

# Measuring Leadership Styles and Behaviors of Project Managers within the United States in the Context of the Bolman and Deal Four-Frame Model

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## Abstract

This study has examined the leadership styles of project managers within the United States. The Bolman and Deal Leadership Orientations (Self) Survey was sent to 120 current project managers. 101 current project managers responded and completed the survey. The data that was collected was analyzing using descriptive statistics using Pearson's correlation coefficients, and qualitative techniques.

The findings in this study have suggested that project managers utilize the multiple-frame style most frequently, then the paired-frame and lastly the single-frame. Project managers were the least likely to use the no-frame style due to the nature of their oversight responsibilities. There was no statistically significant relationship exhibited among directors and their respective leadership styles.

The project management survey includes a qualitative aspect with open-ended questions that related to various aspects of leadership, such as challenges, accomplishments, leadership skills, and behaviors were based on the multiple-frame leadership style. The perceived notion was concluded to denote that project managers were most successful in their leadership efforts when utilizing the multiple-frame leadership style, which maximized their leadership efforts.