- to break down tasks
- to define project scope
- to deliver on time and within budget
- to execute a strategy
- to map out a plan
- to meet deadlines
- to set clear priorities
- to stay on track

Read each situation and choose the correct phrase

1. At the beginning of the project, the manager clearly explained what is included in the project and what is not.

Answer: _____

2. The project manager divided a large project into smaller, manageable steps for the team.

Answer: _____

3. Before starting, the team carefully planned each stage and identified all necessary steps.

Answer: _____

4. The team had many tasks but limited time, so they decided which ones were the most important.

Answer: _____

5. The team is carefully following the original plan and not getting distracted by new ideas.

Answer: _____

6. The team successfully followed through with their plan and implemented all the key actions.

Answer: _____

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7. Despite tight schedule, the team managed to complete all tasks on time.

Answer: _____

8. The project was completed successfully, without delay, and without exceeding the allocated sum of money.

Answer: _____

Listen to the podcast, fill in the gaps and answer the questions

Itai Talgam, once a pianist who studied philosophy and trained under Leonard Bernstein, became a conductor with major Israeli orchestras.

Today he is _____ as a conductor of people coaching leaders across government, business and education on leadership through music. And in our interview, he invites us into the world of conducting to uncover what it really means to lead. Through stories of Leonard Bernstein's warmth, Ricardo Mort's authority, and his own _____, he shows how leaders can create trust, spark autonomy, and turn gaps into opportunities for growth. Along the way, he _____ surprising parallels between symphonies and projects, revealing how interpretation, dialogue, and shared meaning really transform teams, engage customers, and ultimately elevate everyone involved.

A conductor in front of his orchestra is an iconic symbol of leadership. But what exactly does a maestro do to _____ cooperation, harmony, and _____ performance?

Great musical performances are brought about by people with very different leadership styles. Speaking about conductors, there's not one way to do it. I know it's a strange word to say, but he walks on stage and then he kind of in a _____ and you see that he takes all the power from, you know, the energy that's needed to start a huge orchestra from within and then not looking at anybody. You look at Bernstein, you see something completely different. The man goes on stage, the first five minutes is hug hugging with half of the orchestra players before he goes to the podium. This is just you know asking everybody how they are and how they what I see in a leadership style is simply the distilled _____ of the culture of that organization that the first thing that they expect from you is they want to know that they are working for a serious guy or a serious lady. Right? I got this this this idea of creating a dialogue as a way of gaining people.

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So who makes the message? Is the conductor, the project leader making the message or is the orchestra the project team responsible for the message? Now how to do that? How to use your authority to build _____ people rather than you know people that are subject to being told all the time what to do? That's a great art. There's an interesting, I would say, distinction here in between, you know, being responsible for the outcome and then, therefore you say, you know, I'm responsible for the _____ so I have to tell you what to do or be being responsible for the process and the people actually with conductors. It's interesting because everyone knows their instruments better than you.

Seeing your partners as instrumentalists or as experts, musicians or as full human beings that makes a huge difference. I also think that what you said about speaking to the expert translates very well into leading a team _____ an office environment or wherever your projects may be where you don't necessarily instruct them on the how things are supposed to be done but you give them a vision. You tell them where you want to take the project, what the end goal is, what the benefits are that our customers will have in the end, and how we're going to get there is really, we'll play this together, but you are the expert and I'm here to support you. So in order to enlarge the scope of the conversation to include the instrumentalists, the experts in in your team, but also the customers and really make it not we and them, we are the team.

A conductor has to help the orchestra make the take the page of the score and make that something real. Innovation comes from those gaps between the way I see it and then you the way you see it. You know, if we agree on everything, the conversation will be very boring for both of us. We have to disagree in order to find the one way in which we're going to follow. The ability to make people become a better, you know, version of themselves. Oh, I don't like this the wording. Maybe to contribute more than they knew they could. I think that's the moment where you can they can say, "Yeah, I think I made it."

I think the ability to connect to human beings far _____ the professional. You know, he was doing those concerts for young people which were very popular at the time where he would speak to six year old as if he would speak to you know a fellow musician in the orchestra or another conductor or it's just eye level. He could make you feel that you are the only interesting person in the room for three seconds.

Everything has to move all the time, _____ it's dead. It's not alive. The only way to do it is to actually _____ the gaps. What's you know, what's going well is okay. But what's going not so well or not so clear is where new understanding, new meaning, new maybe _____ can come out of. So in that sense, you have to embrace the gap. There simply a treasure of hidden knowledge for

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you. The fact that there is a gap shows that there's something interesting going on there. So in a way going to an art project like a concert or a gallery is saying surprise me, you know, but surprise me with something that will connect to, you know, my my thoughts about the world and the way I see it and, you know, the way I experience it and _____ my experiences. It happens, you know, in every good music performance, you listen to good jazz and you're all dancing to the music even if you're sitting and. Let's speak about huge rock concerts the audience becomes one, I would say, think of the long term in order to _____ good results in the short term. It might sound paradoxical but if you think the shortcut again many times but just do what I say.

Questions

1. What does it mean for a leader to be a “conductor” rather than a “controller” in project management?
2. When does giving strict instructions become harmful for team autonomy?
3. Can one leadership style work for all teams, or is it always context-dependent?
4. How can a project manager use authority to increase autonomy instead of limiting it?
5. What changes when a project manager treats team members as experts instead of subordinates?
6. What role does emotional connection (trust, warmth, presence) play in project success?
7. Can technical skills alone make a good project manager, or is human connection essential?
8. What motivates people more: clear instructions or a meaningful vision?
9. Should a project manager focus more on process optimization or people development?
10. Do modern project environments encourage or discourage long-term thinking?

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- ❖ to communicate expectations clearly
- ❖ to ensure transparency
- ❖ to hold teams accountable
- ❖ to keep everyone aligned
- ❖ to keep stakeholders informed
- ❖ to manage cross-functional teams
- ❖ to foster collaboration
- ❖ to mitigate potential risks
- ❖ to provide regular updates
- ❖ to resolve conflicts

Fill in the Gaps

1. The project manager had _____ because marketing, design, and engineering were all working on the same product.
2. Daily stand-ups were introduced in order _____ between different departments.
3. Without clear communication, it is difficult _____, especially in fast-moving projects.
4. When disagreements arise between teams, the manager has _____ quickly to avoid delays.
5. Good leaders don't just delegate tasks — they are also able _____ for performance and deadlines.
6. Weekly reports were introduced _____ so that all decisions were visible to the team.
7. The manager held meetings every Friday _____ and share progress.
8. Before starting the project, the manager made sure _____ so there was no confusion.
9. It is essential _____ so investors and clients are never left without information.
10. The company introduced new procedures _____ and reduce the impact of unexpected problems.

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