
MASTER THESIS

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**Impact of different leadership
styles on the success of the
project**

Mittweida, 2024

Faculty of Industrial Engineering

MASTER THESIS

Impact of different leadership styles on the success of the project"

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Degree Program:

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Submission:

Mittweida, 30.05.2024

Bibliographic information:

Makarevich, Ekaterina:

Impact of different leadership styles on the success of the project. 2024. – 75 pages

Mittweida, Hochschule Mittweida, Faculty of Industrial Engineering, Master thesis, 2024

Abstract:

This thesis examines the impact of various leadership styles on project success across different industries, including IT, construction, and healthcare. Through a combination of literature review and empirical research involving interviews with industry leaders, this study explores how transformational, transactional, authoritarian, and democratic leadership styles affect team motivation, project quality, and deadline adherence.

The research identifies the strengths and weaknesses of each leadership style and evaluates their effectiveness in specific project scenarios. Transformational leadership is noted for its ability to inspire and innovate, making it ideal for dynamic sectors like technology. In contrast, transactional and authoritarian styles provide structure and discipline, suited for industries requiring stringent adherence to standards, such as construction.

Furthermore, democratic leadership, with its emphasis on collective decision-making, is found to enhance creativity and employee satisfaction, which is crucial in education and healthcare projects. The study also incorporates a SWOT analysis to provide a detailed evaluation of each leadership style, offering insights into their potential impacts under various operational conditions.

Key findings suggest that no single leadership style is universally effective; rather, project managers should adapt their leadership approach based on project requirements, team dynamics, and industry characteristics. The thesis concludes with recommendations for project leaders on selecting and tailoring leadership styles to optimize project outcomes and enhance team performance.

This research contributes to the field of project management by providing a clearer understanding of how specific leadership styles can directly influence project success and by offering practical guidance for current and future project managers.

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0. Introduction

The main idea of the review chapter is to show the motivation for this master's thesis and discuss the main ideas of the research. A brief overview of individual chapters of the work is also presented.

0.1 Motivation

In the modern world of changing trends, a leader needs to adapt style to different circumstances: industry, corporate culture, and even the individual preferences of the leader. The success of any project depends on effective leadership.

Different styles can produce various results, it is important to understand that for one industry this style can have a positive impact on a project, in other cases it can lead to failure.

There are a vast number of leadership styles, but it is important to know that there is no one-size-fits-all model that has a positive impact on the success of projects in different environments.

The importance of this issue is due to the fact that technology is advancing, such as the introduction of AI into the workplace, and many leaders are finding it difficult to cope and their methods are not working. One good example is the human resource management approach of an HR manager "Boomer" to a "Gen Z" employee.

This work may be useful for project leaders, HR managers, management consultants, and other professionals working in the field of project management. Considering this, the relevance of studying the relationship between leadership styles and project success in various industries is undeniable. Of particular interest is the development of management strategies that could be effectively adapted for different industries, taking into account their specifics and requirements.

0.2 Objectives

The main objective is to investigate how different leadership styles affect the successful completion of projects in different industries and to develop recommendations for optimizing management practices to improve the effectiveness of project teams.

To achieve the goal, it is necessary to solve the following tasks:

1. Analyze existing leadership theories and determine which ones are most applicable to project management.

-
2. Analyze the impact of different leadership styles on project success by analyzing case studies.
 3. Interviews to identify preferences in leadership styles.
 4. Develop recommendations for project leaders to select the most appropriate leadership styles depending on the specific conditions of the project.

Scientific novelty of the dissertation research:

1. The study delves deeper into analyzing the relationship between leadership styles and project outcomes, taking into account industry characteristics, which represents a new approach in the study of managerial influence.
2. The study will offer recommendations for project leaders to choose the most effective leadership styles depending on project objectives, complexity, timing, and other factors.

0.3 Chapter overview

The final qualifying work consists of an introduction, 3 chapters, a conclusion and a list of sources used. The main text is presented on 75 typewritten pages and contains 17 charts, 3 figures and 5 tables.

The introduction substantiates the relevance of the topic and the study and defines the purpose and objectives of the study, methodology, and research methods.

The first chapter is devoted to analyzing the theoretical foundations of leadership styles and their impact on project success. It examines various approaches to leadership, including transformational, transactional, authoritarian, democratic and coaching styles. It analyzes their strengths and weaknesses in the context of project management.

The second chapter contains a description of the research methodology. It describes the data collection methods, including interviews with managers from different industries. The chapter also includes an analysis of the data to assess how different leadership styles affect key aspects of projects such as time, budget, quality and innovation.

The third chapter is devoted to a discussion of the findings of the study. It draws conclusions on how certain leadership styles facilitate or hinder project success in different contexts. The chapter offers recommendations for selecting and adapting leadership styles to improve project management depending on the specific industry and project type.

1. Theoretical basis of leadership in project management

1.1 Definition of leadership and its role in project management

Leadership is the capacity of a company's management to set and achieve challenging goals, take fast and decisive action when needed, outperform the competition, and inspire others to perform at the highest level they can. [1]

Leadership can also speak to a more holistic approach, as in the tone a company's management sets or the culture of the company that management establishes.

Leadership provides direction for a company and its workers. Employees need to know the direction in which the company is headed and who to follow to reach the destination. Leadership involves showing workers how to effectively perform their responsibilities and regularly supervising the completion of their tasks.

Leadership is also about setting a positive example for staff to follow, by being excited about the work, being motivated to learn new things, and helping out as needed in both individual and team activities.

Effective leadership includes exhibiting a strong character. Leaders exhibit honesty, integrity, trustworthiness, and ethics. Leaders act in line with how they speak and earn the right to be responsible for others' success in the company.

Strong leadership involves clear communication skills. Leaders speak with and listen to staff members, respond to questions and concerns, and are empathetic. Leaders use effective communication skills for moving the company forward and achieving new levels of success.

1.1.1 Key approaches to leadership

Daniel Goleman is a writer, psychologist and science journalist. He has written more than 10 books on psychology, education, science and leadership. This paper will examine his work in relation to leadership. Goleman gained recognition after writing the book Emotional Intelligence. Goleman states, "The range of what we think and do is limited by what we don't notice. And, because we don't notice what we need to notice, there is little we can do to make a difference."

Goleman believes that it is imperative for everyone, without exception, to be able to empathize with others, to understand others' emotions (empathy) while being fully aware of their own. [2]

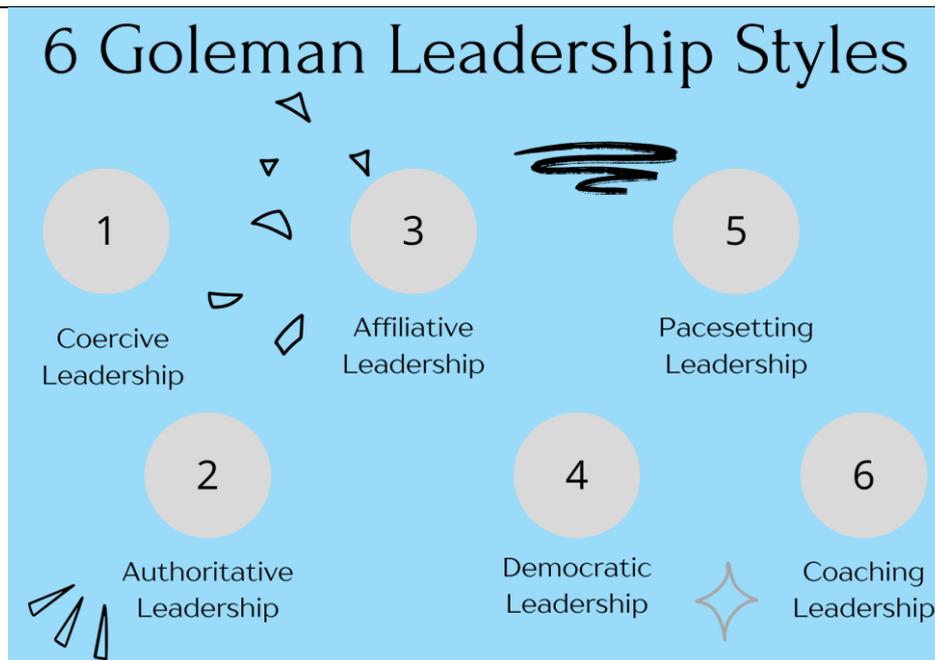


Figure 1. 6 Goleman Leadership Styles, Trend:Personio [3]

1. Coercive Leadership Style

Commonly referred to as "directive" or "commanding" leadership, it's best to use coercive leadership when you need to fix a problem quickly and effectively. For example, dealing with a difficult employee or 'putting out a fire' at work.

2. Authoritative Leadership Style

You may know this one as "visionary" leadership. Authoritative leaders give their team a general direction and goal to achieve, but let them reach that goal in whichever way they deem appropriate.

3. Affiliative Leadership Style

An affiliative leader is all about the people. They want to create a positive work environment for their team members and are big on giving praise. The downside, though, is that the team rarely receives actionable advice or correction, leaving team members feeling confused and leaderless.

4. Democratic Leadership Style

Under democratic leadership (also known as "participative" leadership), every team member has a valued voice that management genuinely wants to hear from. These workplaces are typically more flexible and collaborative, but that comes with a price: Longer, more frequent meetings to discuss everyone's opinions and hash out ideas.

5. Pacesetting Leadership Style

If you're a pacesetter leader, you walk the walk and talk the talk daily. You know the importance of setting a good example for your team and having high standards for the work they produce.

6. Coaching Leadership Style

Much like its name suggests, coaching leaders focus on the personal development of their team members, rather than just meeting work-related quotas or sales goals. They work one-on-one with their employees to achieve excellence, which works well for employees who are open to improvement. [3]

Goleman believes that successful leaders should not stick to only one leadership style, it complicates operations and leads to stagnation.

Leadership helps to define and communicate vision, mission and values, and to formulate and implement plans and strategies. Clear and compelling direction can help coordinate and co-motivate team efforts and attract and retain customers. For example, Steve Jobs was known for his visionary leadership that formed Apple's strategy and culture, creating innovative products and services that revolutionised the technology industry.

There are a huge number of leadership styles, which is due to the huge demand in different fields. It is not possible to find one or another leadership style pure and simple in any company. Combinations of approaches are used everywhere. Depending on the context, the objectives and goals of the project, and the characteristics of the team, certain leadership styles may be more or less effective.

Further I will look at the main leadership styles, their characteristics, strengths and weaknesses, and analyse how each style affects motivation, productivity and effectiveness in teamwork.

1.1.2 Transformational style

The first style I'd like to consider is the **Transformational style**.

Transformational leaders change their culture by first understanding it and then realigning the organization's culture with a new vision and a revision of its shared assumptions, values, and norms. Transformational leaders integrate creative insight, persistence and energy, intuition and sensitivity to the needs of others to "forge the strategyculture alloy" for their organizations. [4]

The origin of this style is considered to be James McGregor Burns, his theory was further developed by Bernard M. Bass. It was Burns who noted that it was the relationship between leaders and followers that pushed each other to greater levels of "moral and motivation" by shifting their beliefs, needs and values. [5]

A true transformational leader needs to understand the organization, the industry they're in, the people they work with as well as the new demands of the global economy — which go beyond technological innovation and include elements such as diversity, equity, inclusion and environmental justice initiatives.

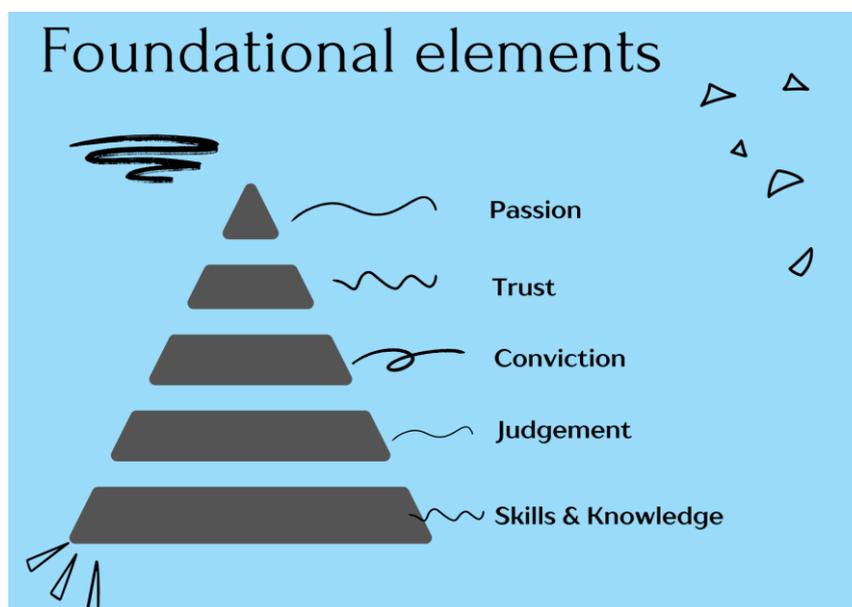


Figure 2. Foundational elements of Transformational style

The main characteristics of transformational style are:

- Creating a shared purpose and vision for the team.
- Actively involving team members in the decision-making process.
- Encouraging creative thinking.
- Demonstrating high standards of performance.
- Inspiring and motivating the team to achieve high results.

Strengths are increased involvement and motivation, which contributes to the job satisfaction of the employees. Adaptability is one of the greatest advantages if there is the possibility of constant change or uncertainty. In addition, supporting the talents of employees leads to the cultivation of new leaders in the future.

Weaknesses - a leader is required to have strong communication skills, which not everyone possesses. This style leads to excessive strain on the leader. This style is not always convenient in routine cases.

One of the important factors is that because of the strong influence of the leader, the team may become dependent on the leader and in extreme cases the team will not be able to act promptly. Moreover, a transformational leader may not provide sufficiently fast and decisive leadership in conditions that require immediate action.

Transformational style is widely used in industries such as:

Technology: Industries that require innovation and rapid adaptation to change.

Education: Facilitating development and learning.

Healthcare: Managing complex and dynamically changing requirements.

Company examples:

Apple: Steve Jobs used a transformational style to inspire innovation and create iconic products.

Microsoft: Satya Nadella uses transformational leadership to refocus the company on cloud technology and a culture of collaboration.

Tesla: Ilon Musk motivates his team to realise ambitious ideas in electric vehicles and space technology.

Amazon: Jeff Bezos applied elements of transformational leadership to inspire innovation and customer centricity.

In 2024, the issue of gender in different aspects of our lives is acute, so consider how this leadership style fits people. Let's look at the example of two genders - male (at birth) and female (at birth).

Transformational leadership style is not limited to the gender of the leader and can be applied effectively to both men and women. What is important are the leader's personality traits such as empathy, ability to inspire, strategic thinking and communication skills, which are independent of gender.

An important aspect is also the gender of the employees who are in the team with the transformational leader. Research shows that leaders usually have a positive influence on employees of both genders because their leadership approach focuses on personal development, motivation and support, which is valued by all employees. They also often focus on equality and diversification, making their approach particularly attractive in today's diverse work environments.

The negative impact of a transformational leadership style is usually not related to the gender of employees, but to their personal preferences and professional goals. For example, employees who prefer a more structured, direct leadership style may perceive the transformational approach as too abstract or ambiguous.



Chart 1. SWOT-analysis of Transformational Style

1.1.3 Transactional Style

Consider the following leadership style - **Transactional Style**.

Transactional leaders work within their organizational cultures following existing rules, procedures, and norms. Transactional leaders are characterized by contingent reward and management-by-exception styles of leadership. Essentially, transactional leaders develop exchanges or agreements with their followers, pointing out what the followers will receive if they do something right as well as wrong. They work within the existing culture, framing their decisions and action based on the operative norms and procedures characterizing their respective organizations. [4]

Transactional leadership is a leadership style that utilizes rewards and punishments to motivate and direct followers. This approach to leadership, also sometimes referred to as managerial leadership, emphasizes the importance of structure, organization, supervision, performance, and outcomes.[6]

Transactional leadership style was first described by Max Weber in 1947 and then by Bernard Bass in 1981.

Key characteristics of the transactional style:

Conditional rewards: The leader provides rewards for completing certain tasks or goals.

Management by exception: The leader intervenes only when standards are not met or problems arise.

Limited Communication: Communication is usually limited to instructions and feedback on tasks.

Strengths - very effective in stable and predictable work environments where tasks are clearly structured. Predictability is an important factor, employees have a clear idea of their tasks and rewards. Easily integrated into traditional and hierarchical organisational structures. Effective in situations where goals need to be achieved quickly and efficiently.

One of the **disadvantages** of transactional style is short-term motivation of employees, as rewards motivate for a short period of time. Can stifle creativity and innovation as it focuses on standardised tasks. Does not always contribute to the development of professional qualities of employees.

Transactional style is most often used in:

Manufacturing companies: Where tasks are clearly structured and easily measurable.

Military organisations: Where discipline and strict adherence to rules are important.

Large corporations: Where large numbers of employees need to be managed through standardised processes.

Company examples:

McDonald's: Known for its structured approach to training and operations where every step is clearly regulated.

Ford Motor Company: Used transactional management approaches on production lines where efficiency and predictability are important.

Transactional leadership style has no direct relationship to the gender of the leader or employees and can be used effectively by leaders of any gender. Employees of all genders can experience both positive and negative effects from this style, depending on their personal preferences, expectations and professional goals.

Research shows that men and women may respond differently to authoritative management styles. Men may be more receptive to an authoritative style (closer to the transactional approach) that is results-oriented and power-oriented. Women, on the other hand, may prefer a more democratic or transformational approach that emphasises interpersonal relationships and co-operation.

Women may be more motivated by rewards that take into account contributions to teamwork and interpersonal relationships, while men may value rewards for individual achievement and competition more.

Male leaders: May be perceived as more natural in roles that require decisiveness and authority, which may increase the effectiveness of a transactional approach in traditionally male or hierarchically organised industries.

Women leaders: May face greater challenges in applying the transactional style due to stereotypes that women should be 'soft' and 'caring'. However, they can successfully apply this style if they can set clear expectations and manage rewards and punishments fairly.

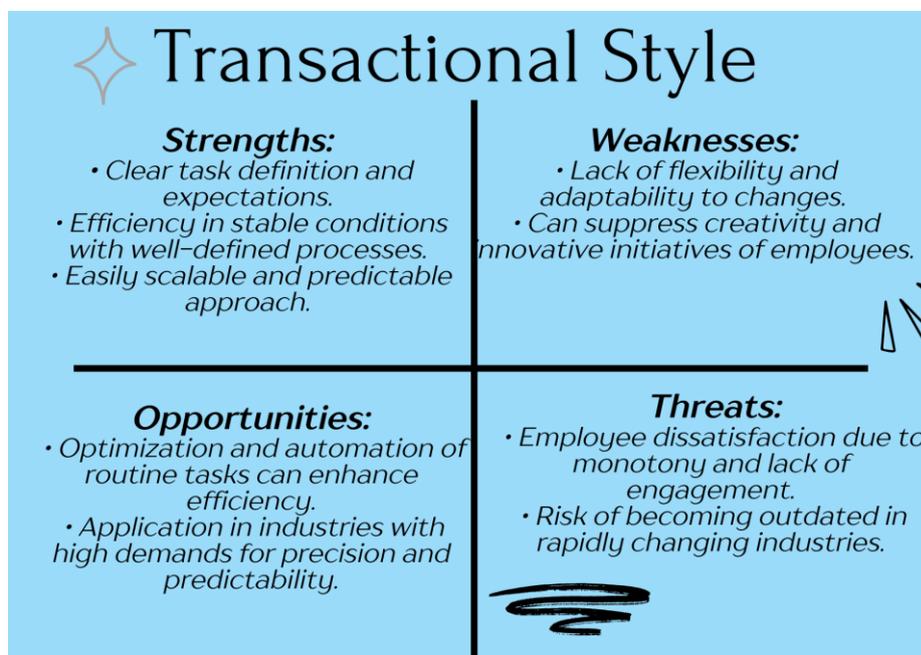


Chart 2. SWOT-analysis of Transactional Style

Characteristic	Transformational Style	Transactional Style
Main Focus	Inspiring and motivating the team through vision and innovation	Interaction based on exchange of rewards for task completion
Interaction with the Team	Encourages and supports individual growth and development	Limited to formal agreements and task completion
Decision Making	Usually collaborative, involving the team	Centralized, with the leader making decisions and controlling the process

<i>Approach to Innovation</i>	Encourages innovation and creative approaches	Focuses on standardization and adherence to established procedures
<i>Motivation</i>	Internal, through personal development and achieving group goals	External, through a system of rewards and punishments
<i>Attitude Towards Change</i>	Welcomes and stimulates changes as an opportunity for growth	Strives for stability and predictability, avoids risks
<i>Impact on Morale</i>	Aims to improve morale and engagement	Can have a neutral or negative impact due to task orientation

Table 1. Differences between Transformational and Transactional styles

1.1.4 Autocratic Style

Autocratic leadership style is a type of leader's interaction with followers, in which the leader fully controls the group's activities, defines goals and specific tasks of work, and makes decisions unilaterally.

K. Lewin and R. White were the first to study leadership styles in the late 1930s (Lewin, 1939). The experiment was conducted on teenage boys who, under the guidance of adults, prepared masks and other crafts. Each adult demonstrated a single style of leadership: giving direct and clear instructions, discussing issues with the participants, or withdrawing completely and not influencing the process. The described leadership styles were named autocratic, democratic and acquiescent.

An autocratic leader seeks to tightly control the behaviour of his subordinates, including ideological issues, methods and performance. In this case, in fact, any freedom of group members is not allowed, as the leader believes that they simply will not be able to cope on their own, showing distrust to his followers. In addition, it becomes a way to maintain distance and emphasise role differentiation and different status positions.[7]

Main Characteristics:

1. The leader makes all decisions independently.

-
2. The team is not involved in the decision-making process.
 3. The leader controls the work of the team and makes sure that tasks are completed.
 4. There is a strict hierarchy in the team.
 5. Leaves the group feeling like they aren't trusted with decisions or important tasks [6]

Benefits in a crisis, speed of decision-making is vital, allowing the organisation to adapt and respond to changing circumstances. Clearly defined rules and expectations create structure and discipline, which is essential to maintaining order. It is also most effective in large organisations where processes need to be tightly controlled and standardised to ensure consistency at all levels.

Disadvantages - this approach can significantly reduce employee motivation and creativity, as limited influence on decision-making and strict control reduce their job satisfaction. Lack of flexibility and attention to new ideas stifles creativity and innovation, which does not favour the professional development of employees and may cause their dissatisfaction and resistance. High levels of pressure and regulation often lead to significant staff turnover, which creates additional difficulties for the organisation.[8]

Industries of application:

Military: Where strict discipline and strict adherence to orders is required.

Construction companies: Under conditions of strict deadlines and safety standards.

Manufacturing: Especially in environments requiring a high degree of process compliance.

Examples of companies:

Foxconn: Known for its strict management practices in the manufacturing industry.

Alibaba: Jack Ma is known for his authoritarian approach in the early years of running the company.

Traditional gender stereotypes often associate men with an authoritarian leadership style. Men are expected to be more decisive, dominant and independent. Women, accordingly, are often associated with more caring and democratic leadership styles that include supportive and co-operative.

Female leaders who use an authoritarian style may face more criticism than their male counterparts. This is because this behaviour is contrary to traditional expectations of female roles. Women may find it more difficult to gain support and respect by managing in a rigid and authoritarian manner.

Male leaders are usually in a more comfortable position when using an authoritarian style as this is in line with traditional ideas about male leadership. However, an overly rigid approach can be perceived as overly aggressive, which can also reduce their effectiveness.

Men may be less sensitive to an authoritarian leadership style and better able to cope with pressure due to societal expectations of their higher tolerance for aggressive behaviour.

Women may react more negatively to an authoritarian style as it may cause feelings of suppression and lack of support, which is especially important in teams with high levels of interpersonal mutual support.



Chart 3. SWOT-analysis of Authoritarian Style

1.1.5 Democratic Style

Democratic leadership, also known as participative leadership or shared leadership, is a leadership style in which members of the group participate in the decision-making process.

With a democratic leadership style, everyone is given the opportunity to participate, ideas are exchanged freely, and discussion is encouraged. While this process tends to focus on group equality and the free flow of ideas, the democratic leader is still there to offer guidance and control.

The democratic leader is also charged with deciding who is in the group and who gets to contribute to the decisions being made. Research has found that the democratic leadership style is one of the most effective types and leads to higher productivity, better contributions from group members, and increased group morale.[8]

One of the main characteristics is employee involvement in decision making.

- Active participation in decision making: Leaders actively involve subordinates in discussions and problem solving, which increases their engagement and job satisfaction.

-
- Supporting employee initiative: Encouraging employees to propose ideas and solutions not only promotes innovation, but also increases employee motivation.
 - Communication: Favour open and two-way communication, ensuring a free flow of information between employees and management.
 - Innovation Support: Actively fostering innovation and creativity within the team creates a favourable environment for the development of new ideas.
 - Consideration of each team member's opinion: Decisions are made with the input of all team members, which builds trust and facilitates more effective problem solving.
 - Creating an atmosphere of co-operation and trust: Through joint efforts and mutual support, a culture is created in which everyone feels valued as a member of the team.

This approach not only improves performance, but also promotes personal growth, making the workplace more harmonious and productive.

Involving employees in the decision-making process not only increases their motivation and loyalty, making them more committed to the organisation, but also provides an opportunity to develop their leadership and analytical skills. This contributes to their professional development. Being open to new ideas and approaches makes the organisation more flexible and adaptable to changes in the external environment. Also, active participation in problem solving enhances employees' creativity and their desire for innovation, while support for initiative and active involvement in decision making builds an atmosphere of trust and respect. These factors lead to an improved internal company culture and contribute to overall productivity and employee satisfaction.

Weaknesses of democratic decision-making:

- Requires lengthy discussions and agreements to reach consensus.
- Presence of different opinions can lead to conflicts in the team.
- May be less effective in situations requiring quick decisions.
- Risk of delaying decision-making, especially in complex or contentious issues.
- Can cause disagreements that increase internal contradictions and slow progress.

Democratic style is widely used in:

Creative industries: such as design, advertising, media, where innovation and creativity are important.

Start-ups and technology companies: where rapid adaptation and innovative ideas are important.

Educational institutions: where skills development and student autonomy are important.

Examples of companies:

Google: Known for its democratic management approach where employees can express their ideas and suggestions.

Zappos: Practises a democratic management style with a strong emphasis on corporate culture and employee satisfaction.

Gender stereotypes play a significant role in expectations of leadership qualities. Traditionally, women are perceived as more empathic, co-operative and interpersonal, which fits well with a democratic leadership style. Men, on the other hand, are often ascribed qualities associated with decisiveness and authority, which may in some cases be perceived as inconsistent with a democratic approach.

Women leaders who adopt a democratic style may face high expectations of their managerial skills. They may find it more difficult to maintain authority in the group if they do not conform to traditional notions of a 'strong leader'. However, if they successfully implement the principles of democratic leadership, it can help to improve team interaction and increase trust and loyalty among employees.

Men who adopt a democratic style may be perceived as more innovative and progressive, particularly in organisations striving to create an inclusive and collaborative working culture. This perception may help them to implement change more easily and foster more open communication within the team.

Women in the workplace may respond particularly favourably to a democratic style as it involves participation in decision-making and support for their initiatives. This can contribute to their professional growth and development.

Men who are used to more traditional hierarchical management structures may feel some discomfort and resistance if they are not used to active participation in discussions and collective decision-making.

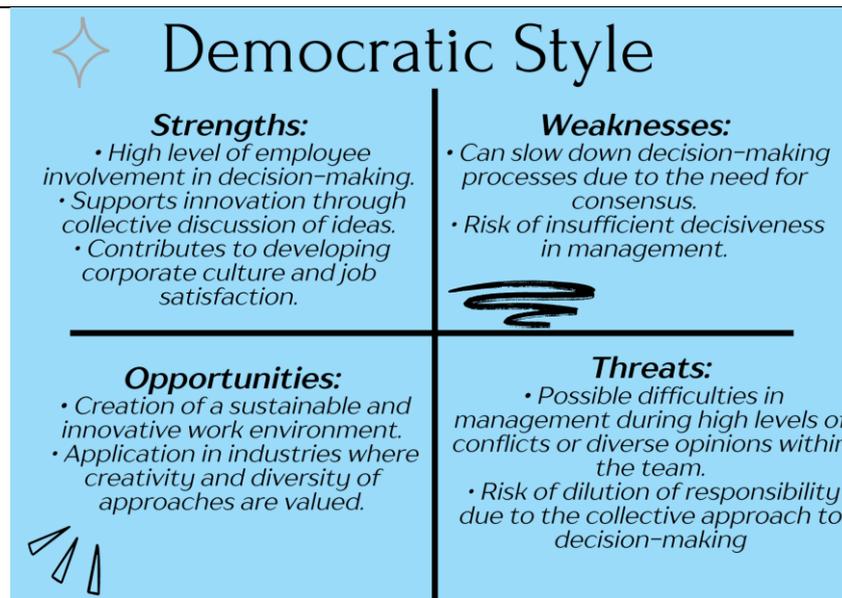


Chart 4. SWOT-analysis of Democratic Style

Aspect	Authoritarian Leadership Style	Democratic Leadership Style
Decision Making	Decisions are made by the leader alone without input from team members.	Decisions are made collaboratively with input from team members.
Communication	Top-down, where instructions flow from the leader to the subordinates.	Two-way, with open communication channels between the leader and subordinates.
Team Involvement	Minimal or no involvement of team members in the decision-making process.	High involvement of team members in planning and decision-making processes.

<i>Flexibility</i>	Low flexibility, with strict adherence to rules and procedures.	High flexibility, with adaptability to new ideas and changes.
<i>Control</i>	High control over team members and work processes.	Moderate control, with emphasis on guidance and support.
<i>Innovation</i>	Limited, as the focus is on obedience and following established rules.	Encouraged, as team members are motivated to share innovative ideas.
<i>Work Environment</i>	Often rigid and structured, which can lead to a more stressful environment.	More relaxed and trusting, fostering a supportive and motivating environment.
<i>Motivation</i>	Primarily extrinsic, driven by rewards and penalties enforced by the leader.	Both intrinsic and extrinsic, driven by participatory engagement and recognition.
<i>Employee Development</i>	Generally limited, as individual initiative is not promoted.	Promoted, with a focus on personal growth and development opportunities.
<i>Ideal Scenarios</i>	Effective in crisis situations or industries where strict compliance is needed.	Effective in creative industries or projects requiring innovation and collaboration.

Table 2. Differences between Authoritarian and Democratic styles

1.1.6 Coaching Style

Increasingly, coaching is becoming integral to the fabric of a learning culture—a skill that good managers at all levels need to develop and deploy.

A coaching leadership style is when a leader focuses on developing team members as individuals. Additionally, this style elevates a team's entire performance by showing each member the importance of their position within the group.

The characteristics of this style are:

1. Focus on development: Coaching leaders actively work to improve both professional and personal qualities of their subordinates.
2. Feedback: Provide ongoing feedback and actively communicate with employees to discuss their progress and opportunities for improvement. 3.
3. Encourage autonomy: Encourage employees to solve problems and make decisions on their own.
4. Goal Setting: In collaboration with employees, set specific, measurable, relevant and time-bound goals.
5. Active Listening: Demonstrate active listening by understanding the needs and goals of team members.
6. Questioning: Ask questions to help employees find solutions on their own.
7. Supporting initiative: Encourage employee initiative and creativity.
8. Creating an atmosphere of trust and respect: Create an environment where everyone feels supported and recognised for their efforts.

Leadership based on a coaching style demonstrates strengths such as increased employee motivation and engagement. This is achieved through active support and attention to their development, which stimulates creativity and innovation. Employees, feeling supported in their endeavors, feel more confident and competent, which has a direct impact on their professional growth.

The coaching leadership style also helps to create a culture of continuous learning and self-improvement. This is one of the key components of an organization's long-term performance, as employees learn not only how to solve current problems, but also how to adapt to future challenges. The development of professional qualities in employees becomes the norm, which contributes to the overall progress of the entire company.

In addition, the coaching style of management creates an atmosphere of trust and respect in the team, which is the foundation for successful teamwork. Employees, feeling support and respect, are more actively involved in achieving common goals, offering their ideas and solutions. This approach not only strengthens the corporate culture, but also contributes to the overall success of the organization, making it more adaptive and resistant to change.

Within the coaching style of leadership, although it has many advantages, there are certain weaknesses that require special attention:

1. Time and resources: Effective application of the coaching approach requires significant time and resources for individual sessions. This can be challenging when budgets are limited or operational pressures are high, as each employee requires personalised attention and approach.
2. Dependence on the skills of the coaching leader: The effectiveness of the coaching style is directly related to the skills, experience and competence of the coaching leader. A leader's lack of training or experience can lead to incomplete or inappropriate application of coaching techniques, reducing the overall effectiveness of the approach.
3. Potential Misunderstanding: Coaching can be perceived differently in different cultures, sometimes as an imposition or excessive interference in personal matters. This can cause resistance among employees, especially where strict hierarchies and a formal approach to management are valued.
4. Requires more time and effort on the part of the manager: The coaching style requires the manager to be willing to invest more time and effort in the development of each employee, which can be difficult to balance with other managerial responsibilities.
5. Ineffective in situations that require quick decision making: In situations where quick and decisive action is required, the coaching style may be less appropriate because it involves a slower and more deliberate approach.
6. Can cause disagreement and conflict within the team: If not all team members are willing to openly dialogue or engage in coaching processes, this can lead to internal conflict and reduced group cohesion.

Coaching style is widely used in:

IT and Technology: Where continuous learning and adapting to new technologies is important.

Consulting and Education: Where skill and knowledge development is key.

Startups: Where rapid learning and team development is required.

Company examples:

Google: Uses coaching methods to develop its employees by providing them with resources for learning and professional growth.

Adobe: Known for its coaching programme that focuses on leadership development among employees.

The gender influence on the application and perception of the coaching leadership style deserves special attention, as different gender expectations and socio-cultural norms can significantly influence the effectiveness and perception of this style. Understanding these aspects helps to optimise the coaching process and enhances its effectiveness in a variety of work contexts.

1. **Social expectations:** Women are traditionally associated with care and support, which makes their perception in a coaching role more natural in the eyes of many employees. This can foster deeper trust and openness on the part of subordinates, which is key to successful coaching.
2. **Effectiveness in coaching:** Research shows that female leaders are often better at using emotional intelligence in their interactions, which can improve the quality of coaching sessions. They may also be more likely to use active listening and empathy techniques, which enhances their impact as coaches.
3. **Perceptions of male coaches:** Men using a coaching style may face challenges related to cultural stereotypes that men should be more directive and less emotional. However, men who successfully utilise a coaching style often demonstrate high levels of leadership skills and the ability to innovate in managing staff.

Impact on women: Women may respond particularly positively to the coaching style as it provides them with opportunities for professional growth and development within the organization. They may also feel more supported in their career aspirations, which contributes to improved performance and job satisfaction.

Impact on men: Men can also benefit from a coaching style, especially in the context of developing leadership and decision-making skills. However, some men may experience resistance to a more open and emotionally orientated style of interaction if it conflicts with their ideas of masculinity.

<i>Characteristic</i>	Transformational	Transactional	Authoritarian	Democratic	Coaching
<i>Main Focus</i>	Inspiration and motivation	Reward for performance	Centralization of power	Participation in decision-making	Employee development
<i>Communication</i>	Two-way, open	Limited, tasks and rewards	One-way, commands	Open, two-way	Open, supportive
<i>Decision Making</i>	Collaborative	Leader sets goals, monitors execution	Leader makes decisions	Collective	Collaborative with a focus on development
<i>Approach to Innovation</i>	Encourages innovation	Standardized approach	Skepticism, focus on tested methods	Encourages creativity	Encourages autonomy and learning

<i>Effectiveness in Crisis</i>	May slow reaction	Effective with clear tasks	High, quick decision-making	May slow decisions	Not always effective, requires time for training
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Table 3. Key points in each of the leadership styles

As can be understood, all leadership styles are different and have both strengths and weaknesses. And approaches and effectiveness may differ from context to context.

The choice of leadership style should match both the leader's personal qualities and the unique needs of the organization and its culture.

1.2 Theories and models of leadership

There are many models and theories, here's a look at some of them: emotional intelligence, situational leadership, servant leadership

1.2.1 Emotional intelligence

Emotions play a key role not only in daily life, but also in professional life.

Emotional intelligence is the ability to understand, manage, and use one's own and others' emotions to make decisions and achieve goals. Emotional intelligence is an important component of leadership because it enables leaders to better understand the needs of their followers, motivate them and create a positive team environment.

Emotional intelligence is defined as the ability to understand and manage your emotions, as well as recognize and influence the emotions of those around you. The term was first coined in 1990 by researchers John Mayer and Peter Salovey, but was later popularized by psychologist Daniel Goleman. [11]

Emotional intelligence is typically broken down into four core competencies:

1. Self-awareness
2. Self-management
3. Social awareness
4. Relationship management

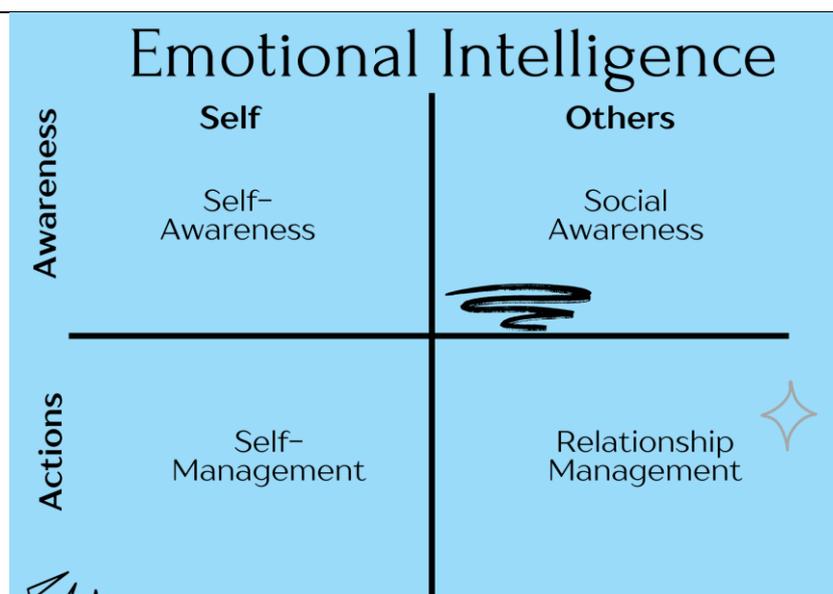


Figure 3. Emotional Intelligence by Goleman [12]

Self-awareness is at the core of everything. It describes your ability to not only understand your strengths and weaknesses, but to recognize your emotions and their effect on you and your team's performance.

Self-management refers to the ability to manage your emotions, particularly in stressful situations, and maintain a positive outlook despite setbacks. Leaders who lack self-management tend to react and have a harder time keeping their impulses in check.

While it's important to understand and manage your own emotions, you also need to know how to read a room. Social awareness describes your ability to recognize others' emotions and the dynamics in play within your organization.

Relationship management refers to your ability to influence, coach, and mentor others, and resolve conflict effectively.

An interesting fact about emotional intelligence theory is that despite its significant influence on the modern understanding of leadership, the original research focused on ordinary people and children rather than leaders. Goleman expanded on these concepts by showing how emotional intelligence influences success in professional life and leadership, which has played a key role in changing approaches to training and developing leaders around the world.

1.2.2 Situational leadership

Situational leadership was developed by Paul Hersey and Ken Blanchard in the late 1960s and early 1970s. They first introduced the concept in their book "Management of Organisational Behavior", using a maturity model to adapt leadership styles.

The Situational Leadership Model or Theory, also known as the Hersey-Blanchard Model, suggests that no single leadership style is better than another. Instead of focusing on workplace factors, the model suggests that leaders should adjust their techniques to those they lead and their abilities.

Under the model, successful leadership is both task-relevant and relationship-relevant. It is an adaptive, flexible style in which leaders are encouraged to consider their followers—individuals or a team—then consider the factors that impact the work environment before choosing how they will lead. This gives them a better chance of meeting their goals. [13]

The maturity level of followers is divided into four categories:

- High maturity: Highly capable and confident individuals who are experienced and work well independently
- Moderate high maturity: Employees who are capable but lack enough confidence to take on the responsibility of the work
- Moderate low maturity: Employees with the confidence to complete the task but not the willingness
- Low maturity: Employees who are not skilled enough to do the task but are very enthusiastic

According to the model, the following are styles of leadership that managers can use:

- Delegating style: A low-task, low-relationship style in which the leader allows the group to take responsibility for task decisions. This is best used with high-maturity followers.
- Participating style: A low-task, high-relationship style that emphasizes shared ideas and decisions. Managers can use this style with moderate followers who are experienced but may lack the confidence to do the tasks assigned.
- Selling style: A high-task, high-relationship style in which the leader attempts to sell their ideas to the group by explaining task directions in a persuasive manner. This, too, is used with moderate followers. Unlike the previous style, these followers have the ability but are unwilling to do the job.
- Telling style: A high-task, low-relationship style in which the leader gives explicit directions and supervises work closely. This style is geared toward low-maturity followers.

An interesting fact about situational leadership is that the original model was greatly simplified and adapted to train managers without specialised psychological training. The theory quickly became popular because it offered a practical and understandable approach to selecting a management style that leaders could easily apply in their daily work. This led to the widespread use of situational leadership in corporate training worldwide.

Situational leadership theory is one of the most popular leadership theories in business and management. It is widely used in leadership and human resource management trainings and seminars.

1.2.3 Servant leadership

Robert K. Greenleaf introduced the term servant leadership in his 1970 essay "The Servant as Leader" where he defined a servant leader as one who seeks to serve first, as opposed to a traditional leader who seeks power or external recognition.

According to Greenleaf's observations, the servant leader approaches situations and organizations from the perspective of a servant first, looking to lend their presence to answer the needs of the organization and others. Servant leaders seek to address stakeholder wants and requirements as their priority, with leadership to be pursued secondarily. This contrasts with the leader-first perspective, wherein a person aims to gain control quickly often driven by the desire and prospects for material gain or influence.

Key factors:

1. Service to others: The central tenet of servant leadership is the desire to serve others, which is the basis for all other characteristics of this style.
2. Self-awareness: The importance of recognising one's own strengths, weaknesses, values and influencing others.
3. Listening: The ability to listen attentively and actively to others to understand their needs and opinions.
4. Persuasion: Preferring persuasion over coercion; involving others in the decision-making process.
5. Developing Others: Focus on the growth and development of subordinates so that they reach their maximum potential.
6. Creating Community: Building a group or organisation where members feel connected and valued.

An interesting fact about servant leadership is that although Robert Greenleaf is often credited with founding the concept, his inspiration came from Hermann Hesse's novel "Journey to the East", where a servant in a group of pilgrims turns out to be a spiritual leader and the most caring and insightful member of the community. This emphasises that true leadership comes not from a desire for power, but from a desire to serve and support others.

Leadership is a complex and multifaceted process that plays a key role in the success of any project or organization. There are many leadership theories, each offering a different approach to understanding this process.[14]

Each of these theories has advantages and disadvantages, and the choice of a particular theory depends on the specific goals and objectives of the leader.

Effective leaders often combine elements of all three theories to create their unique and adaptive management style that can meet both the current operational requirements and the long-term strategic goals of the organization.

Conclusion on Chapter 1

After reviewing and analyzing the different leadership styles - transformational, transactional, authoritarian, democratic and coaching; and studying the theories and models - emotional intelligence, situational leadership, servant leadership, it can be said that styles and theories cannot exist in isolation from each other, as we can see in the following table.

<i>Style / Theory</i>	Emotional Intelligence	Situational Leadership	Servant Leadership
<i>Transformational</i>	motivation, empathy	style adaptation	inspiration and service
<i>Transactional</i>		structure, reward	
<i>Authoritarian</i>		effective in crisis	
<i>Democratic</i>	social skills	involvement in decision-making	consideration of subordinates' interests
<i>Coaching</i>	development, feedback	adaptation to employee needs	focus on subordinates' development

Table 4. Influence of leadership styles on models

This table illustrates how different leadership styles intersect and complement key theories of leadership. It helps understand that leaders can effectively use various approaches depending on the needs and context of the situation to maximize their effectiveness and support the development and well-being of their teams.

After analysing it, I came to the conclusion that transactional style and emotional intelligence are probably closest for me.

Transactional leadership paired with emotional intelligence reflects a balanced leadership approach—aiming for efficiency and effectiveness while ensuring that the work environment is supportive and responsive to the emotional and psychological needs of the employees. This hybrid approach can cater to various situations, making it adaptable and robust, especially in environments where performance metrics are closely tied to rewards but where team cohesion and morale are also crucial for long-term success.

2. The Role of Leadership Styles in Project Management

2.1 Relationship between leadership styles and project success

2.1.1 Impact on team motivation and engagement

Motivation is essential to the success of teams and organizations. As leaders, it is critical to motivate and inspire your teams to achieve goals. In today's environment of change and uncertainty, choosing the right leadership style becomes particularly important.

There are 3 main motivations that can be identified in the transformational style:

1. **Visionary:** leaders create and communicate a vision of the future that motivates employees to work towards common goals. A leader with visionary qualities is able to create a sense of ownership of something bigger in employees, which leads to increased employee motivation.
2. **Intellectual stimulation:** leaders encourage employees to be creative by supporting independent thinking and critical thinking. They create the conditions for employees to propose new ideas and solutions, which helps to increase their motivation through a sense of significance and recognition.
3. **Individualized approach:** leaders pay attention to the individual needs and aspirations of employees, supporting and guiding their development. This approach allows leaders to understand the unique motivations of each employee and offer individualised paths for professional and personal growth.

Involvement has an important role, we distinguish 3 types of involvement:

1. **Emotional connection:** leaders build trusting and emotional relationships with employees, which contributes to their deep engagement.
2. **Participation in decision-making:** Leaders actively involve employees in decision-making, taking into account their opinions and ideas.
3. **Potential development:** leaders promote personal and professional growth of employees by creating opportunities for learning and development.

An example of applying a transformational style is Steve Jobs. By inspiring employees to create innovative products and maintain high standards, he was able to bring employees together and direct their efforts to achieve results. Now we can see that the leadership

style has changed, the company is still a leader, but there has been no more global innovation on the part of the company.

In transactional style, we can also distinguish 3 types of motivation:

1. Rewards and punishments: leaders use a system of rewards and punishments to motivate employees by clearly defining expectations and consequences.
2. Control and management: leaders monitor task completion and compliance by enforcing order and discipline.
3. Material Incentives: The focus is on material incentives such as bonuses, bonuses and other types of rewards. This approach is effective for short-term motivation and achieving specific goals.

Involvement:

1. Structure and routines: Leaders create a clear structure and define roles and responsibilities, which helps to stabilise and predict work. Employees clearly understand their tasks and expectations, which reduces uncertainty and stress.
2. Clarity of expectations: leaders clearly articulate tasks and expectations, which helps employees understand their responsibilities and goals. This approach increases improves communication within the team.
3. Short-term focus: leaders focus on short-term results and the completion of specific tasks, ensuring that goals are achieved quickly. This is in demand in cases that require a quick reaction.

McDonald's can be considered as an example of transactional style. In this company all processes are structured and standardised, this helps in efficient task completion. This is monitored from the very time an employee is hired. To get a promotion one has to go through all the stages. "Employee of the month" is also used as a motivation, which helps in employee engagement. Also, there is a system of imposing penalties for violations of safety rules, which helps in maintaining high standards of quality and efficiency.

The following motivations are inherent in the authoritarian leadership style:

1. Rigid control: setting strict rules and controlling their fulfilment, marking a clear hierarchy. This can motivate employees through clarity of tasks and expectations.
2. Orders and directives: setting direct orders and expecting compliance without discussion. Employee motivation is based on fear of punishment and the desire to avoid negative consequences.
3. Limited incentives: task fulfilment is the main priority and employee development is the last priority. Motivation is maintained through threats of disciplinary action and punishment.

Involvement:

1. Minimal engagement: leaders barely involve employees in decision making, this reduces engagement and job satisfaction.
2. Strict hierarchy: structure and clear role assignment helps to maintain order, and cuts off any creative initiative of employees.
3. Limited development: Employees have limited opportunities for professional and personal growth, which reduces their long-term engagement.

An example of a company with an authoritarian style is Tesla. As far as it is known, Elon Musk applies elements of the authoritarian style to guarantee fast decision making and maintain tight project deadlines, which allows the company to quickly set up production and bring new models to the market.

Most of the time this style is used in the military, as it is most important to be disciplined and carry out all assignments without question to ensure the successful completion of the mission and minimise casualties.

Democratic leadership style is the most understandable to most people, it has the following motivations:

1. Joint decision making: involving employees in decision making and learning their point of view about a particular task, this increases their motivation through a sense of participation and responsibility.
2. Encouragement of initiative: encouraging employees to take initiative and suggest ideas, this contributes to their intrinsic motivation.
3. Feedback: leaders give constructive feedback on a regular basis, which helps employees understand their strengths and weaknesses, helping to motivate them to improve and develop.

Involvement:

1. High engagement: leaders create conditions for employees to actively participate in the management and development of the organisation, which increases their engagement and satisfaction.
2. Teamwork: teamwork and co-operation enhances employees' sense of belonging and engagement.
3. Capacity development: for long-term engagement and professional growth, leaders provide opportunities for learning and development

A democratic style can be found at Google, where employees are actively involved in decision making. The flexibility and openness to new ideas at Google has led to the creation of products such as Gmail and Google Maps, which demonstrates the success of the democratic style in promoting creativity and quality. For example, when developing a new product, a manager can gather a team to discuss ideas and jointly select the best solutions, which increases employee motivation and the quality of the final product.

The motivations of the coaching style are:

1. Individual approach: attention is paid to the individual aspirations of employees, supporting their development through personalised methods.
2. Support and coaching: Leaders help employees set and achieve personal and professional goals, which enhances their intrinsic motivation.
3. Self-development: encouraging employees to learn and develop themselves, which contributes to their intrinsic motivation and job satisfaction.

Involvement is among the highest:

1. Emotional bonding: building a trusting relationship with employees, this contributes to their deep engagement.
2. Developmental involvement: actively involving employees in their own development.
3. Long-term perspectives: leaders are focused on the long-term development of employees, which contributes to their long-term engagement and sustainability of the organization

Adobe is one of the good examples of the coaching style of leadership. The company constantly provides training on new technologies and methodologies to employees, this ensures improved productivity, receiving regular feedback helps to successfully achieve goals.

<i>Aspect</i>	Authoritarian Style	Democratic Style	Coaching Style	Transformational Style	Transactional Style
<i>Focus on Motivation</i>	Strict Control, Direct Orders, Limited Incentives	Joint Decision-Making, Initiative Encouragement, Feedback	Individual Approach, Support and Mentorship, Self-Development	Inspiration, Intellectual Stimulation, Individualized Consideration	Rewards and Punishments, Control, Material Incentives
<i>Focus on Engagement</i>	Minimal Engagement, Rigid Hierarchy, Limited Development	High Engagement, Teamwork, Potential Development	Emotional Connection, Participation in Development, Long-Term Perspective	Emotional Connection, Participation in Decision-Making, Development of Potential	Structure and Order, Clarity of Expectations, Short-Term Orientation

Table 5. Focuses of leadership styles

When it comes to long-term change, using a transformational style will help develop and engage employees through inspiration and emotional connection. Whereas transactional style focuses on short-term results and control where high discipline and clear task execution is required. The focus on control and discipline provides an authoritarian style, which is effective in fields where discipline and quick decisions are needed. The democratic style focuses on participation of all employees and co-operative problem solving. Coaching style assumes individual approach and long-term development.

2.1.2 Impact on project quality and timelines

After studying the materials about transformational style it can be said that the quality of project execution will be high due to the fact that inspiration and stimulation of employees is created. Also, since leaders support the development and creativity of employees, it promotes the implementation of advanced solutions and higher quality standards.

Situations arise when a leader is focused on strategic changes, this can lead to delays in task completion. But due to high motivation, project deadlines can improve.

Transactional leadership style is known for reward and punishment system, this promotes consistent quality of project delivery. Employees mostly strive to complete tasks on time.

Through planning and controlling, transactional style promotes project deadlines. But if the project involves flexibility and quick response to changes, this style may not be effective.

Authoritarian style is characterized by strict control which allows to have high quality of project execution where standards are required.

This style is very effective in situations where projects need to be completed within tight deadlines, in crisis situations, or when quick decisions need to be made. But when there is an overabundance of control, projects can slow down and cause delays.

The democratic style allows to have high quality projects through collaborative efforts.

The democratic style, which involves joint decision-making and encourages initiative, contributes to quality improvement by involving employees in the design and execution of tasks. Employees, with a sense of importance and responsibility, are eager to contribute to high performance. But on the other hand it can lead to the fact that not all employees agree with each other and finding compromises can take some time, which contributes to the decrease in the completion of projects on time.

Emphasis on personalized and individual approach, support of co-workers, contributes to the high quality of project implementation.

If emphasis is placed on effective utilization of resources and skills of the employee, it has a positive impact on project delivery time. Excessive long-term planning and focus on employee development can slow down the project execution process.

The choice of leadership style has a significant impact on the quality and timing of projects. An authoritarian style provides strict control, which helps to maintain high quality standards and meet tight deadlines, but can stifle initiative. A democratic style improves quality through employee involvement, but can lead to delays due to lengthy discussions. Coaching style promotes skill development and high quality, but can slow down ongoing processes. Transformational style encourages innovation and motivation, which has a positive effect on timelines and quality, but requires a balance between strategic and current objectives. Transactional style ensures stable performance of tasks within established standards and deadlines, but may be less flexible.

2.2 Analyzing the impact of leadership styles in different industries

2.2.1 IT field

IT sphere and projects are characterized by rapid development, a high degree of uncertainty and the need for innovation. The most effective methods for this area are coaching and democratic styles.

The democratic style promotes joint decision making, which helps innovation and improvement of product quality. Also employees have the freedom to choose projects and methods.

The strength is active involvement, which increases motivation and satisfaction. Also teamwork allows the development of new technologies.

The weakness can be the long decision making process to meet the needs of each employee. Conflicts in the team are not excluded due to the fact that there are many ideas, opinions and approaches.

The coaching method allows for continuous support of individual learning and development of employees. This approach helps stimulation to self-improvement.

Mentoring is a strength as it motivates the employee to develop skills and professional growth. With support and motivation, the quality and speed of project completion improves.

But this approach requires a certain amount of time, which can noticeably reduce the speed of completing part of the tasks.

This graph shows the average effectiveness of different leadership styles in the IT industry on a scale of 1 to 10.

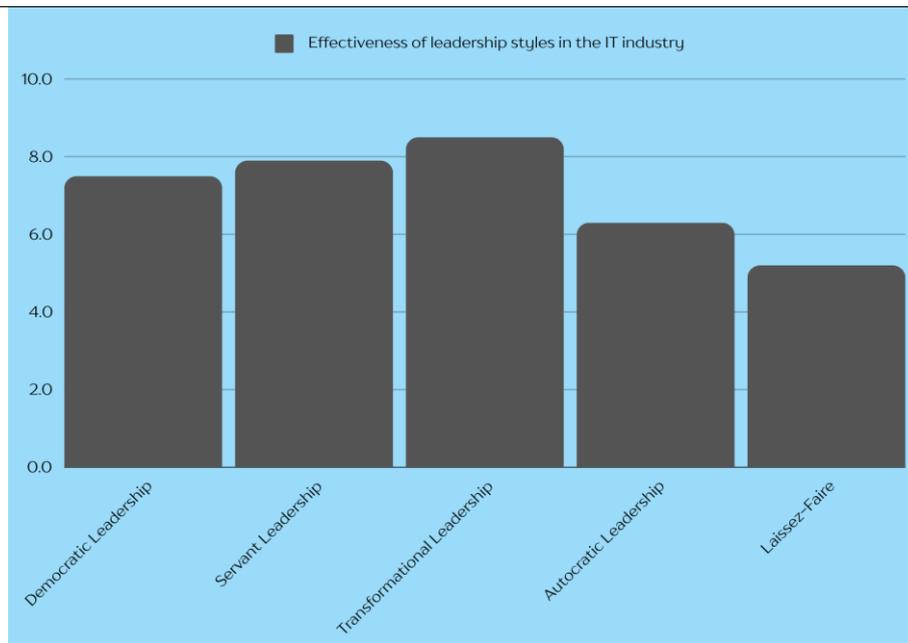


Chart 5. Effectiveness of leadership styles in the IT industry [15]

Analyzing the demographics of leaders in the IT industry reveals the current trends and diversity of leaders in the field. This analysis helps to understand which demographic groups are predominant among leaders and how this affects the strategy and management of IT companies. The graph below shows the percentage of leaders in the IT industry by gender and age categories.

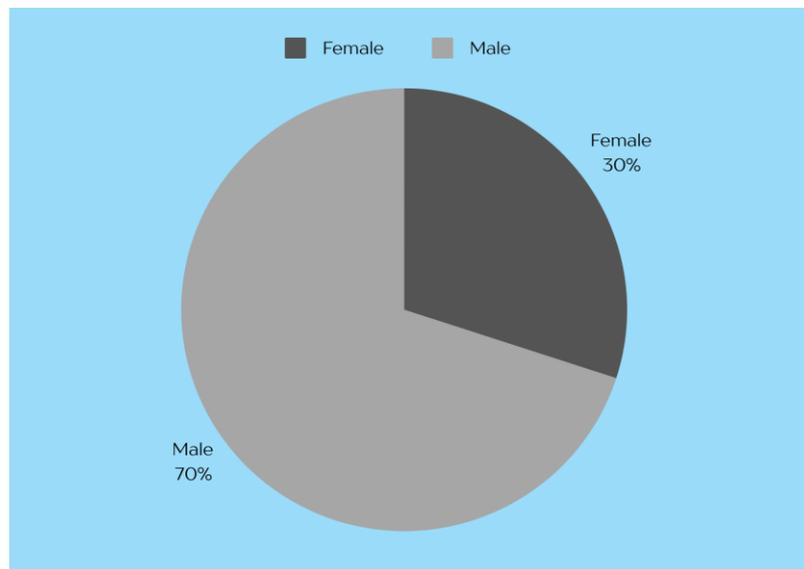


Chart 6. Demographic analysis of leaders by gender in IT industry (%)

Men (70%): Men continue to dominate leadership in the IT industry, indicating a significant gender disparity in leadership positions.

Women (30%): Women make up a smaller proportion of leaders in the IT industry, emphasizing the need for further efforts to improve gender balance and promote women to leadership positions.

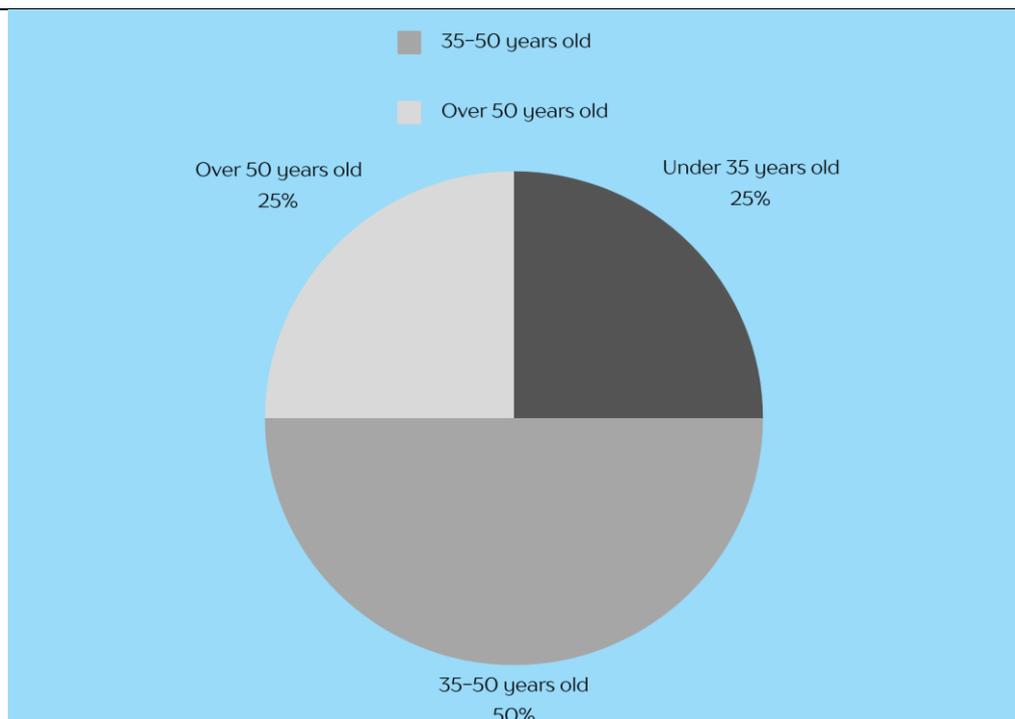


Chart 7. Demographic analysis of leaders by age in IT industry (%) [24]

Under 35 years old (25%): Young leaders (under 35 years old) represent a significant proportion of executives in IT, indicating a high degree of innovation and adoption of new technologies among young people.

35-50 years old (50%): The largest proportion of leaders are in the 35-50 age group, emphasizing the importance of experience and maturity in managing IT companies.

Over 50 years old (25%): Leaders over 50 also hold a significant proportion of leadership positions, which may indicate the value of experience and accumulated knowledge.

2.2.2 Construction projects

In this industry, organization, discipline and high precision are leading characteristics. Authoritarian and transactional styles fit these criteria.

The authoritarian style provides quick decision making. Adherence to clear instructions and standardization ensures that project deadlines are met, as well as budgeting, especially if we are talking about large projects.

Adherence to high safety and quality standards is a strength. Importantly, large teams can be managed effectively with this approach, as everyone has clear tasks and deadlines to meet.

But total control can negatively affect employees and stifle initiative. Also authoritarian style is not effective in an environment of changing conditions or requirements.

Transactional style is more effective directly on construction sites, with a reward and punishment approach.

Effective budgeting is a strength, as delays can affect financial losses and lead to legal consequences. It is important to note that high quality standards help to avoid many accidents and injuries. In addition, the division and understanding of tasks leads to a high quality of responsibility.

Weaknesses include limiting and suppressing employee initiatives. It is also important to not only punish but also reward employees so as not to reduce motivation and productivity. Tight control and lack of opportunity for self-expression can lead to lower employee satisfaction, which can increase employee turnover in the long run.

This graph presents the average effectiveness rating of different leadership styles in the construction industry on a scale of 1 to 10. This data highlights the importance of choosing the right leadership style to maximize results.

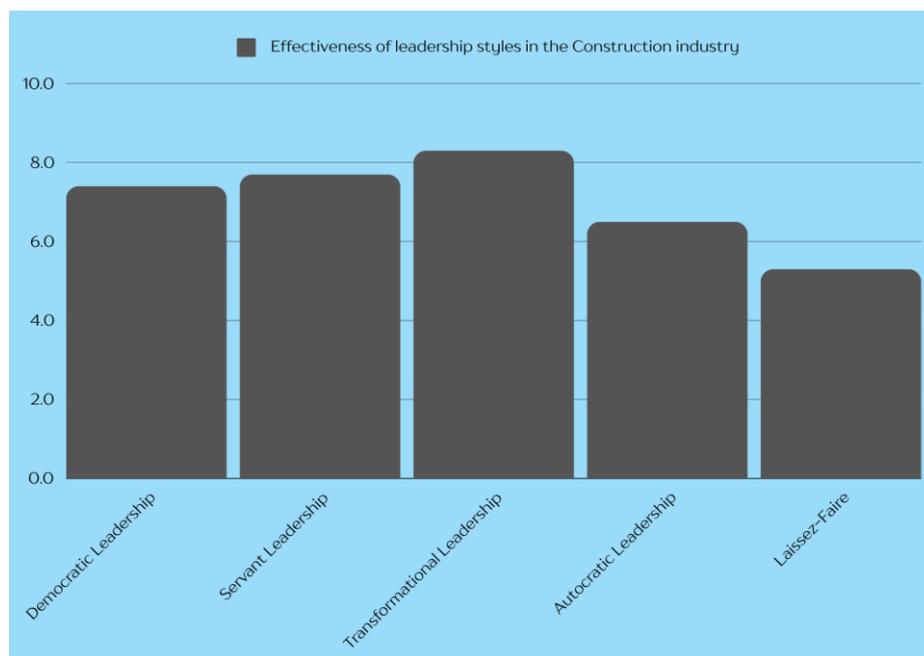


Chart 8. Effectiveness of leadership styles in the Construction industry [16]

Analyzing the demographics of leaders in the construction industry reveals the current trends and diversity of leaders in the field. This analysis helps to understand which demographic groups are prevalent among leaders and how this affects the strategy and management of construction companies. The graph below shows the percentage of leaders in the construction industry by gender and age categories.

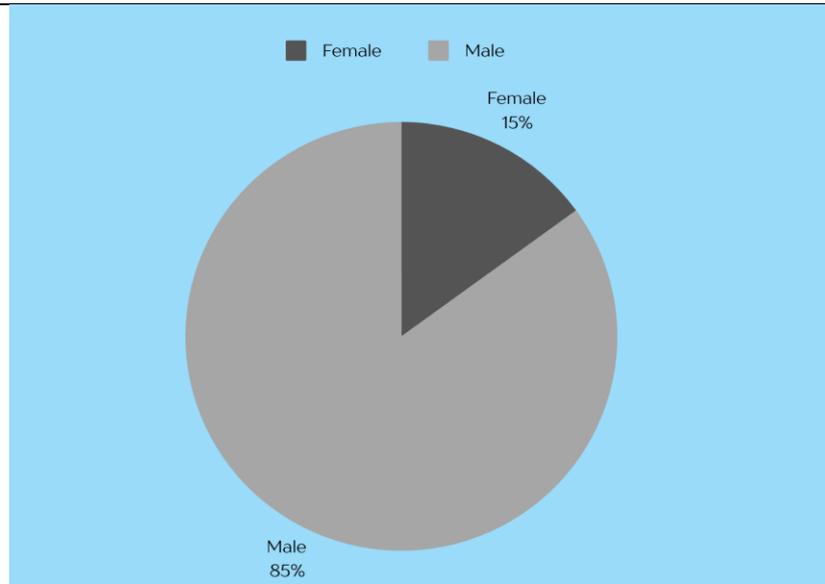


Chart 9. Demographic analysis of leaders by gender in Construction industry (%) [27]

Males (85%): Males predominate among leaders in the construction industry, indicating a significant gender disparity in leadership positions.

Women (15%): Women make up a smaller proportion of leaders in the construction industry, emphasizing the need for further efforts to improve gender balance and promote women to leadership positions.

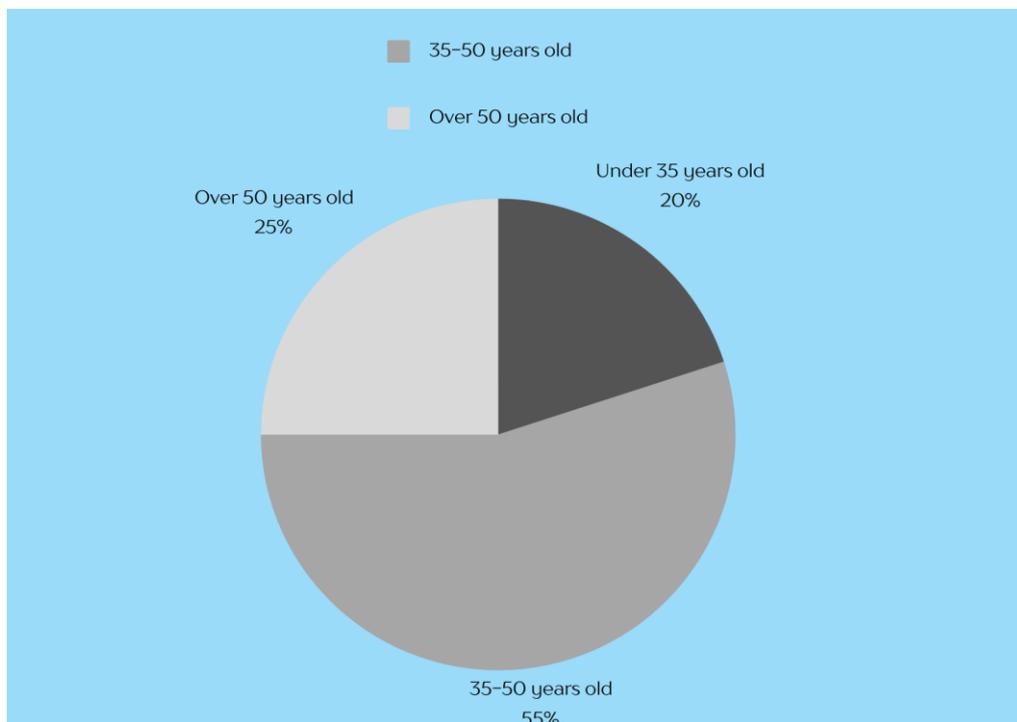


Chart 10. Demographic analysis of leaders by age in Construction industry (%) [26]

Under 35 (20%): Young leaders (under 35) represent a significant proportion of leaders in construction, indicating a high degree of innovation and adoption of new technologies among young people.

35-50 years old (55%): The largest proportion of leaders are in the 35-50 age group, emphasizing the importance of experience and maturity in construction project management.

Over 50 years old (25%): Leaders over 50 years of age also hold a significant proportion of leadership positions, which may indicate the value of experience and accumulated knowledge.

The demographic analysis of leaders in the construction industry shows a significant gender disparity with male predominance in leadership positions. The bulk of leaders are in the age group of 35 to 50 years, which emphasizes the importance of experience in management. The increasing proportion of young leaders indicates a high level of innovation in the industry.

2.2.3 Healthcare industry

In healthcare, styles that support caring for people and provide a high level of ethics and service are most valued.

Servant leadership focuses on meeting needs and serving others.

A strength is caring for physician employees, which helps to achieve their rapport with patients and improve the quality of care. This approach reduces the likelihood of turnover and mutual support of staff.

However, this style is less effective in crisis situations. In addition, the development of staff culture and trust must be constantly maintained.

Transformational style at the same time provides motivation and inspiration for staff to achieve results in the delivery of health services.

The strength is the inspiration and motivation of employees lead to improved quality of health services. Improving organizational culture has a positive effect on employees and increases their loyalty.

Unfortunately there is resistance to the introduction of new methods and ideas, traditional methods are preferred. Also, time is very important in the medical industry, and the implementation of this style requires a sufficient amount of time, finance and human resources.

This graph presents the average effectiveness rating of different healthcare leadership styles on a scale of 1 to 10.

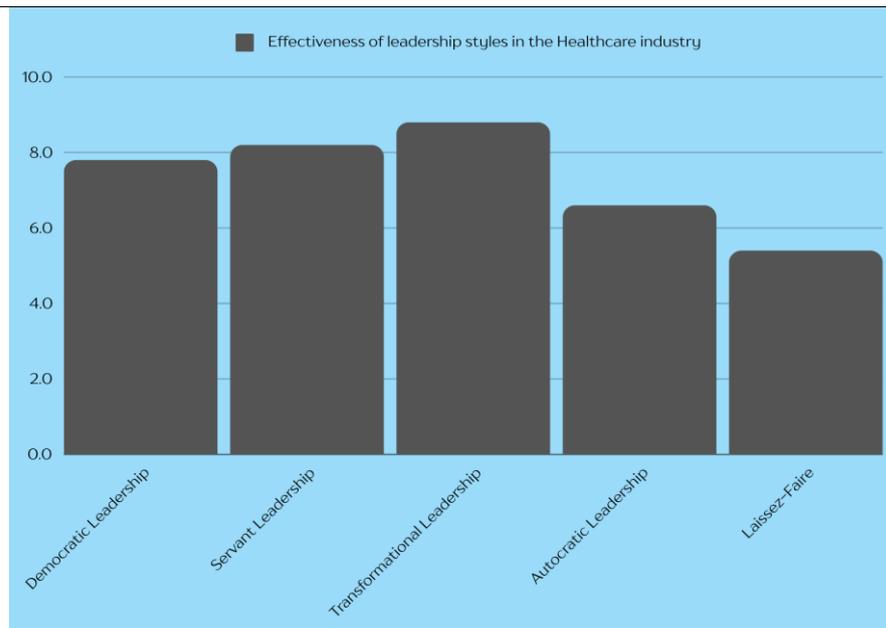


Chart 11. Effectiveness of leadership styles in the Healthcare industry [15]

Analyzing the demographics of leaders in healthcare reveals current trends and the diversity of leaders in this important field. Understanding the demographic makeup of leaders helps to better understand which groups dominate the management of healthcare facilities and organizations. The graph below shows the percentage of leaders in healthcare by gender and age categories.

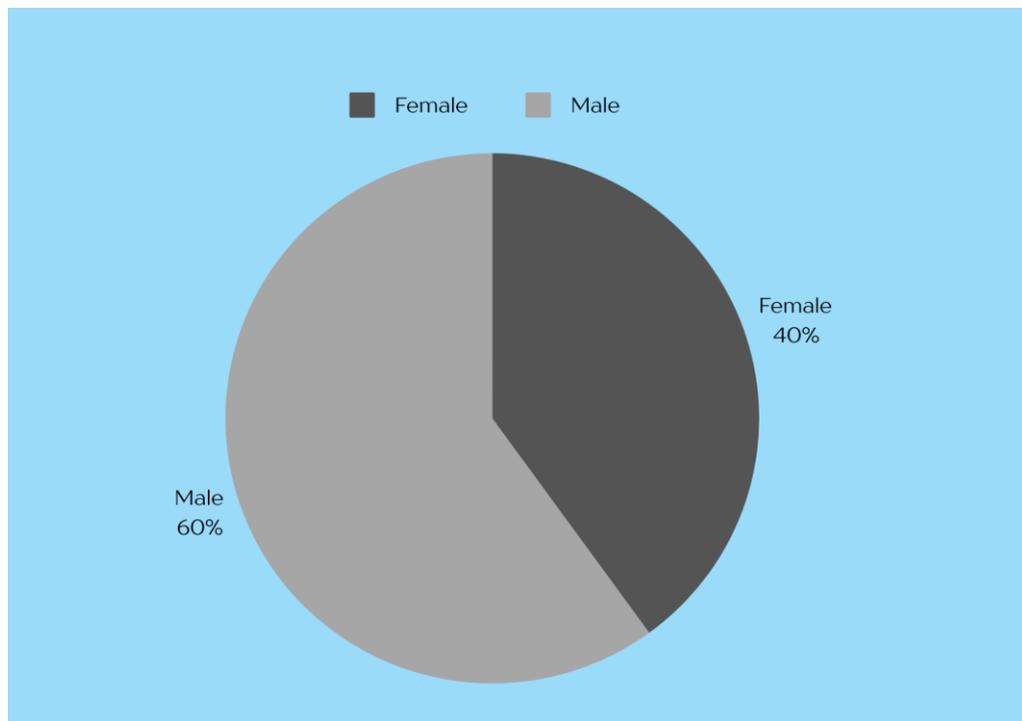


Chart 12. Demographic analysis of leaders by gender in Healthcare industry (%) [29]

Men (60%): Men make up the majority of leaders in healthcare, indicating some gender disparity in leadership positions.

Women (40%): Women represent a large proportion of leaders in healthcare, showing progress towards gender equality.

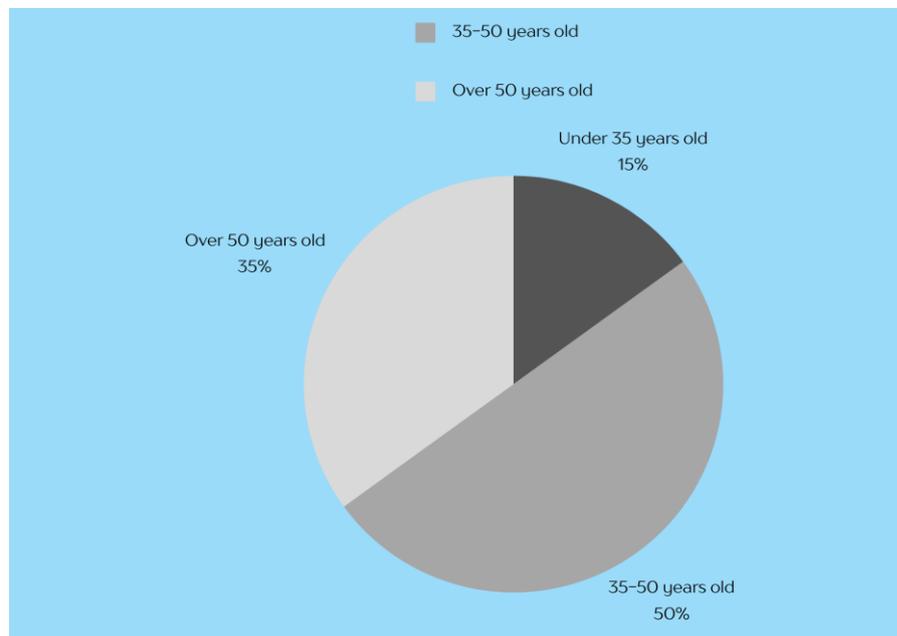


Chart 13. Demographic analysis of leaders by age in Healthcare industry (%) [30]

Under 35 (15%): Young leaders (under 35) represent a smaller proportion of leaders in health care, which may indicate high demands for experience and qualifications.

35-50 years old (50%): The highest proportion of leaders are in the 35-50 age group, which emphasizes the importance of experience and maturity in healthcare management.

Over 50 years old (35%): Leaders over 50 years of age also hold a significant proportion of leadership positions, which may indicate the value of experience and accumulated knowledge.

The demographic analysis of leaders in healthcare shows that males dominate leadership positions, but the proportion of female leaders is also significant. The bulk of leaders are in the 35 to 50 age group, emphasizing the importance of experience in this field. Young leaders make up a smaller proportion, which may be due to the high demands for experience and qualifications.

Conclusion on Chapter 2

Analyzing the impact of leadership styles in different industries shows that there is no one-size-fits-all style that is ideal for all industries. It must be based on what the management requirements are, whether flexibility or control is important, whether the approach is customized or generic, it all depends on the specifics of the project.

It can be concluded that flexibility, stress tolerance to constant change and adaptability are important for the IT industry. It is mandatory to support creativity and innovation, as well as general brainstorming of the team, which helps to come up with more interesting ideas for the successful implementation of the project.

In the construction industry, accuracy and control to meet project deadlines is most important, and safety and process adherence are preferred. This helps to effectively manage large scale construction projects where high level of organization and discipline is required.

Health care industry is one of the important industries in today's world, so concern for the welfare of people and high ethical standards should be a priority.

The analysis shows that a leader must not only understand their industry, but also adapt management techniques to fit the current projects and team. It is important for leaders to realize that their approaches have a direct impact on team motivation, quality of work and meeting project deadlines. A good leader is able to combine different management styles to achieve better results.

3. AN EMPIRICAL STUDY OF THE INFLUENCE OF LEADERSHIP STYLES ON PROJECT SUCCESS

3.1. Methods of data collection and analysis

This section is devoted to analyzing the relationship between leadership styles and project success based on interviews with leaders from different sectors of the economy. The purpose of the interviews is to understand how leaders apply theoretical approaches to real-life project management and to identify which leadership styles they find most effective in their professional activities.

The section aims to collect data from practicing leaders, this will allow to learn not only theoretical experience but also practical experience. Through interviews it is established which leadership styles help to increase team motivation and engagement, how they affect the quality and timing of projects and what challenges may arise when applying them.

In order to achieve the objectives of the study, questions were developed to identify:

- How managers evaluate their management style and its impact on project success.
- Case studies illustrating the use of different leadership styles.
- Leaders' views on how adapting leadership styles to the specific context and culture of the organization affects the performance of their teams.

The data collected from the interviews will be analyzed to identify common trends and develop recommendations for future project managers on how to select and apply the most appropriate leadership styles as appropriate to the situation.

These candidates were chosen as it is possible to understand the diversities and different approaches to leadership more extensively. It was important for me to choose people who are in different fields, of different ages and with different backgrounds. This helped to identify their unique leadership styles.

The questions were chosen to maximize the exposure of the candidates and their style. Even though they may have followed a particular style there are questions that make candidates think that they apply more than one style and approach.

Consider the questions that were asked of the interview participants:

1. General questions about career and experience:

- Can you talk about your experience in project management?

- What are the major challenges you have faced in your management career?

2. Questions about leadership styles:

- What leadership style do you typically apply in project management?

- Can you give an example of when your leadership style worked particularly well?

- Has your leadership style changed over time? If so, what caused this change?

3. Questions about the impact of leadership style on project success:

- How do you think your leadership style has influenced the outcomes of projects you have managed?

- Can you describe a situation where a particular leadership approach helped solve a difficult problem in a project?

4. Questions about interacting with your team:

- How do you motivate your team?

- What methods do you use to resolve team conflicts?

- How do you involve the team in the decision-making process?

5. Specific questions about servant leadership, emotional intelligence, and situational leadership:

- Have you ever used the principles of servant leadership? How has it impacted your team and project?

- Can you give an example of how you used emotional intelligence to manage a difficult situation?

- Have you used situational leadership? In what instances was it most effective?

6. Concluding questions:

- What do you think makes a leader effective in the context of project management?

- Is there any advice you would like to give to aspiring project managers?

3.1.1 Candidate #1

The first interview participant was a 40 year old female working in a construction company in the CFO position.

1. General questions about career and experience:

- Can you tell us about your experience in project management?

CFO, 10 years of experience in the construction of a modern multifunctional complex with a Hilton DoubleTree hotel and parking lot. Total area of 100 thousand m². Putting it into operation. (About 400 employees)

Financial Manager 8 years of experience in an international transportation and logistics company (about 300 employees).

- What are the main challenges you have faced in your management career?

The goal was to analyze the factors affecting business performance and develop a set of measures to improve them.

As a result of the analysis, the points of inefficient interaction between departments were identified.

In the process, business standards were developed and implemented, work processes and cycles were prescribed.

2. Questions about leadership styles:

- What leadership style do you typically apply in project management?

Combined. Closer to democratic.

- Can you give an example of when your leadership style worked particularly well?

Thanks to fruitful teamwork - realizing the construction of a project in less than standard timeframes. Obtaining one of the largest financings in the region.

- Has your leadership style changed over time? If yes, what was the reason

Adapted. It is necessary to understand not only your strengths, but also to learn how to integrate your leadership style taking into account the individual characteristics of the team.

3. Questions about the impact of leadership style on project success:

- How do you think your leadership style has influenced the outcomes of the projects you have managed?

At some points it has contributed to the realization of projects according to the set outcome goals and indicators.

At some points, it has negatively affected personal interactions with colleagues and their subsequent withdrawal from projects.

- Can you describe a situation when a certain leadership approach helped to solve a difficult problem in a project?

We were repeatedly faced with suspension of financing and the threat of disruption of the construction schedule of the project, which was being built in accordance with the Decree of the President of the Republic of Belarus. It was necessary to react promptly to external changes, to use the potential of each employee flexibly and effectively. Thanks to the developed set of measures and teamwork the project was successfully realized.

4. Questions about interaction with the team:

- How do you motivate your team?

Appreciating ideas; See progress; Recognize achievements; Budget a decent financial evaluation of the results of the first three items

- What methods do you use to resolve conflict in your team?

Analyzing the nature and occurrence of conflict; Establishing the cause and effect relationship of what happened; compromise; Cooperation; working together to minimize this and establish effective mutual interaction.

- How do you involve the team in decision making?

Depends on the business model in place

5. Specific questions about servant leadership, emotional intelligence, and situational leadership:

- Have you ever used the principles of servant leadership? How has it impacted your team and project?

No. In the experience of the working businesses in which I worked this type could not have been implemented.

- Can you give an example of how you used emotional intelligence to manage a difficult situation?

There was once a conflict between key employees that could have led to delays and financial losses. Thanks to emotional intelligence, the conflict was resolved and a mutual understanding was reached on both sides.

- Have you used situational leadership? In what cases was it most effective?

It has been used many times, we had to use different approaches to resolve the difficulties the team was facing

6. Concluding questions:

- What do you think makes a leader effective in the context of project management?

Understanding the bottom line goals and objective; Ability to develop an effective strategy; Social intelligence; Purposefulness; Sensorics; High sensitivity to change; Ability to inspire and motivate others to take action.

- Is there any advice you would like to give to aspiring project managers?

Set ambitious goals for yourself and realizable goals for your colleagues; Improve perseverance. Make friends with flexibility; Listen to yourself, hear others; Make this world more efficient and productive.

3.1.2 Candidate #2

The following candidate is a 32 year old female, project manager in the aviation industry.

1. General questions about career and experience:

- Can you tell us about your experience in project management?

I have been working in this field for about five years, and I have already gained some knowledge. In fact, speaking about project management, we can say that everyone has had to deal with it in one way or another in their lives, because we all plan something and put those plans into action. And the scale of all projects is different. Proper and careful planning helps in bringing these projects to fruition.

- What are some of the major challenges you have faced in your management career?

A rather challenging project I was fortunate enough to be involved in was moving our firm from our old premises to a new one. This was all planned over a period of two years. Given that the building is brand new, we had to customize everything, from the layout of the rooms to the location of the outlets.

Of course, we had to communicate with a lot of people and deal with a lot of questions. It is both difficult and, at the same time, interesting.

2. Questions about leadership styles:

- What leadership style do you usually apply in project management?

I am open to people and their opinions. It is important for me to know what my colleagues think, and very often among these opinions there are very unconventional and creative solutions, which is what I enjoy when working with people. We are all in the same boat and their success is my success too.

- Can you give an example of when your leadership style worked particularly well?

There was a time when one employee, who was quite skilled, couldn't get involved in one project for a long time. The employee is really good and it wasn't clear what had changed. I managed to find out the reason for his anxiety and convinced him that he was a valuable employee whom we valued. Of course, it took him some time to recover, but he is now one of our best valued employees.

- Has your leadership style changed over time? If so, what caused this change?

I don't think so. I am still happy to listen to different opinions and participate in discussions. I also think it gives confidence to team members and they are not afraid to express even the craziest ideas.

3. Questions about the impact of leadership style on project success:

- How do you think your leadership style has influenced the outcomes of the projects you have managed?

The main goal of any project is to complete it successfully and on time, and that's exactly what our team always strives for. And, as I said above, hearing different opinions can help us come up with a non-standard solution that will help in the realization of the project.

- Can you describe a situation when a certain leadership approach helped to solve a difficult problem in a project?

We once had a client who complained that the company was not on track to finish a project on time. I was assigned to help with this difficult situation. I had to get into the process and understand every little detail, talk to each of the project participants individually and eventually help them improve their results. In the end, we met the deadline and the client was happy.

4. Questions about interacting with your team:

- How do you motivate your team?

First of all, it is decent working conditions. Our employees have workplaces in the office, as well as the opportunity to work from home. If something is missing, they can always contact the office manager and get the necessary equipment or program. We also organize so-called "meetings" after work, where we can eat delicious pizza or burgers and discuss pressing matters. And, of course, decent pay, without it.

- What methods do you use to resolve conflicts in the team?

If such a situation arises, I talk separately with the parties to the conflict, try to hear and understand both sides and get to the heart of the conflict. After that we can look for solutions. Situations vary, and, unfortunately, it is not always possible to find a suitable solution.

- How do you involve the team in the decision-making process?

The team is always fully involved in the process. They know and understand the big picture and can draw conclusions on their own.

5. Specific questions about servant leadership, emotional intelligence and situational leadership:

- Have you ever used the principles of servant leadership? How has it impacted your team and project?

I like this type of leadership, but I can't accept the name. Still, I don't think of it as servant leadership, for me it's a healthy attitude towards my employees.

People feel free, they like to come to work knowing that their bosses care about them and give them the support they need.

- Can you give an example of how you used emotional intelligence to manage a difficult situation?

There was a time when we couldn't get a project done on time due to an unforeseen malfunction. Of course, employees were panicking that they wouldn't meet the deadline. As a leader, I needed to calm and cheer up the employees, and to do that I needed to stay calm and, instead of dwelling on the problem, set myself up to find a solution. If in the eyes of the employee behave calmly and confidently, it becomes easier for him. Therefore, do not panic. In the end, by the way, the problem was resolved, and we finished the project quietly. A little later than planned, but this did not affect the result.

- Have you used situational leadership? In what cases was it most effective?

All the time, because every person needs a certain approach. There are people who can motivate themselves, but there are those who need additional support, for example. As a leader, it is important for me to know what my subordinate needs. Whether he or she can do a certain task completely on his or her own or not. Depending on this, a decision will be made as to what approach is best to use.

6. Concluding questions:

- What do you think makes a leader effective in the context of project management?

The ability to find an approach to people and to deal with difficult situations, as well as the absence of fear in case of uncertainty. Of course, it is impossible not to be afraid, but at least you should not be afraid of making decisions. Listen to your colleagues and don't ignore problems.

- Is there any advice you would like to give to aspiring project managers?

Don't worry, we are all human and we all make mistakes, it's an inevitability. Without mistakes there will be no development. Don't forget that you are working with people, so

listen to your colleagues and colleagues with experience and knowledge will always help you if you behave not just as a soulless leader, but as a human being.

3.1.3 Candidate #3

Candidate is a 25 years old guy working as a manager in a travel company.

1. General questions about career and experience:

- Can you talk about your experience in project management?

Yes, I have significant experience in project management. I have worked on a variety of projects ranging from small groups to large interdisciplinary teams. There has been experience in organizing personal tours for people who don't want to waste their time on a tour with a large number of participants and visit places they are not interested in.

- What are the major challenges you have faced in your management career?

One of the main challenges has been managing client and team expectations. There were often situations where a compromise had to be made between a limited budget and high expectations. There were also challenges in motivating the team during periods of intense work and stressful situations.

2. Questions about leadership styles:

- What leadership style do you typically apply in project management?

I usually apply a democratic leadership style in project management.

- Can you give an example of when your leadership style worked particularly well?

There was a client who absolutely hated the proposals he was offered from our team. This was followed up with a meeting where the team was able to address all of the client's concerns in more detail. Thanks to the meeting where I listened to all the suggestions from my staff, we found an option that suited the client. Thanks to the team working together, we were successful.

- Has your leadership style changed over time? If so, what caused this change?

My leadership style has not changed at all because I like to listen to the different opinions of my team. This helps to understand more about the employees themselves and to achieve good results in different projects

3. Questions about the impact of leadership style on project success:

- How do you think your leadership style has influenced the outcomes of projects you have managed?

Affected positively because through discussing problems with my team, we find quick and effective solutions and eliminate them.

- Can you describe a situation where a particular leadership approach helped solve a difficult problem in a project?

There was a time when I used an authoritarian leadership style because I had already been in a similar situation and I knew what to do without the help of my team. 4.

4. Questions about interacting with your team:

- How do you motivate your team?

Bonuses, performance bonuses, employee discounts, paying for training for employees who want to pump up their skills are used to motivate the team

- What methods do you use to resolve team conflicts?

We try to use cooperation and compromise

- How do you involve the team in the decision-making process?

Encouraging an employee and applying their ideas to the task at hand always works in this case.

5. Specific questions about servant leadership, emotional intelligence, and situational leadership:

- Have you ever used the principles of servant leadership? How has it impacted your team and project?

Yes, it has helped the team to reach mutual understanding and create an atmosphere that everyone is important and everyone is heard and listened to.

- Can you give an example of how you used emotional intelligence to manage a difficult situation?

Emotional intelligence is used on a daily basis because the approach to employees is always different depending on the situation.

- Have you used situational leadership? In what instances was it most effective?

Of course, in crisis situations it is impossible to do without this leadership style.

6. Concluding questions:

- What do you think makes a leader effective in the context of project management?

It is important to always listen to the team and have flexibility of thought

- Is there any advice you would like to give to aspiring project managers?

Always strive to be better and learn, surround yourself with people you want to look up to professionally

3.1.4 Candidate #4

The next candidate is a 55 year old male, director of a cosmetology distributorship.

1. General questions about career and experience:

- Can you tell us about your experience in project management?

The experience is quite extensive, I have tried doing business in different areas. One of the successful ones was selling women's clothing. At the moment I am the director of a company that distributes cosmetic products both externally and internally.

- What were the main challenges you faced in your management career?

The main challenge was to start cooperating with cosmetic manufactures. Since most of them are located in Korea and the team needed to communicate successfully to get favorable contracts. It was necessary to build communication in the right way so that both sides could cooperate.

2. Questions about leadership styles:

- What leadership style do you usually apply in project management?

Democratic, always listening to the opinion of others. But if I have my own opinion about some things, I defend them. However, if the employees were able to convincingly convey their opinion, then I am ready to listen.

- Can you give an example of when your leadership style has worked particularly well?

It is important to communicate to the team how to interact with the partners, as they are conservative and don't always communicate openly. In such cases it is important to make concessions and avoid conflict situations, it is important to realize that sometimes small losses can lead to big potentials.

- Has your leadership style changed over time? If yes, what was the reason for this change?

It has not changed, this approach was initially built in, as it maximizes the chances of loyalty with clients.

3. Questions about the impact of leadership style on project success:

- How do you think your leadership style has influenced the outcomes of projects you have managed?

Open communication, it's increased loyalty

- Can you describe a situation where a particular leadership approach helped solve a difficult problem in a project?

Flexibility allows to keep good relationships both in the team and within the team. For example, we took products from partners in a large volume, which are not popular, to get a small volume of popular products, thus establishing ourselves as responsible partners and this led to the fact that partners gave more exclusivity. as most of the market did not want to get involved with unpopular products.

4. Questions about interacting with your team:

- How do you motivate your team?

Good working conditions, equity, salaries, support for training of employees and their children

- What methods do you use to resolve conflicts in your team?

Discussing and finding compromises.

- How do you involve the team in decision making?

We have weekly meetings where every employee's opinion is asked and taken into account.

5. Specific questions about servant leadership, emotional intelligence and situational leadership:

- Have you ever used the principles of servant leadership? How has it impacted your team and project?

No, I haven't had to use it

- Can you give an example of how you used emotional intelligence to manage a difficult situation?

I think this method is most often used in conflict situations between the team

- Have you used situational leadership? In what cases was it most effective?

Constantly, as the cosmetic beauty sector is quite young, so we are pioneers and need to adapt constantly.

6. Concluding questions:

- What do you think makes a leader effective in the context of project management?

A team, reliability of people, constant analysis of one's actions and those of the team, encouragement. motivate, put forward-looking thoughts, allow to develop professionally.

- Is there any advice you would like to give to aspiring project managers?

Remain objective, self-improvement, all-round development, don't be afraid to try different areas. Don't be afraid to ask for help, try out different areas. Go to seminars of successful leaders.

3.1.5 Candidate #5

The candidate is a Co-Founder & CBDO in an IT startup, male 30 years old

1. General questions about career and experience:

- Can you tell us about your experience in project management?

I have a lot of experience in the IT field in both large companies and startups. I started as a project manager and now I am Co-Founder in a startup.

- What are the main challenges you have faced in your management career?

In the IT industry the most common challenge is having our product suddenly break or bugs occur. It is important to react quickly at such times and build a structured plan of action.

2. Questions about leadership styles:

- What leadership style do you usually apply in project management?

I would say that the style is democratic. Because it is difficult to apply other approaches in this area, especially because the employees are mostly young and it is impossible to apply any stricter approaches to them.

- Can you give an example when your leadership style has worked particularly well?

Being able to talk to and motivate employees always works positively.

- Has your leadership style changed over time? If so, what caused the change?

Stayed the same, but networking with people in the industry helped me adopt good qualities and techniques.

3. Questions about the impact of leadership style on project success:

- How do you think your leadership style has influenced the outcomes of the projects you have managed?

When there is a good team atmosphere, projects are always completed on time. One of the important criteria is delegation, the clearer and more clearly you explain the task, the better the employee will do. We have meetings with the whole team 2 times a week, where we discuss the development of our technologies, how the week went, what tasks were accomplished, what else we can offer our clients. In addition, I have at least one meeting with the Customer Success Lead where we discuss customers directly and how our tests are going.

- Can you describe a situation where a particular leadership approach helped solve a complex problem in a project?

One of the challenging problems was a bug in our system that caused us to incur financial losses to our customers. The issue was that our dev team had to complete a "pay for subscriptions" task, but unfortunately there was a bug that was not noticed at the QA stage and for a month it existed until I happened to notice it. The first thing I did was to inform the Customer Success Lead to have her check again too. After that, I wrote to the dev team who immediately started checking everything from their end and fixing this bug. Together we resolved this issue within 4 hours. Then an additional meeting was called to discuss the issue and calculate the loss for our customers. Next, I took a consultation with our Adviser to properly present this situation to the client. After all these actions it was found out that the loss is not big and we can solve this problem by billing the client less than usual.

4. Questions about team interaction:

- How do you motivate your team?

I believe that you should always verbally thank your employees for their work and always praise them. My favorite phrase is "You are the best". You should also not forget about monetary motivation and bonuses. We are always ready to pay for training for employees, if necessary.

- What methods do you use to resolve conflicts in the team?

The best way is to discuss and find out what went wrong.

- How do you involve the team in the decision-making process?

At every meeting I ask for the opinion of all employees, as well as in personal dialog, if I give a task I always ask for an opinion on it, and if it does not agree with mine, I ask for more details about the employee's point of view.

5. Specific questions about servant leadership, emotional intelligence, and situational leadership:

- Have you ever used the principles of servant leadership? How has it impacted your team and project?

I think this method is not used within the IT industry within the team. It is more suited to working with clients.

- Can you give an example of how you used emotional intelligence to manage a difficult situation?

Recently there was a case where we needed to say goodbye to one of our employees because he was not able to fulfill his responsibilities to the fullest. I set up a meeting with him where I explained the situation as gently as possible, telling him about his strengths and explaining that we were looking for something a little different at the moment. He took it well, we parted on a good note and he knows he can always come back if he wants to in the future. A recommendation was also written for this employee and I contacted my friends in the industry and sent them this employee's resume.

- Have you used situational leadership? In what instances has it been most effective?

In many situations, especially when there are customer launches, there you have to be ready for anything and adapt quickly. That's why we don't do launches in the evening or on weekends when the team is out of range. Although sometimes those situations happen and you have to engage the team, but they get bonuses for doing so.

6. Concluding questions:

- What do you think makes a leader effective in a project management context?

The ability to find an approach to each employee, delegate tasks, have empathy, help the employee to grow professionally.

- Is there any advice you would like to give to aspiring project managers?

To be yourself, to constantly learn, to make mistakes and analyze them. It is necessary to be open, to be able to listen to others. Delegate tasks, even if you think you can do it faster and better.

3.2 Results of the study

Candidate #1 has 10 years of CFO experience and 8 years of experience as a finance manager for an international transportation and logistics company. His experience includes managing large projects such as the construction of a mixed-use development with a Hilton DoubleTree hotel. This candidate has demonstrated an ability to analyze business processes and implement effective standards, which has enabled him to successfully complete projects within tight deadlines and attract significant financing. However, he also

noted negative aspects of his management style, such as personal conflicts, indicating a need for improvement in this area.

Candidate #2, who works as a project manager in the aviation industry, has 5 years of experience and specializes in organizational projects such as moving the firm to a new building. This candidate demonstrates a high degree of empathy and openness, actively listens to team opinions and encourages creative solutions. She successfully manages conflict and knows how to motivate the team through creating a good working environment and organizing after-work activities.

Candidate #3, a manager in a travel company, has considerable experience in project management, organizing personalized tours. His democratic leadership style is complemented by an authoritarian approach in situations requiring quick decision making. He successfully motivates the team through bonuses and training fees, and actively uses emotional intelligence and situational leadership to resolve conflict situations.

Candidate #4, a director of a beauty products distribution company, has extensive experience in various business areas, including the sale of women's clothing. His management style is based on a democratic approach, which helps to maintain customer loyalty and effective interaction with partners. He emphasizes the importance of business flexibility and willingness to compromise to achieve long-term goals. This candidate also supports the training of employees and their children, creating a supportive work environment. Despite his age the candidate is not afraid to enter a new market for cosmetic products, this shows him as a flexible thinking person.

Candidate #5, a 30-year-old co-founder and CBDO (Chief Business Development Officer) in an IT startup, has a rich experience in the IT industry. Having started his career as a project manager, he was able to rise to the level of co-founder of a startup, which is a testament to his entrepreneurial skills and leadership abilities. His experience in both large companies and startups gives him a unique understanding of various aspects of project management and business development.

All candidates have experience in project management. But as we know, a lot of experience is not always a positive thing and does not make a good leader.

It can be seen that the majority chose the democratic leadership style, but based on the answers it can be understood that nowhere in its purest form the democratic style is used. Candidate #3 says that he uses elements of authoritarian style, but I would say that candidate #4 shows more authoritarian actions. It can be said that all candidates are flexible leaders. Candidate #5 has significant experience in the IT industry, is able to respond quickly to problems and effectively motivate young employees.

Candidate #4 is the oldest and this is evident from his approaches to working with the team, there is an assumption that the younger generation will find it difficult to work with such a leader as Gen Z prefer a looser atmosphere in the workplace.

All candidates mentioned the importance of emotional intelligence in dealing with conflict situations.

Interestingly, different generations motivate employees differently. The older generation believes that material motivation is the most important and they do not pay attention to the mental component. When in turn millennials and Gen Z care about both things at the same time.

It is important to note that in the previous chapter the construction industry was studied and it was stated that the authoritarian style is the most suitable. When in practice we see that the thinking of people in this industry is different and they take a more democratic approach.

The main thing to realize is that not always theoretical knowledge coincides with practical knowledge, so it is always worth to study both aspects and be ready to adapt to different situations and be flexible.

In Germany, as in other countries, there is a diversity of leadership approaches. This graph illustrates the percentage distribution of the most popular leadership styles among German executives.[18]

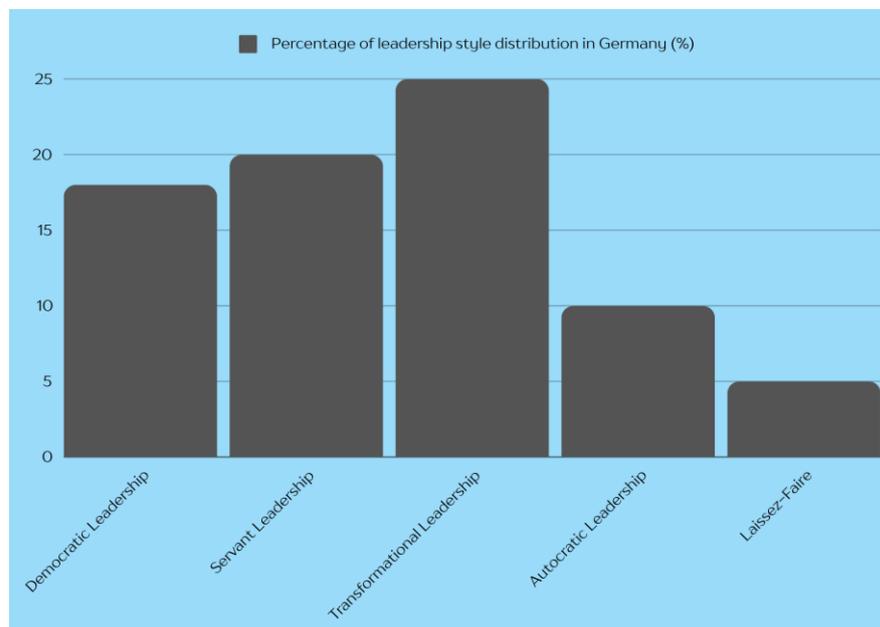


Chart 14. Percentage of leadership style distribution in Germany (%) [18]

Different leadership styles have a significant impact on the working atmosphere and employee productivity. This graph shows the percentage distribution of the most popular leadership styles among Belarusian leaders. [16]

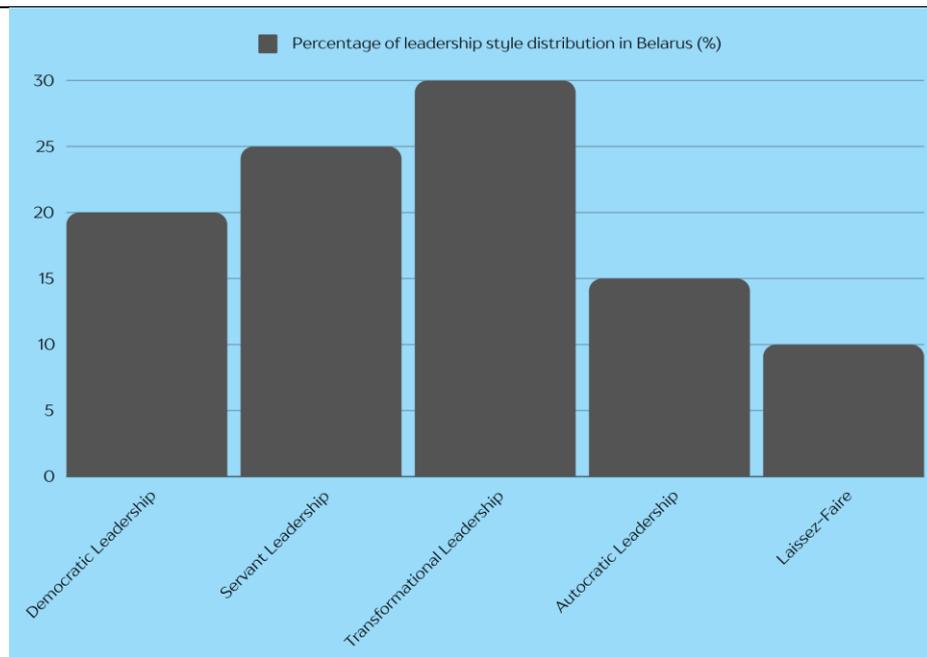


Chart 15. Percentage of leadership style distribution in Belarus (%) [17]

Leadership plays an important role in any organization, and Japan is no exception. Japanese corporate culture has unique approaches to leadership that have a significant impact on performance and team atmosphere. This graph shows the percentage distribution of the most popular leadership styles among Japanese managers. [19]

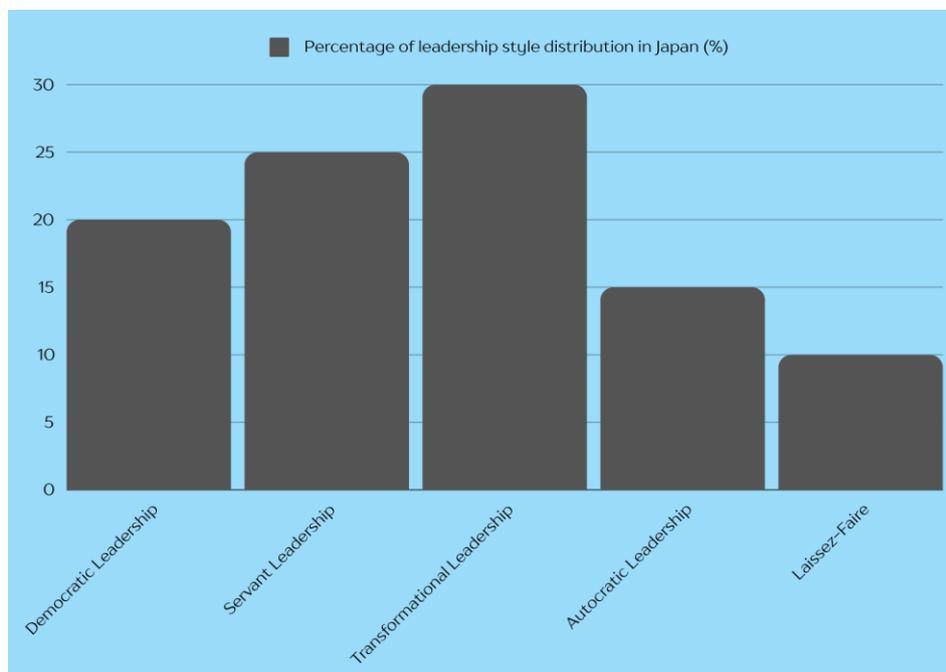


Chart 16. Percentage of leadership style distribution in Japan (%) [22]

In Germany, the most popular leadership styles are transformational and servant leadership. These styles focus on inspiring, motivating employees and their well-being.

Transformational leaders focus on innovation and long-term goals, while servant leaders focus on the needs and support of their employees.

Transformational and servant leadership are prevalent in Belarus, which is similar to the situation in Germany. Transformational leaders strive for innovation and long-term goals, while servant leaders focus on employee needs and support. Democratic leadership is also popular, encouraging teamwork and employee participation in decision-making. However, a significant share of authoritarian leadership is noticeable in Belarus, emphasizing a more traditional approach to management

In Japan, the leading styles are transformational and servant leadership, which also echoes the trends in Germany and Belarus. Transformational leaders in Japan emphasize innovation and adaptation to change, while servant leaders create an atmosphere of trust and support. Democratic leadership is common, promoting collective decision-making and teamwork. It is important to note that authoritarian leadership also holds a significant position in Japan, emphasizing the importance of strict control and stability. [23]

Interestingly, completely different countries were chosen in terms of culture, economy and livelihood, but they turned out to be much more similar to each other in the workplace. Surprisingly, both Belarus and Japan have the same indicators. This suggests that a successful leader in one country can continue to work and motivate employees at the same high level. The only thing is that it will be necessary to adapt to the culture.

Thus, the analysis shows that current leadership trends include a combination of innovation, employee care, and collective decision-making, while taking into account the cultural and historical background of each country.

3.3 Recommendations for leaders

Becoming a successful leader requires the acquisition of skills, one of which is communication. This allows you to build rapport with other employees and improves team understanding. A leader who communicates openly, listens actively, expresses expectations clearly, this contributes to a pleasant atmosphere in the team and improves the quality of work.

A successful leader knows how to delegate tasks properly. This helps to focus on the strategic aspects of management, it allows employees to make decisions and develop problem solving skills. This approach not only improves operational efficiency but also increases job satisfaction as employees feel valued and involved in the overall endeavor.

Responsiveness and adaptability are equally important skills. Especially in fast-growing fields. The ability to adapt to new challenges can determine how well a team or organization will meet the challenges ahead.

It is also important to develop emotional intelligence - the ability to understand and manage one's own feelings, as well as empathize with the emotions of others. In the study, it was shown that many work issues were more easily resolved using emotional

intelligence. This quality allows leaders to better manage conflict, motivate employees, and create a positive work environment. Leaders with a high level of emotional intelligence are able to build strong interpersonal bonds in a team, which is the key to successful collaboration.

In addition, they should not forget about self-improvement and training. In today's world there are a huge number of opportunities, from universities and courses, to private consultations with successful people. Some knowledge may not be needed at a given minute, but there may be a situation where it contributes to better results.

It is important to realize that it is normal to make mistakes and every leader becomes stronger after coming out of such situations. Analyzing actions and processing values is important. The world does not stand still and continuous professional development helps not only to keep knowledge and skills up to date, but also serves as an example for employees.

Effective leadership requires a combination of key skills that help leaders manage teams, make strategic decisions, and achieve goals. The presented chart shows the percentage importance of various skills that a good leader should possess.

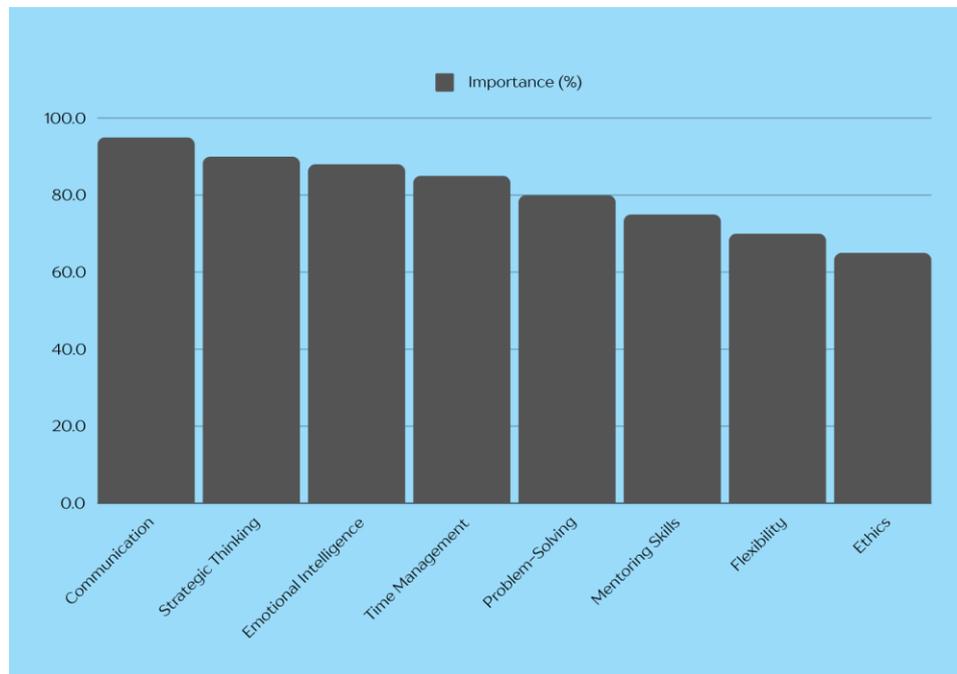


Chart 17. Qualities of a leader [52]

1. Communication (95%): The ability to communicate clearly and effectively is crucial for leaders as it ensures that goals and tasks are understood by all team members.
2. Strategic Thinking (90%): Leaders must be able to see the big picture and develop long-term strategies that will help the organization achieve its goals.

3. Emotional Intelligence (88%): The ability to understand and manage one's own emotions and the emotions of others is important for creating a positive work environment and effectively resolving conflicts.
4. Time Management (85%): Leaders need to use their time and their team's time efficiently to maximize productivity and minimize stress.
5. Problem-Solving (80%): The ability to find solutions to complex problems and make informed decisions is critical for successful leadership.
6. Mentoring Skills (75%): Leaders should be capable of training and developing their employees, helping them grow and achieve their goals.
7. Flexibility (70%): The ability to adapt to changes and quickly respond to new circumstances is important for effective management.
8. Ethics (65%): Adhering to high ethical standards helps leaders earn the trust and respect of their employees and partners.

IT industry

Support innovation and flexibility: IT values speed and innovation. The ability to quickly adapt to change and adopt new technologies can greatly increase the success of projects.

Use agile project management methodologies: Methodologies such as Agile and Scrum allow teams to be more adaptive and reactive to changes in requirements and the market environment.

Develop technical knowledge: Understanding key technical aspects allows for better communication with the team and informed decision making.

Construction

Maintain discipline and planning: Construction projects require precise adherence to deadlines and budgets. Clear planning and control are key to success.

Ensure a high level of safety: Workplace safety should be a priority. Training employees on safety rules and strictly enforcing them will save lives and reduce risks.

Maintain constant communication with contractors and customers: Effective communication and coordination with key stakeholders ensures smooth execution of projects.

Healthcare

Focus on quality and patient care: In healthcare, quality of care is the most important aspect. Managers need to make sure that every team member adheres to high standards of care.

Develop interdisciplinary communications: The ability to communicate effectively with various departments and healthcare professionals is critical to an integrated approach to patient care.

Enhance team professional development: Ongoing training and professional development of health care professionals not only improves patient care but also job satisfaction.

CONCLUSION

Having studied the topic " Impact of different leadership styles on the success of projects" the purpose of the master's thesis was achieved. In the course of the research the following tasks were solved:

1. The impact of transformational, transactional, authoritarian, democratic and coaching leadership styles on team motivation and project success in different sectors was analyzed.
2. Assessed how leadership styles affect the meeting of deadlines and quality of work in projects in different sectors including IT, construction, and education and healthcare.
3. Analyzed the responses of executives from different industries based on interviews conducted to identify preferences in leadership styles and their relevance to the requirements of specific projects.
4. Developed recommendations for adapting leadership styles to the specifics of projects and the culture of organizations, which included suggestions for training and skills development of managers.

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Statement of Authorship

I hereby certify that Master's thesis presented here has been composed by myself and is the result of my own investigations, unless otherwise acknowledged in the text. All references and all sources of information have been specifically acknowledged. This thesis has not been submitted, either in part or whole, for a degree at this or any other University. This work has not been published.

Mittweida, 30.05.2024

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Place, Date

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