approach to team leadership based on integration–understanding the connections between the underlying tasks that project managers must accomplish and procedures central to their work.

A team leader must not only monitor the cost and schedule of a project, he or she must also ensure that the team is working together in an efficient and productive manner. A project manager must establish formal standard procedures for the duration of the project, both to provide focus for the project and to foster cohesiveness. No amount of monitoring will hold team members to a standard of efficiency unless some organizational benchmark exists. This organizational procedure will create a structured project environment that will enable the team to work as a cohesive "unit" to create a sense of morale. In addition, these procedures provide a channel of communication which can clarify roles and responsibilities. During the course of a project, the team leader must communicate and create a collaborative environment. Collaboration is important not only for the final result–building the building–but also for the process. The team leader should measure the success of a project not only in terms of whether the building is completed but also in terms of whether the primary resources (people) have integrated their scope of work in a social and professional manner. Toward this end, the organizational processes should be designed not to be rigid but to provide structure; team members may adapt them, and if the processes allow for flexibility, the project manager can avoid conflicts that may arise. It is through the enforcement of these organizational procedures, systems, and methods that the project manager is perceived by the team as one who establishes order, direction, and focus in achieving the project's ultimate goal.

Perhaps the most important integrative task of project managers is their work to establish for the team the relationships between the "macro" understanding of the project and the "micro" level of scheduling. In the early stages of planning, the project manager in a construction environment must organize the implementation of the project at a macro level. Once team leaders comprehend the overall project requirements and specifications, they can determine the necessary work breakdown structure (WBS) required to complete the various tasks. The documentation of the WBS will delineate each of the tasks that need to be completed. The project manager can then delegate these tasks to the project team participants, with estimated milestone dates of completion. The milestone dates are the critical points within the project schedule that must be completed before the team can move to the next phase of the project. The

schedule is an essential project management tool which will enable the project manager to understand clearly the magnitude of the project.

In addition to the overall project schedule, if a project extends over a long period of time, the prudent project manager will distribute a schedule at a micro level so that the team remains focused on the immediate deadlines. This document will outline the various tasks required to achieve the project goal. Similar to milestone dates, the critical path of the entire schedule is also illustrated, whereby tasks must be completed sequentially. In a construction project schedule, the critical path often includes the design, procurement, fabrication, and installation time frame required for a specific component, for example, an elevator or escalator. A team leader must be cognizant of the fact that project planning is a process by which he or she must integrate the project needs and specifications to achieve the desired goal. In addition, the project manager must have a clear understanding (at a macro level) of what needs to be done, by whom, and by what date.

Project managers must undertake two types of project planning: strategic and operational planning. In the strategic planning phase of a project, the team leader gathers the necessary information to carry out the ultimate goal. In the construction industry, these goals are typically long range and must be accomplished within a specific time frame. The long-range goal of constructing a building needs to be accomplished in a sequential manner that will coincide with the project schedule. For example, the concrete foundation of a building must be set in place before the walls, floors, and roof are erected. With this understanding, a project team participant can perform a series of tasks that will achieve the goal through the process of operational planning. In their book, *Management*, the authors, Patrick Montana and Bruce Charnov explain how long-range goals set through strategic planning are translated into activities that will ensure reaching the goal through operational planning.[1]

The operational plan delineates the "objectives" necessary to move toward the goal. The project manager in a construction environment may request that each participant on the design team (architect, mechanical engineer, structural engineer, audio-visual consultant, information technology consultant, etc.) complete the construction documents within a specific time frame so that construction activity can commence. It is through the strategic and operational planning process that a project manager can advocate control of the project's objective.