

<b>Project Manager Role</b>	
	<i>Directions: Hide this side of the flashcards or fold page in half. Read the term, recite the definition, and then look at this side of the flashcards to check your answer.</i>
active listening	The message receiver restates what's been said to fully understand and confirm the message and it provides an opportunity for the sender to clarify the message if needed.
active problem solving	Active problem solving begins with problem definition. Problem definition is the ability to discern between the cause and effect of the problem. Root-cause analysis looks beyond the immediate symptoms to the cause of the symptoms—which then affords opportunities for solutions.
avoiding power	The project manager refuses to act, get involved, or make decisions.
charismatic leadership	The leader is motivating, has high-energy, and inspires the team through strong convictions about what's possible and what the team can achieve. Positive thinking and a can-do mentality are characteristics of a charismatic leader.
expert power	The project manager has deep skills and experience in a discipline (for example, years of working in IT helps an IT project manager better manage IT projects).
ingratiating power	The project manager aims to gain favor with the project team and stakeholders through flattery.
informational power	The individual has power and control of the data gathering and distribution of information.

interactional leadership	The leader is a hybrid of transactional, transformational, and charismatic leaders. The interactional leader wants the team to act, is excited and inspired about the project work, yet still holds the team accountable for their results.
guilt-based power	The project manager can make the team and stakeholders feel guilty to gain compliance in the project.
leadership	Leadership is about aligning, motivating, and inspiring the project team members to do the right thing, build trust, think creatively, and to challenge the status quo.
laissez-faire leadership	The leader takes a “hands-off” approach to the project. This means the project team makes decisions, takes initiative in the actions, and creates goals. While this approach can provide autonomy, it can make the leader appear absent when it comes to project decisions.
management	Management utilizes positional power to maintain, administrate, control, and focus on getting things done without challenging the status quo of the project and organization.
media selection	Based on the audience and the message being sent, the media should be in alignment with the message.
meeting management	Meetings are forms of communication. How the meeting is led, managed, and controlled all influence the message being delivered. Agendas, minutes, and order are mandatory for effective communications within a meeting.
personal or charismatic power	The project manager has a warm personality that others like.

presentation	In formal presentations, the presenter’s oral and body language, visual aids, and handouts all influence the message being delivered.
pressure-based power	The project manager can restrict choices to get the project team to perform and do the project work.
PMI Talent Triangle	Defines three areas of PDUs for PMI certified professionals to maintain their certification. The PMI Talent Triangle includes technical project management, leadership, and strategic and business management.
positional power	The project manager’s power is because of the position she has as the project manager. This is also known as formal, authoritative, and legitimate power.
Professional Development Units (PDUs)	PDUs are earned after the PMP to maintain the PMP certification. PMPs are required to earn 60 PDUs per three-year certification cycle. Of the 60 PDUs, a minimum of 35 hours must come from educational opportunities.
project manager	The role of leading the project team and managing the project resources to effectively achieve the objectives of the project.
punitive or coercive power	The project manager can punish the project team.
referent power	The project manager is respected or admired because of the team’s past experiences with the project manager. This is about the project manager’s credibility in the organization.
reward power	The project manager can reward the project team.

sender-receiver models	Communication requires a sender and a receiver. Within this model may be multiple avenues to complete the flow of communication, but barriers to effective communication may be present as well.
servant leadership	The leader puts others first and focuses on the needs of the people he serves. Servant leaders provide opportunity for growth, education, autonomy within the project, and the well-being of others. The primary focus of servant leadership is service to others.
situational power	The project manager has power because of certain situations in the organization.
style	The tone, structure, and formality of the message being sent should be in alignment with the audience and the content of the message.
transactional leadership	The leader emphasizes the goals of the project and rewards and disincentives for the project team. This is sometimes called management by exception as it's the exception that is reward or punished.
transformational leadership	The leader inspires and motivates the project team to achieve the project goals. Transformational leaders aim to empower the project team to act, be innovative in the project work, and accomplish through ambition.