

Applied leadership styles on various contract types



Content

- Problem statement
- Literature study
- Research Design
- Data
- Analysis and conclusions

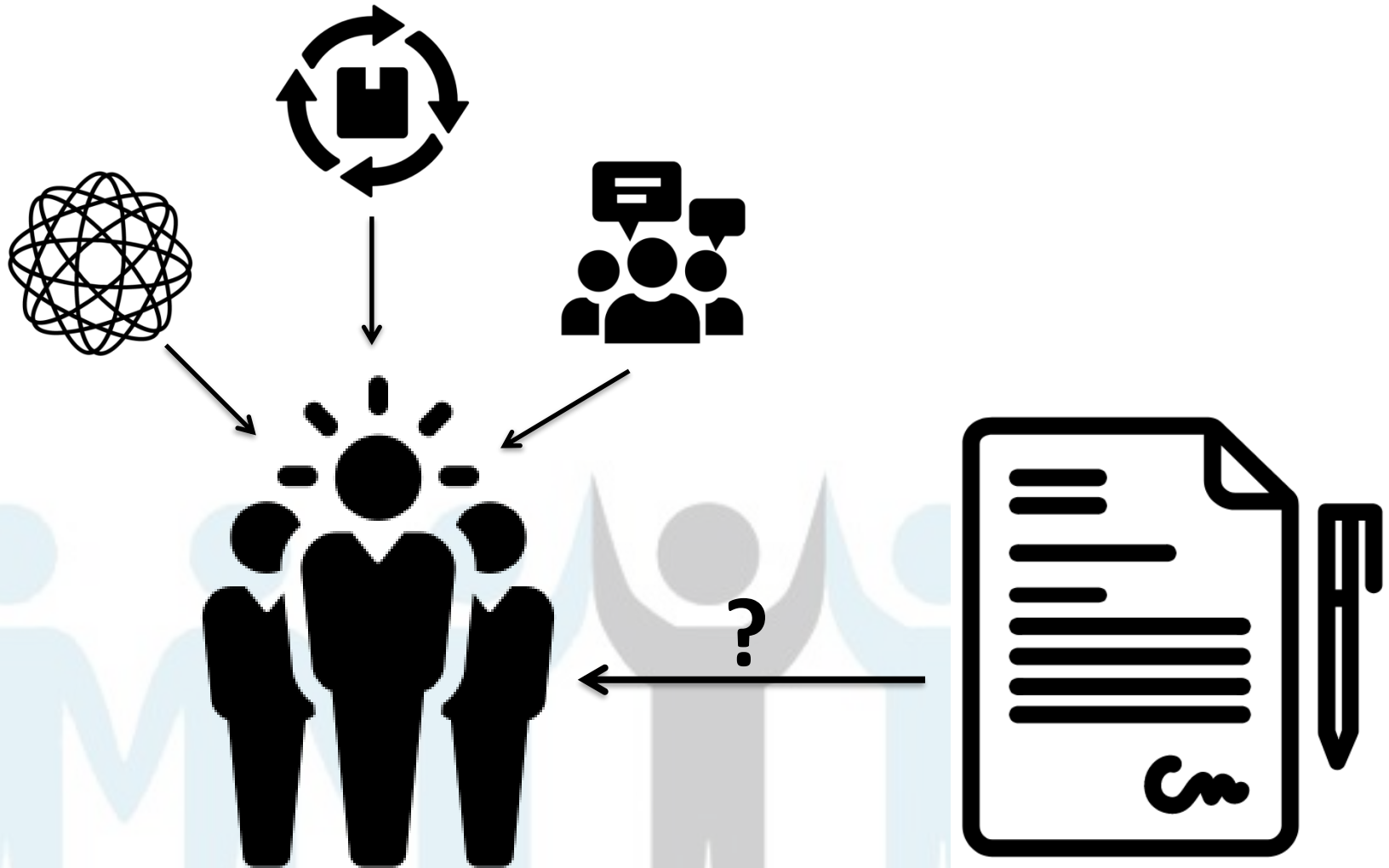


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Problem statement



Research question

Which leadership style is applied by project managers in situations with different contract types?



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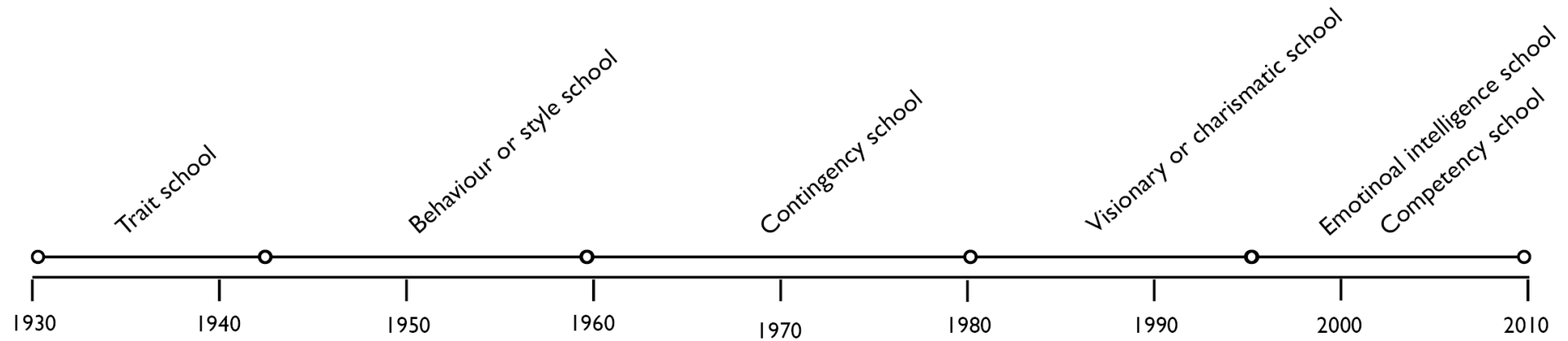
Literature study

- Leadership in general
- Leadership styles
- Methods to measure leadership styles



Schools of leadership

Born leader → Competencies



Leadership styles

Fiedler & Chemers (1967)	Turner (1999)	Bass (1990)	Goleman, et al. (2002)	Dulewicz & Higgs (2005)
Task oriented	Bureaucratic	Transactional	Commanding	Goal-oriented
	Autocratic		Pacesetting	Involving
Participative	Democratic	Transformational	Visionary	
	Laissez-faire		Affiliative	
			Coaching	
			Democratic	

Methods to measure leadership styles

- MLQ / LDQ → Not available
- 60 articles
 - 3 complete questionnaires
 - 4 with example questions

→ Development own questionnaire

Development of questionnaire

- Base: LDQ
Dulewicz and Higgs 2005

Intellectual competencies	Managerial competencies	Emotional competencies
- Critical analysis and judgement - Vision and imagination - Strategic perspective	- Engaging communication - Managing resources - Empowering - Developing - Achieving	- Self-awareness - Emotional resilience - Motivation - Interpersonal sensitivity - Influencing - Intuitiveness - Conscientiousness

- Selection of competencies
Müller and Turner 2007
Dulewicz and Higgs 2005

Selection of competencies

	Application Area	Project complexity	Project importance	Contract type	Life-cycle stage	
Critical analysis and judgement	0	-	-	0	0	3
Vision and imagination	+	+	0	0	+	8
Strategic perspective	-	+	+	+	+	8
Engaging Communication	+	+	0	0	0	7
Managing resources	0	0	-	0	+	5
Empowering	0	+	0	+	0	7
Developing	0	+	-	0	+	6
Achieving	-	0	-	0	+	4
Self-awareness	+	+	0	-	+	7
Emotional resilience	0	+	0	+	+	8
Motivation	-	+	0	0	+	6
Interpersonal sensitivity	0	+	0	0	-	5
Influencing	+	0	0	-	+	6
Conscientiousness	-	-	-	-	-	0

Large difference (2 pt)	+
Small difference (1 pt)	0
No difference (0 pt)	-

Selected competencies

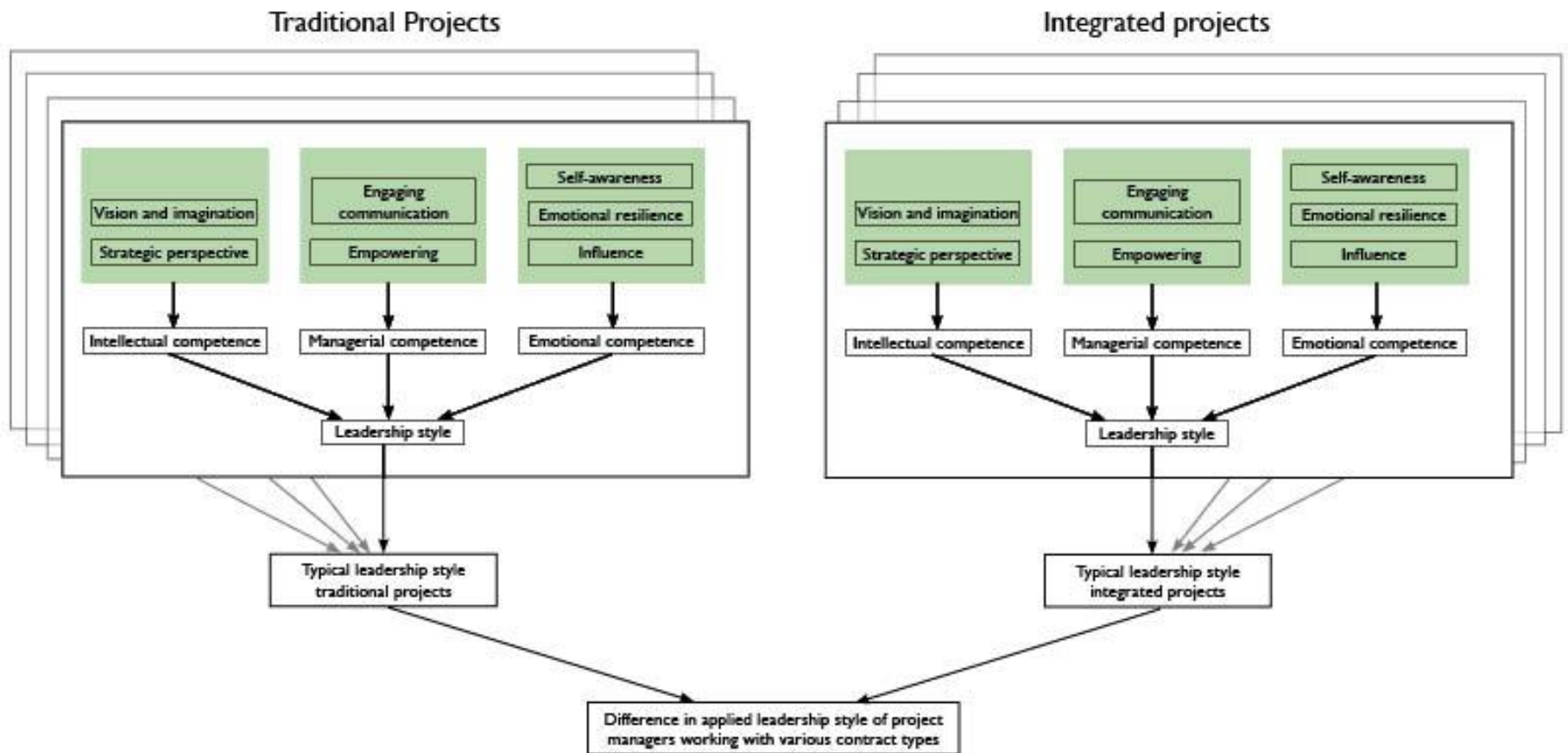
- Vision and imagination
- Strategic perspective
- Engaging communication
- Empowering
- Self-awareness
- Emotional resilience
- Influencing

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Research design: conceptual framework



Research design: hypotheses

		Traditional	Integrated
Intellectual competencies	Vision and imagination	Higher	Lower
	Strategic perspective	Higher	Lower
Managerial competencies	Engaging communication	Lower	Higher
	Empowering	Lower	Higher
Emotional competencies	Self-awareness	Lower	Higher
	Emotional resilience	Lower	Higher
	Influencing	Lower	Higher

Base of hypotheses

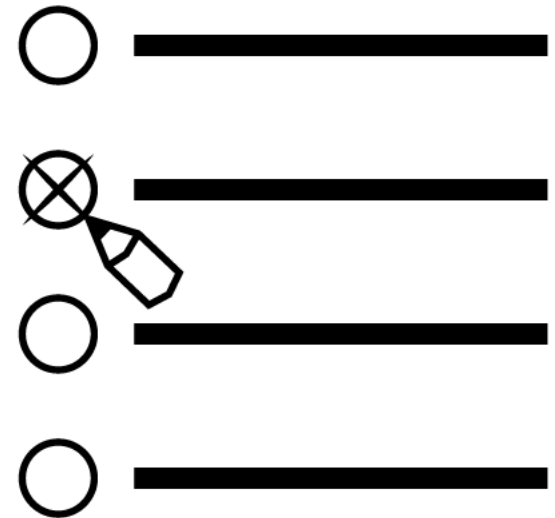
LDQ dimension	Low	Medium	High
Critical analysis and judgement	—	E I	G
Vision and imagination	—	E	G I
Strategic perspective	—	E I	G
Engaging communication	—	G I	E
Managing resources	E	I	G
Empowering	G	I	E
Developing	—	G I	E
Achieving	—	E I	G
Self-awareness	—	G	E I
Emotional resilience	—	—	G E I
Motivation	—	—	G E I
Interpersonal sensitivity	—	G I	E
Influencing	—	G	E I
Intuitiveness	—	G I	E
Conscientiousness	—	—	G E I

Note: Profiles of the three leadership styles showing their typical scores on the leadership dimensions questionnaire

Figure: (Dulewicz and Higgs 2005)

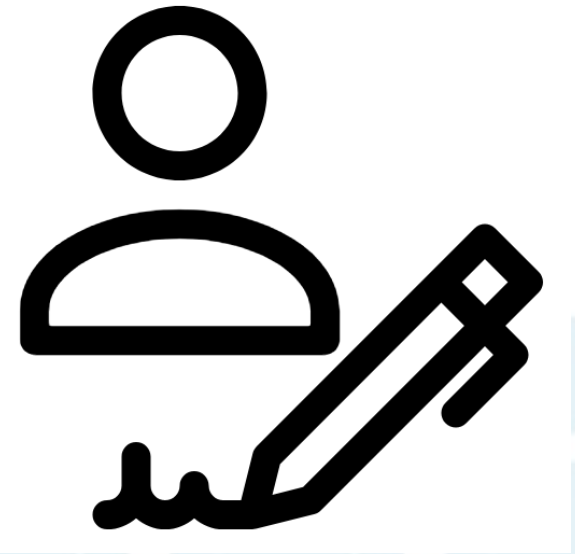
Research methods

- Leadership style measurement
- Descriptive questions
- Translation to Dutch
- Question order
- Test questionnaire
- Scoring the answers
- Validity



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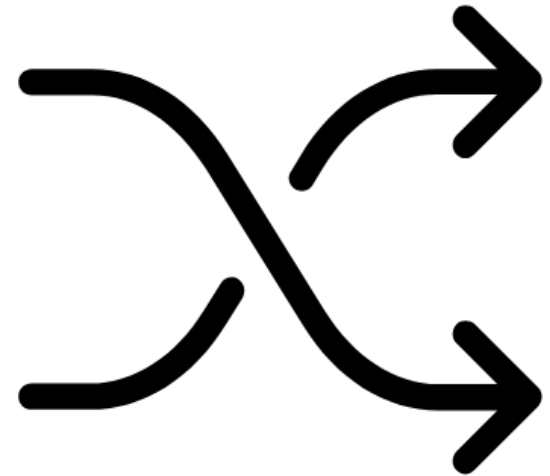
EN → DU → EN



CHECK

Research methods

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Research methods

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Research methods

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Answer	Points
"Helemaal mee eens" OR "Altijd" OR "Helemaal"	3
"Enigszins mee eens" OR "Vaak" OR "Grotendeels"	2
"Enigszins mee oneens" OR "Zelden" OR "Gedeeltelijk"	1
"Helemaal mee oneens" OR "Nooit" OR "Helemaal niet"	0

Research methods

- Leadership style measurement
- Descriptive questions
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- Scoring the answers
- **Validity**



Content

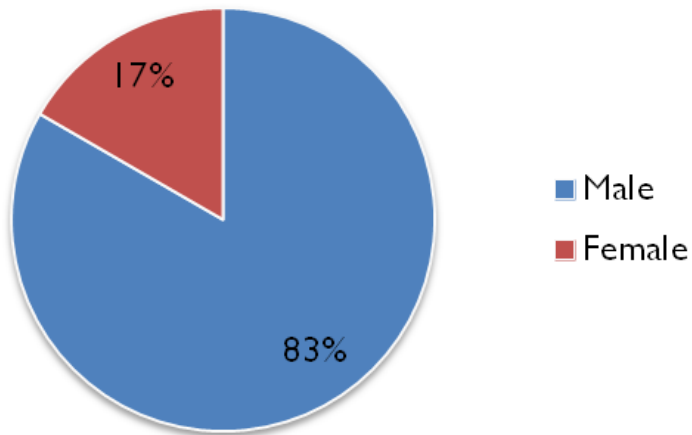
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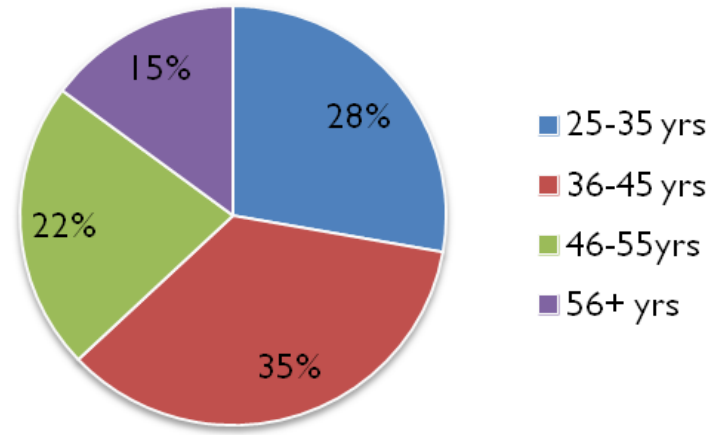
Descriptive statistics

- 54 participants

Gender

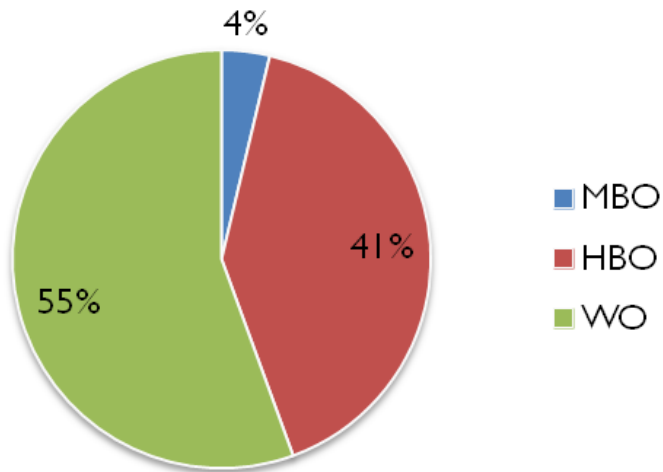


Age

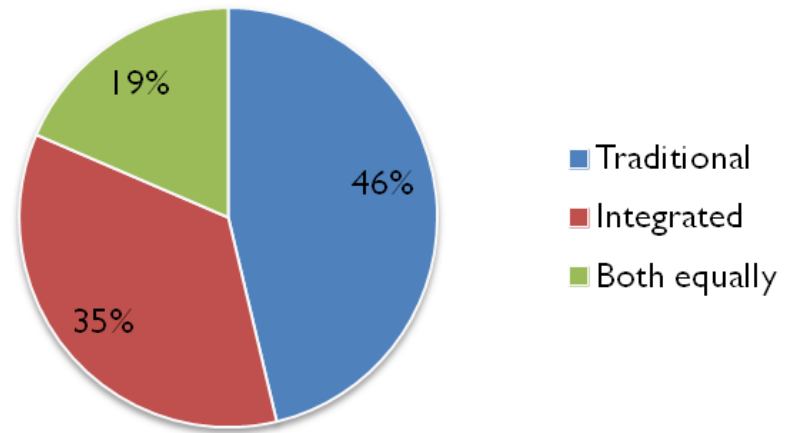


Descriptive statistics

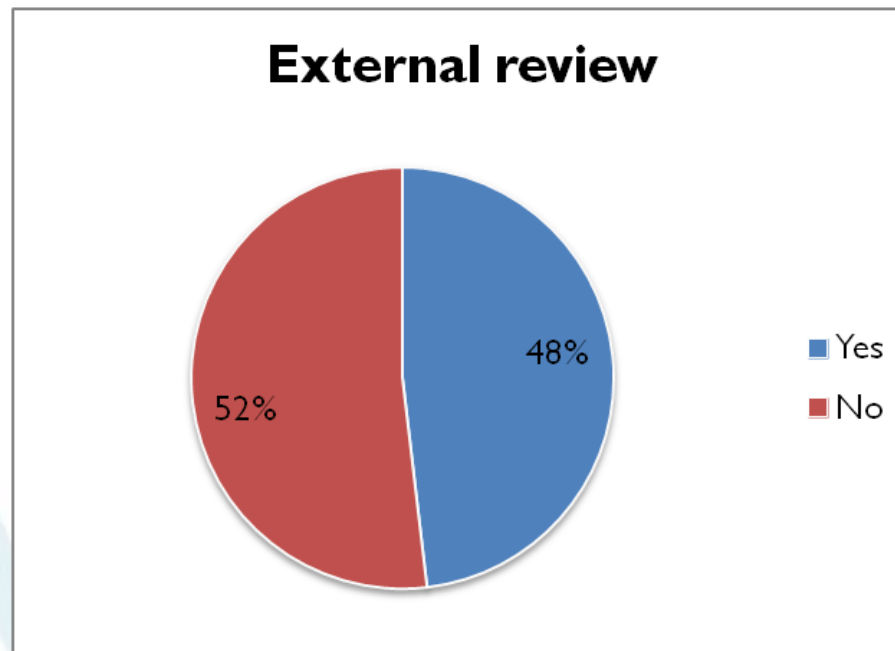
Education level



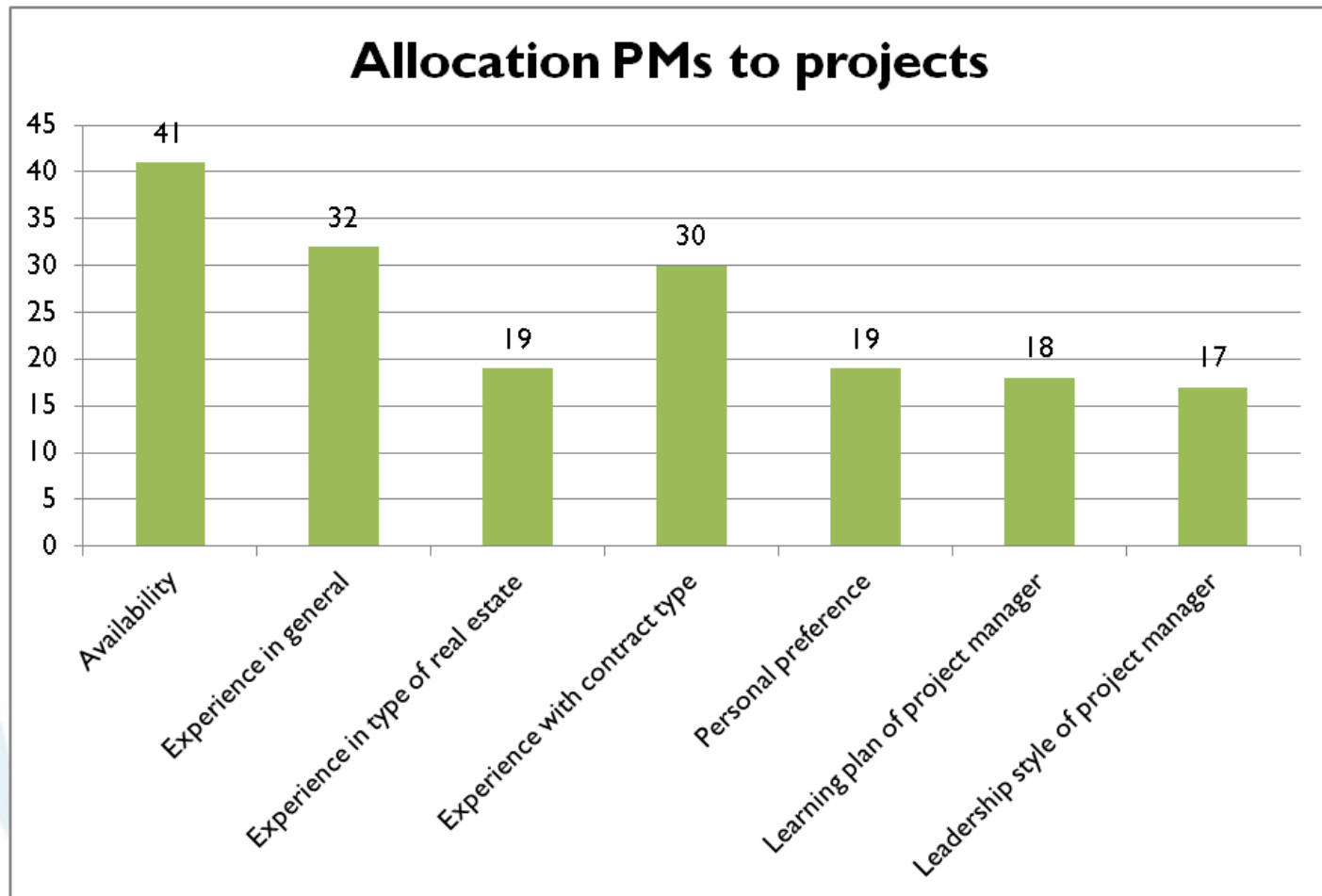
Most used contract type



Descriptive statistics



Descriptive statistics



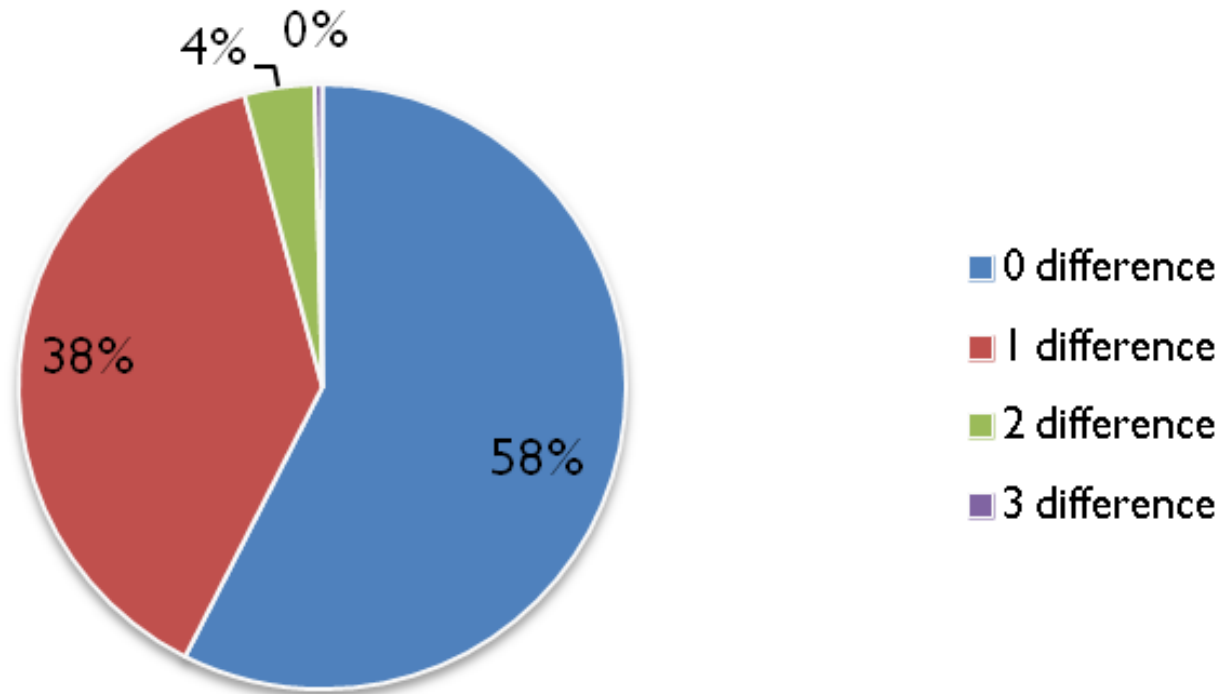
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Analysis self-assessment

Difference per question

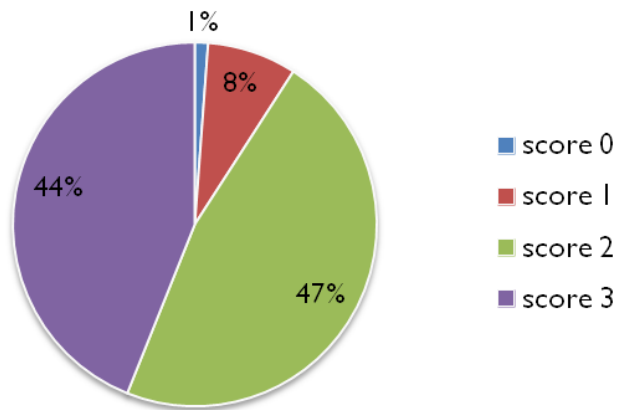


Analysis self-assessment

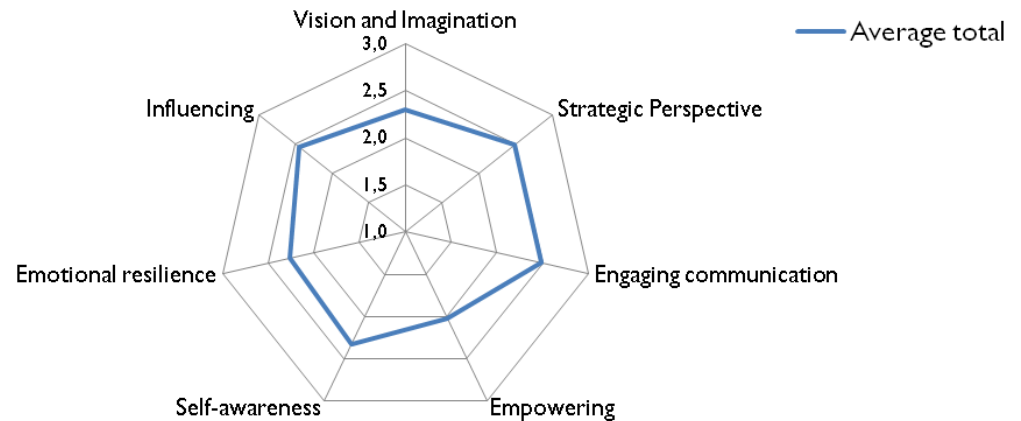
	Vision and imagination	Strategic perspective	Engaging communication	Empowering	Self-awareness	Emotional resilience	Influencing
N5	-0.17	-0.33	0.00	0.00	0.00	-0.50	0.50
N1	-0.08	0.33	0.75	-1.00	0.00	0.00	0.50
N21	-0.42	0.33	-0.25	-0.50	0.00	0.25	-0.50
N13	-0.42	-0.33	-0.25	0.00	0.00	-0.25	-1.00
N22	0.33	-0.33	-0.25	0.50	0.00	0.25	0.00
N24	0.00	0.67	-0.25	-1.00	0.00	-0.25	0.50
N17	-0.75	0.33	0.00	0.00	0.50	-0.25	0.50
N36	0.42	0.67	0.00	-1.00	0.00	0.00	-0.50
N34	-0.08	0.33	0.50	-0.50	-0.50	0.25	0.50
N32	0.17	0.67	0.00	-1.00	0.50	0.25	0.00
N39	-0.42	-0.67	0.00	0.00	0.00	-0.50	0.50
N33	0.92	0.33	0.00	-0.50	-0.50	-0.75	0.00
Percentage match	50%	67%	83%	67%	100%	75%	92%

Outcomes & analysis

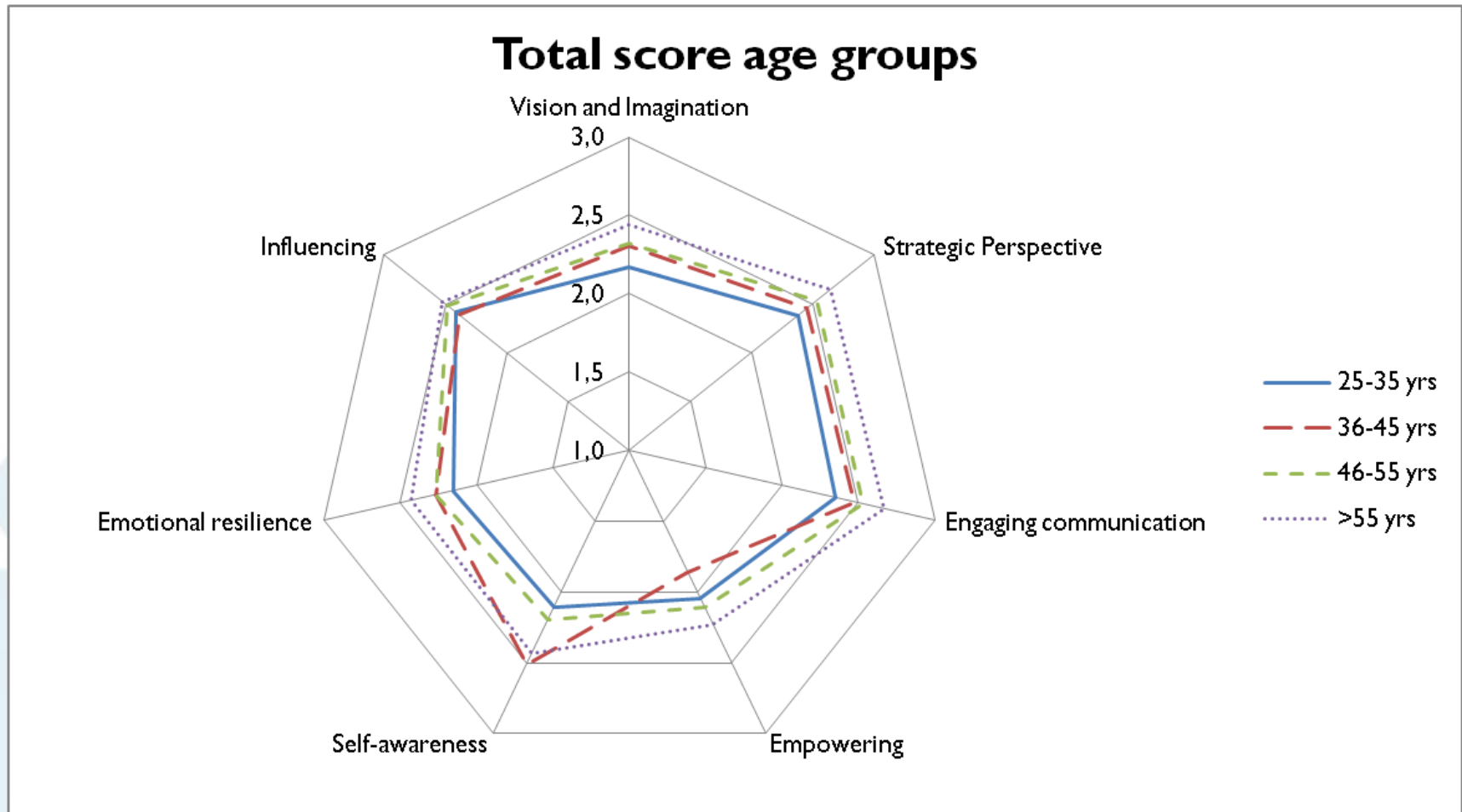
Total count of scores given



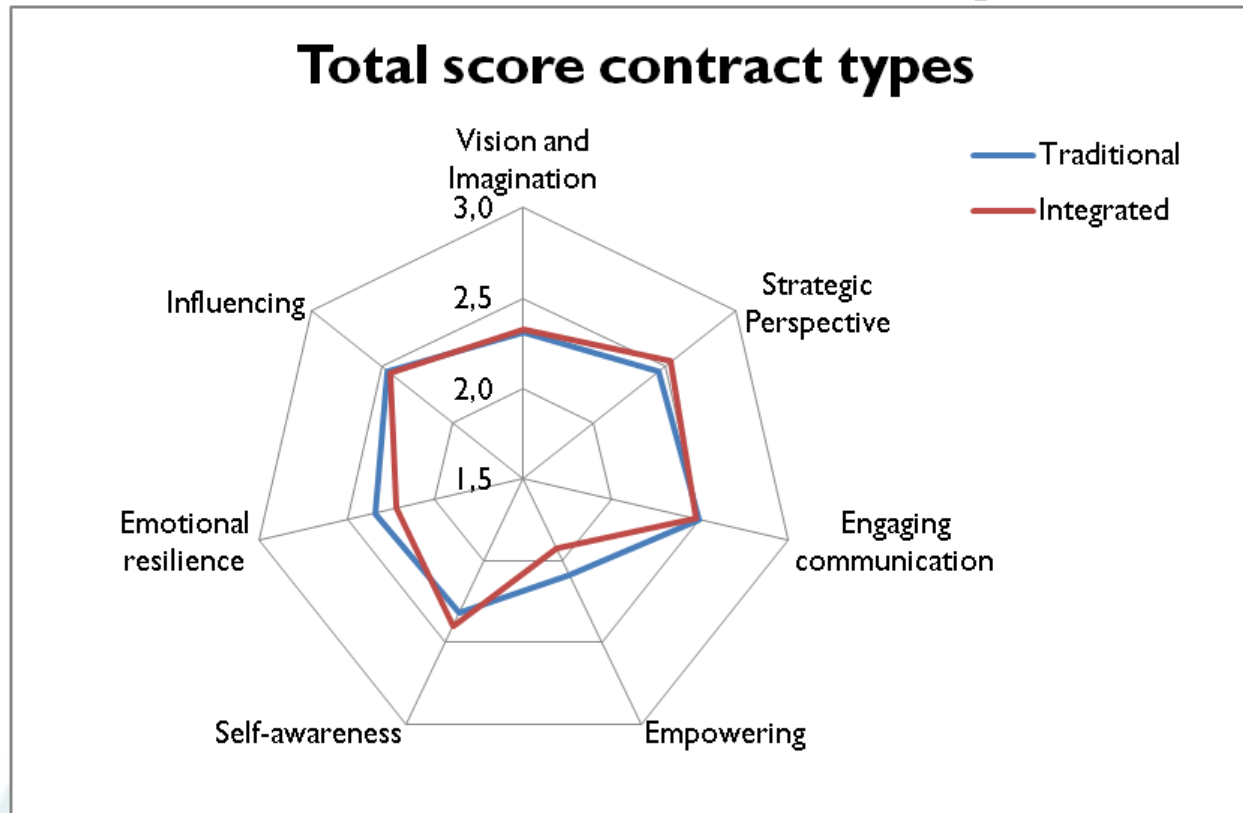
Average total sample



Outcomes & analysis

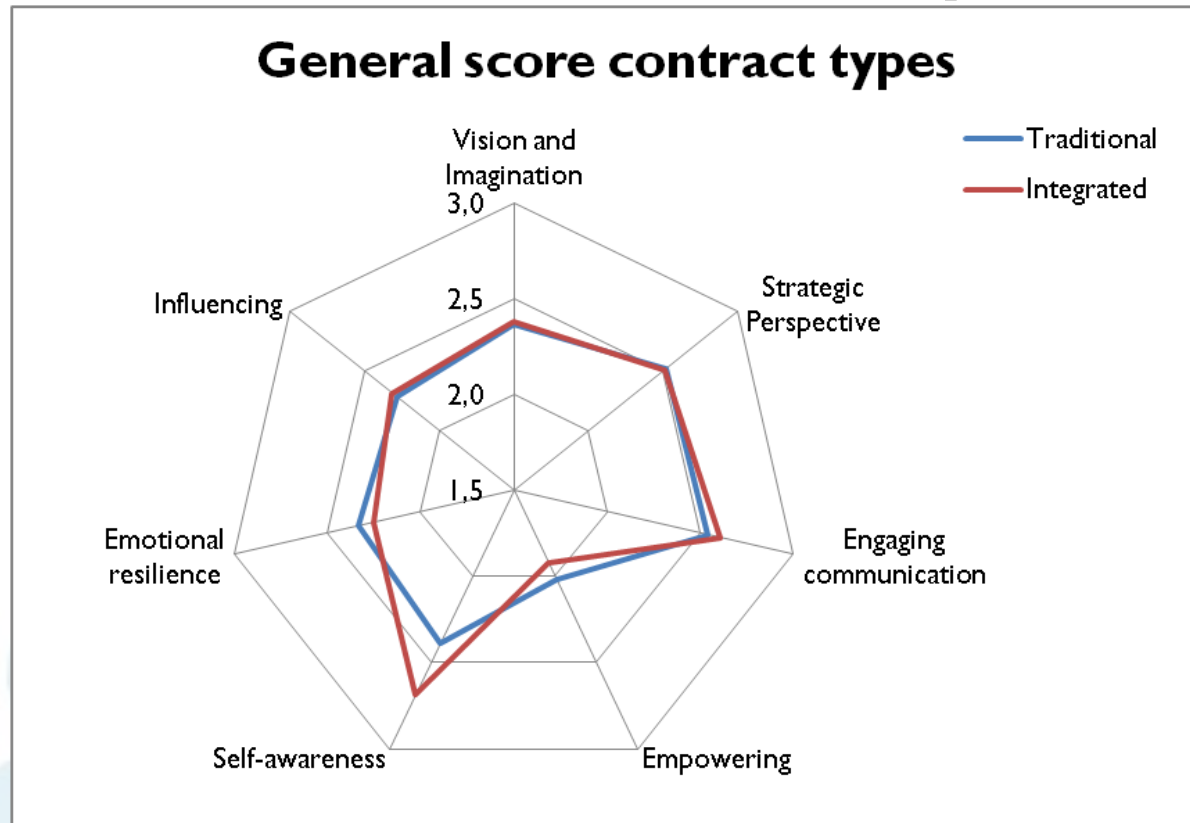


Outcomes & analysis



Total score	Vision and imagination	Strategic perspective	Engaging communication	Empowering	Self-awareness	Emotional resilience	Influencing
Traditional contract	2,31	2,46	2,50	2,09	2,32	2,34	2,46
Integrated contract	2,32	2,55	2,48	1,93	2,40	2,22	2,44
Sig. unequal means	0,892	0,334	0,861	0,234	0,550	0,282	0,883

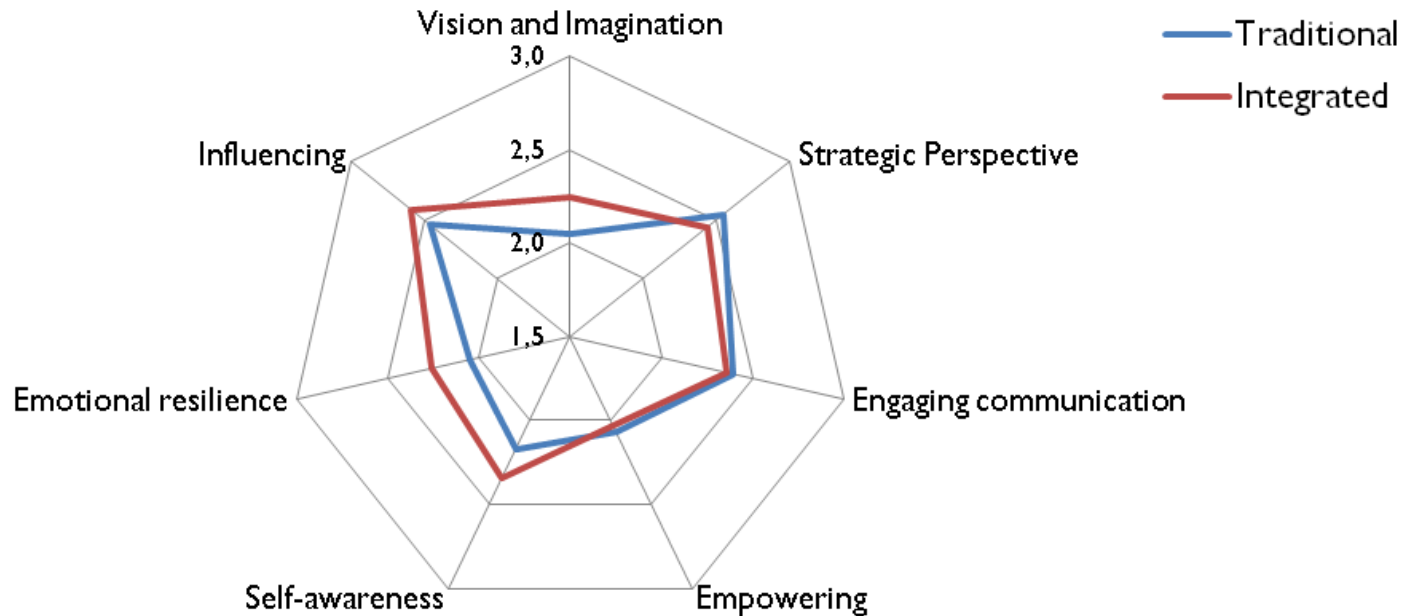
Outcomes & analysis



General score	Vision and imagination	Strategic perspective	Engaging communication	Empowering	Self-awareness	Emotional resilience	Influencing
Traditional contract	2,37	2,52	2,54	2,02	2,39	2,34	2,28
Integrated contract	2,38	2,51	2,61	1,92	2,68	2,25	2,32
Sig. unequal means	0,909	0,912	0,545	0,557	0,032	0,414	0,838

Outcomes & analysis

Project-based score contract types



Project-based score	Vision and imagination	Strategic perspective	Engaging communication	Empowering	Self-awareness	Emotional resilience	Influencing
Traditional contract	2,05	2,54	2,39	2,07	2,18	2,05	2,46
Integrated contract	2,24	2,44	2,35	2,03	2,34	2,26	2,59
Sig. unequal means	0,163	0,326	0,770	0,780	0,229	0,266	0,212

Conclusion

Traditional > integrated

- Strategic perspective

Integrated > Traditional

- Vision & imagination
- Self-awareness ✓
- Emotional resilience
- Influencing

Traditional=integrated

- Engaging communication
- Empowering



Traditional:
Goal-oriented
leadership style

Integrated:
Engaging leadership
style

Discussion

- Significance of results
- Suitability of leadership styles
- Novelty of integrated contracts



Implications

Theoretical

- Self-assessment
- High general score
- Situational leadership
- Vision & imagination

Practical

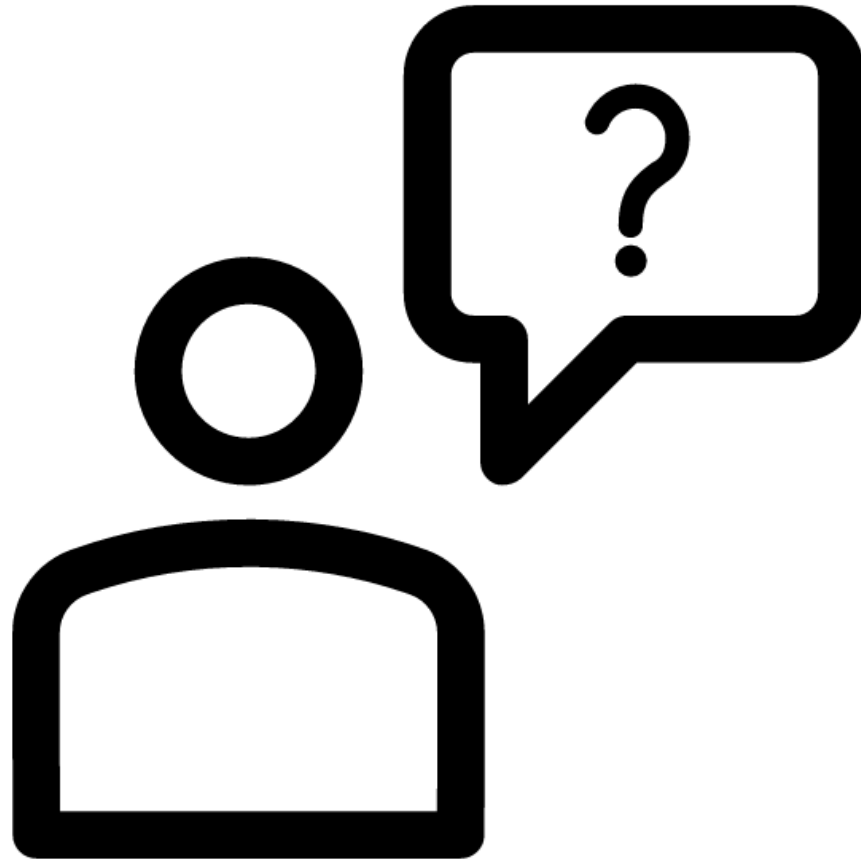
- Appointment of project managers

Further research

- Bigger sample
- More external reviewers
- Same research in 5-10 years
- Include project success



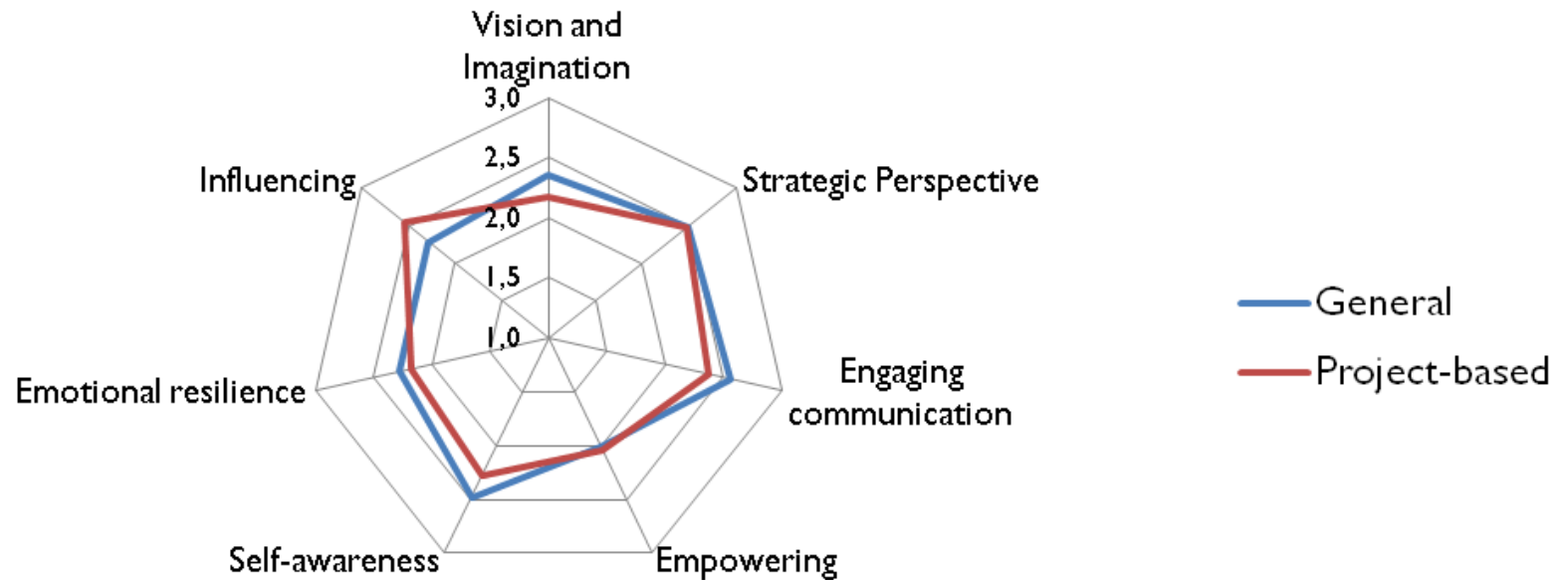
Questions?



Hypotheses

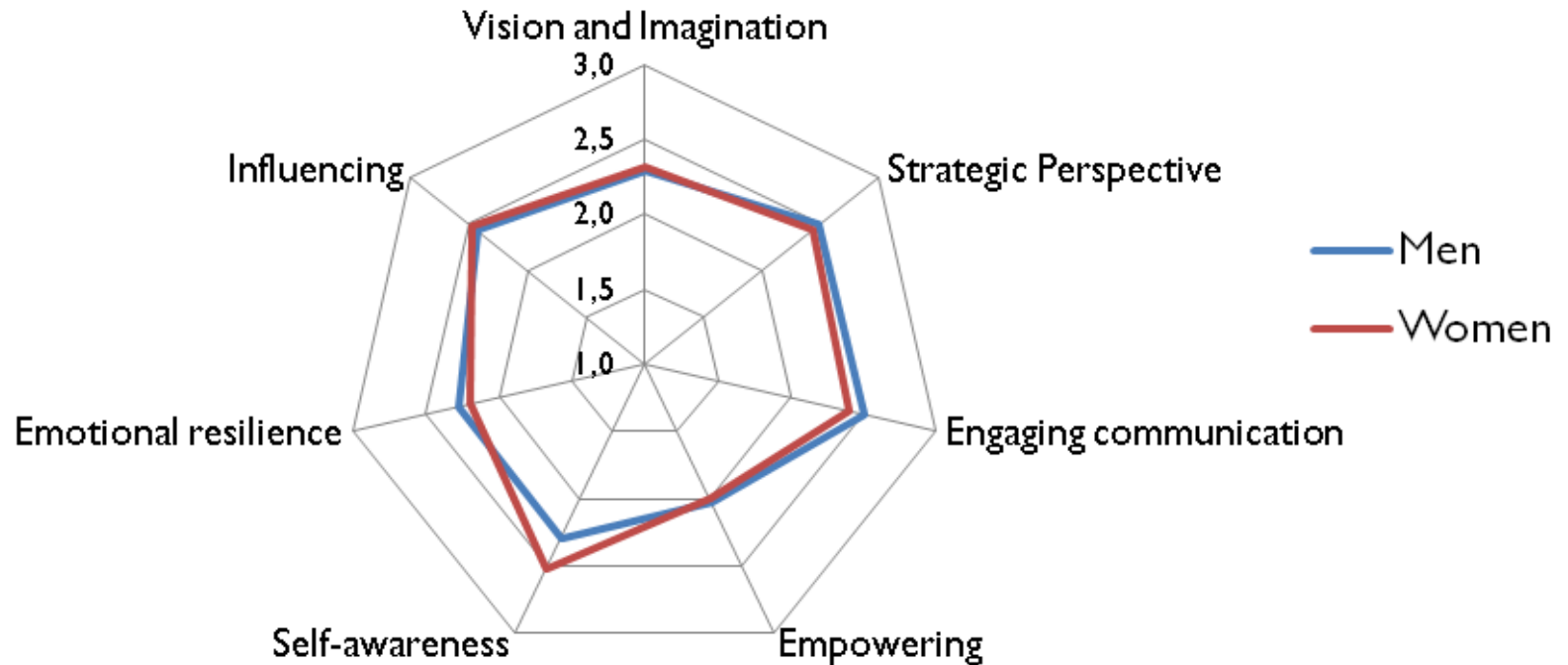
- 1 For project managers working on projects with the traditional contract type, the goal-oriented leadership style is more common.
 - 2 For project managers working on projects with an integrated contract type, the engaging leadership style is more common.
 - 3 Project managers working with traditional contracts will score **higher** on the dimension 'vision and imagination' than project managers working with integrated contracts.
 - 4 Project managers working with traditional contracts will score **higher** on the dimension 'strategic perspective' than project managers working with integrated contracts.
 - 5 Project managers working with traditional contracts will score **lower** on the dimension 'engaging communication' than project managers working with integrated contracts.
 - 6 Project managers working with traditional contracts will score **lower** on the dimension 'empowering' than project managers working with integrated contracts.
 - 7 Project managers working with traditional contracts will score **lower** on the dimension 'self-awareness' than project managers working with integrated contracts.
 - 8 Project managers working with traditional contracts will score **lower** on the dimension 'emotional resilience' than project managers working with integrated contracts.
 - 9 Project managers working with traditional contracts will score **lower** on the dimension 'influencing' than project managers working with integrated contracts.
-

Average scores general vs. project-based



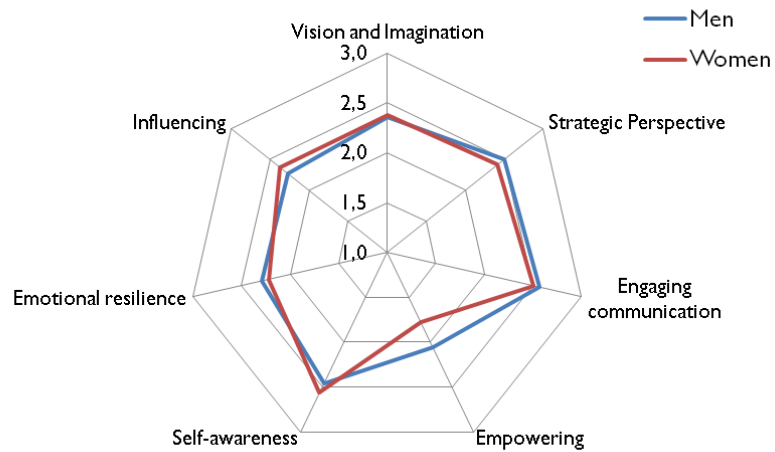
	Vision and imagination	Strategic perspective	Engaging communication	Empowering	Self-awareness	Emotional resilience	Influencing
General score	2,36	2,48	2,55	2,01	2,48	2,28	2,28
Project-based score	2,17	2,48	2,37	2,05	2,28	2,18	2,54

Total average men vs. women

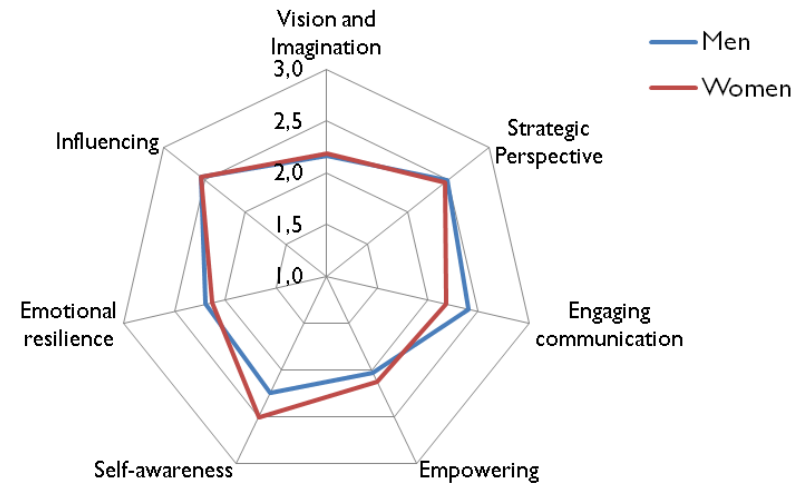


Total score	Vision and imagination	Strategic perspective	Engaging communication	Empowering	Self-awareness	Emotional resilience	Influencing
Men	2,29	2,49	2,50	2,03	2,29	2,28	2,43
Women	2,31	2,44	2,40	2,00	2,52	2,20	2,48
Sig. unequal means	0,904	0,613	0,388	0,885	0,109	0,515	0,755

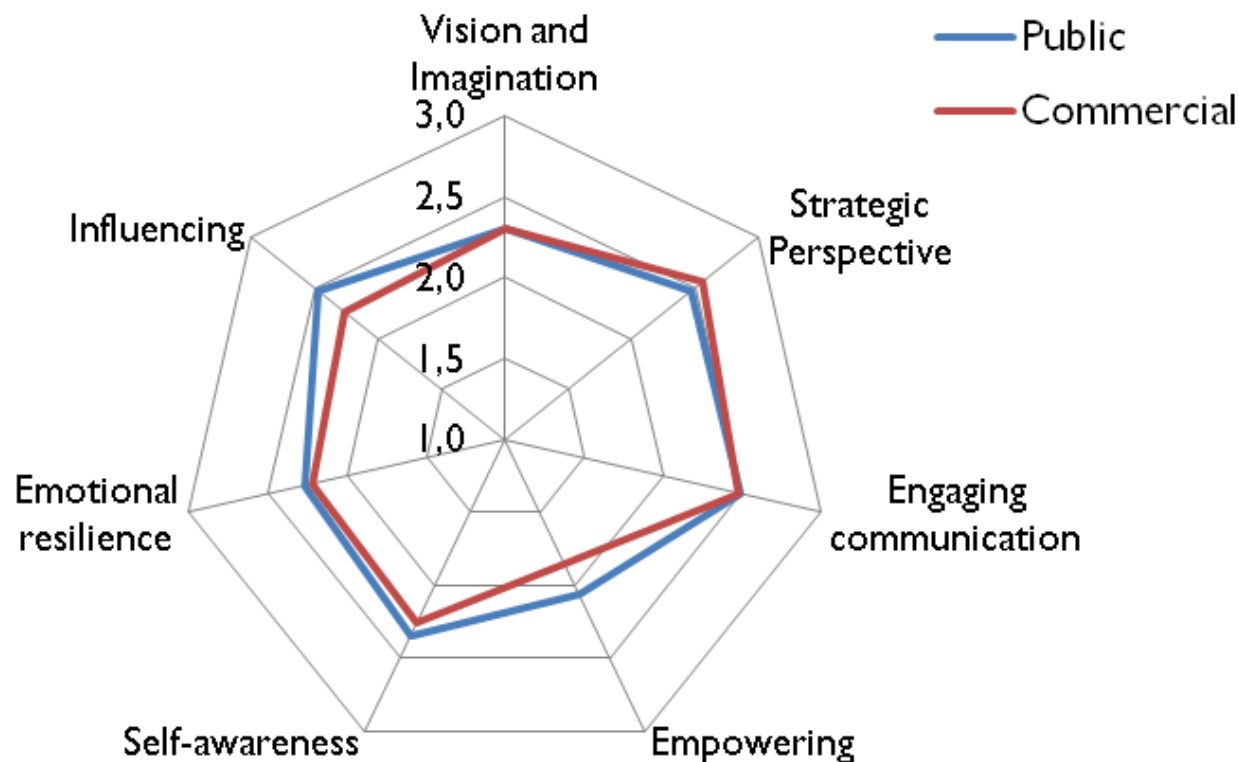
General average men vs. women



Project average men vs. women

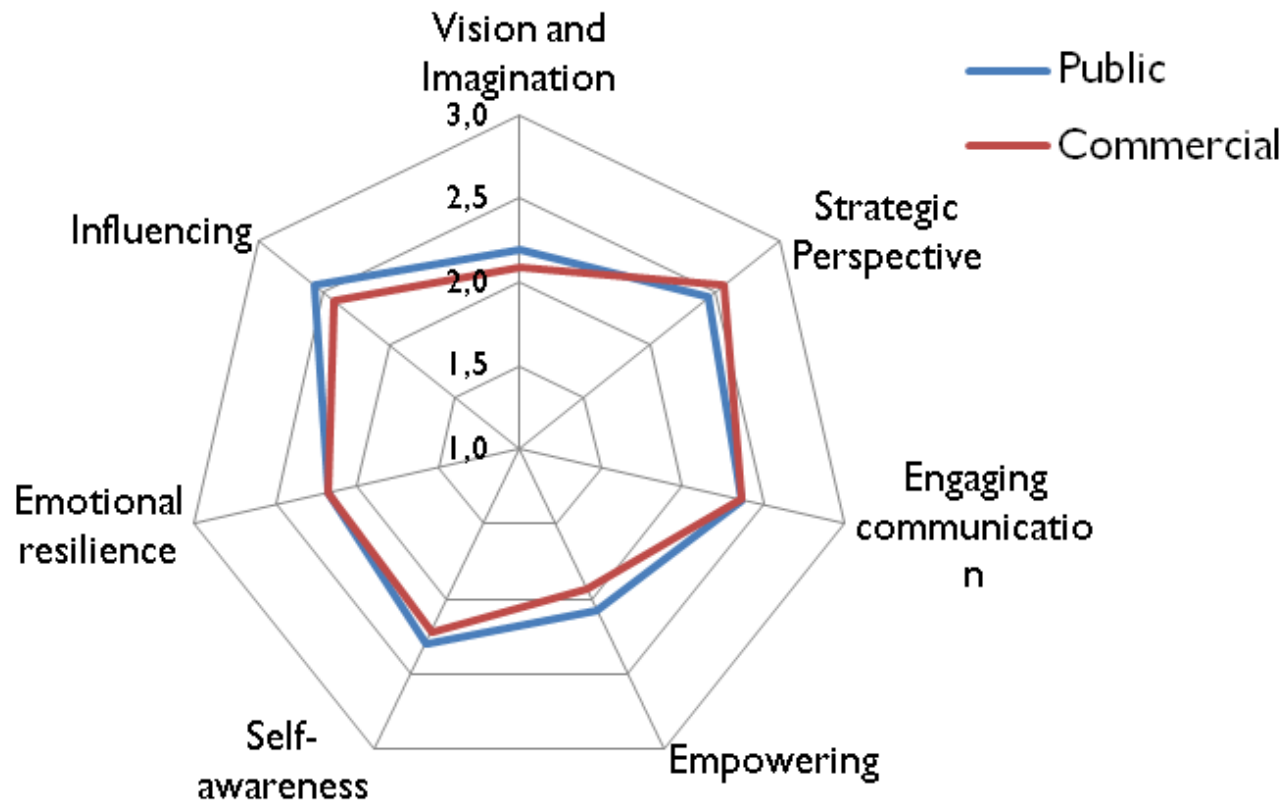


Total score real estate types



	Total score	Vision and imagination	Strategic perspective	Engaging communication	Empowering	Self-awareness	Emotional resilience	Influencing
Public real estate		2,30	2,47	2,49	2,06	2,34	2,27	2,48
Commercial real estate		2,30	2,56	2,48	1,85	2,26	2,22	2,27
Sig. unequal means		0,996	0,328	0,965	0,174	0,611	0,667	0,023

Project-based score real estate types



Project-based score	Vision and imagination	Strategic perspective	Engaging communication	Empowering	Self-awareness	Emotional resilience	Influencing
Public real estate	2,19	2,45	2,37	2,08	2,30	2,18	2,57
Commercial real estate	2,09	2,58	2,36	1,93	2,21	2,18	2,42
Sig. unequal means	0,163	0,326	0,770	0,780	0,229	0,266	0,212

Total score work experience groups

