



R I C A R D O
V A R G A S

Leadership in Projects

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Ricardo Viana Vargas is a project, portfolio and risk management specialist. During the past 15 years, he has been responsible for over **80 major projects** in various countries in the areas of petroleum, energy, infrastructure, telecommunications, information technology and finances, comprising an investment portfolio of over 18 billion dollars.

He was the first Latin American volunteer to be elected Chairman of the Board for the **Project Management Institute (PMI)**, the largest project management organization in the world with close to 500,000 members and certified professionals in 175 countries.

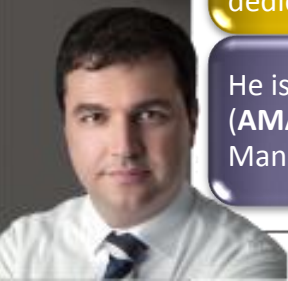
Ricardo Vargas has written **ten books** on project management, published in Portuguese and English, which have sold over 200,000 copies throughout the world. In 2005 he received the PMI Distinguished Award for his contribution to the development of project management and the PMI Professional Development Product of the Year award for the PMDome® workshop, considered the best project management training solution in the world.

He is a project management professor for various MBA courses, and actively participates on editorial boards for specialized journals in Brazil and the United States. Vargas is a recognized reviewer of the **PMBOK Guide**, the most important reference in the world for project management, and also chaired the official translation of PMBOK into Portuguese.

He is a chemical engineer and holds a master's degree in Industrial Engineering from UFMG (Federal University of Minas Gerais). Ricardo Vargas also holds a Master Certificate in Project Management from George Washington University and is certified both as a Project Management Professional (PMP) by PMI and as IPMA-B by the International Project Management Association. He attended the Program on Negotiation for Executives at **Harvard Law School**.

Over an eleven year timeframe, which began in 1995, Ricardo, in conjunction with two partners, established one of the most solid Brazilian businesses in the area of technology, project management and outsourcing, which had a staff of **4,000 collaborators** and an annual income of 50 million dollars in 2006, when Ricardo Vargas sold his share of the company to dedicate himself on a fulltime basis to the internationalization of his project management activities.

He is a member of the Association for Advancement of Cost Engineering (**AACE**), the American Management Association (**AMA**), the International Project Management Association (**IPMA**), the Institute for Global Ethics and the Professional Risk Management International Association (**PRMIA**).



What is Leadership?



Leader

Identifies the subordinate needs as to the assigned work.

Adapts his/her leadership style as the subordinate improves and performs better.



Manager

Administers,
organizes e assigns
people to tasks.

Plans goals and
defines budgets.

Monitors outcomes
and looks for
unwanted results.

Asks “How” and
“When”

Keeps the *Status
quo*.

Seeks immediate
results.



Leaders x Managers (Vijay Verma)

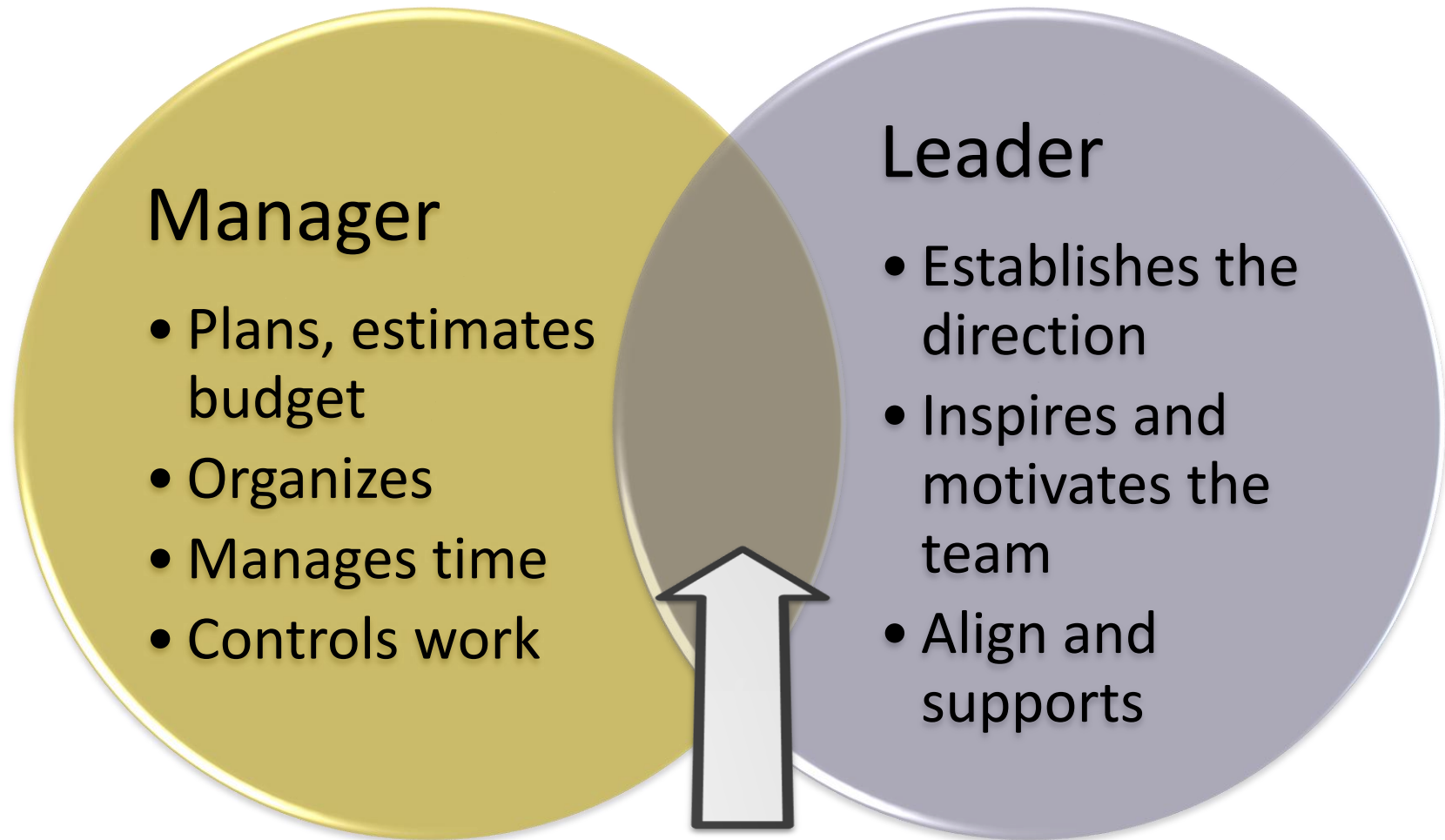
Leaders

- Vision
- Sells “what” and “why”
- Long run
- People
- Democracy
- Make available
- Develop
- Challenge
- Innovate
- Policies
- Flexibility
- Risk (Opportunity)

Managers

- Objectives
- Shows “how” and “when”
- Short run
- Processes
- Autocracy
- Constrain / control
- Support
- Keep
- Imitate
- Procedures
- Consistency
- Risk (Avoid)

Interface between Managers and Leaders



**Project Managers that are also
Project Leaders**

Conclusions

There is a clear difference between leaders and managers

The performance of the project team is directly tied to leadership.

Visit

www.ricardo-vargas.com

**to access other presentations,
podcasts, videos and technical
content about project , risk and
portfolio management.**