construction

Further, the disparity between moderately agree (38%) and moderately disagree (7%) confirms how this characteristic is valued, total of 67%. This if added to the percentage of those not sure, meaning they may not mind whichever, gives a value of 87%. I can conclude that innovativeness (like flexibility) is a good leadership quality.

Question 16; Do you want a leader who; will leave you to work; a possible sign of trust in the subordinates. AY theory leader who believes that employees left to work are able to find their way and get work done. **T**hose

who strongly agree, those who agree and the neutral are neck to neck (28% and 27% and 27% respectively) giving a total of 82%. This is illustrated in figure 17.

Figure 17 Perceptions about project leader who leaves workers to work on their own
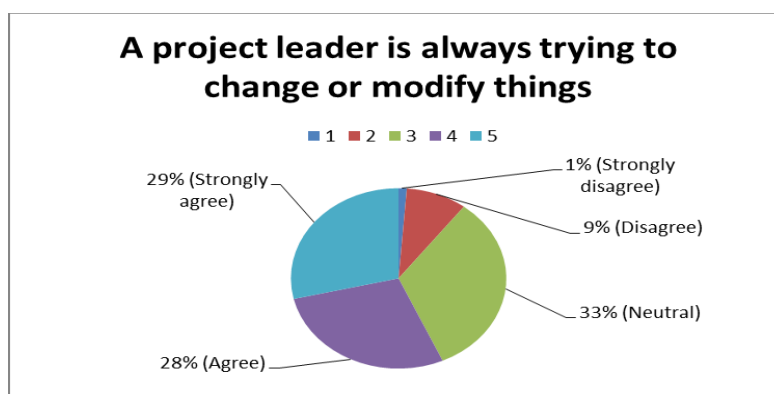

Source: own construction

Whilst there is worry over the increase of those who do not know exactly what they stand for, it can still be safely said that leaving you to work on your own is an acceptable style of leadership. This contradicts previous findings in the same research reported earlier.

Question 17; Do you want a leader who; is always trying to change or modify things; possibly a sign of lack of satisfaction with existing processes, or could merely be a personality that is 'adventurous and entrepreneurial' wanting to 'break the envelope.' There may be need to change because of advancement in technology and acquisition of new knowledge. The neutral shot up to 33%, those agreeing are less that the ambivalent (29% and 28%).

**Figure 18 Perceptions on leaders that are always trying to change things**

Source: own construction

One question comes up; why would one third (33%) of the respondents have no opinion on such an issue? It is however safe to concluded that 'willingness to adjust operational requirements' is considered a sign of good leadership by 57% of the respondents.

Question 18; Do you want a leader who; is always allowing you to change things; this question, whilst closely related to the one in figure 17 above, it made reference to the subordinate being allowed to make

changes, and not the leader. The strongly agreeing and strongly disagreeing constituted 2% and 5% respectively.

See the graph in figure 19.

**Figure 19 Perceptions about a leader who allow you to make changes**
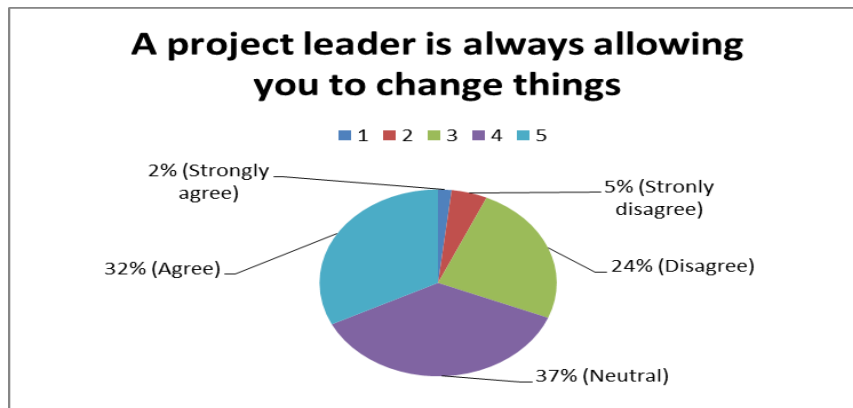
Source: own construction.

None of the groups representing agreeing or disagreeing has exceeded the 50% mark and ambivalence is higher than at any other time at 37% [40% of the total respondents]. No generalisation is made about this assertion.

Question 19; Do you want a leader who; is charismatic and full of zeal and excitement in what he does; this power is known to be motivating and resides in the person and not in formal power. Ambivalence is low at 25% as illustrated in diagram 20 below.

**Figure 20 Perception about charisma as a leadership quality**
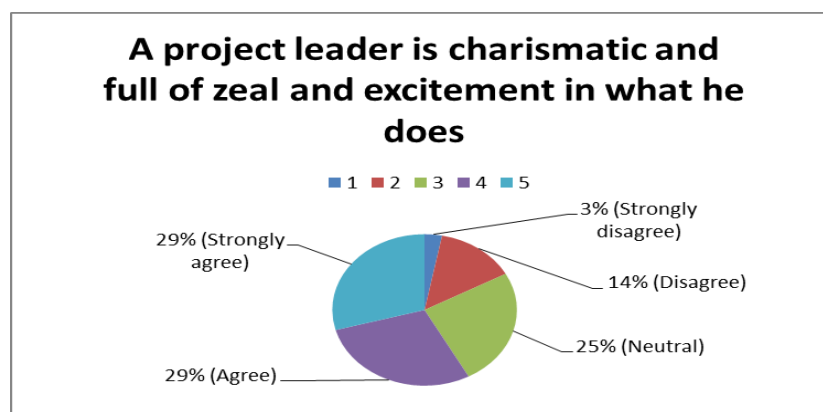
Source: own construction

Neutral remains at 25% with those agreeing totalling 58% (29% + 29%), with the likelihood of 83% not minding charismatic personalities, it can be concluded that charisma is an acceptable form of effective leadership.

Question 20; Do you want a leader who; inspires people around him in what he does; this is about personality and character of the leader. Possibly with referent and expert power and may be an extrovert . This was as expected deriving from the literature and general known sentiments about leaders who are an inspiration. A whopping 42% strongly agreed and 38% agreed (80%), the graph (figure 22) details the report.

Figure Error! No text of specified style in document.**.8: Perceptions about inspiration by the leader**
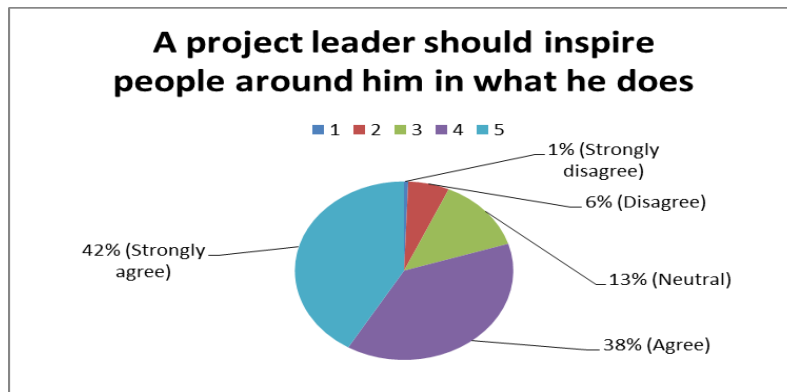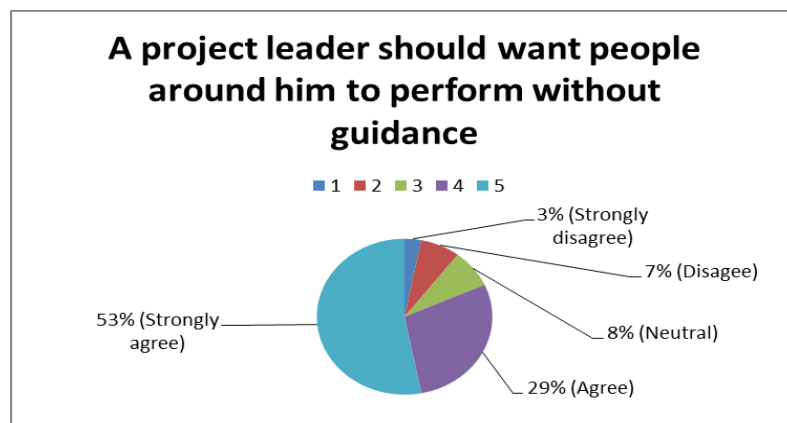

Source: own construction

A resounding 80% are in full agreement, and of particular interest is the decline of the ambivalent to a mere 13%. It is therefore concluded that inspiration characteristics constitute effective leadership styles.

Question 21; Do you want a leader who; wants people to perform without guidance; based on the Y theory which propagates the empowerment of people by allowing them to work without supervision. Contrary to the previous response (figure 4), those strongly agreeing to the assertion constitute 53% of the total responses. The graph below (Figure 23) shows very interesting statistics that have not been reported under any of the questions.

**Figure 23 Perception about leader not micro-managing subordinates**

Source: own construction

As recorded above, 53% of the responses strongly agree, followed by 29% agreeing moderately, this is 82% stating that working without guidance is acceptable. The question states clearly that the workers will be working around (within his / her sphere) of influence. It can therefore be generalized that the subordinates prefer to work with no interference, the manager must be within reach, possibly as a possible back-up should there be a need.

Question 22; Do you want a leader who; is actively involved with work and is seen in everything around; a typical hands on person possibly easily accessible by the employees. Something appears to be wrong here, the difference between strongly agree (1%) and agree (57%) is unprecedented. See figure 24 below.

**Figure 24 Perceptions about leader getting involved in everything around**
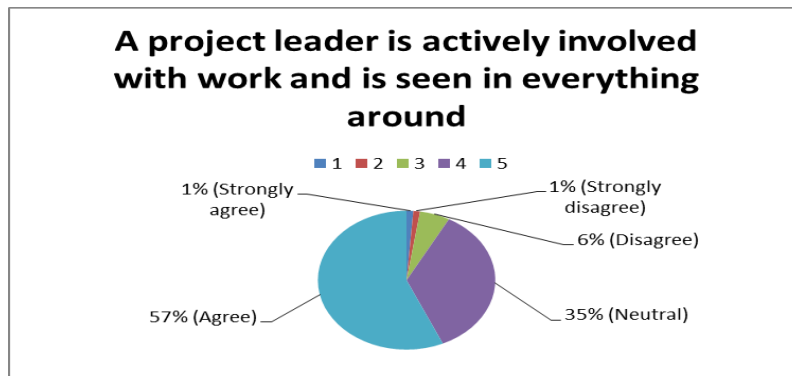
Source: own construction

Neutral is high at 35%, if added to those agreeing (58%) will total 83%. Of special interest also is the weak strongly agree and weak strongly disagree, both standing at 1%. It can be correctly generalised though that getting involved in all aspects of the project is seen as a good leadership style.

Question 23; Do you want a leader who; seeks to achieve goals that he has set to achieve by inspiring others; there is some interesting consistency seen in the responses in figure 22 and 25. In figure 22 the score was 42% in response to the acceptance of inspiration, in this response (figure 25) there is 37% of respondents (difference of 5% is not significant). Surprisingly, people showing ambivalence is at 39% compared to 13% in 20.

Figure 25 Perceptions about leader who uses inspiration to achieve goals
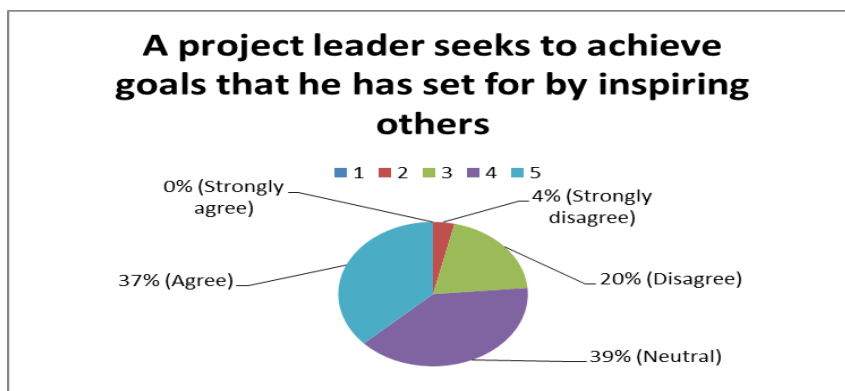
Source: own construction

Nothing (0%) is recorded for strongly agreeing against 37% agreeing, with this there is 24% disagreeing (total of disagree and strongly disagree – 20% + 4% respectively). In figure 20 the 42% was from respondents strongly agreeing, whereas in figure 25 the strongly agreed is given by 0%, and 37% moderately agreed compared to 38% who moderately agreed. No generalisation can be made since the sum totals of both the agreeing and the disagreeing are both below 50% of the total respondents.

Question 24; Do you want a leader who is always looking forward to other things / the future even; a leader living way ahead of time and possibly a luminary who has dreams and keeps on planning for future events. A small strongly agree (1%) and a 50% moderately agreeing, a seeming contradiction, figure 24 shows these anomalies.

**Figure 25 Perceptions about a project leader who is forward looking**

Source: own construction

Neutral shows up above the one third (37%), this causes concern, but this time those agreeing moderately show up at 50%, and if this is added to the 1% strongly agreeing, the agreeing therefore constitutes 87%. It can be concluded that the remainder of 12% is shared between strongly disagree at 3% and disagree at 9%.

Question 25; Do you want a leader who; does not take steps or actions without consulting; such a leader may not be responsive to problems and may portray signs of lack of knowledge, lack of confidence, or reluctance to speedily solve problems. It may be purely an inclusive leadership style, may not be the best person in times of troubles where urgent decisions are needed. The strongly agreeing (2%) share the spoils with strongly disagree (2%), neutral pitches up strongly at 47% which is almost half of the respondents. No generalisations are possible in this part of the results, figure 27 has the graph results.

**Figure 27 Perceptions about a leader who always consults**
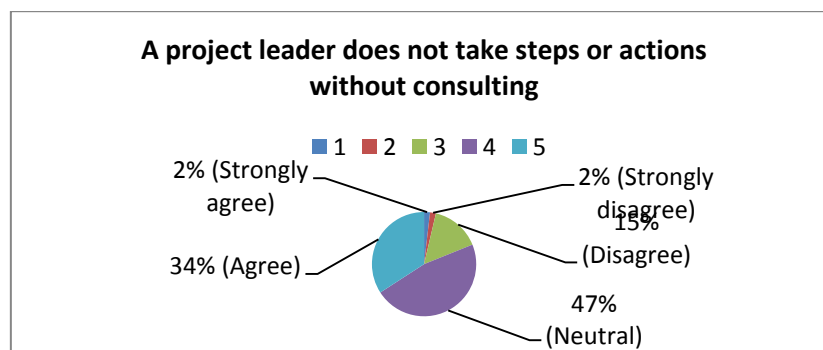
Source: own construction

The total agreeing (strongly agree 2% and agree 34% which equal 36%) comprises of just over one third of the respondents, even though the number agreeing (36%) is higher than the number disagreeing which is given by 17%. The question might have sounded vague for the respondents.

Question 26; Do you want a leader who; Boldly stands for decisions; a decisive person who most probably doesn't consult and is willing to 'bite the bullet.' Such a person believes in herself / himself and does not delay in taking decisions, may give little thought before making decisions and is prone to make mistakes. Neutral respondents at 46% again almost half of the respondents**.**

Figure 28 Perceptions about a leader who stands for his decisions regardless
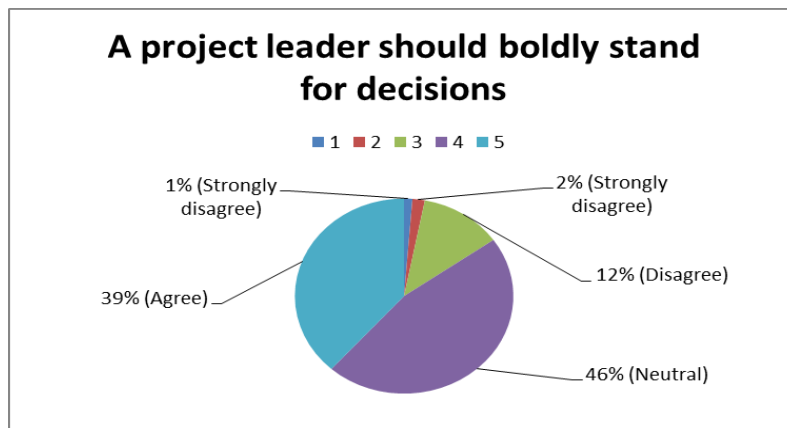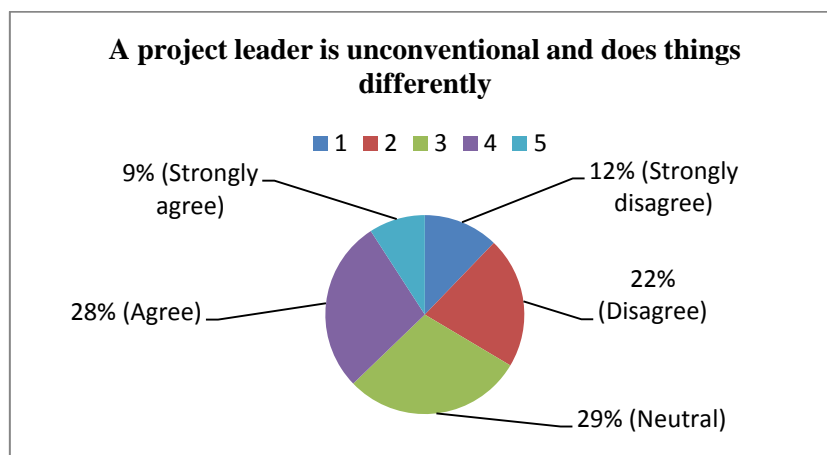

Source: own construction

Any generalisation will be too weak since none of the two have scored above 50%, though the contrast between 40% agreeing and 14% disagreeing is worth take note of. The 46% neutral is the problem at 46%.

Question 27; Do you want a leader who; Is unconventional and does things differently; a unique personality who thinks and acts without bothering about the norms or traditional practices. The sum total of those agreeing to those disagreeing is almost equal at 37% and 34% respectively.

Figure 29 Perceptions about a project leader who always does things differently
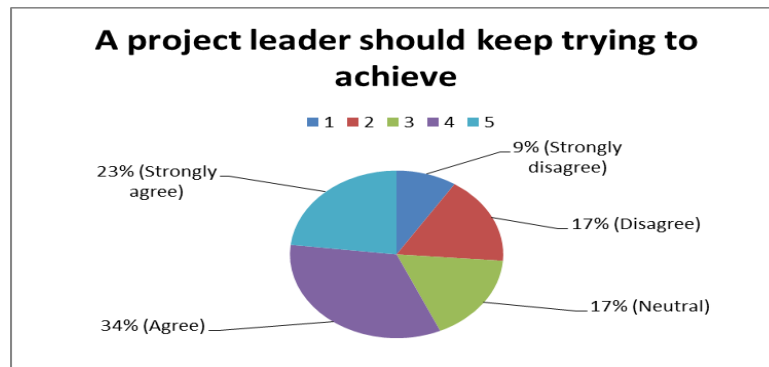

Source: own construction

None is in the majority with the remainder taken by the ambivalence which shows up at 29%. There is no outright majority on this variable and this means that it may be difficult to make a generalisation on this issue because of high ambivalence.

Question 28; Do you want a leader who; keeps trying to achieve; possibly a daring and 'never-give-up' type person with energy and endurance. 23% strongly agreed, 34% agreed (57%) and 17% are neutral.

Figure 30 Perceptions about a leader who keeps striving to reach goals

Source: own construction

It can be concluded that 'never-give-up' attitude is a positive for effective project leadership at 57%, this added to the neutral gives a score of 76%.
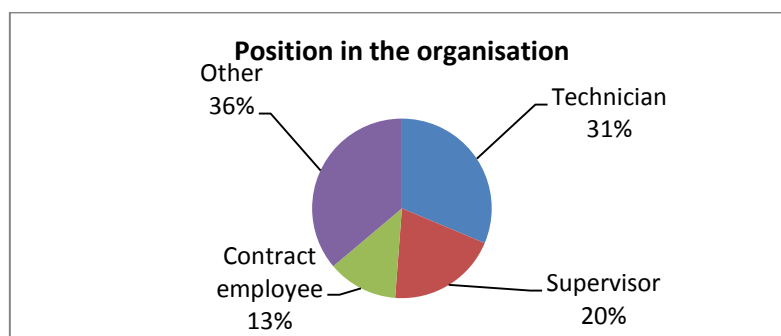
SECTION B

The following open ended question was asked:

Anything you want to say on characteristics of good leadership, write below.

It was indicated under open ended questions that; industry knowledge, team building skills, team participation by leaders, knowledge sharing by leaders, good communication skills, assistance of subordinates with difficult tasks, subordinate training, good listening skills, setting of achievable goals, and compassion towards workers were important indicators of good leadership.

SECTION C was the biography, 36% of those responding were those from industries classified on the questionnaire as others. These were people involved in the service sections of project management such as; human resource management, procurement and supply chain management, finance department, and other auxiliary structures.

Figure 30 Position of respondents in the organisations they worked in

Source: own construction

Whilst these are part of the project, they do not always deal with the project leader directly. This may partly explain the presence of high values given under neutral in preceding sections on the leadership style of the project manager. The statistic as reported in the graphical structure above shows that other was 36%, supervisors (are also sometimes rated as both subordinates and managers) at 20%, technicians are high at 31%, and the contract employees are recorded as 13%.

The period spent by each category of employee was reported thus; 59% of respondents were in the $0-5$ years, 24% were in the range of $6-10$ years, 9% were $11-15$ years, and 8% were 16 years and above. The upper limit was not capped. Under the type of industry; other industries participating comprised of 67% operations that are traditionally management-style operations now operating as management-by-projects operations. The remainder of the industries represented are construction (22%), Information technology (2%), and events management (9%). The other indicated (67%) here will include among others, the engineering, manufacturing, engineering consulting, project management consulting, human resource recruiter and secretarial personnel.

CONCLUSION

Management-by-projects is increasing in the industries as managers try to find more effective and efficient ways of managing the world's limited resources and maximising profits. Studying project leadership is increasingly becoming an imperative in a quest to find more effective ways to survive in this competitive global village. The competition terrain and landscape keeps changing thus demanding more competitive means and processes. Because human beings are the single most critical element of any undertaking, it is no surprise that attention is paid towards those who drive the world to success or failure. Naturally, academics and practitioners alike are looking for answers to the solution of these problems. The study of leadership styles and their strategic importance will remain at the top of many studies on industrial success.

In summary the findings are; the top 10 in descending order of importance according to the score are;

This research was carried out to identify and establish types of leadership styles that the subordinates in project based industries accepted as constituting good leadership practice. The knowledge on how to use effectively the tools and techniques of this discipline become more important going forward. The new knowledge will help understand how project management can be used effectively to change the traditional methods of management which seem to be failing. The research findings may be used in the training of future managers using the analysed and interpreted data as reliable and implementable.

There are a few areas where there was disagreement with expectations as highlighted in each one of the instances as recorded above. There are other aspects of this research that need to be looked at closely, specifically so in areas where there was no decisive position taken by the respondents. It is further suggested that in instances where the level of ambivalence was high (more than $^1/_3$ of the total respondents), may need to be looked at again. It may be necessary to carry out the same research but in specified industry types to remove the element of differences caused by the nature of the tasks.

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