

Everyone's Smart University

Project (Spring 2021)

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Section	Date	Course Code
Master	Thursday 18 / 03 / 2021.	(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 20-05-2021 في تمام الساعة ٩ مساءً.
- ☐ الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الانجليزية.
- ☐ يتم تسليم المشروع في صيغة ملف pdf مع الالتزام بنموذج الجامعة ولن تقبل أي مستندات أخرى.
- ☐ يجب مراعاة أقسام البحث الرئيسية (مقدمة Introduction، دراسات علمية سابقة Literature Review، طريقة البحث Methodology، النتائج والمناقشة Results and Discussion، وأخيراً المراجع References. وان كان هناك ملحقات Appendices يتم إضافتها)
- ☐ يجب الالتزام بـ Theme موحد كما يلي:
 - حجم الخط 12.
 - نوع الخط Arial.
 - لون الخط أسود.
 - المسافة بين الأسطر 1.5 line spacing.
 - عدد صفحات البحث (لا تقل عن ثلاث صفحات ولا تزيد عن ستة صفحات).

Instructor's Name: **Dr. Sara Adel**

THE IMPACT OF LEADERSHIP SKILLS ON PROJECT SUCCESS IN **YOUR ORGANIZATION**: A CASE OF YOUR OWN.

Different leadership styles are the key factor in the success of any project. Project Leaders are responsible and accountable for the success/failure of the project. There are numerous responsibilities that are assigned to a Project Leader during the leadership journey.

YOUR MISSION:

Your research/project must provide an overview of information and knowledge in a corporate environment with an underlying theme of **defining leadership styles within applying the hard and soft skills** for that style needed by the leader to ensure successful project delivery in your organization. (You are required to demonstrate your understanding of the relevant body of works to real-life business research).

Choose one only of the following project leadership skills using the tools that we learned during the project leadership course; starting from identifying and assess the case till executing the project.

- Prioritization (Using tools for Estimation – Scheduling – Tracking – prioritizing stakeholders).
- Team management (Using Team structures – Team development stages – Team needs).
- Embracing Accountability (Using RASCI)
- Conflict resolution (Using the Thomas-Kilmann conflict mode instrument).
- Motivation (Using one theory of motivation – Types of motivators).
- Communication in the project.
- Influencing (Using different sources of LEADER POWER).

What you have to do:

Your project task requires the preparation of a full project proposal that should contain the following components:

- **Introduction:** A detailed statement of the problem, research aim, and objectives that you would like to investigate and discuss. **(2 points)**

- **Literature Review and Conceptual framework:** An analysis of the literature relevant to the research topic that will give you the conceptual basis for conducting your research from the previous studies. **(2 points)**
- **Methodology:** Based on the conceptual framework, research aim(s), and objectives, you need to provide a detailed description of the data collection tools, data sources. **(2 points)**
- **Results and Discussion:** Description about the main findings of a research, outline your thoughts to defend your research and to emphasize the significance of it. **(4 points)**
- **References:** Lists all the resources you've used in your project, and your refereed journal articles as well. **(2 points)**
- **Appendices (If it is available in your study):** Any supplementary material you need to add. (Optional)

[Write the names of the chapters/sections of your research/ project and briefly discuss what you will write in those chapters/sections] .

Best of luck...

Dr. Sara Adel

تأثير مهارات القيادة على نجاح المشروع في مؤسستك: حالة عملية خاصة بالطالب.

أساليب القيادة المختلفة هي العامل الرئيسي في نجاح أي مشروع. قادة المشروع مسؤولون عن نجاح / فشل المشروع. وهناك العديد من المسؤوليات الموكلة لقائد المشروع خلال رحلة القيادة.

مهمتك:

يجب أن يوفر بحثك لمحة عامة عن المعلومات والمعرفة في بيئة المؤسسة الخاصة بك وهي موضع الدراسة مع تحديد أنماط القيادة في إطار تطبيق المهارات الخاصة بالقائد والمناسبة لهذا النمط الذي يحتاجه القائد لضمان تسليم مشروع ناجح في المؤسسة. (أنت مطالب بإثبات فهمك لما تم دراسته وتطبيقه بالأبحاث الواقعية في مؤسستك).

اختر واحدة فقط من مهارات قيادة المشروع التالية باستخدام الأدوات التي تعلمناها خلال مقرر القيادة في المشاريع.

- Prioritization (Estimation – Scheduling – Tracking – prioritizing stakeholders).
- Team management (Team structures – Team development stages – Team needs).
- Embracing Accountability (RASCI)
- Conflict resolution (The Thomas-Kilmann conflict mode instrument).
- Motivation (Using one theory of motivation – Types of motivators).
- Communication in the project.
- Influencing (Using different source of power).

ما عليك القيام به:

تتطلب مهمة مشروعك إعداد مقترح مشروع كامل يجب أن يحتوي على المكونات التالية:

- مقدمة: بيان تفصيلي للمشكلة محل الدراسة، تحديد هدف البحث والأهداف التي ترغب في التحقيق فيها ومناقشتها من خلاله.
- دراسات علمية سابقة: تحليل الأدبيات والدراسات السابقة ذات الصلة بموضوع البحث والتي ستساعدك في مجال الدراسة لإجراء هذا البحث.
- المنهجية وطريقة البحث: بناءً على أهداف البحث، تحتاج إلى تقديم وصف تفصيلي لأساليب وأدوات جمع البيانات ومصادر البيانات والأساليب / الأدوات التي ستستخدمها.
- النتائج ووصف المناقشة حول النتائج الرئيسية للبحث: شرح مفصل للمشكلة محل الدراسة.
- المراجع: تسرد جميع المصادر التي استخدمتها في مشروعك، ومنها مقالات المجلات المحكمة أو المواقع المستخدمة للبحث.
- الملحقات (إذا كانت متوفرة في دراستك): أي مواد تكميلية تحتاج إلى إضافتها. (خيارية).

{اكتب أسماء فصول وأقسام (البحث / المشروع) الخاص بك، وناقش بإيجاز ما ستكتبه في كل قسم}.

كل التوفيق لكم جميعاً.....

Dr. Sara Adel

The impact of Coaching Leadership and team management of project success in CSI Company

1. Introduction

Leadership is an essential axis on which various activities are based in both public and private organizations. In light of the growth of organizations, their large size, the complexity of their work, the diversity of internal relations, and their influence on the external environment, including political, economic, and social influences, these matters require continuing research and continuing to bring about change and development. These are a mission that can only be accomplished under conscious leadership.

Leadership is an ability to influence and drive people to bring the best out of them. It focuses on inspiring them to add more to the overall effectiveness of an organization. One key difference between leadership and management is that the manager is ruling the team by an authorization power is granted to them and complete the work in a timeframe. At the same time, leaders convince the team to believe in them and boost their performance to the maximum to a common target.

Coaching leadership is one of the different styles in leadership, which primarily focuses on educating the team and improve their performance to get the best out of them. That goal implements the essential concept of leadership, which influences and drives people to bring the best out of them.

Team Management skill is the ability of the leader to manage and organize a group of individuals to accomplish a task. Team management includes collaboration, communication, target definition, and performance evaluations.

This research highlights how coaching leadership style and team management skills are closely related and play an influential role in project success in CSI Company.

2. Literature Review and Conceptual framework

Manager's leadership style is responsible for "30% of the company's bottom-line profitability" (Benincasa, 2012). This shows how much leadership is an essential for company success as it saves time, money and efforts to achieve the strategies and tactics. There are many different leadership styles such as Affiliate, Democratic, Autocratic, Laissez-Faire, Pacesetting, Transformational, and Coaching leadership styles (Samuel Malachowsky, 2018).

Coaching Leaders are referred to as trainers or teachers. They supervise the trainee's performance and ensure to explain and guide to enable them to understand the central concept. "when the leaders act as coaches, they are able to contribute effectively and in a well-organized manner to enable the individuals to do well in their jobs" (Radhika Kapur, 2020). According to Berg, M.E., and Karlsen, J.T. (2016) study, project managers feel that they are better leaders and increased their confidence levels when coaching the employees and positively impacting them.

Team Management is an essential skill for any leader who is willing to get the best out of the team and what makes a team successful common purpose and goals, leadership and trust building, appropriate motivators, and Chemistry. "The leader supports and challenges colleagues, with the intent of helping them achieve individual development goals" (Berg, M.E. and Karlsen, J.T. 2016). Going deeper into team management, there are team structure, development and needs.

The team structure is crucial for its success. Understand the capabilities of the team and designate roles and duties accordingly. Achieving the appropriate mix of technical expertise, decision-making skills, and interpersonal skills. Vishal Singh, Andy Dong, and John Gero (2011) differentiated team structures into Flat teams, Distributed flat teams, and Functional teams. “Though there are many variations on how a team can be organized, there are four structures that seem to be the most common: top-down, interdisciplinary, superstar-support, and large/variable-structure teams” (Samuel Malachowsky, 2018).

For teams to be productive, the team members must work collectively to contribute to outcomes. Nevertheless, this does not happen automatically, as it grows during the time progress. This is called team development stages as were introduced in Tuckman, Bruce W. (1965) research which are Forming, Storming, Norming, Performing, and Adjourning. In additional, the leader has to cover the team members needs as per The Five Behaviors of a Cohesive Team model by Patrick Lencioni (2002) which are Trust, Conflict management, Commitment, Accountability, and Results Focus respectively.

3. Methodology

In this research, the quantitative approach is used. Research respondents from the same company teamwork consisting of 20 engineers working together in a mega project. The data gathering methods used in this study were observation, discussions, and surveys. The collected data and results were stored in the key performance indicators (KPI) and three months after training and coaching. Regarding to team management, the team structure is represented using Samuel Malachowsky (2018) sorting. Team development stages using Tuckman (1965) sequence. Lastly, Team needs using Patrick Lencioni (2002) model.

The workplace study was carried out with 20 engineers consisted of 10 electrical engineers and 10 mechanical engineers that 80% of them were fresh graduates or juniors. Before starting observing the coaching progress, Survey was presented to the participants to evaluate their familiarity with subjects and scope of work. After three months of observing of weekly sessions of training, a new evaluation form was presented to them to evaluate their levels of understanding and instructor's performance. Moreover, their performance was observed on actual work and distributed based on their strength's areas of understanding.

4. Results and Discussion

The team structure was implemented using Top-down due to inexperienced team that the leader has to follow the coaching leadership style to guide them and to give specific task based on their knowledge levels. The structure is illustrated in the next figure:

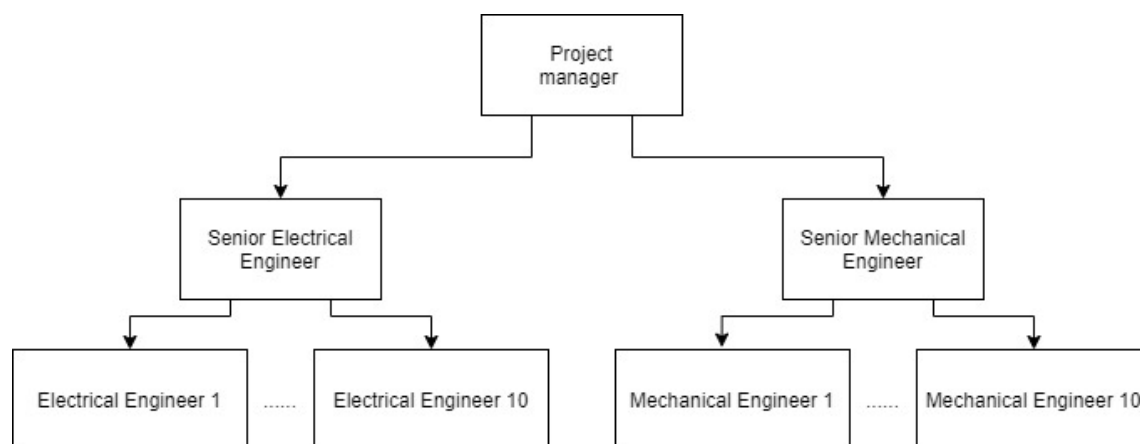


Figure 1

Contrary to what it may appear as this team structure would almost use an Autocratic type of leadership style, it can be applied to coaching leadership style because the most defining characteristic of this structure is accountability. The leader is accountable to the project, and the team members are accountable to the leader.

After team structure planning has been finalized, it is time to build the team. The first stage of team development stages is Forming the team to meet each other for the first time and start to get to know each other. During this stage, the team member's performance was evaluated, and tasks were already assigned. The summarized collected data of the team knowledge area is presented in the following table:

Participants	Medium Voltage	Low Voltage	Extra Low voltage
Electrical Engineer 1	40	65	84
Electrical Engineer 2	53	46	54
Electrical Engineer 3	86	87	64
Electrical Engineer 4	34	65	32
Electrical Engineer 5	85	76	75
Electrical Engineer 6	43	56	65
Electrical Engineer 7	76	74	76
Electrical Engineer 8	58	76	65
Electrical Engineer 9	68	72	76
Electrical Engineer 10	63	69	71

Participants	HVAC	Fire Fighting	Plumbing
Mechanical Engineer 1	76	74	76
Mechanical Engineer 2	58	76	65
Mechanical Engineer 3	86	87	64
Mechanical Engineer 4	34	65	32
Mechanical Engineer 5	40	65	84
Mechanical Engineer 6	43	56	65
Mechanical Engineer 7	76	74	76
Mechanical Engineer 8	58	76	65
Mechanical Engineer 9	76	74	76
Mechanical Engineer 10	58	76	65

The second stage of team development is Storming, where they conflict about task distributions, scope, and areas. Sometimes, this type of conflict is healthy where the weaknesses are identified and figure to find solutions and organize the workflow. After passing this stage, the third stage is Norming, which begins where the team conflicts are resolved and get to each other, and goals are set, and the team is already for the action. The Fourth and most important stage is Performing, where the team starts to implement what they have learned with continuous monitoring of their performance and knowledge development by the coaching leader. As a result, the weekly performance of completed tasks increases gradually, and the team can complete more tasks with less time and effort. In addition, their self-confidence increased, and able to deliver the project deliverables to the consultant and the client without the direct assistance of the coaching leader.

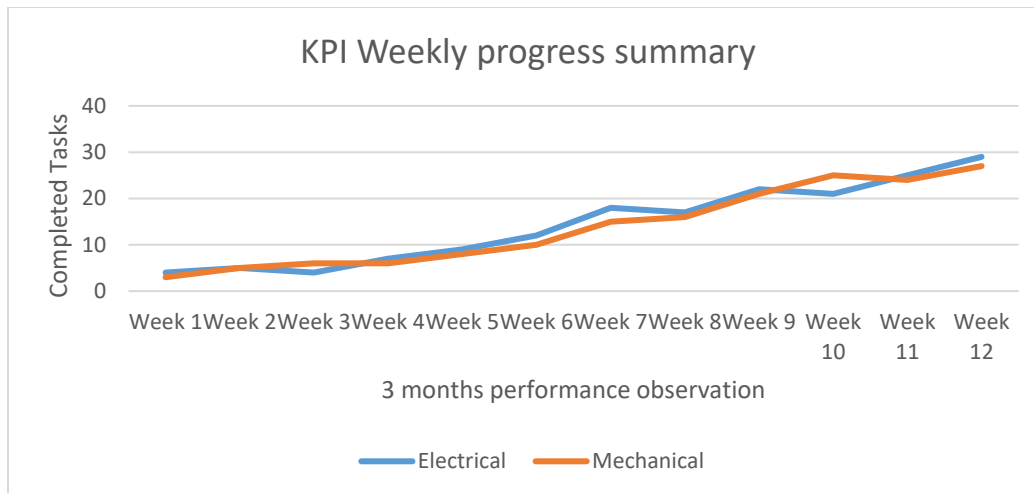
Team successful leader who fulfills the team needs and ensures to provide the appropriate working environment. Coaching leadership has a direct relationship with team needs as it is the primary focus on team performance. According to Patrick Lencioni's (2002) model, the first team needs is building trust, which is fundamental to a successful team. Training and teaching the team is part of building trust as it displays that the leader is caring and believing in them. Managing conflict is the second team needs where the leader should solve conflicts between team members with an appropriate approach of conflict management to eliminate any negative feelings around. Now, every team member understands why the purpose was selected and supports the idea required from them is the commitment as they have to implement what they have learned and complete the tasks and improve their skills. Accountability is typically the most challenging behavior for a team to master, and achieving it shows the team has grown and matured. Finally, it is time to bear the fruits and focus on results, each member of the team is focused on achieving the team's goal.

The following table shows the last self-evaluation had done by the team members after three months of weekly class sessions and on-site supervising that shows the significant impact on their skills and knowledge.

Participants	Medium Voltage	Low Voltage	Extra Low voltage
Electrical Engineer 1	82	75	88
Electrical Engineer 2	79	86	74
Electrical Engineer 3	88	90	84
Electrical Engineer 4	64	85	62
Electrical Engineer 5	88	79	85
Electrical Engineer 6	83	76	85
Electrical Engineer 7	86	78	83
Electrical Engineer 8	78	86	78
Electrical Engineer 9	80	82	78
Electrical Engineer 10	83	79	78

Participants	HVAC	Fire Fighting	Plumbing
Mechanical Engineer 1	86	79	78
Mechanical Engineer 2	78	79	85
Mechanical Engineer 3	89	92	84
Mechanical Engineer 4	67	75	82
Mechanical Engineer 5	70	85	86
Mechanical Engineer 6	83	76	75
Mechanical Engineer 7	86	79	77
Mechanical Engineer 8	78	78	85
Mechanical Engineer 9	79	78	85
Mechanical Engineer 10	78	79	75

The following chart illustrates the weekly completed tasks in Key Performance Indicator (KPI) progress in increasing, and the team can achieve more.



In conclusion, the Coaching leadership style is suitable for inexperienced teams and closely connects with team management. However, once the team becomes more experienced. The efficiency of the coaching leadership style decreases gradually until the team becomes able to self-educate. As a result, the leader may change the leadership style to fit the project needs, such as pacesetter, democratic, or situational leadership styles.

5. References

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3. Benincasa, R. (2012), "6 leadership styles, and when you should use them", available at: www.fastcompany.com/1838481/6-leadership-styles-and-when-you-should-use-them
4. Samuel Malachowsky (2018), *Project Team Leadership and Communication*.
5. Singh, Vishal & Dong, Andy & Gero, John. (2011). *How important is team structure to team performance?* ICED 11 - 18th International Conference on Engineering Design - Impacting Society Through Engineering Design. 7.
6. Tuckman, Bruce W. (1965) 'Developmental sequence in small groups', Psychological Bulletin, 63, 384–399.
7. Patrick Lencioni (2002), *The Five Dysfunctions of a Team*.