

“SMART SERVANT LEADERSHIP IN PROJECT MANAGEMENT”

Literature Review cum Opinion Paper

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“Abstract”

In the modern era and competitive marketing world, Project Management and Leadership play a vital role in the organization's development of quality processes, products, and services. Leadership in project management is a key role in project success. So much literature is available on different leadership styles at different management levels. Project management is middle-level management in an organization and servant leadership is more suitable for project management. But no sufficient literature review is available on the combination of Project Management and Servant Leadership. This research paper aims to describe new leadership skills with Smartness for further extension of servant leadership in project managers adopting more quality skills such as SMART – Strategic, Mentor, Appreciative, Risk-control, and Teamwork. This research paper explores the concept of SMART servant leadership in project management. How is this leadership style unique and works for personnel, operational and organizational growth? And why SMART Servant leadership is more suited to project management.

Keywords: Project Management, Servant Leadership, SMART Servant Leadership

Introduction

Leadership is the most required expertise to focus on the goals and objectives of personnel and organization for better performance achievement. Without leaders, organizations will not be succeeded. In the world, there are many leadership styles exist as autocratic, democratic, delegative, affiliative, coaching, transformational pacesetting, etc., but different leadership styles are represented in different situations. Each leader should know when to exhibit their representation. Apart from the above leadership styles, one most important leadership styles had become very famous in the late 1970s for middle-level management. That is the servant leadership, philosophy explored by (Greenleaf, 1970) “*servant leader is a quality of leader whose goal is to serve*”.

The importance of servant leadership is recognizing teamwork and fulfilling team needs and personnel growth, innovation technology, and stakeholder satisfaction. The servant leadership style is more likely to be a transformational leadership style. For project management, servant leadership is more suitable to balance and manage both projects as well as top management for better business growth. But, still, servant leadership traits have their limitations. So, still, the servant leadership style should develop with more skills to lead personnel efficiently, and effectively to improve overall organizational performance and revenue in the Indian manufacturing public sectors.

SMART servant leadership (SMART-SL) of project manager function is to serve the personnel for their growth and empower one side and parallel on other side helps an organization to formulate the strategies' framework, communication strategy, roles, responsibilities & authorities, management commitments, and wisdom decision-making capability for organizational growth. The main concept of this research paper is to analyze and fulfill the current limitations and gaps in the literature survey that impacted the role of Servant leadership in project management. SMART Servant Leadership (SMART-SL) in Project management is novel research to develop new skills efficiently and effectively for future business growth by executing multiple projects simultaneously as a team. It is complex to define the roles of leadership and project management. The servant leadership of the project manager is a highly challenging role in Indian manufacturing public sectors. It requires more skill to handle people and manage projects.

According to (Sudhir Rana, 2018), manufacturing industries relies on and develops production techniques, processes, material, ingredients, and new products. The wealth and prosperity of a country are highly affected by the ability of manufacturing products. The paper explains the role of a SMART-SL as a project manager to improve personnel and organizational performance. Project objectives are accomplished by a project toward business goals. Project objectives include scope, cost optimization, quality product or service, strategic time plans, wise decision-support, on-time deliverables, efficient resource utilization, and strategic direction to build a team. SMART-SL overcomes the limitations of servant leadership. This new leadership concept develops more quality leadership skills and focuses on SMART – Strategic, Mentor, Appreciative, Risk control, and Teamwork.

1 Project Management

Definition of Project: According to Project Management Institute (PMI), Projects are unique and temporary endeavors undertaken to create products/services/results and have definite start and end dates. A project is completed when its goals and objectives are accomplished and meet stakeholders' expectations or it determines the project is no longer viable. The important point of the effort of a large project is dedicated to ensuring that the project is completed at the assigned delivery time through schedules. The project life cycle is having 5 phases. They are the Initiation phase, Planning phase, Execution phase, Monitoring and Control phase, and Closing phase.

Characteristics of Projects: According to (ISO 10006:2017) and (ISO 21500:2012):

- They are unique and non-repetitive phases consisting of processes and activities.
- They have some degree of risk and uncertainty
- They are expected to deliver specified quantified results
- They planned with start and end dates within the specified cost and resources constraints
- They have outputs that can be one or several units of products or services
- Personnel may be assigned for project organization temporarily
- They can be long duration and subject to change internal and external influences over time.

Projects vs Processes: According to (ISO 9001:2015), a process can be defined as achieving the desired results more efficiently when activities and related resources are managed. A

project is carried out as a set of planned, interrelated, and interdependent processes. The project organization controls the project processes.

A project process and its interrelationships should be determined. Where necessary, the operations and control of these processes should be supported by documented information. Process effectiveness and efficiency can be assessed through internal and external reviews (ISO 10006:2017).

Projects vs Operations: In contrast with projects, operations are continuously ongoing and repetitive processes to produce the same results without end. The purpose of operations is to keep the organization's continuous functioning whereas a project's purpose is to meet its goals and conclude. Therefore, operations are ongoing while projects are unique and temporary.

To mitigate project failures, simply understood the right project requirements early in the process instead of directly jumping into the development of products or services. Ensure to apply and follow good project management techniques, and the project activities are to be monitored continuously.

Managing a project includes identifying project requirements and collecting stakeholders' needs from the project. When all stakeholders identify and understand project objectives and goals, it is easier to engage all team members on the right path without conflicts toward project success. The most challenging assignment of a project manager is to balance many competing project constraints. In any project, there are several project constraints; those are cost, scope, time, quality, risk, and resources. These constraints are all interlinked with each other. Project managers spend 90% of their time communicating.

Project Goal (PG) vs Project Objective (PO): The project goal and project objective are not the same, with some differences while they are related to one another. The goals and objectives serve different purposes. The project goals are long-term, and intangible and show the direction and overall content of what the project is to achieve. The project goal is usually a high-level target set by the business strategy. The business strategy is defined by the company's mission and vision shown in figure-1.

This model of "VMSGOAL" is applied with a clear definition of Vision, Mission, Strategy, Goal, Objective, and Action plan for both business success as well as project success.

1.1 Management responsibility in projects

According to (ISO 10006:2017), top management involves in the commitment to originating and project organization. Provide input into the strategic process and continual improvement actions are implemented in current and future projects. Facilitate a culture to learn lessons to lead to continuous improvement of current and future projects. Management does projects review periodically and evaluates the progress against the project objectives.

Any manufacturing organization is maintaining a management hierarchy as shown in figure-2. Three different management levels exist in the organization. They are top-level management, middle-level management, and low-level management. Each management level has unique roles and responsibilities, and targets. The manufacturing organizations & their business leaders execute their business-level strategic decisions and control so many departments cover under the organization. Each department & its strategic project leaders execute a quality group of projects/products, programs, and services. Every department is owning many

sections/wings thru work a breakdown structure (WBS) to execute its dedicated processes, resources, services, operations, and support.

Project management is part of middle-level management and required the development of a special leadership quality to manage both personnel and top management. So SMART-servant leadership is also middle-level management and the most suitable style of leadership in project management to influence, empower, and motivate personnel growth as well as lead them toward organizational target achievements.

SMART Servant leadership has a special skill to act as a bridge between low-level management and top-level management very efficiently and successfully to execute projects and maintain sustainability in the organization. The detailed novelty of servant leadership will be described in the following pages. This paper describes qualitative research on the concept of the SMART servant leadership style. Management is responsible for implementing facilities, leadership is responsible to set the goals, and the organization is responsible to be move on business toward its goals,

Project vs Program: According to (ISO 10006:2017), Project is a temporary and unique endeavor to achieve one or more defined objectives. A project is a set of tasks with clear deliverables and deadlines for completion. A project is a pre-defined scope that is limited to a specific output and improves quality, efficiency, cost management, and stakeholders' satisfaction.

According to (ISO 10006:2017), Program is generally a group of related projects, program components, and other activities aligned in a coordinated way to realize benefits. Program is an unknown or fluid deadline due to the large scope and impact of the work that must be done continuously over a long period. The program has multiple deliverables, with interrelated dependencies that may continue to evolve based on changing business needs. A series of deliverables are completed to increase efficiency, accuracy, reliability, or other business needs.

Definition of Project Management: According to PMI, Project management is the qualification of knowledge, skills, tools, and techniques applied to project activities to meet the project requirements. Project management is a process that includes planning, putting the project plan into action, monitoring the activities, and measuring progress and performance.

According to (ISO 21500, 2012), Project Management is the application of methods, tools, techniques, and competencies to a project. Project management includes the integration of the various phases of the project life cycle. Project management is accomplished through processes. According to (Galloway, 2015), Project management is a strategic tool for organizational success in projects by adopting strategic approaches to realizing strategic objectives and overcoming business traditional bureaucratic mechanisms and operations thru effective leadership. According to (Alina Kozarkiewicz, 2016), strategic project management is a complex process focused on competitive advantages and a multidimensional approach (planned time, scheduled budget, technology, strategic goals, vision, quality, stakeholders' relations, business, and organizational success, etc.) to analyzing the sources of a project's success. According to (Anum Safder, 2018), project management is being extensively used and quality management is the most successful field in all varieties of business. Quality management and project management are two interlinked terms and there is an association between the practices of quality management and the performance of project management.

Project management is the art of directing and coordinating resources throughout the project lifecycle by using modern management techniques to achieve predetermined project objectives of scope, cost, time, quality, resources, materials, communication, risk, documentation, and satisfaction.

1.2 Why leadership in project management is required for organizational success:

Every organization has a unique culture and diverse challenges and needs to solve a set of problems in different situations. The following are some of the reasons why exactly project management helps an organization.

1. Interactions or interdependencies between various departments.
2. Sharing of common resources
3. The importance of the project to the organization
4. Size of the project
5. Changes in the market
6. The reputation of the organization in the business world
7. Degree of unfamiliarity with the work involved which is having more complexity

Project management Goals: The goal is defined as a high-level target that provides the overall context for what the project is to achieve and aligns with the business's strategic direction. Here listed a few project goals are shown below in Table 1.

Project management Objectives: The objective is the detailed outline of the big picture of the project. Project objectives are SMART, the concept first introduced by (George T. Doran, 1981) they are:

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|---|---|------------|
| S | - | Specific |
| M | - | Measurable |
| A | - | Achievable |
| R | - | Realistic |
| T | - | Time-bound |

Specific: The objective should be defined clearly.

Measurable: The objective should be quantifiable, measurable, and accountable.

Achievable: The objective should be achievable considering the resources and constraints.

Realistic: Make sure that the objective is realistic and practical.

Time-bound: Make sure that the objective has a deadline or is defined.

The project objective is specific tangible and clearer to achieve, a one-sentence statement that includes actionable, measurable goals. In the project initiation phase or while creating a project plan, one should define the goals and objectives of the project. The project objective should be documented in the project management plan to achieve it (refer to figure-1).

1.3 Role of Project Manager

According to ISO 10006:2017 and ISO 21500:2012, the following are the roles of a project manager:

- The project manager should be appointed as early as possible
- The project manager is the individual with the defined responsibility and authority for managing the projects.
- Ensures the project quality management system is established, implemented, and maintained,
- The authority delegated to the project manager should be commensurate with the assigned responsibility.
- The project manager is responsible to ensure that documented information on nonconformities and the disposition of the nonconformities in the projects' product/service and processes.

The project manager and the originating organization should ensure that the project organizational structure is appropriate to the project scope, the size of the project team, local conditions, and the processes employed. *When selecting a project manager priority should be given to leadership skills.*

The project manager should be involved in the selection of personnel for the project positions that are considered essential to the project's success. The project manager is a representative of the project organization and is appointed with responsibility for establishing, implementing, and maintaining the project's quality management system. Project managers in the project organization should ensure the establishment of a work environment that encourages excellence, effective working relationships, trust, and respect within the team and with all others involved in the project. The information is accurate and complete that the project organization should supply to the originating organization to enable continual improvement.

The project manager plays a vital role in planning, organizing, controlling, and closing projects. The project managers need to focus on project management principles for better performance of their team members. Project success can be measured by the quality of projects and products, budget compliance, timelines, and degree of customer satisfaction. The project manager should have qualities like technical knowledge, leadership skills, organized manner, and problem-solving skills.

1.4 Project Management skills

According to (the PMBOK guide), Project management typically includes identifying requirements, addressing stakeholders' expectations, ensuring the project is planned and executed correctly, balancing competing project constraints such as time, cost, quality, scope, effective utilization of resources, and reducing the impact of risks and issues. Project management requires knowledge, skills, abilities, tools & techniques to accurately deliver the project requirements. (ISO 10006:2017), includes planning, organizing, monitoring, controlling, and reporting all aspects of a project and the motivation of all those involved in it to achieve the project objectives. According to (ISO 10006:2017), the Project organization stated that a temporary structure that includes well-defined project roles, responsibilities, level of authority, and boundaries needs to be defined and communicated to all interested parties of the project.

Competent personnel should be assigned to the project organization. To improve the performance of the project organization, appropriate tools, techniques and methods should be provided to the personnel to enable them to operate, monitor, and control the processes. In the

case of multinational and multi-cultural projects, joint ventures, international projects, etc., the implications of cross-cultural management should be addressed. The following are project management skills required to make a project successful. A few of them are listed in Table 2:

2 Servant Leadership

Servant leadership theory was first explored by (Robert K. Greenleaf) in the late 1970s. “The servant as a leader”, is a very great idea that leaders serve their team (or) followers first, rather than lead. servant leadership values community because it provides a face-to-face opportunity for individuals to experience interdependence, respect, trust, and individual growth. Servant leadership theory has a strong heuristic and practical value. Servant leadership is a great theory that leaders are born with great potential for service (Patterson, 2003). According to (Stone et.al., 2004), The theory of Transformational leadership resembles Servant leadership which emphasizes the personal growth of followers, but the way they encourage their follower’s personal growth differs between the two theories. The main aim of servant leadership is to develop and empower their followers to reach their highest potential and also build the community through strong relationships (Greenleaf, 1977).

Servant leaders are self-motivated and serve the community (Reed et al., 2011), and they are active listeners who pay attention to their employees’ opinions, ideas, and suggestions (Barbuto & Wheeler, 2006). As (Baggett, 1998) states, “great communicators are great listeners”. Servant leaders do good for followers over their self-interests and emphasize follower development (Hale & Fields, 2007). Servant leaders trust their peers and focus on the well-being of their followers (Russell and Stone, 2002; Stone et al., 2004). Servant leaders are considered to behave ethically, such as by being fair and interacting openly and honestly with others (Liden et al., 2008).

According to (Walumbwa et.al., 2010), Servant leadership is a powerful predictor of self-concept (e.g., self-identity, self-efficacy, and self-determination theory) belief perception because servant leaders prioritize, help, support, and encourage their employees or followers. (Ali Bavik, 2020) stated that servant leaders become “employee sculptors”, who shape and lead their employee’s “self-enhancement, fulfill the motivational needs, and thus provide a sense of self-capability and stimulate their creativity. (Patterson, 2003) developed a theoretical model of servant leadership to explain that a leader must have agape love for their followers. (Winston, 2003) defined agape love as a moral love that seeks to do the right thing at the right time for the right reasons.

2.1 Servant Leadership Characteristics

According to (Greenleaf, 1970), Servant leadership’s ten salient characteristics are listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community. (Russell & Stone, 2002) developed a practical model of servant leadership that contained 20 attributes, 9 functional characteristics (distinctive behaviors observed in the workplace), and 11 accompanying characteristics that augment these behaviors. According to (Stamm, 2004), Servant Leadership is about the relationship between leaders and other individuals in organizations and involves equal measures of humanity, openness, courage, and rigorous thinking. (Spears, 2010) stated that servant leadership serves to engage others in decision-making, is based on ethical and caring behavior, and enhances employee growth. Servant leadership recognizes leader awareness as a key mechanism for leadership development. (Coetzer, Bussin, and

Geldenhuis, 2017) highlighted 8 servant leadership characteristics (authenticity, humility, integrity, listening, compassion, accountability, courage, and altruism), 4 competencies, and 10 measures and 3 outcomes of servant leadership.

According to (R.P. Setyaningrum, 2020), there are ten characteristics of effective servant leaders: patience, obedience, peace, joy, mercy, forgiveness, humility, gratitude, caring, adequateness, competence, appreciation, collaboration, and commitment. But the current era of turbulent and dynamic globalization requires leaders who can realize positive changes in the organization and are capable of generating commitment and trust from their followers. Servant leadership affects employees' trust and commitment to organizational leadership. (Sendjaya, 2010), servant leadership is more likely to lead to the follower's trust in their leaders because servant leaders can be personal examples, building shared values, openness, and commitment to the well-being of their followers. Similarly, according to (Ingram, 2016), servant leadership has the characteristics values of acceptance, relationship, credibility, influence, vision, and encouragement. However, to achieve all these values, servant leaders must be patient with their followers.).

2.2 Servant Leadership Behavior

(Liden et al, 2008) stated that seven servant-leader behaviors are the core of the servant-leadership process including conceptualizing, emotional healing, putting followers first, helping followers grow and succeed, behaving ethically, empowering, and creating value for the community. According to (Russell, 2001), Honesty, Integrity, Fairness, and Justice are internalized values such as honesty, integrity, fairness, and justice that significantly impact a leader's behavior. (Anderson, 2009) argued based on empirical evidence that leaders with high power are more effective. (Frieze & Boneva, 2001) dealt with people with the helping power motivation who want to use it to help and care for others. (Ulrich, 2002), stated that the commitment of competent employees is critical to organizational success. Organizational commitment consists of behavior that reflects the feelings, attitudes, values, practices, and brilliant ideas that employees voluntarily choose to support the organization's interests (Ambali et al, 2011). (Ehrhart, 2004) identified major behaviors of servant leaders as forming relationships with subordinates, empowering subordinates, helping subordinates grow and succeed, behaving ethically, having conceptual skills, putting subordinates first, and creating value for those outside the organization.

According to (Sendjaya et al., 2008), Servant Leadership behavior can be categorized into six dimensions: Voluntary Subordination, Authentic Self, Covenantal Relationship, Responsible Morality, Transcendental Spirituality, and Transforming Influence. (Gulay Murat Eminoglu & Meral Elci, 2019), building trust is a key component of servant leadership achievement which is very beneficial for followers as well as the organization. (Brower et al, 2000; Buk et al., 2017), found that trust is partly built on the leader's behavior and that the subordinate's trust in leadership is based on the leader's behavior. (Dierendonck, 2011) proposed the interrelatedness of the motivation for leadership with the effectiveness of servant-leader behavior. Outcomes of servant leadership expect a high-quality Leadership-member exchange (LMX) relationship, trust, and fairness positively influence followers' personal growth, job attitude, integrity, and performance. (Peterson et al., 2012), Servant leadership found unique values of trust, integrity, and honesty that help to foster better performance. These values improve the interaction between subordinates, internal, external, and stakeholders. (Farling et al., 1999) stated that defining vision, influence, creditability, trust, and service attributes of servant leadership.

2.3 Attributes of characteristics of Servant Leadership

(Russell & Stone, 2002) expressed 20 servant leadership attributes in two categories such as functional attributes and accompanying attributes. Functional attributes include vision, honesty, integrity, trustworthiness, service-oriented, role model, pioneering, demonstrating an appreciation of others' work, and empowerment. In terms of accompanying attributes good communication, listening, credibility, competence, stewardship, visibility, influence, persuasion, encouragement of others, teaching, and delegation of powers. Functional attributes are operative qualities, characteristics, and distinctive features that belong to leaders and identify thru leaders' behavior in the organization. The functional attributes are distinctive, yet they are all interrelated and these attributes are the effective characteristics and identifiable characteristics that actuate the responsibility of servant leadership. The accompanying attribute appears to supplement and augment the functional attributes. They are not secondary; rather, they are complementary and, in some cases, prerequisites to effective servant leadership. The values and core beliefs determine a leader's principles which are the interdependent variables incarnate thru the functional attributes i.e., dependent variables of servant leaders. The accompanying attributes impact the translation of values into functional attributes. Therefore, the accompanying attributes are moderating variables, they affect the level and intensity of the functional attributes.

(Yuka Kobayashi et al., 2020), introduced the content of eight dimensions of empowerment, humility, standing back, stewardship, authenticity, accountability, courage, and forgiveness. From this research study, understand the aspects that need to be strengthened to enhance leadership abilities, create a healthy workplace, and finally, organizations should implement, deploy, and support appropriate training development programs for leaders to establish reciprocal relationships with their followers and increase their commitment to the organization. According to (Robert S. Dennis & Mihai Bocarnea, 2005), building upon Patterson's theory of servant leadership (2003) to measure the constructs of seven components are Love, Humanity, Altruism, Vision, Trust, Service, and Empowerment. (Bavik, 2020; Dawson et al., 2011 & 2018, Tepeci & Bartlett, 2022), focused on and discussed 18 attributes of servant leadership in the hospitality context namely altruism, behaving ethically, building community, growth of people, creating value, empathy, empowerment, honesty, humility, integrity, interpersonal support, listening, putting subordinates first, relationships, servanthood, service, stewardship, and trust.

According to (Barbuto & Wheeler, 2006), servant leaders should possess the skills of empathy which is still ambiguous whether it is a skill or a trait and skill of listening within servant leadership. (Page & Wong, 2000), stated that it is necessary for servant leaders should listen to their followers. (Page & Wong, 2000), and (Russell & Stone, 2002), highlighted trust as a compulsory skill for servant leaders. As of yet, a comprehensive examination of the skills of servant leaders is lacking in this field. (Rezaei et al., 2012), if personnel does not trust the leader, they will be dissatisfied. (Russell & Stone, 2002), highlighted servant leaders should require communication skills. (Dirks & Ferrin, 2002) concluded that trust is one of the important relational constructs in the work environment. Organizational fairness encourages trust between management and employees in a way that makes them feel involved in organizational tasks. Trust in leaders will enhance the harmony of the relationship between superiors and subordinates and can bind subordinates to jointly achieve organizational goals. Such attributes need to be implemented both in theory and practice. (Burke et al, 2007) says that trust in leadership facilitates communication, learning, performance quality, and quantity,

and increases turnover. According to (Tan &Tan, 2000), empirical research approved the preceding result that a leader's ability, benevolence, and integrity are certain antecedents of trust in the leader. Existing literature defines leadership as important in terms of traits, characteristics, behavior, influence, patterns of interaction, the role of relationships, and holding an administrative position (Yukl, 2002).).

2.4 Role of Servant Leadership

Servant leadership is mostly about behavior and the ability to motivate personnel or a group of people toward a common goal, which is an important skill in today's business world. Without strong leadership, many businesses fail. Many of the world's most respected leaders have several personality traits in common. A leader knows the way; goes the way; shows the way (John C. Maxwell). Servant leaders play a vital role in achieving organizational goals by creating a climate that would influence employee attitude, motivation, and behavior. A great leader, on the other hand, may be influential and have fantastic new ideas, but may not be so adept at managing the many ongoing details involved with getting a project done. Leadership is more about inspiring, motivating, and, innovating the personnel.

2.5 Limitations of Servant Leadership

A servant leader focuses their efforts on serving their team or organization.

- Greenleaf explored servant leadership through issues of power and authority.
- It takes a long time to build and make decisions in the organization
- Leaders must do whatever the staff asks of them
- A servant leader with too much focus on serving others can lose track of organizational goals and purpose.
- Leaders don't have any formal authority to get things done
- Retraining is required
- It does not fit every organization
- Lack of ego or less ego
- Makes employees lazy and exert less effort in tasks
- Decrease the management authority
- Relinquishes authority for followers
- Misunderstand the power of leadership

3 Concept of SMART Servant Leadership (SMART SL)

ISO 10006:2017 stated that leadership establishes the unity of purpose and direction for the organization. ISO 9001:2015 stated that leaders should create and maintain an internal environment in which people can become fully involved in achieving the organization's objectives. SMART-SL leadership is a very superior leadership to the servant leadership style by overcoming its limitation and making the flexible interlinked balance of relationship maintaining between organizational management and personnel to achieve benefits. SMART Servant Leadership (SMART-SL) focuses on improving people, society, and organizations, which leads to strong ethics and engaged, motivated employees. *The basic idea of SMART-SL is to act like connecting a bridge and prioritize balancing services with smartness between the organization as an employee, and personnel as a leader through trust, and responsibility for both operational and organizational performance first. They don't prioritize their own needs.*

SMART Servant Leadership is a concept of a series of behaviors that focus on personnel to formulate organizational goals and then encourage them to contribute together to achieve the organizational goals. This type of leadership perfectly suits making decisions that help to achieve the goals and objectives of project management. SMART-SL leadership attributes affect employees' organizational commitment and empathy and trust in leadership to improve employee performance toward organizational growth. Leadership assumes that if the followers are maximizing their potential through training/experience, it will directly translate to the potential of the organization and its overall performance and they will make or break the organization. The nature of SMART-SL leadership focuses on the quality of the relationship connected to the organization and its personnel. It is the responsibility of leadership to motivate and inspire employees by targeting goals, organizational vision, and mission.

SMART-SL leaders require a high degree of self-awareness, and emotional intelligence; social accomplishments require complex team efforts and environmental context both inside and outside the organization. SMART servant leaders are responsible for the proper functioning of the organization. So, they have to decide what to do, how to do it, and by whom. They enthusiastically expand mental, spiritual, emotional, physical, and intellectual quotient energy in a determination to achieve organizational goals and objectives. These leaders' family backgrounds, beliefs, and values are more influenced by their attitudes and behavior.

3.1 Model of "Pendulum Clock" – SMART Servant Leadership 12 attributes

Great SMART servant leaders are typically a highly matured model represented through the "pendulum clock" which depicts 12 attributes and the importance of time shown that has in figure 3 and aims to achieve benefits for both organization and personnel. Two pendulums of the clock represent taking some TIME to "THINK" and "ACT" before making any decision that is beneficial to the organization as well as its personnel. The clock represents in this model, the importance of TIME. TIME is a more valuable asset for any organization to accomplish any tasks or goals in a specific time-bound that leads and measures organizational success. Without organization, there is no employment, and without employees, there is no meaning of organization. So, both are mutually important to protect their growth. Balance this situation required strong emotional intelligence & awareness, ethics, and wisdom in decision-making and responding in time to resolve conflicts. These skills will be achieved through special training and experience gained from failure/success stories.

1. *Resolution*: SMART-SL sincerely participates in active listening and gets firm solutions. Firm persistent problem-solving skills are required to understand clearly the problems of personnel and organization. Leaders should be fulfilled their needs & expectations to maintain sustainable growth.
2. *Self-learning & training*: Enlightening the self is a key to success for personnel and organization. To educate SMART-SL leaders as well as recommend the training to become future leaders.
3. *Emotional Intelligence & Awareness*: A very high skill helps SMART-SL leaders identify their SWOT. They develop and manage emotional intelligence and ensures skills such as self-awareness, self-management, Energizers, Social-awareness, and Relationship management. Emotional Intelligence helps to increase team performance,

- decreased occupational stress, improve robust decision-making, increased strong leadership skills, and personnel well-being.
4. *Empathy*: enables SMART-SL leaders to identify and care for the team members and builds trust and respect.
 5. *Ethics*: it is very important to know the core values to grow virtue.
 6. *Empower*: share the authority with all team members.
 7. *Stewardship*: simply team follows SMART-SL Leadership without any doubt to reach organizational targets.
 8. *Emissary*: SMART-SL leader can act as a messenger between the organization and personnel when a crisis occurs. They will help both to make peace for growth by using expertise.
 9. *Developing others holistically (with MESPI skills)*: SMART-SL leader helps to develop holistic wellness of their followers and team to become stronger in these five areas of skills: mentally, emotionally, spiritually, physically, and intellectually (MEPSI).
 10. *Wisdom Decision-making*: Robust decision-making skill helps managers and leaders direct their employees on the right path so that they value their work and have their best interests in mind. It will help the organization sustain itself in the global competitive market trends and technologies.
 11. *Self-Resilience*: Self-resilience is a very important ability in SMART-SL leadership to recover quickly from change hardship, or failures. It is associated with greater job satisfaction, improved employee interpersonal relationships, self-esteem, sense of control, work happiness, organizational commitment, and employee engagement.
 12. *Self-Realization*: SMART-SL leaders are more self-realized leaders and more open and open-minded with full potential. They can openly and authentically express their feelings which leads to more stronger and positive relationships with followers. It gives us the immense power self to influence outcomes and helps us to become better decision-makers. It gives us more self-confidence and self-potentiality.

3.2 MESPI Skills

SMART Servant leadership often leads to high employee engagement, highly motivated employees, and a strong sense of ethics and is highly focused on developing followers to be well (MESPI skills): mentally, emotionally, spiritually, physically, and intellectually as per figure 4. When MINDFUL thoughts are correlated with HEARTFUL actions consciously to make decisions by SPIRITUAL cognitive. This will immensely develop great thoughts, new ideas, cognitive thinking, and creative power to improve INTELLECTUALS again and again with the help of your PHYSICAL fitness. So, maintain pure thoughts and actions. According to (Riaz Ahmed, 2021), the emotional leader of the project management plays a crucial role in teamwork and stakeholder management. Emotional intelligence is a key factor for successful project management.

These are key skills required in SMART-SL to control and balance both personnel and organizational activities effectively and efficiently. This model explains the art of balancing thoughts and activities. These skills are required to understand the above model of “PENDULUM CLOCK” of SMART Servant Leadership 12 attributes. SMART-SL includes five unique qualities to improve servant leadership style with more assertiveness. Those five qualities are:

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|---|---|--------------|
| S | - | Strategic |
| M | - | Mentor |
| A | - | Appreciative |
| R | - | Risk manager |
| T | - | Teamwork |

- *Strategic*: SMART-SL leader involves setting a strategic vision for the company and communicating that down to the team level.
- *Mentor*: SMART-SL leader involve in encouraging, motivating, engaging, enforcing, and providing guidance to the personnel periodically for their growth, and on another side, extending support, and advice for organizational success and business growth by educating and directing employees.
- *Appreciative*: SMART-SL leaders ensure that the recognition of personnel is most important and presentation of the reward/awards to encourage their best efforts, good quality of skills, and attention to make an impact on organizational performance.
- *Risk-control*: SMART-SL leader involves Identifying, assessing, treating, controlling, and responding to threats and risks level early in personnel activities and business cases. Those risks are inevitable and convert into opportunities that will give benefit the organization. Accept the risk and do not affect it while making decisions in crises.
- *Team-work*: SMART-SL leader involves in teamwork that always gives better results and all team members maintain good relationships and dedicatedly work to accomplish organizational goals and team vision. The advantages of teamwork are improved collaboration and brainstorming skills.

3.3 SMART Servant Leadership Behavior

Empathy is a big part of SMART-SL leadership. This quality enables the SMART servant leader to identify and care for team members. It's a quality that helps build trust within the team and provides a struggling team member with the support needed to move forward. The above-mentioned qualities of behavior are a central focus of SMART-SL leadership which makes a unique contribution and emerged from vigorous efforts & experience to develop and validate a measure of leadership. Although SMART servant leadership focuses primarily on leader behaviors, it is also important to examine the potential outcomes. The outcomes of SMART servant leadership are follower performance and growth, organizational performance, and social impacts.

3.4 SMART Servant Leadership in Project Management

According to (ISO 10006:2017), top management of both originating and project organizations should assume leadership in creating a culture of quality as per below:

- Set the quality policy and identify the project objectives
- Provide infrastructure and resources to ensure the achievement of project objectives
- Promoting the use of a process approach and risk-based thinking
- Supporting an organizational structure conducive to meeting project objectives
- Making decisions based on data and factual information

- Empowering and motivating all project personnel to improve the project processes and products/services, and be aware of their contribution towards the effectiveness of processes.
- Planning for preventive and corrective actions

SMART-SL leadership has a significant impact on providing services to facilitate that serve the personnel needs and helps an organization meet goals. Servant leadership affects the three areas of the organization first personnel, second organizational values, and third vision. These three components together build the culture of the organization. The main responsibility of SMART servant leaders is to present a clear understanding of the personnel's abilities & requirements and organizational vision. A commitment to the development of people is the most important characteristic of SMART servant leadership, additionally, it was also unanimously agreed that SMART servant leaders should all demonstrate stewardship, and promote empathy or acceptance and direction. The SMART-SL concept is highly suitable in the area of project management as well as middle-level organizational management. Since it involves high-end skills than simply servant leadership.

3.5 Benefits of SMART Servant Leadership

1. The main advantage of SMART-SL is very flexible and suits middle-level management.
2. SMART-SL always assess the situation, mentor, and direct the personnel strategically.
3. Develop values and a culture of service within the organization and create organizational awareness.
4. Build strong communication skills and interpersonal relationships.
5. Appreciate all team members' name-by-name and recognize their efforts.
6. Keep the organization's goals and policies always in mind.
7. SMART-SL balances the organization and personnel by connecting with trust, self-efficacy, and responsibility.
8. Accountable to both organization and personnel requirements before making any decision,
9. Listen to followers first and give a response instead of reacting against conflict.
10. Understanding the facts and wisdom decisions are made to get benefit all.
11. Huge development for followers to get more benefits for the organization
12. SMART-SL development is achievable through training and inculcating habits.
13. SMART-SL develops collaboration, trust, empathy, and ethical use of power.
14. Highly motivated team members put in their best efforts and are loyal to the organization. SMART-SL always feels part of the team and shares experiences.
15. Removes the fear of employees regarding the fear of jobs.
16. All the above benefits lead to effective and efficient performance for an organization.
17. Collaborative decision-making increases employee engagement and trust.
18. Decisions are made in the best interest of the organization, not just one or two people.
19. Always believes that "when we are best serving our organization and the people who work in it, will serve best the customer also".
20. Allows employees to learn and personal grow as well as work them for organizational success
21. It helps staff to grow and succeed and helps staff grow as a leader
22. A strong example of ethical behavior

4 Conclusion

Project management and SMART servant leadership areas are still not enhanced fully and these are the weakest areas in the manufacturing PSUs and stress the need for continuous improvement. The need for enhancement of the capacity of the public sector in the area of project management & leadership is growing owing to the increasing volume of development expenditure in the future. Hence, the organization requires both roles as parallel to playing for business success. The SMART-SL model is more suitable for middle-level management such as in the field of project management. This is only a basic idea. But still, furthermore, qualitative research analysis can be expanded on SMART-SL leadership personality, attributes, qualities, and behavior.

5 Figure



Figure 1: Model of “VMSGOAL”



Figure 2: Management hierarchy in the organization

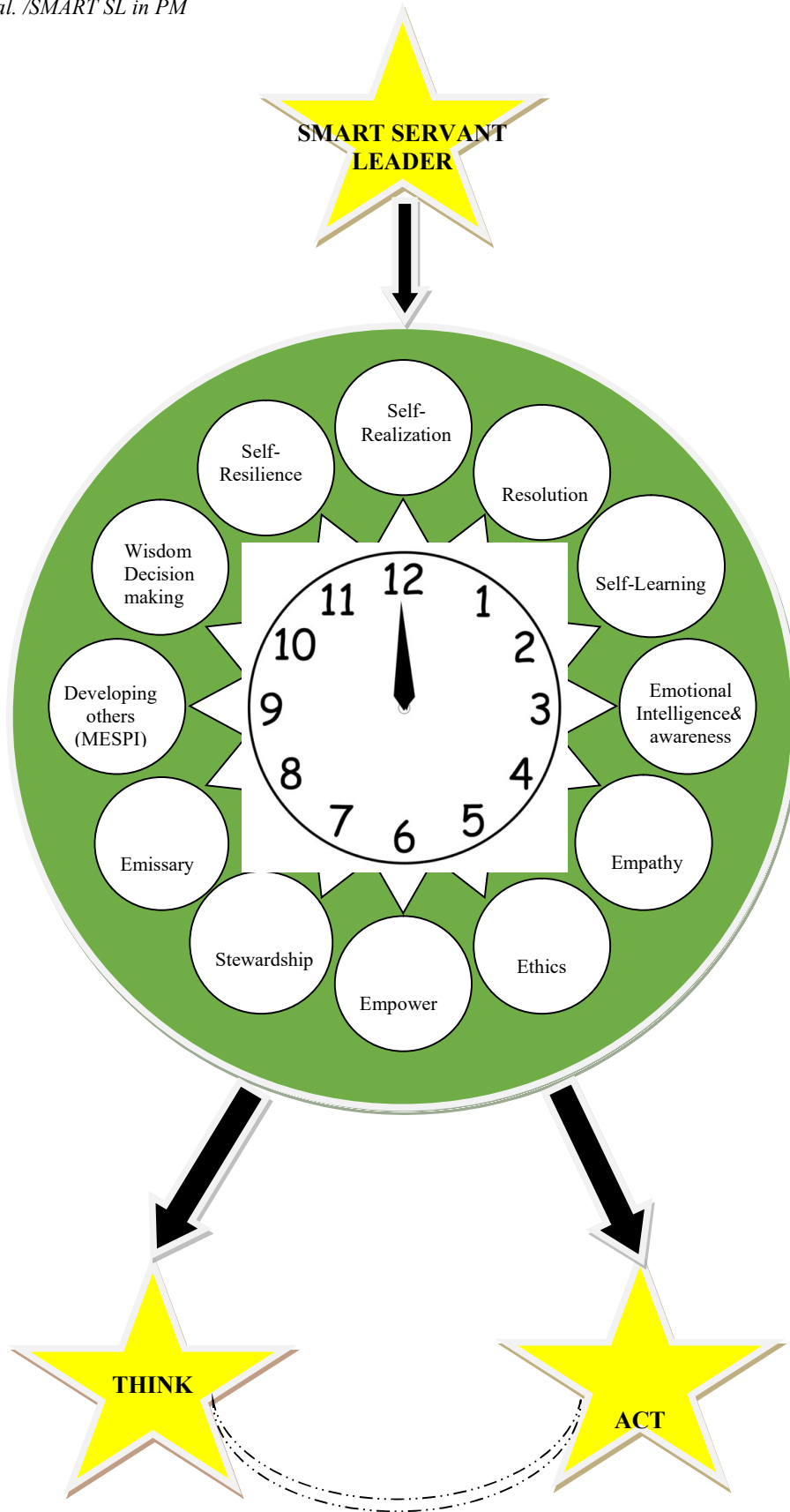


Figure 3: SMART Servant Leadership - Model of “Pendulum CLOCK”



Figure 4: MESPI Skills of SMART Servant Leaders

6 Table

| | |
|--|---|
| <ol style="list-style-type: none"> 1. Develop effective project planning and methods 2. Improve Customer satisfaction 3. Sustainable organizational growth 4. Improve employee training methods 5. Finish projects on time 6. Global marketing techniques 7. Improve productivity 8. Review the stakeholder’s evaluation strategy 9. Management reviews and progress evaluations 10. Continual improvement process, product, or service 11. Product Cost optimization & budget control 12. Efficient resources utilization 13. Increase profit margin and sales 14. Reduce company overheads and costs | <ol style="list-style-type: none"> 15. Improve project management strategy 16. Team responsibilities and Leadership 17. Create innovative technology 18. Improve team collaboration and communication 19. Decrease delivery time 20. Project performance measurement 21. Expand R & D products or services 22. Improve quality products/services 23. Mitigate the risks and convert risk into opportunity 24. Improve procurement strategy 25. Ensure project review meetings daily/weekly 26. Progress team performance and project performance 27. Improve employee satisfaction and motivational level etc., 28. Material procurement management |
|--|---|

Table 1: Project Management Goals

| | |
|--|--|
| <ol style="list-style-type: none"> 1. Analysis and Evaluation 2. Decision-making 3. Negotiation 4. Emotional intelligence and influence 5. Global cultural competency 6. Multi-tasking 7. Prioritization 8. Information and Technology 9. Research & Development 10. Review, monitor, and control 11. Process performance & best practices 12. Communication 13. Terminology 14. Quality control 15. Scope management 16. Time management 17. Change management 18. Risk management 19. Resource management 20. Financial management 21. Leadership 22. Support the work environment 23. Documentation management | <ol style="list-style-type: none"> 24. Public speaking 25. Training / Learning 26. University degree/certificate 27. Organizational knowledge & experience, mentoring 28. Problem-solving skills 29. Delegation 30. Safety management 31. Integrity 32. Goal orientation 33. Accountability 34. Procurement and contract knowledge 35. Planning and scheduling 36. Budget and estimation 37. Technology-related knowledge and competence 38. Team building and engagement 39. Social, legal, market, competitive, technological, cultural, political, and economic awareness 40. Adaptability 41. Stakeholder relationship management 42. Continual improvement etc., |
|--|--|

Table 2: Project Management Skills

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