

Project Management Leadership Style: A Team Member Perspective

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Abstract

This study looked at six popular project management leadership styles across three industries to discover if there is a commonality in each industry as well as if the preferred methodology differs from industry to industry. The leadership styles researched were coaching, strategic, laissez-faire, bureaucratic, autocratic, and democratic. The three industries surveyed were healthcare, finance, and pharmaceuticals. Participants were made up of 61 employees (9 managers, 8 team leaders, and 44 team members) from the three industries. An electronic survey generated by Key Survey and using the Likert scale from one to five was sent to participants to complete within 48 hours. Data from the survey showed that all three industries best identify with strategic and democratic leadership styles. The healthcare industry preferred strategic and coaching best, finance industry preferred strategic and democratic, and pharmaceuticals preferred strategic, coaching, and democratic styles almost equally. Bureaucratic leadership was proven to be the least preferred style across all three industries. This study also showed that there was a leadership style preference when broken down by gender. Males favored democratic while females favored strategic, showing alignment with the overall preferred styles across industries. Our study confirms that there are leadership style preferences across industries and that this preference can vary only slightly by industry and by gender.

Keywords: leadership style, coaching, strategic, laissez-faire, bureaucratic, autocratic, democratic, healthcare, finance, pharmaceuticals

Introduction

There are a variety of leadership methods in today's project management field, however, this study will focus on six of the most popular styles: bureaucratic, laissez-faire, democratic, autocratic, coaching, and strategic. Leadership style is the driver in a project manager's rate of success or failure. Motivating team members and building relationships are paramount in ensuring a successful project. The leadership style used by a manager directly influences the team members' execution and performance, as well as motivates the team to reach the organization's goal(s) (Ojokuku et al., 2012).

Project management occurs across every level in all businesses. The purpose of this study was to discover if there is a commonality in leadership preference within an industry and if the preferred methodology differs across industries. The authors chose to survey employees routinely working in a project management environment at their place of employment, which are a hospital, and pharmaceutical and finance companies. Limitations to the study include sample size by not being able to survey the entire company in each industry and time constraint due to only having a few days to conduct the study. Results were then analyzed according to overall leadership style preference across all three industries, by gender, and by individual industry.

Literature Review

Bhatti, N., Maitlo, G. M., Shaikh, N., Hashmi, M. A., & Shaikh, F. M. (2012)

"Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals, a process whereby one person exerts social influence over other members of the group, a process of influencing the activities of an individual or a group of individuals in an effort towards goal achievement in given situations, and a relational concept involving both the influencing agent and the person being influenced" (Bhatti, Maitlo, Shaikh, Hashmi, & Shaikh, 2012, p.192). Bhatti, Maitlo, Shaikh, and Hashmi conducted a study of 205 teachers in Ontario utilizing a questionnaire method and results were

analyzed using means, t-test, standard deviation , Anova and regression analysis. The results determined that leadership style correlated with job satisfaction and that the teachers preferred democratic leadership where they had an increased sense of ownership and ability to discuss issues with leaders (2012).

Nanjundeswaraswamy, T. S., & Swamy, D. R. (2014)

Nanjundeswaraswamy & Swamy state an effective leadership style will reduce attrition rates, achieve organizational goals and optimize employee performance and productivity which are essential for a project management success in this 'global competitive environment' (2014, p.57). The researchers determined that a relationship exists between leadership style, organizational commitment and work satisfaction after conducting an international literature review to summarize and examined the available literature of the impact of leadership styles such as autocratic, democratic, transactional, transformational and laissez-Faire on the 'quality of work life'(2014). Telecommunications, manufacturing, professors in education, electronics, hospital employees and the hospitality industry were reported in the research.

Muller and Tuner (2010).

A web based survey of 400 engineering & construction, information and telecommunication technology, and organizational change project managers around the world completed. Muller and Tuner profiled the intellectual, managerial and emotional competences in leadership profiles of successful project managers. The research determined the need for project managers to be trained not only "on the technical and management skills, but also in the development of leadership competencies" and that projects should be assigned to PM after leadership competencies are taken into account (Muller and Tuner, 2010, p. 446).

Kedsuda Limsila, Stephen O. Ogunlana, (2008)

Kedsuda and Orgunlana (2008) studied the Thailand construction industry to examine the relationship between leadership behaviors; leadership styles work performance and commitment of 52 project teams. The study included 52 project leaders, 92 engineers and 12 architects and identified the following leadership styles in their literature search: Laissez-faire style, transactional and transformational styles. Descriptive statistics and correlational analysis was performed on the survey results to examine the relationships between leadership styles, outcomes and work performance. The study determined that transformational leadership produced the best outcomes with positive associations in work performance and organizational commitment; a cultural change from the past when this industry worked as a top down hierarchical approach (Kedsuda & Orgunlana, 2008).

Yang, L., Huang, C., & Wu, K. (2011)

Yang, Huang and Wu (2009) utilized a survey of 213 participants with the following sections: project manager leadership style, teamwork, project performance and personal information to explored the relationships between project manager's leadership style, teamwork and project success in the Taiwanese construction industry because they noted that the best companies must respond rapidly to market needs and need to maintain a competitive advantage by utilizing proven practices. Transactional and transformational leadership styles were identified and team work was measured by team communication while project outcomes were measured by project schedule performance, quality performance and the satisfaction of the stakeholders. Cronbach's coefficient was computed at 0.914 showing reliability of the questions. The results demonstrate that increased levels of leadership enhances relationships amongst team members especially those leader utilizing transactional and transformational styles and that teamwork had a positive impact on the project success. Throughout the literature a variety of leadership styles were

identified. The group chose to study the following six styles: strategic, coaching, Laissez-Faire, bureaucratic, autocratic and democratic.

Coaching Leadership

According to *Leadership Team Coaching*, team coaching is a combination of individual coaching and mentoring infused with inspiration from sports training (Hawkins & Page, 2011). Team coaching utilizes “Five Disciplines: commissioning, clarifying, co-creating, connecting and core learning” to help the team work together, establish goals, and assess results. Team coaching can be used to unite multiple teams who may not have experience working together by focusing holistically on the main objective of the project, overall corporate mission, and what role each team and member plays (Hawkins & Page, 2011).

Coaching for Performance: Growing Human Potential and Purpose, states the coach builds self-awareness and confidence by using coaching as an opportunity to improve everything and anything that we do. The coach helps the coachee realize their full potential not by instructing or giving advice but by asking probing questions that guide the coachee to their own understanding, new outlook, and ideas. Questions should gradually lead the coachee to a decision by focusing on present and tangibles goals such as making tough decisions or reviewing a prior choice that did not go as planned. The author of this article proposes that this can be accomplished by following the GROW formula: **G**oal Setting, **R**eality Checking, **O**ptions, **W**hat is to be done (Whitmore, 2009). Hicks and McCracken (2011) write that successful coaches have the ability to inspire those around them to take action and that coaches do this by painting positive picture of what the future will look like once said changes are made.

Strategic Leadership

Strategic Leadership engulfs the company as a whole and works on team improvement.

According to *Strategic Leadership: Get ready for fundamental changes*, strategic leadership is described as enhancing an organization's competitive advantage or success by foreseeing the need for change. The strategic leader has the ability stay ahead of the curve by anticipating change and motivates an entire company to adapt to it. A strategic leadership for example, anticipates the retirement of the experienced baby boomers; foresee the potential loss of knowledge and the ability to implement a solution (Dumais, 2010).

According the article *Leadership Excellence*, a strategic leader possesses the Six Elements of Strategic Thinking: anticipate, challenge, interpret, decide, align, and learn. Strategic leaders think outside of the box to deliver unconventional solutions that take time for others to fully comprehend. This criticism is viewed as feedback that can be used as a **learning** opportunity (Krupp & Howland, 2013). The article titled: *Sales Growth through Strategic Leadership*, the authors describe strategic leadership as something that is accomplished by setting a vision, inspiring action, transformation, and continuous growth within an organization. They go on to explain that it takes more than an idea to initiate change. The article explains that less than one third of all transformation efforts actually meet their target goal because of an inability to make changes quickly and completely. This proves that continuous growth takes more than an innovative idea it takes a specific type of person. Similar to the previous article this one believes that the ability to be a game-changer comes from within and all great leaders encompass the same four characteristics. Strategic leaders lead by example and by doing which in return motivates team members to follow their lead (Hatami, Prince, & Valdivieso de Uster, Maria., 2013).

Laissez-Faire Leadership

“Laissez-Faire” is defined by the Merriam-Webster dictionary as a French phrase meaning “let people do as they choose”. This is exactly how the Laissez-Faire leadership style is performed; it is completely opposite of the bureaucratic leadership style. The Laissez-Faire project manager does not demand any policies or procedures, but instead allows team members to work on their own and make their own decisions regarding the project (Hodgkinson, 2009). Laissez-Faire leaders do not give direction or make decisions for the team nor “take a stand”, therefore leading to some teams perceiving the manager as uninterested and uninvolved (Avolio et al., 1999). This is sometimes categorized as an avoidant leadership style, leading to less than ideal employee and team performance.

Bureaucratic Leadership

The bureaucratic leadership style is one made up of policies and procedures. Projects are completed according to a set of pre-determined set of procedures, causing lack of creativity and motivation. In some areas of business this style can be helpful, such as a government or regulatory department, but mostly this style hinders the team more than helps it (Hodgkinson, 2009). Leaders who use this style to motivate and manage a team often overlook the qualities and strengths of the people in their group and instead focus on whether everyone is following instructions. Bureaucratic leaders use the policies to initiate strategy, motivation, and success (Ojokuku et al., 2012). This leadership style is sometimes said to be used by brand new or insecure project managers who are afraid of failure due to deviating from the organization’s guidelines (Hodgkinson, 2009). In a study performed in 2012 by Ojokuku, et al., it was found that bureaucratic leadership style negatively impacted performance and does not motivate team members to work as well or as hard as expected (Ojokuku, et al., 2012).

Autocratic Leadership

Autocratic leaders are organized and controlling transactional leaders who take on full responsibility for the project. The team members are told what needs to be done, are given clear cut instructions and this leader utilizes little to no input from the team members in making decisions. The team is not informed of why things need to happen just that they do. These leaders tend to meet project deadlines and reward team members appropriately. This leadership style requires its team members to be loyal and obedient rule followers and punishment occurs in some form when objectives are not met (Giltinane, 2013). A disadvantage to this leadership style is that team members may have helpful suggestions on process improvement or risk management but their opinion is generally not sought as this leader is running the project and the major decision maker. In addition to project management, this type of leadership may be seen in a hospital when there is a patient emergency. One person is directing the care and dictating the next lifesaving steps needed to be accomplished and by whom in order to have the best patient outcome.

Democratic Leadership

Democratic Leaders are transformational leaders who value the team member's ideas and look for their input in making decisions. This style tends to motivate the members to do their best work. Giltinane (2013) discusses that team members are made to feel valued when a democratic leader shares the vision of the organization in relation to the how the project team is essential in achieving organizational goals and encourages members to be creative, problem solve and grow professionally. Members work together and ownership of the project and strive for quality. The leaders are considerate of the team members. A disadvantage to this style leadership is the time that it may take to make a decision when considering input for the members. This may cause a project to lag behind schedule. Muller and Turner's study (2010) has theoretical implications that

the transformational management style is best suited for complex projects while the transactional style is best utilized on less extensive projects.

Methodology

Participants

This study consisted of 61 total participants (9 managers, 8 team leaders, and 44 team members) in three different industries (healthcare, finance, and pharmaceuticals). Demographics included: education level, five different age brackets, and gender. Convenience sampling was utilized due to the time and financial constraints of the project. The 25 participants in the healthcare group are from the Care Coordination Management and Social Work department of a Philadelphia suburban teaching hospital who continue to be active team members on many projects to meet hospital initiatives. The second industry surveyed was a Fortune 500 financial institution located outside of Philadelphia in Oaks, PA, and had 21 participants. This group sampled consisted of the data support, IT, and client relation teams within the Advisor Market unit. Lastly, the third industry surveyed was a major Pharmaceuticals company located in North Wales, PA with 14 participants. The sampled group was made up of two departments: Marketing and Regulatory Affairs. Both departments work in a project management environment and regularly work together to accomplish organizational goals.

Apparatus and Materials

An electronic survey generated by Key Survey software was sent to the participants via their company email address. The questions used a five point Likert scale with one being strongly disagree and five strongly agree (Appendix A). The survey was made up of five demographical questions and 14 leadership style questions.

Procedure

Participants who volunteered to take part in the study were emailed an electronic survey.

All demographic and leadership style questions were presented at the same time and were to be completed using multiple choice via the Likert scale. Each participant was given 48 hours to complete the survey. When complete, the survey was automatically submitted to Key Survey and results were compiled into various reports showing leadership style preferences overall, by gender, and by industry. The survey was conducted in March 2015 in three local Pennsylvania companies.

Description and Analysis of Project

Data gathered from the survey (Appendix A) was manipulated into three types of reports: overall leadership style preference of all survey participants (Appendix B), leadership style preference by gender (Appendix C), and leadership style preference by industry, described below.

The overall results show that all three industries identify with the strategic and democratic leadership styles best. The strategic leadership style gained a total of 109 agree and strongly agree votes while the democratic leadership styles produced 168 agree and strongly agree votes. The least preferred leadership style was bureaucratic, with only 32 agree and strongly agree votes (Appendix B).

When it comes to male versus female leadership style preference, there is a definite difference in opinion. The 19 male participants responded to the two democratic leadership style questions with the highest agreement rate. The 40 female participants aligned with the overall preference of all three industries, responding highest to the same two strategic questions (Appendix C).

Healthcare Industry Analysis

In the healthcare group (44%) are between the ages of 51-60, one was a male, one was a manager and the rest were team members. 11 have an Associate's degree or diploma, 9 have their Bachelor's degree, and 5 are Master's prepared. As per Graph 1, the results show the autocratic

style was least favored while democratic leadership and strategic were the next preferred styles. Coaching was also preferred, but this team also responded highly to the Laissez-Faire style of leadership with 20 agree or strongly agree to enjoy being managed loosely, and 29 favoring the hands off approach. This is interesting because the roles of those surveyed are very independent and are not easily monitored or visible to a supervisor while working in a hospital with five buildings seeing patients. A leader for this group needs to be flexible and choose the leadership style best for the project as the group wants participate in decisions, be innovative, receive feedback on their work yet they desire to self-manage.

Graph 1: Responses to Project Management Questionnaire for Questions 6 through 19

Leadership Style	Strongly Disagree	Neutral	Strongly Agree
Laissez-Faire	1	3	9
Laissez-Faire	0	2	10
Bureaucratic	3	6	5
Bureaucratic	3	7	6
Strategic	0	2	15
Strategic	0	0	11
Coaching	1	4	17
Coaching	1	1	11
Autocratic	7	8	3
Democratic	0	0	12
Democratic	0	0	9
Democratic	0	0	11
Autocratic	2	1	9
Autocratic	11	6	1
			0

Financial Industry Analysis

The survey of the financial industry was completed by 21 individuals, of which 3 are managers, 5 team leaders, and 13 team members, 14 males, and 7 females whose education level ranges from a high school diploma to a master's degree and are between the ages of 20-60. The results showed that strategic and democratic styles are the most preferred forms of leadership. The least preferred style proved to be bureaucratic. As a whole the financial group prefers a leader who values their opinion, seeks team member's input, and encourages and supports the

development of new ideas. The ideal leader would work with team members to ensure they fully understand the purpose of a project and allow them the flexibility to complete tasks as they see fit instead of dictating and strictly monitoring their work.

Graph 2: Responses to Project Management Questionnaire for Questions 6 Through 19

Leadership Style	Strongly Disagree	Neutral	Strongly Agree
Laissez-Faire	0	2	9
Laissez-Faire	1	3	3
Bureaucratic	0	6	1
Bureaucratic	3	5	0
Strategic	0	1	7
Strategic	0	0	12
Coaching	1	1	4
Coaching	0	0	10
Autocratic	3	3	1
Democratic	0	0	7
Democratic	0	1	6
Democratic	0	0	7
Autocratic	0	0	4
Autocratic	4	7	2

Pharmaceutical Industry Analysis

The pharmaceutical industry was completed by 14 participants consisting of 5 managers, 3 team leaders, and 6 team members. There were 4 males and 9 females, all with a Bachelor's degree or higher, and ranging in age from 20 to 61 and above. The pharmaceutical industry identified with three leadership styles almost equally: strategic, coaching, and democratic. Each had over a 50% agree response rate for both questions pertaining to the style. It is believed that this is the preference in this industry because of the culture of the sampled organization. There is a strong enforcement of organizational development, learning, and teamwork. The least preferred leadership style proved to be bureaucratic, recording only 1 vote for strongly agrees in the category.

Graph 3: Responses to Project Management Questionnaire for Questions 6 Through 19

Leadership Style	Strongly Disagree	Neutral	Strongly Agree
Laissez-Faire	1	0	2
Laissez-Faire	0	1	2
Bureaucratic	3	1	5
Bureaucratic	5	4	4
Strategic	0	0	1
Strategic	0	0	1
Coaching	0	1	2
Coaching	0	0	4
Autocratic	1	2	5
Democratic	0	0	1
Democratic	0	1	0
Democratic	0	1	0
Autocratic	2	1	3
Autocratic	5	5	3
			1
			0

Summary

Data from the survey showed that all three industries best identify with strategic and democratic leadership styles. The healthcare industry preferred strategic and coaching best, finance industry preferred strategic and democratic, and pharmaceuticals preferred strategic, coaching, and democratic styles almost equally. Bureaucratic leadership was proven to be the least preferred style across all three industries. This study also showed that there was a leadership style preference when broken down by gender. Males favored democratic while females favored strategic, showing alignment with the overall preferred styles across industries. Our study confirms that there are leadership style preferences across industries and that this preference can vary only slightly by industry and by gender.

Conclusions

This study taught our group that leadership styles do make an impact on project management teams, but industry has little, if any, effect on the type of leader those working in that field prefer. All three industries favored the same two leadership styles (strategic and democratic), which shows that in today's organizations prefer leaders who embrace change and think innovatively, while also having great communication skills and making sure each team member

has an understanding of the project and their part in it. It appears the most important factor is the leader's ability to keep their team engaged and challenged. There is a slight gender preference among leadership styles, but they ultimately align with the preferred leadership styles across the three industries surveyed.

The results of this study are helpful to take the information back to the project managers and team members involved as a starting point in looking at the styles of leadership that would foster project success. The convenience sampling, sample size, and lack of a pilot study were limitations to the study. The time and financial resources prevented a larger sample population in multiple industries, in depth reliability assessment of the survey tool, and more intense statistical analysis. If given more time, we would have liked to also survey style of workplace preferences to see if there is a correlation between one's preferred work environment and leader. This project utilized the skills learned in Project Management such as scope, time management, scheduling, deliverable, risk management, and resource allocation.

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Appendix A

Project Management Survey

This survey is being conducted by three graduate students from Drexel University to better understand how project management leaders can foster positive outcomes. You have been asked to participate because you have been involved in team projects at your company that have been initiated to meet an organizational goal. Your responses will remain anonymous. Your participation is voluntary and will require five to ten minutes of your time.

I currently am employed in:

- Healthcare
- Finance
- Pharmaceuticals

My current position is:

- Manager
- Team leader
- Team member

Highest level of education is:

- High School
- Nursing Diploma and/or Associates Degree
- Bachelor Degree
- Master's Degree and Higher

My age is:

- 20-30
- 31-40
- 41-50
- 51-60
- 61 and above

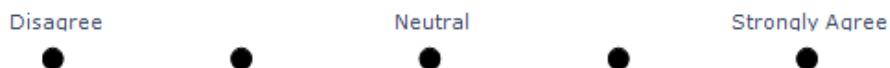
Gender:

- Male
- Female

3/16/2015

Project Management Survey

I enjoy being on a team which is managed loosely and allows team members to be self-lead.



I am a self starter and like when a project manager takes a hands off approach allowing me to complete tasks as I see fit.



I like having strict processes and procedures to follow when I am working on a team project.



I enjoy when my project manager monitors the team to make sure we are following instructions and procedures "to the T".



I prefer a unique work environment that encourages innovation to meet business objectives and improve daily functionality



I prefer a leader who embraces new wave thinking and is consistently looking for ways to make improvements.



I proactively seek feedback whether it is positive or negative.



3/16/2015

I prefer a boss who works with me to build my strengths and weaknesses by presenting me with challenging projects.



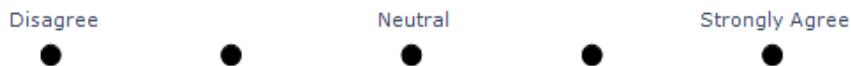
As a project team member I prefer if the project manager informs me only what my role is, what I need to do and by what time.



When working as a project team member I prefer the team leader to include me when explaining what the project entails, and how my role fits into the entire project.



I work best at meeting project goals if I am involved in understanding the project process and take part in the decision making.



I feel more productive if the project team communicates as a group and values the contributions from the team members.



Sometimes when there are group decision some of the team members may delay the decision making process because they don't have the understanding or expertise to make quality contributions during the decision making process.



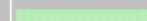
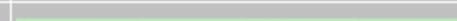
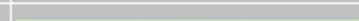
I tend to drag my feet on a project if the project manager makes decisions without consulting the group because I may know a better way to get the job done.



Appendix B

Overall Results: Healthcare, Finance, Pharmaceuticals

Project Management Survey

I currently am employed in:		Response Percent	Response Total
Healthcare		41.67%	25
Finance		35%	21
Pharmaceuticals		23.33%	14
			Total # of respondents 61. Statistics based on 60 respondents; 0 filtered; 1 skipped.
My current position is:		Response Percent	Response Total
Manager		14.75%	9
Team leader		13.12%	8
Team member		72.13%	44
			Total # of respondents 61. Statistics based on 61 respondents; 0 filtered; 0 skipped.
Highest level of education is:		Response Percent	Response Total
High School		3.33%	2
Nursing Diploma and/or Associates Degree		21.67%	13
Bachelor Degree		56.67%	34
Master's Degree and Higher		18.33%	11
			Total # of respondents 61. Statistics based on 60 respondents; 0 filtered; 1 skipped.
My age is:		Response Percent	Response Total
20-30		18.03%	11
31-40		36.07%	22
41-50		14.75%	9
51-60		24.59%	15
61 and above		6.56%	4
			Total # of respondents 61. Statistics based on 61 respondents; 0 filtered; 0 skipped.
Gender:		Response Percent	Response Total
Male		31.67%	19
Female		68.33%	41
			Total # of respondents 61. Statistics based on 60 respondents; 0 filtered; 1 skipped.

On a Scale of 1 to 5 One being I strongly disagree and Five being I strongly agree, please rate the following responses: I enjoy being on a team which is managed loosely and allows team members to be self-lead.						Response Total	
	A	B	C	D	E		
	3.28 % (2)	6.56 % (4)	9.84 % (6)	39.34 % (24)	40.98 % (25)	<p>On a Scale of 1 to 5 One being I strongly disagree and Five being I strongly agree, please rate I enjoy being on a team which is managed loosely and allows team members to be self-lead.</p> <p>Disagree 2: 2 2: 4 Neutral 3: 6 4: 24 Strongly Agree 5: 25</p>	61

Total # of respondents 61.
Statistics based on 61 respondents; 0 filtered; 0 skipped.

Legend for Rank Grid table: On a Scale of 1 to 5 One being I strongly disagree and Five being I strongly agree, please rate the following responses: I enjoy being on a team which is managed loosely and allows team members to be self-lead.

Columns:

A	█	Disagree 1.
B	█	2.
C	█	Neutral 3.
D	█	4.
E	█	Strongly Agree 5.

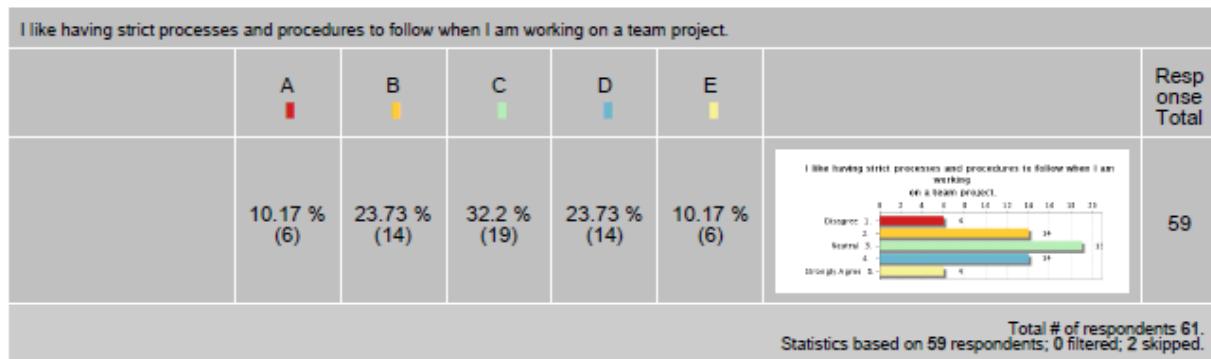
I am a self starter and like when a project manager takes a hands off approach allowing me to complete tasks as I see fit.						Response Total	
	A	B	C	D	E		
	1.67 % (1)	10 % (6)	15 % (9)	45 % (27)	28.33 % (17)	<p>I am a self starter and like when a project manager takes a hands off approach allowing me to complete tasks as I see fit.</p> <p>Disagree 1: 1 2: 4 Neutral 3: 9 4: 27 Strongly Agree 5: 17</p>	60

Total # of respondents 61.
Statistics based on 60 respondents; 0 filtered; 1 skipped.

Legend for Rank Grid table: I am a self starter and like when a project manager takes a hands off approach allowing me to complete tasks as I see fit.

Columns:

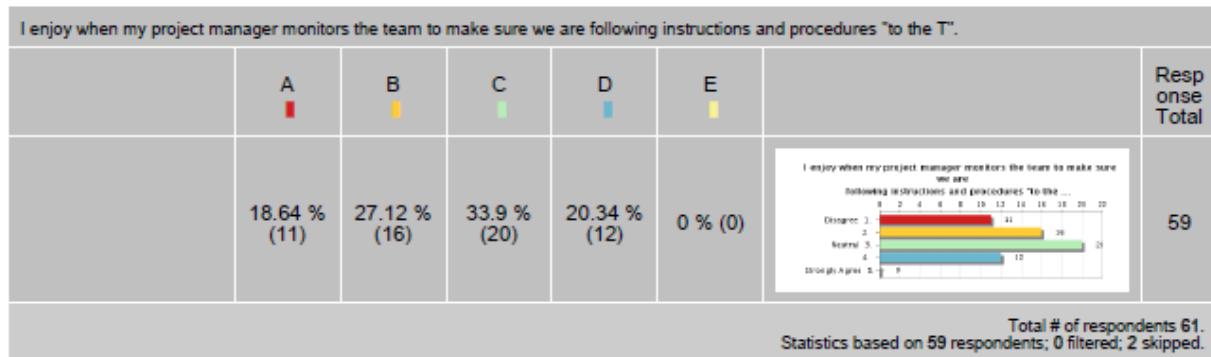
A	█	Disagree 1.
B	█	2.
C	█	Neutral 3.
D	█	4.
E	█	Strongly Agree 5.



Legend for Rank Grid table: I like having strict processes and procedures to follow when I am working on a team project.

Columns:

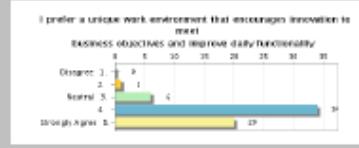
A		Disagree 1.
B		2.
C		Neutral 3.
D		4.
E		Strongly Agree 5.



Legend for Rank Grid table: I enjoy when my project manager monitors the team to make sure we are following instructions and procedures "to the T".

Columns:

A		Disagree 1.
B		2.
C		Neutral 3.
D		4.
E		Strongly Agree 5.

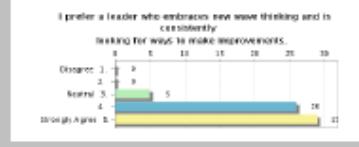
I prefer a unique work environment that encourages innovation to meet business objectives and improve daily functionality						Response Total										
	A	B	C	D	E											
	0 % (0)	1.64 % (1)	9.84 % (6)	55.74 % (34)	32.79 % (20)	 I prefer a unique work environment that encourages innovation to meet business objectives and improve daily functionality <table border="1"> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>Disagree</td><td>0</td></tr> <tr><td>Neutral</td><td>1</td></tr> <tr><td>Strongly Agree</td><td>34</td></tr> <tr><td>Total</td><td>61</td></tr> </tbody> </table>	Response	Count	Disagree	0	Neutral	1	Strongly Agree	34	Total	61
Response	Count															
Disagree	0															
Neutral	1															
Strongly Agree	34															
Total	61															

Total # of respondents 61.
Statistics based on 61 respondents; 0 filtered; 0 skipped.

Legend for Rank Grid table:I prefer a unique work environment that encourages innovation to meet business objectives and improve daily functionality

Columns:

A		Disagree 1.
B		2.
C		Neutral 3.
D		4.
E		Strongly Agree 5.

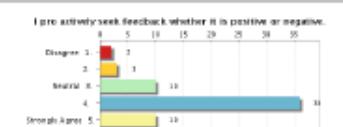
I prefer a leader who embraces new wave thinking and is consistently looking for ways to make improvements.						Response Total										
	A	B	C	D	E											
	0 % (0)	0 % (0)	8.33 % (5)	43.33 % (26)	48.33 % (29)	 I prefer a leader who embraces new wave thinking and is consistently looking for ways to make improvements. <table border="1"> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>Disagree</td><td>0</td></tr> <tr><td>Neutral</td><td>5</td></tr> <tr><td>Strongly Agree</td><td>29</td></tr> <tr><td>Total</td><td>60</td></tr> </tbody> </table>	Response	Count	Disagree	0	Neutral	5	Strongly Agree	29	Total	60
Response	Count															
Disagree	0															
Neutral	5															
Strongly Agree	29															
Total	60															

Total # of respondents 61.
Statistics based on 60 respondents; 0 filtered; 1 skipped.

Legend for Rank Grid table:I prefer a leader who embraces new wave thinking and is consistently looking for ways to make improvements.

Columns:

A		Disagree 1.
B		2.
C		Neutral 3.
D		4.
E		Strongly Agree 5.

I pro actively seek feedback whether it is positive or negative.						Response Total
	A	B	C	D	E	
	3.28 % (2)	4.92 % (3)	16.39 % (10)	59.02 % (36)	16.39 % (10)	
						61 Total # of respondents 61. Statistics based on 61 respondents; 0 filtered; 0 skipped.

Legend for Rank Grid table:I pro actively seek feedback whether it is positive or negative.

Columns:

A		Disagree 1.
B		2.
C		Neutral 3.
D		4.
E		Strongly Agree 5.

I prefer a boss who works with me to build my strengths and weaknesses by presenting me with challenging projects.						Response Total
	A	B	C	D	E	
	1.7 % (1)	1.7 % (1)	22.03 % (13)	38.98 % (23)	35.59 % (21)	
						59 Total # of respondents 61. Statistics based on 59 respondents; 0 filtered; 2 skipped.

Legend for Rank Grid table:I prefer a boss who works with me to build my strengths and weaknesses by presenting me with challenging projects.

Columns:

A		Disagree 1.
B		2.
C		Neutral 3.
D		4.
E		Strongly Agree 5.

As a project team member I prefer if the project manager informs me only what my role is, what I need to do and by what time.						Response Total											
	A 1	B 2	C 3	D 4	E 5												
	18.64 % (11)	22.03 % (13)	27.12 % (16)	20.34 % (12)	11.86 % (7)	<table border="1"> <caption>Data for Bar Chart: As a project team member I prefer if the project manager informs me only what my role is, what I need to do and by what time.</caption> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Disagree (1)</td> <td>3</td> </tr> <tr> <td>Neutral (2)</td> <td>3</td> </tr> <tr> <td>Agree (3)</td> <td>11</td> </tr> <tr> <td>Strongly Agree (4)</td> <td>12</td> </tr> </tbody> </table>	Response	Count	Disagree (1)	3	Neutral (2)	3	Agree (3)	11	Strongly Agree (4)	12	59
Response	Count																
Disagree (1)	3																
Neutral (2)	3																
Agree (3)	11																
Strongly Agree (4)	12																

Total # of respondents 61.
Statistics based on 59 respondents; 0 filtered; 2 skipped.

Legend for Rank Grid table: As a project team member I prefer if the project manager informs me only what my role is, what I need to do and by what time.

Columns:

A	1	Disagree 1.
B	2	2.
C	3	Neutral 3.
D	4	4.
E	5	Strongly Agree 5.

When working as a project team member I prefer the team leader to include me when explaining what the project entails, and how my role fits into the entire project.

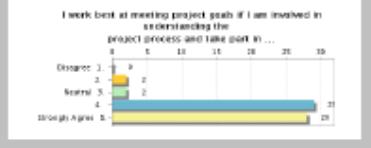
	A 1	B 2	C 3	D 4	E 5		Response Total										
	0 % (0)	0 % (0)	3.51 % (2)	52.63 % (30)	43.86 % (25)												
						<table border="1"> <caption>Data for Bar Chart: When working as a project team member I prefer the team leader to include me when explaining what the project entails, and how my role fits into the entire project.</caption> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Disagree (1)</td> <td>3</td> </tr> <tr> <td>Neutral (2)</td> <td>3</td> </tr> <tr> <td>Agree (3)</td> <td>2</td> </tr> <tr> <td>Strongly Agree (4)</td> <td>31</td> </tr> </tbody> </table>	Response	Count	Disagree (1)	3	Neutral (2)	3	Agree (3)	2	Strongly Agree (4)	31	57
Response	Count																
Disagree (1)	3																
Neutral (2)	3																
Agree (3)	2																
Strongly Agree (4)	31																

Total # of respondents 61.
Statistics based on 57 respondents; 0 filtered; 4 skipped.

Legend for Rank Grid table: When working as a project team member I prefer the team leader to include me when explaining what the project entails, and how my role fits into the entire project.

Columns:

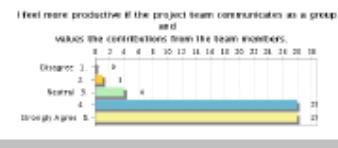
A	1	Disagree 1.
B	2	2.
C	3	Neutral 3.
D	4	4.
E	5	Strongly Agree 5.

I work best at meeting project goals if I am involved in understanding the project process and take part in the decision making.							Response Total
	A	B	C	D	E		
	0 % (0)	3.28 % (2)	3.28 % (2)	47.54 % (29)	45.9 % (28)		
							Total # of respondents 61. Statistics based on 61 respondents; 0 filtered; 0 skipped.

Legend for Rank Grid table:I work best at meeting project goals if I am involved in understanding the project process and take part in the decision making.

Columns:

A	■	Disagree 1.
B	■	2.
C	■	Neutral 3.
D	■	4.
E	■	Strongly Agree 5.

I feel more productive if the project team communicates as a group and values the contributions from the team members.							Response Total
	A	B	C	D	E		
	0 % (0)	1.64 % (1)	6.56 % (4)	45.9 % (28)	45.9 % (28)		
							Total # of respondents 61. Statistics based on 61 respondents; 0 filtered; 0 skipped.

Legend for Rank Grid table:I feel more productive if the project team communicates as a group and values the contributions from the team members.

Columns:

A	■	Disagree 1.
B	■	2.
C	■	Neutral 3.
D	■	4.
E	■	Strongly Agree 5.

Sometimes when there are group decision some of the team members may delay the decision making process because they don't have the understanding or expertise to make quality contributions during the decision making process.						Response Total																																												
	A	B	C	D	E																																													
	6.67 % (4)	5 % (3)	31.67 % (19)	45 % (27)	11.67 % (7)	<p>Sometimes when there are group decision some of the team members may delay the decision making process because they don't have the understanding or expertise to make quality contributions during the decision making process.</p> <table border="1"> <caption>Data for Bar Chart: Sometimes when there are group decision some of the team members may delay the decision making process because they don't have the understanding or expertise to make quality contributions during the decision making process.</caption> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>0</td><td>1</td></tr> <tr><td>1</td><td>1</td></tr> <tr><td>2</td><td>1</td></tr> <tr><td>3</td><td>1</td></tr> <tr><td>4</td><td>1</td></tr> <tr><td>5</td><td>1</td></tr> <tr><td>6</td><td>1</td></tr> <tr><td>7</td><td>1</td></tr> <tr><td>8</td><td>1</td></tr> <tr><td>9</td><td>1</td></tr> <tr><td>10</td><td>1</td></tr> <tr><td>11</td><td>1</td></tr> <tr><td>12</td><td>1</td></tr> <tr><td>13</td><td>1</td></tr> <tr><td>14</td><td>1</td></tr> <tr><td>15</td><td>1</td></tr> <tr><td>16</td><td>20</td></tr> <tr><td>17</td><td>1</td></tr> <tr><td>18</td><td>1</td></tr> <tr><td>19</td><td>1</td></tr> <tr><td>20</td><td>1</td></tr> </tbody> </table>	Response	Count	0	1	1	1	2	1	3	1	4	1	5	1	6	1	7	1	8	1	9	1	10	1	11	1	12	1	13	1	14	1	15	1	16	20	17	1	18	1	19	1	20	1
Response	Count																																																	
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Total # of respondents 61.
Statistics based on 60 respondents; 0 filtered; 1 skipped.

Legend for Rank Grid table: Sometimes when there are group decision some of the team members may delay the decision making process because they don't have the understanding or expertise to make quality contributions during the decision making process.

Columns:

A	■	Disagree 1.
B	■	2.
C	■	Neutral 3.
D	■	4.
E	■	Strongly Agree 5.

I tend to drag my feet on a project if the project manager makes decisions without consulting the group because I may know a better way to get the job done.						Response Total																																												
	A	B	C	D	E																																													
	32.79 % (20)	29.51 % (18)	26.23 % (16)	8.2 % (5)	3.28 % (2)	<p>I tend to drag my feet on a project if the project manager makes decisions without consulting the group because I may know a better way to get the job done.</p> <table border="1"> <caption>Data for Bar Chart: I tend to drag my feet on a project if the project manager makes decisions without consulting the group because I may know a better way to get the job done.</caption> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>0</td><td>1</td></tr> <tr><td>1</td><td>1</td></tr> <tr><td>2</td><td>1</td></tr> <tr><td>3</td><td>1</td></tr> <tr><td>4</td><td>1</td></tr> <tr><td>5</td><td>1</td></tr> <tr><td>6</td><td>1</td></tr> <tr><td>7</td><td>1</td></tr> <tr><td>8</td><td>1</td></tr> <tr><td>9</td><td>1</td></tr> <tr><td>10</td><td>20</td></tr> <tr><td>11</td><td>1</td></tr> <tr><td>12</td><td>1</td></tr> <tr><td>13</td><td>1</td></tr> <tr><td>14</td><td>1</td></tr> <tr><td>15</td><td>1</td></tr> <tr><td>16</td><td>1</td></tr> <tr><td>17</td><td>1</td></tr> <tr><td>18</td><td>1</td></tr> <tr><td>19</td><td>1</td></tr> <tr><td>20</td><td>1</td></tr> </tbody> </table>	Response	Count	0	1	1	1	2	1	3	1	4	1	5	1	6	1	7	1	8	1	9	1	10	20	11	1	12	1	13	1	14	1	15	1	16	1	17	1	18	1	19	1	20	1
Response	Count																																																	
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Total # of respondents 61.
Statistics based on 61 respondents; 0 filtered; 0 skipped.

Legend for Rank Grid table: I tend to drag my feet on a project if the project manager makes decisions without consulting the group because I may know a better way to get the job done.

Columns:

A	■	Disagree 1.
B	■	2.
C	■	Neutral 3.
D	■	4.
E	■	Strongly Agree 5.

Appendix C**Results by Gender: Male**

Leadership Style	Strongly Disagree	Neutral	Strongly Agree	
Laissez-Faire	0	2	1	7
Laissez-Faire	1	3	3	8
Bureaucratic	2	4	7	4
Bureaucratic	4	3	8	4
Strategic	0	0	3	10
Strategic	0	0	3	6
Coaching	1	1	6	7
Coaching	0	1	3	6
Autocratic	1	3	6	6
Democratic	0	0	1	9
Democratic	0	1	1	12
Democratic	0	0	2	10
Autocratic	1	0	5	9
Autocratic	5	5	5	3
				1

Results by Gender: Female

Leadership Style	Strongly Disagree	Neutral	Strongly Agree	
Laissez-Faire	2	2	5	16
Laissez-Faire	0	3	5	19
Bureaucratic	4	10	12	9
Bureaucratic	7	12	12	8
Strategic	0	1	2	24
Strategic	0	0	2	19
Coaching	1	2	4	28
Coaching	1	0	9	17
Autocratic	10	10	9	6
Democratic	0	0	1	20
Democratic	0	0	1	17
Democratic	0	0	2	18
Autocratic	3	3	13	18
Autocratic	15	13	11	4
				1