From Project Manager to Project Leader: How AI and Human-Centric Practices Accelerate the Transition [1]

Richard Maltzman and Luigi Morsa

ABSTRACT

This article examines the evolving transition from *Project Manager* to *Project Leader* in an environment increasingly shaped by VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) conditions and by the growing role of modern software solutions empowered by artificial intelligence, which can support this transition and help leaders maintain both their status and their ability to act as true leaders. It argues that effective leadership is essential for delivering complex projects, where every team member must be enabled to perform at their highest potential. The paper emphasizes that "successful project managers are those who combine strong management capabilities with effective leadership skills" and that AI "does not replace leadership; it amplifies it." Three complementary domains are analyzed — Performance Management Software, Neuroscience/Neuroleadership, and Servant Leadership — showing how each contributes to improved decision-making, psychological safety, motivation, and therefore team performance. The article further explores how AI-enabled platforms enhance feedback cycles, support leadership development, and strengthen behavioral insight. The authors conclude that organizations investing in leaders who understand human behavior and leverage AI wisely achieve measurable gains in engagement, innovation, and project success, marking a decisive shift from task coordination to people-centered leadership.

Keywords: *Project Leadership, AI-enhanced Leadership, Performance Management Software, Neuroleadership, Servant Leadership, Human-centric Project Management, Team Motivation, Engagement*

1. Introduction: acknowledging the Power Skills and becoming a Project Leader

In today's work environment, projects are becoming increasingly challenging due to VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) conditions. To succeed in

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VUCA, we may no longer rely solely on traditional project management process groups, such as controlling, monitoring, and scheduling, rather we must create the conditions in which every team member is willing to give their best individual effort and work collaboratively for the benefit of the project – aimed at delivering sustainable value. This is precisely where Project *Leadership* becomes essential. It is widely recognized that successful project managers are those who combine strong management capabilities with effective leadership skills [1]. Such a project manager is more accurately described as a *Project Leader*.

Compared with an "ordinary" project manager, the Project Leader places greater emphasis on guiding, motivating, mentoring, and inspiring team members. Project Leaders must therefore possess robust leadership skills and be able to cultivate a positive and productive work environment in which every individual feels part of the team [2], supported by a climate of psychological safety and trust – and that they know the "why" of the project, not just the "what". It becomes evident that, relative to the traditional project manager, the role of the Project Leader is broader and inevitably more complex, largely due to the dynamics of human behavior — both individual and collective — within diverse national, regional, and functional cultures. Perhaps counterintuitively, the advent of AI makes it even more imperative that we take on the Project Leadership role, with the Project Leader needing to elevate their critical thinking and systems thinking capabilities.

In this paper, a set of tools that can support project managers aspiring to evolve into Project Leaders will be analyzed. More specifically, the discussion will focus on Performance Management Software; furthermore, it will highlight how knowledge of Neuroscience — and consequently Neuroleadership — can enhance team management effectiveness. Finally, we will focus on Servant Leadership, a management style that has recently gained significant prominence and can prove highly effective. For each of these areas, we will show how artificial intelligence (AI), if used properly, can enhance and strengthen the tools available to elevate project managers to Project Leaders.

2. Performance Management Software: A Strategic Enabler for Project Leadership

A general definition of Performance Management Software is that it "helps organizations manage employee performance". It allows managers to set goals and objectives, track progress and give feedback [3]. Performance management software is suitable for a wide range of users, including:

1. **HR Managers**: For tracking performance with real-time pulse surveys, 360-degree feedback, and clear action plans [4].

2. **Team Leaders**: To set goals, provide feedback, and monitor team progress.
3. **Project Managers**: To ensure project goals are met and team members perform effectively.
4. **Department Heads**: For overseeing departmental performance and aligning it with organizational objectives.
5. **Executive Managers**: To gain a high-level view of organizational performance and make strategic decisions.

If we stick with the Performance Management Software definition, we might be fooled into thinking that Performance management software is used just to evaluate an individual employee's job performance and therefore it is most useful for, or even limited to, general *functional* managerial decisions about bonuses and promotions. This would not do justice to the capabilities of Performance Management Software, and it would rob the Project Leader the opportunity to take advantage of what it can bring *them* to make the transition from project manager to Project Leader. Indeed, Performance Management Software is – and can do - much more, and this is quite evident, for example, from the way the Performance Management Software is advertised by two companies in this field:

- **Betterworks.** Betterworks is the intelligent performance management solution that empowers your people to reach their highest potential [5];
- **Lattice**. More productive managers, higher performing teams [6].

Taking a project leadership view, we would customize the descriptions to fit the needs of *projects* rewriting them as follows:

- **Betterworks.** Betterworks is the intelligent project performance management solution that empowers your project team to better deliver value;
- **Lattice**. More productive project leaders, enabling higher performing project teams to better deliver value.

Many recent studies by respected consultancies have praised the effectiveness of a strong focus on Performance Management – for example:

- A study by **McKinsey and Company** showed that when companies prioritize employee performance, they are 4.2 times more likely to outperform their peers, furthermore they realize an average 30 percent higher revenue growth and experience attrition five percentage points lower [7].

- According to a study by **Gartner**, companies that focus on performance management saw a 14% increase in employee engagement and 24% jump in workforce performance [8].

In general, as well explained by Ben Goodey of **Mesh AI** (a Performance Management Platform company), the idea is as follows: "as your company and headcount grows, managing employees through spreadsheets and templates doesn't cut it anymore. You need a systematic performance management process, so your people reach goals and targets, feel engaged, and get the full support and training they need to advance in their careers [9]." We assert that the "you" being discussed by Goodey includes and may even unintentionally aim at Project Leaders, almost by definition.

The rapid evolution of AI observed during the last few years has inevitably - and fundamentally – changed how projects are led, and, of course, has also permeated performance management. One example is the company **Zavvy**. Its AI agent can recommend growth areas for employees by looking at the current and next career path level, the specific competency framework for the role and department, and feedback results from the last cycles to suggest concrete action items for development [10]. The already-cited **Betterworks** has some AI-features that, as advertised on its website, "Enable all managers to become exceptional leaders" [5]. This is also made possible by Betterworks' Conversation AI Assist, with which managers learn how to express their expectations clearly and professionally and offer actionable insights to employees. This feature uses AI to review and refine responses, adopting a professional or personal tone, and eliminating biases. The AI system also includes an explanation for the suggested changes [11].

3. Neuroscience for Leaders: Understanding our own Brain to Lead More Effectively

As underlined in a recently published article in *PM World Journal* (Bassi 2025, [12]), and as covered earlier in *Walking in Fog* by Carole Osterweil [13], Neuroscience has achieved extraordinary progress in recent decades in helping us to understand the brain processes underlying decisions, emotions, and social interactions. The synergy between Neuroscience and project management – and the understanding of which helps with an advancement to Project Leadership - represents a promising frontier, capable of transforming the discipline into a truly predictive, adaptive, and sustainable approach. Institute for Neuro & Behavioral Project Management, which offers certification in this area, states on its website [14]: "By understanding human behavior and decision-making, it helps you create a more efficient, collaborative, and successful project environment."

A leader who is aware of neurobiological dynamics can implement so-called 'Neuroleadership,' with evident benefits. Some of the most important are listed below.

- **Better Decision-Making.** Neuroscience reveals how **cognitive biases** (mental shortcuts) our brains use to make quick decisions, shape choices. By recognizing these biases, project managers can make more balanced, evidence-based decisions [15].
- **Managing Stress and Resilience.** Chronic stress compromises working memory and problem-solving capacity, generating defensive behaviors and reducing creativity. A project manager who takes these mechanisms into account can adopt stress-regulation strategies [12].
- **Enhancing Motivation and Engagement.** Neurobiology shows how neurotransmitters (chemicals that carry messages between nerve cells) like **dopamine, serotonin, and oxytocin, Norepinephrine and GABA (gamma-aminobutyric acid)** drive motivation, trust, and confidence. Leaders who understand these mechanisms can design environments that boost morale and productivity [16]. The table below offers practical examples that show how leaders can activate positive neurotransmitters to boost motivation, deepen trust, and maintain emotional balance under pressure.

Neurotransmitter	Leadership Strategy	Practical Actions in PM
Dopamine	Motivate with progress and recognition	- Set clear goals and milestones - Celebrate small wins - Offer growth opportunities and autonomy
Serotonin	Build confidence and stability	- Encourage peer recognition (*Facilitate opportunities for team members to express gratitude and acknowledge each other's contributions.*) - Promote work-life balance - Create rituals that foster pride and belonging
Oxytocin	Foster trust and connection	- Lead with empathy and vulnerability - Encourage collaboration and team bonding - Show appreciation regularly
Norepinephrine	Channel focus and urgency	- Use deadlines strategically, not constantly (*set deadlines only when they are truly needed: for key objectives, important milestones. Avoid imposing deadlines on every small task, as this can create stress, reduce motivation, and foster a climate of continuous pressure*). - Provide clarity during high-pressure moments
GABA	Promote calm and clarity	- Avoid micromanagement - Create quiet zones or recovery time - Model calm behavior during stress

(Table created using information from Refs [16] to [25])

- **Improving Communication and Empathy.** Neuroscience helps leaders tailor communication strategies to build trust and reduce resistance to change [15].
- **Creating Psychologically Safe Environments**. Research in Neuroleadership backs the value of psychological safety; not just for team motivation, but also for innovation, performance, and overall project success [26].

Beyond these benefits, neuroscience also explains why people react automatically to perceived threats. When uncertainty, loss of control, or social tension arise, the brain activates the well-known "fight, flight, or freeze" responses, reducing cognitive flexibility and collaboration. In the context of a project, these three reactions appear in very concrete ways:

- Fight → heated discussions, opposition, rigidity, conflict.
- Flight → disengagement, delays, silence, "this is not my problem."
- Freeze → indecision, procrastination, paralysis when facing complex tasks.

These are not "bad attitudes"; they are automatic neurobiological responses.
David Rock's foundational work in NeuroLeadership [27] shows that these reactions are not triggered only by physical danger, but above all by threats to fundamental social needs, summarized in the SCARF model:

- **S**tatus – feeling respected and competent
- **C**ertainty – knowing what to expect
- **A**utonomy – having control over one's actions
- **R**elatedness – feeling part of the group
- **F**airness – perceiving equity

When any of these elements is threatened, the brain shifts into a defensive mode. When they are supported, reward circuits are activated, enabling collaboration, trust, and creativity.

Integrating SCARF principles into daily leadership practices enables project managers to create environments where people feel safe, respected, and motivated—an essential step in the transition from Project Management to true Project Leadership.

Before the concept of *Neuroleadership* emerged, Stephen R. Covey introduced the *7 Habits of Highly Effective People* [28], a framework for personal growth and leadership that helps individuals and teams become more effective, more self-aware, and more

collaborative. These habits are not techniques but principles—ways of thinking and acting that reshape how we approach work, relationships, and decision-making. For project managers, they can be interpreted as follows:

1. **Be Proactive → Lead the response, not the reaction** Anticipating problems, taking initiative, assuming responsibility, and not waiting for others to set the agenda.
2. **Begin with the End in Mind → Define a clear project vision** Establishing objectives, success criteria, expected value, and aligning team and stakeholders around what truly matters.
3. **Put First Things First → Protect the project's priorities** Managing time, resources, and attention by focusing on what is important rather than merely urgent—risks, dependencies, and critical decisions.
4. **Think Win-Win → Negotiate solutions that create shared value** Managing stakeholders and conflicts by seeking sustainable agreements rather than forced compromises or zero-sum dynamics.
5. **Seek First to Understand → Listen before you propose** Understanding needs, concerns, and motivations before offering solutions, forming the foundation of effective communication.
6. **Synergize → Enable collaboration and collective intelligence** Creating an environment where diverse skills combine to generate solutions better than any individual contribution.
7. **Sharpen the Saw → Maintain clarity, energy, and resilience** Continuous renewal through learning, stress management, and self-care—what allows a PM to remain effective in critical moments.

Although Covey's 7 Habits were not originally grounded in neuroscience, contemporary research explains why they work and why they become harder to apply under stress. When pressure rises, the brain shifts from a regulated, collaborative state to a defensive one, temporarily limiting access to well-learned leadership behaviors. A project manager may know the 7 Habits perfectly, yet in moments of conflict, pressure, uncertainty, or overload, the brain enters a threat state and the habits become inaccessible. This leads to a key neuroscientific insight: **it is not enough to teach the habits; leaders must build the capacity to access them under stress**. The figure [29] illustrates this dynamic with remarkable clarity, showing that "accessing them" means regaining access to one's internal capacities—being able to use the habits effectively precisely when they are most

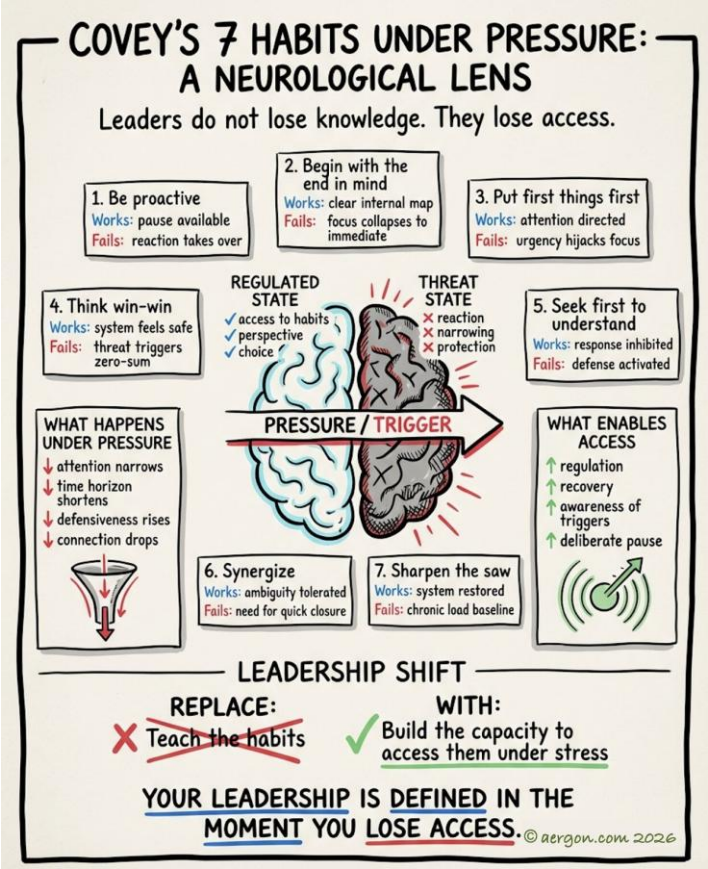
needed. The essence is simple: knowing the 7 Habits is not leadership; applying them under pressure is.

Triggers that push the brain into a threat state can take many forms, such as:

- a sudden deadline
- a conflict
- a comment perceived as criticism
- an unexpected project issue
- a colleague raising their voice
- an "urgent" email
- an unplanned change
- a risk that materializes

Anything the brain interprets as a threat can activate this shift. When a trigger strikes, the brain moves from a regulated state to a threat state, causing narrowed attention, impulsive reactions, defensiveness, loss of perspective, and an inability to apply the 7 Habits. This is precisely what the figure conveys: **leaders do not lose knowledge; they lose access to it**.

This dynamic is particularly relevant for project managers, who face triggers continuously—shifting stakeholder expectations, teams under pressure, delays, conflicts, and last-minute requests. To "access the habits" means being able to use them in those exact moments, not accessing an external tool but accessing one's internal leadership capacities. Under pressure, the brain tends to react instead of choosing, close down instead of listening, defend instead of collaborating, and focus only on the immediate. As a result, even a leader who knows the 7 Habits extremely well may find themselves unable to apply them. Losing access, therefore, means being unable to behave according to the 7 Habits precisely when stress is highest.



(*courtesy of Dr. Thomas Gartenmann*)

4. Neuroleadership in Practice: Platforms and AI Tools Supporting Modern Leaders

In order to act effectively applying the Neuroleadership, project managers or better project leaders must undergo proper training. Specialized courses are essential—and fortunately, today there are even AI-powered tools that provide real-time support.

Among the most notable platforms, several stand out - with remarkably similar names:

- **NeuraLead Institute** – The world's most advanced conscious leadership transformation platform, according to its website [30]. Neurolead Institute offers neuroscience-based leadership programs that help project leaders enhance performance, motivation, and emotional intelligence. Leaders learn how brain functions influence behavior, performance, and team dynamics. Some of the courses offered by the NeuraLead Institute are "Neuroscience of Leadership: Rewiring the Executive Brain" and "The Resilient Leader: Building Mental Toughness Through Neuroscience".

- **NeuroLead** offers practical training, coaching and tools to help organizations in their specific situation, challenges and needs for better performance and well-being. One of key message is the following: "When you communicate, you activate in the brain of your interlocutor, either the Pain Network or the Reward Network with 2 totally opposite effects: defensive reaction versus engagement. Thanks to our SAMENESS® Model, we help you activate the levers of the Reward Network to get the best of your teams and motivate them in a sustainable way. This model develops trust and psychological safety, the 1st conditions to create performant organizations" [31].
- **NeuroLeadership Institute** created NILES, the Neuro Intelligent Leadership Enhancing System, a natural-language AI coach trained on decades of NLI's research and practice. Unlike generic chatbots, NILES is built with neuroscience at its core. It understands real leadership challenges, reinforces organization's unique values and models, and delivers real-time, high-impact coaching that helps leaders and managers get smarter every day [32].

A growing ecosystem of neuroscience-based and AI-enabled platforms is therefore making it increasingly feasible for project leaders to develop these capabilities in a structured and evidence-based way.

5. Servant Leadership: A People-Centred Model for Modern Organizations

Leadership comes in many forms, and—as noted in the Forbes article "*Servant Leadership Isn't Self-Sacrifice—It's A Self-Aware Strategy*" — effective leaders know how to adapt their style to the needs of each situation. In recent years, servant leadership has gained significant traction. This philosophy challenged traditional hierarchical models by positioning leaders as supporters of their teams. At its core, servant leadership emphasizes attentive listening and prioritizing the needs of others [33].

For many years, we have witnessed the so-called top-down leadership, a model based on a rigid hierarchy in which decisions, direction, and strategy flow from senior leaders to the rest of the organization. Executives set the goals and define the processes, while employees at lower levels are expected to follow and execute. In recent years, there have been many voices , such as Gordon MacKay's E*volving Project Leadership,* promoting a shift away from command and control [34], but the shift to servant leadership has been anemic and slow.

Most recently, others have espoused servant leadership, exemplified by an article in Harvard Business Review entitled "*How Humble Leadership Really Works*" argues that top-down leadership has become outdated and even counterproductive. When leaders focus too heavily on control and outcomes—and not enough on their people—they inadvertently make it harder to achieve the results they want. The real key is helping individuals feel purposeful, motivated, and energized so they can bring their best selves to work [35].

It is worth noting that in removing obstacles, servant leaders often really demonstrate their communications, negotiation, conflict management capabilities (all components of leadership – or Power Skills as PMI calls them [36]) because the obstacles (at least as seen by their followers) are often higher-level managers. This means the servant leader must speak truth to power and let them know they may be 'hovering' excessively.

Adopting the humility and mindset of a servant leader is one of the most effective ways to achieve this. Servant leaders see their primary role as supporting employees as they learn and grow, offering both practical and emotional guidance. They actively seek out ideas and value the unique contributions of each team member. In doing so, they cultivate a learning-oriented culture that empowers people to reach their full potential [35].

Importantly, research published on ScienceDirect ("*The relationship between servant leadership and team innovation performance: Mediating effect of self-efficacy*") shows that organizations practicing servant leadership outperform others in employee engagement and retention. The study also found that servant leadership significantly enhances innovation self-efficacy, underscoring its vital role in fostering a culture of innovation [37].

6. The Evolution of Servant Leadership: From Its Origins to the Age of AI

Robert K. Greenleaf first introduced and popularized the term *servant leadership* in his 1970 essay *The Servant as Leader* [38]. In this foundational work, Greenleaf describes the origins of the concept, explains what inspired him, and outlines the defining qualities of a servant leader. As Larry Spears, CEO of the Greenleaf Center for Servant Leadership, noted in an interview [39]:

"Greenleaf credited his reading of Hesse's 1932 book *Journey to the East* as the personal source of inspiration for coining the term 'servant-leader' in his 1970 essay *The Servant as Leader*."

In *Journey to the East*, the character Leo appears to be an ordinary servant among many. The group functions well under his quiet presence—until the day he disappears. Only then do the others realize that Leo had been far more than a servant; he had been their true leader all along [40].

Becoming a servant leader likely requires certain personal character strengths, but it also undeniably demands training, study, and a developmental journey that is strengthened through experience. It is worth noting, however, that some of the tools made available today through artificial intelligence—such as the one presented below—can certainly support this process.

Leo the Servant Leader is an AI-driven leadership advisor providing services in the format of AI Chat Online designed by "Phoenix Asset Management Partners Ltd (PAMP)" to offer guidance and strategies grounded in servant leadership principles, strategic management, and adaptive learning [41]. The name Leo was explicitly inspired by the character in Hermann Hesse's Journey to the East, as stated by Gary Channon, CIO at PAMP [42]. Leo can provide tailored advice on managing organizational change, creating a customer-centric culture, or developing sustainable growth strategies by synthesizing knowledge from a wide range of leadership resources like Peter Drucker's 'Managing Oneself' and Robert Greenleaf's 'Servant Leadership' [41]. The "Managing Oneself" is a seminal essay by Peter F. Drucker, first published in *Harvard Business Review* in 1999, where Drucker argues that in the modern knowledge economy, individuals—not companies—are responsible for managing their own careers and development. Success comes from understanding yourself deeply: your strengths, how you work, what you value, and where you can make the greatest contribution [43].

7. Conclusions — A Project Management to Project Leadership Evolution - Strengthened by AI

Today's complex and fast-changing environments require managers to read the context, adapt their approach, and move fluidly across different leadership models to get the best by their employees. In this landscape, the evolution from Project Manager to Project Leader is not a matter of terminology but a transformation of mindset: it means moving from coordinating tasks to guiding people, from controlling processes to creating the conditions in which teams can thrive.

As Jeannette Collazo, CEO of Lurdez Consulting Group (a boutique information technology project management firm), notes [44]: "*Project leaders go beyond the mechanics of managing a project. They face the challenge of being strategists, setting a*

project's direction, aligning people and motivating the team… Project leaders, like project managers, want to reach milestones, but they also want to find ways to improve team performance and set team goals. In that sense, they create an atmosphere that brings out the best in their employees. Project leaders are focused on lifting every team member up; they are more empathetic and friendly, and they aim to connect with the project team on a personal level…Project managers direct team members and assign them different tasks depending on the issues and necessities that may arise during a project."

Servant Leadership, Neuroscience, and Performance Management Software—especially in their AI-enhanced forms—offer complementary pathways to support this evolution. Each provides tools to better understand individuals, sustain motivation, improve decision-making, and cultivate psychological safety.

Artificial intelligence does not replace leadership; it (possibly, if used wisely) amplifies it. AI accelerates feedback cycles, highlights behavioral patterns, and offers personalized insights. But the responsibility to interpret, decide, and inspire remains (and we assert *must* remain) fundamentally human. It is the leader—not the algorithm—who applies context and experience, and gives meaning, direction, and emotional resonance to the work.

Leadership is not an innate gift but a capability that grows through training, reflection, and experience. Organizations that invest in leaders who understand and want to more deeply understand human behavior reap measurable benefits: higher productivity, stronger retention, deeper engagement, and greater innovation. These are not abstract ideals; they are tangible outcomes observed in companies that adopt neuroscience-based strategies. According to a recent Forbes article titled "The Neuroscience Behind Business Growth" [45], companies that adopt neuroscience-based strategies have reported a 12% improvement in productivity, along with increased creativity and innovation among employees.

Project Managers becoming Project Leaders helps the individual leaders, of course, but it also improves results for organizations, reducing losses due to project failure by 8 percent [46].

In conclusion, the developments discussed so far signal a future in which the most effective Project Leaders will be those who combine technological intelligence with deep human insight, using AI not as a substitute for leadership but as a catalyst for its highest expression.

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About the Authors

Richard Maltzman

Boston, MA, USA

Richard Maltzman considers himself a 'pracademic' – currently (and for the past 10 years or so) Master Lecturer at Boston University, an author, and a consultant, providing clients with deep learning experiences and improved results. Richard "retired" from a 40-year career in telecom, mainly in engineering and project management. At the University level, and in consulting, his focus is always on converting weaknesses into strengths while teaching clients/students how to apply learned skills to everyday situations. In 2010, he co-founded EarthPM, LLC, a company devoted to integrating sustainability thinking into project management. His integration of a holistic, global view of project management has resulted in international consulting and worldwide speaking engagements (Costa Rica, South Africa, Malaysia, China, Mexico, Canada, India, Italy, The Netherlands) in which the focus is the long-term success of projects, with an eye towards ecological and social systems. His blog at PMI's projectmanagement.com (People, Planet, Profits, and Projects) site has become very popular, and he has also started a podcast, "B'yond PM" on Spotify.

Rich is a co-author of seven books on project leadership, including the recent *Great Meetings Build Great Teams*, and the upcoming *Green PMO*, He is a former VP of Professional Development for PMI Mass Bay (the Boston area PMI Chapter), and was on the Review Committee for the 7th Edition PMBOK® Guide, helping to assure that sustainability thinking finally made it into the Standard and the Body of Knowledge. Rich has presented on Sustainability, Project Meetings, Change Management, and PM Competency in Italy, Malaysia, Canada, South Africa, Costa Rica, China, recently keynoting at the PMI Summit Bulgaria in Sofia. Published Works (co-authored): *Green Project Management* (2011 – Winner of PMI's Cleland Award for Literature). *Project Workflow Management: A Business Process Approach* (2014), *Driving Project, Program, and Portfolio Success: The Sustainability Wheel* (2015), *Bridging the PM Competency Gap* (2017), *How to Facilitate Productive Project Planning Meetings*, with Jim Stewart (2018), *Great Meetings Build Great Teams*, with Jim Stewart (2023).

In 2025, Rich published two co-authored works, *AI Powered Leadership*, with Vijay Kanabar, Dave Silberman, and Loredana Abramo, and a Kindle workbook called *Planning Your Project: A Hands-On Guide to AI Integration*, with Vijay Kanabar and Keyur Hindocha. Richard can be contacted at exclaim@bu.edu, https://about.me/richmaltzman and LinkedIn_RM.

Luigi Morsa

Munich Area, Germany

Luigi Morsa is a Team Leader, Project Manager, and Aerospace Engineer who has been working in the aircraft industry in Germany since 2012. He holds a Ph.D. in Space Fluid Dynamics from the University of Naples and was a Visiting Ph.D. student at the University of Michigan (2011). Over the course of his career, he has gained substantial experience in leading teams within highly challenging and demanding environments. His passion for project management has led him to contribute chapters and case studies to several books by Dr. Harold Kerzner, the globally recognized pioneer in the field. These include *Project Management Case Studies* (Wiley, 2017, 2022), Innovation Project Management (Wiley, 2019, 2023), and *Global Project Management* (Wiley, 2026).

Together with Richard Maltzman, PMP and Master Lecturer at Boston University Metropolitan College, Luigi co-authored the chapter 10 Lessons Learnt from Irresponsibility in Project Management for the *De Gruyter Handbook of Responsible Project Management* (De Gruyter, 2023). In April and June 2023, Luigi delivered online

lectures on the "Boeing 737-Max Case Study" for the courses Portfolio and Program Management and Project Value Strategies at Boston University. In 2018, Luigi was a speaker at the Project Management Institute EMEA Congress in Berlin, where he discussed the complexity of the aircraft industry market, with particular emphasis on aligning product development with customer needs. He also presented at the 18th Annual Project Management in Practice Conference in Boston (2024), showcasing the latest advancements in artificial intelligence software for project and innovation management.

In November 2024, he spoke alongside Richard Maltzman at the International Project Management Day hosted by International Institute for Learning (IIL), delivering a talk titled Human-AI Synergy in Practice: From Traditional to Innovation Project Management.

Since 2019, Luigi has been a regular contributor to the IIL Blog, publishing articles on topics such as employee engagement, innovation, team management, risk management, conflict resolution, Agile methodologies, and artificial intelligence.

Luigi can be contacted at luigi.morsa@outlook.de and LinkedIn_LM.