

Checklist: Leadership Techniques in a Project		
Policy	Features	Objective
Management by Objectives	<ul style="list-style-type: none"> ▶ Management by Objectives (goal-oriented management) ▶ Definition of operational objectives on each project level (total and partial project) ▶ Commitments, budgeting and financial controlling shall guarantee goal accomplishment by the project managers and the project teams 	
	Advantages	Disadvantages
	<ul style="list-style-type: none"> ▶ Responsibility for results ▶ Personal work goals ▶ Relatively high degree of freedom in action planning 	<ul style="list-style-type: none"> ▶ Planning stress ▶ Intensive verification of results ▶ Focus on tangible performance ▶ Administrative effort

Policy	Features	Objective
Management by Delegation	<ul style="list-style-type: none"> ▶ Grant of authority and responsibility to the subsequent level (from the line to the project or from the project manager to the team) ▶ Ensures independent work within the sphere of competence delegated ▶ Prerequisite: Clear job descriptions covering the tasks, competencies and responsibilities assigned 	
	Advantages	Disadvantages
	<ul style="list-style-type: none"> ▶ Acceptance of project goals by the staff ▶ Transparency of project processes 	<ul style="list-style-type: none"> ▶ Risk of pseudo or one-sided delegation ▶ Risk that only routine tasks or only the responsibility without the necessary authority are delegated

Policy	Features	Objective
Management by Exception	<ul style="list-style-type: none"> ▶ Management by control ▶ Management intervenes only when deviations from the agreed objectives occur. ▶ Basis: Deviation analysis as an integral part of the controlling system ▶ In case of divergences, the process is adjusted/improved accordingly and the objectives or the planned values are modified as appropriate 	
	Advantages	Disadvantages
	<ul style="list-style-type: none"> ▶ Considerably less controlling activity required from the project manager ▶ Extensive self-direction of the project team within the existing tolerance range 	<ul style="list-style-type: none"> ▶ Risk of pseudo or one-sided delegation ▶ Risk that only routine tasks or only the responsibility without the necessary authority are delegated

Policy	Features	Objective
Management by Motivation	<ul style="list-style-type: none"> ▶ Maximum staff motivation and commitment through an elaborate system of incentives ▶ The incentives reflect staff motivation 	
	Advantages	Disadvantages
	<ul style="list-style-type: none"> ▶ Behavioral control of staff ▶ Individual reasons and ambitions are taken into account 	<ul style="list-style-type: none"> ▶ Overemphasis of material aspects ▶ One-sided incentives ▶ Disregard of human working conditions ▶ Personal shortcomings for low-achieving staff