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THE IMPACT OF LEADERSHIP SKILLS ON
PROJECTSUCCESS IN MY ORGANIZATION:

A CASE STUDY IN BIOMEDICAL DEPARTMENT IN "SEDER GROUP"

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1. INTRODUCTION

To know how to lead any organization, we need first to take an idea about the meaning of management vs leadership and how to differentiate between both of them.

Management is striving to maximize the use of the given resources to achieve corporate goals. It considered the traditional school of governing organizations and may include instructions from managers and other stakeholders. While leadership is the influential relationship between leaders, followers, and team workers. It includes guiding, inspiring, and facilitating others to pursue goals. Any organizational entity cannot be successful without executive leadership which playing the biggest role in the growth of this organization.

Why do we need administrative leadership and how much it is important?

We need it as it plays a big role in strategic business planning, which considered the key factor of business development with a high level of efficiency and that avoid organizations would fall. Therefore, in case of the absence of a leader's role & characteristics, or losing inspiring skills, the entity or the organization may suffer huge losses or even collapse.

One of the main duties of the effective leader is cultivating an ethical culture, leading by a role model, and unifying the organization by sharing vision, mission, and values via strategic business plans that lead to growth and development. Executive leadership is not only a person's role; it is the role of every organization's members as teamwork that will reflect as a harmonized, motivated, and confident team then successful organization.

"Clients do not come first. Employees come first. If you take care of the employees, they will take care of clients" (Branson, R. 2002).

2. Literature Review

2.1 Leadership

Studies on leadership styles show that the personality of a leader, the maturity of followers and the needs of the environment determine the leadership style to follow. An effective leader will be able to adapt a style or combination of styles of leadership to suit the circumstances. Any one of the styles might be effective in the right situation. The chosen style of communication will differ from leader to leader and from project to project, but communication with people remains an intrinsic part of leadership.

Leadership can be defined as a style of behavior designed to integrate both the organizational requirements and personal interests in the pursuit of some objectives. Managers have a leadership responsibility. Project managers are often selected or not selected because of their leadership styles (Kerzner, 2001).

Barrett (2006a), and Müller and Turner (2010), show that leadership styles can be classified in six broad categories.

These styles are directive, pacesetting, participative, visionary, coaching and affiliative. Kerzner (2009) add a further two styles, namely bureaucratic and laissez faire. The authoritarian/directive/commanding style is characterized by dominance and total control by the leader. This style of leadership would not be effective in motivating employees. The pacesetting style is characterized by meeting challenges and goals. The democratic/participative style is characterized by participation of the team in decision making and such a leader would probably hold frequent meetings, but would also survey employees and establish methods to obtain employee input. Employee input and survey results will assist the leader in knowing and understanding the environment better.

The transformational/visionary style inspires the team with a shared vision of the future. This style of leaders would probably be very visible in the organization, speaking frequently in public, hold frequent meetings and sending out statements that motivate and provide guidance to all the employees and by doing so improve communication effectively. The coaching style emphasizes a strong, mentoring culture and probably

places importance on training and development sessions and on management's responsibility to develop others, thus, enhancing employees' effectiveness through skills and knowledge. The affiliative style creates harmony by connecting team members, both one-on-one and in small groups.

The characteristics of these styles determine how a project leader deals with team members and influence the effectiveness of communication with the team.

Construction project managers should adopt a leadership style or combination of styles. Brits (in Separating the good from the great, 2009) confirms this by stating that a combination of leadership styles are required to accommodate the complex environment that projects are operating in. A leader might vary the leadership style depending on circumstances.

Yang, Wu, Wang and Chin (2010) suggest that leaders vary the leadership style when the situation turns, using a different leadership style at different phases of the project life cycle.

To select the most effective leadership style for various situations requires the ability to assess situations correctly and applying appropriate styles for effective communication.

2.2 Leadership styles

The following leadership styles are selected as generally known styles of leadership in the business management arena (Smit and Cronje, 2002). The study does not discuss leadership styles as such, but leadership styles influence the effectiveness of communication and therefore a review of leadership styles is important.

The styles may be applied individually, selectively or in combination, depending on different situations.

2.2.1 Contingency or situational leadership style

The contingency or situational leadership style is concerned with the appropriateness of different leadership styles in different leadership situations by matching the personal characteristics of a leader to the leadership situation (Müller and Turner, 2010).

2.2.2 Sloan or visionary leadership style

The visionary leadership style is vision orientated and to be effective in respect of the management of a project, the project manager should be an analytical thinker as well as being achievement orientated (Müller and Turner, 2010).

With the Sloan or visionary leadership style, the leader uses the vision to give the life and work of the organization a sense of meaning and purpose, but maintains the focus on the vision. This leader enlists others by involving them, listening to them and clearly communicating with them (Skipper and Bell, 2006).

2.2.3 Path goal leadership style

The essence of this theory developed by Robert House is that it is the leader's duty to assist the members in attaining goals and to provide the necessary direction and support to ensure that the team's goals are compatible with the goals of the organization (Smit and Cronje, 2002).

2.2.4 Fiedler's leadership style

Fiedler (1967) presents a theory of leadership effectiveness that takes account of the leader's personality as well as the situational factors in the leadership situation.

Fiedler's theory correlates with the situational style, which applies a style by matching the style and the situation, changing the situation so that it is compatible with the style

(Smit and Cronje, 2002).

2.2.5 McGregor's theory X and theory Y style

McGregor proposed two fundamental approaches to manage people, theory X and theory Y.

Theory X assumes that the average person will do all to avoid work and responsibility, and therefore must be directed and forced to work (Burke and Barron). Liu, Fellow and Fang (2003) state theory X as employee-centered or people-orientated.

Theory Y assumes that team members enjoy work and will take responsibility for applying and directing the aims of the project. Team members may manage and work independently (Burke and Barron, 2007). Liu et al. (2003) state theory Y as production-orientated.

2.2.6 Life cycle leadership style

The life cycle theory of leadership was developed by Hersey and Blanchard (1972).

The life cycle theory of leadership is a contingency approach. Hersey and Blanchard believe that leadership must adapt to the 'maturity' of employees. Maturity does not mean emotional stability or age; it refers to work maturity, that is, a desire to achieve, a willingness to accept responsibility, as well as working knowledge and working experience (Smit and Cronje, 2002). Effective leaders are neither pure task nor relationship behaviorists, but aim to achieve a balance between the task and relationship.

2.2.7 Behavioral leadership style

This style distinguishes between two basic styles of leadership, namely a task-orientated style and a people orientated or relationship style. Achievement, motivation, willingness and ability to take responsibility, education and experience determine the mixture of the two elements (Walker, 2007).

The success of this leadership style does not depend so much on the style, but rather on the situation in which it is used. The implication of the behavioural leadership style is that in a communication situation, for example where task issues are discussed, relationships must receive ample attention to bring the discussion to a successful conclusion.

2.2.8 Action centered leadership style

John Adair (Burke and Barron, 2007) developed a different leadership style that focuses on leadership action.

This style suggests that the project leader should focus on three responsibilities, namely task, team and individual, acting on the demands of each. A project leader must attend to the task, team and individual responsibilities but should focus on each one at different times in order to deal with specific needs (Burke and Barron, 2007). In task orientation, the purpose of a team is to complete some work, so the leader needs to maintain focus on the achievement of objectives. Team orientation requires the leader to ensure that the team's collective needs are identified and group cohesion is maintained. Individual orientation requires the leader to recognize that each member of the group or team will have individual personal needs (Burke and Barron, 2007). It is important that the project manager, through communication, enhance the balance between the needs of the project tasks, the needs of the project team and the needs of the individual.

3. Methodology

In this report, I will define as a consultant appointed by SEDER Group, the administrative leadership styles and practices, the importance and how to apply them in the company. In addition, to focus on the company's strategic plan recommendations, motivating environment, and constructive culture that will comply with the vision of the group.

Finally, I will explain the executive leadership responsibilities to employees, and working society to evaluate the policies and apply the best effective communication within the given technologies.

4. Results and Discussion

4.1 Description of my organization's leadership practices

Any organization to be successful needs to have strong leadership practices to give the most productivity by the oriented team managing and to make a big difference.

How to make a creative leader?

Effective creative leaders are the outcome of several practices that can change according to the challenges might face. When leaders working their best, the followers will be challenged, inspired, and encouraged. Moreover, they meet this by committing themselves to sets of behaviors and practices. Some of the following listed practices are presented in my organization:

4.1.1 Share an inspired vision

Some people will not be motivated to work because of fear or Intimidating, but they will be motivated by ideas that captivate their imagination. So great leaders are future-orientated and seek to energize their teams with enthusiasm and passion. Those leaders will create a vision of a unique future where individuals feel energized by the organizational vision and appealing to their values.

4.1.2 Make the goals public

Successful leaders should have a set of clearly achievable goals that are listed as a priority.

One of the important practices of leadership is to make the goals shared with the team and how each tool can support the execution of these goals. It allows the employees to make decisions that will affect the company's performance in the long-term.

4.1.3 Challenge the usual process

Leaders learn from difficult situations. They are risk-takers and considering failure, which not caused by poor performance as a good chance to challenge, learn, and innovate.

This practice suggests as a leader to:

A-find challenging opportunities to change, and improve at the individual and company levels.

B-take risks and stimulate the team to take risks. Build a culture that encourages people to learn from their mistakes.

C-think about the parts of the organization that need to be challenged, even those that seem feasible.

D-do you promote ideas to be implemented and allow others to share their ideas? Are you ready to take risks and allow others to take risks?

4.1.4 Motivate employees to progression

Our company's policy makes leaders happy for their employees when they get advance enough to take a new challenge. They put a program of "Career Path Progression Card" **CPPC** to explain to the employees the career ladder and how to get promotion gradually through the organizational chart and structure.

4.1.5 Always be aware of new talents

In case if we do not have a need to fill a position at the current moment it does not mean we should stop looking for new talent. Establishing connections with potential employees is a good leadership practice because it is wise to always make an alternative plan. Meeting new talents and employees, knowing their strengths, will be useful data to have when you are looking to fill a position once available. The obstacles of some organizations cause a feeling of isolation from their usual circles, but this does not mean the stopping of identifying new talents that will help the business succeed in the long term. A nice idea in SEDER Group that they create an initiative of a "SEDER got talent" contest to make the competition spirit & allow to the people show their abilities.

4.1.6 Enhance the trust level for the team to do the work

One of the best leadership practices to delegate good team members to do the work they give them and the necessary tasks. Trust is something that needs to be built over time. It will be based on the ability to do the duties they are given, the responsibility they carry on, and so on.

4.1.7 Mentor and promote relationships

Professional leadership practice is one of the pillars that encourages a good working relationship between employees. It will increase productivity via good connections between the team members.

While a good, company's culture allows the employees to grow, by enabling the leaders to provide training and support for the individuals who had strong potentiality. In SEDER Group, there is "SEDER Academy" to learn the people to be more eligible qualified in their fields.

4.1,8 Enable others to act

In SEDER Group, leaders usually achieve results through others to practice them so they feel that they are able to act and be supported to apply their ideas as actions.

Leaders will need to enhance the collaboration through building trust levels between leaders and team members and support the team by sharing information and by increasing their visibility to management.

4.1.9 Regular meetings to review the business

Some business issues need to be solved rapidly, and cannot wait for regular meetings. It is a good practice to dedicate daily meetings with direct manager to go briefly over the issues that are affecting the company. As there are monthly review meetings with management to discuss the results and obstacles. these can be easily applied to business practices when working from home through virtual meetings are one of the most widely used tools today especially in the Covid-19 period using the popular technologies platforms with the company's team to encourage progress.

4.1.10 Open mentality approach

The company approaches the open-door policy, open mentality as well, to collect the worthy ideas that develop the workflow and give the work environment more facilities. One of the approaches followed by the company is the work from home and flexible working hours so the concentrate is qualitative, not quantitative.

4.2 Critique the leadership practice of that organization

A great leader is responsible to harmonize his team and department and support everyone to become better. Vice-versa, this is also correct on the opposite side, the bad leader behaviors can create a demotivating environment that will force team members to escape out the org. According to research and studies, 44% of employees mentioned that their bosses were the major reason to leave the job.

A bad leader does not mean a bad company but it is a chance to escalate to the

management to change the bad leader or lose the productivity. I will keep the attention to find out the top bad leadership practices and learn how to avoid them.

4.2.1 Company combined structure

A combination organizational structure in SEDER Group that includes matrix and hierarchy structures simultaneously because of a huge number of employees and diversity of departments.

This type of organizational structure presents a complexity that leads to delay in the workflow especially in correspondences between the departments and poor communication and lead to waste of time.

4.2.2 Routine and bureaucracy

The bureaucratic leadership style focuses on administrative needs and organizational rules. Several functions need to be performed whatever were the results. The employee must follow the rules and do not has the possibility to make a change. It looks like the catalog that gives the operation instruction. This pattern may lead to uncertainty, bad results, and leaked of competencies.

4.2.3 Time-consuming process

As we mentioned above the combined structure and the routine, lead to work out that cannot be done smoothly and requires a long time to complete. By this bad practice, the company will get depressed employees' inaction to perform their works actively.

4.2.4 Micromanagement vs bad managers practices

Some of the negative practices, the bad roles of leaders & managers that perfume a micromanagement pattern, yes there is a delegation, not for work improvement but to make the employee get mistakes to reprove and blame him, when focuses on employees' weaknesses more than their strengths, and be an autocratic leader.

4.2.5 Employees' compensation

One of the bad points from managers and leaders to the employee's spirit, to not advocate about their rights especially the finances. This behavior will kill their ambitions.

Like hiring expert people but let them start from the beginning of the career ladder as afresh person, and not considering the years of experience. Some of working policies (hiring, travel...).

Our market is huge and geographically wide, that is means there is a need to employ a dedicated person in each branch. In our company, there is one person to cover two branches.

This approach leads to a lack of coverage and overloaded workers. Meanwhile, the travel policy supposed to be fair and worth covering the expenses and allowances properly.

4.3. A new leadership style strategy plan proposal

Leadership styles are important in defining the success of an organization or its failure. SEDER Group has thrived in leadership through its own renewed commitment to identify, develop and promote personal, accountability, and strategic organizational leadership through creating an environment enabling employees to succeed and positively affect the company and society.

The following are the traditional leadership styles and we need to create a new style that will be a mix between both of them that includes a better and more effective communication network.

A) Evaluation of the current leadership style

Visionary & Managerial leadership styles: in SEDER Group previously they have used the visionary leadership style, which describes a leader that has goals to achieve. This kind of leader believes in their decisions will make a future difference as they are focusing on long-term sustainability for the organization via investment in human capital.

Nevertheless, in this kind style, the drawback of leaders can be neglecting the short management & operational issues, which means that, may create many uncertainties and can put the organization at a risk.

Then they have switched to the opposite side of visionary style, the managerial leadership style which depends on implementing strategies, procedures, daily operations, and how to delegate the others but do not define or developing the future direction of the company.

The disadvantage of managerial leadership is lacking innovation and creativity, which affect the competitiveness of an organization in the end.

-Revision of the current leadership policy that will help the company to Strategic leadership:

Strategic leadership is a mix of both previous styles. This is known as the best possible type of leadership because we can balance between the long-term strategic opportunities and the short-term operational needs so it will be more effective and better performance.

Meanwhile, the proposed style describes the characteristics of a strategic leader.

Arguments prove that strategic leadership is acquired, not born, acquires the values, ethics codes, and standards as fundamentals for the profession. The employee's competencies are enhanced here through an educational platform called "Passion to Learn" and will be evaluated through the "Performance Evaluation, Potential and Development" (**PEPAD**) System, and those are unique in SEDER Group. In the end, these reviews describe the organizational culture.

B) Explain how the chosen leadership style will influence the company's culture.

When we create the strategic leadership style, we considering restructuring the company in a hierarchy instead of a combined structure to minimize the poorness of communication and time wasting. In this new hierarchy structure, we can guess how many leaders we need as we can use the career path progression ladder for promotion. A leader per department shall get a promotion based on criteria of 2 years of service after evaluation based on qualification and skills.

As we can implement this enhancement by "empowering line managers" (**ELM**) program depending on knowledge, behaviors, and competencies like problem-solving, response to threats, adaptability, and innovation. Therefore, we are targeting the establishment of a standard practice that governs the preparation of organizational structures in SEDER Group and its subsidiaries, in addition to ensuring that the structures are properly created, updated, deployed, and communicated. By these practices, the culture will be created based on leaders' behaviors & actions, the allocated resources, and awarding vs punishment rules.

Brief outlines on restructuring flow chart:

- Approve the structure that defines the roles hierarchy, a chain of command, and authority levels.
- Updated and approved structure must at all times be available with the HR Manager.
- Any proposal to amend an approved structure must be sent by the leader to the HR Manager.
- Any restructuring must ensure consistency & compliance with compensation and HR practices.
- All promotions must be addressed by an available position in the organizational structure.
- Any change to positions with a functional reporting to SEDER HQ must be first approved by the function head (in SEDER HQ) prior to the approval of the CEO/MD.

C) A better departmental communication plan that utilizes 21st century technologies. The leader's communication style was very important to improve the organization. The leaders have to demonstrate different communication styles due to a diversity of values, competencies, and skills, as they have to work continuously to develop communication programs and fostering professional behaviors of employees.

A leader's communication plays an essential role in setting the culture within the organization. It affects the overall harmony and attitude of the work environment and how executing the scope of work. The recent communication style depends on the resources that facilitate meetings and interactions remotely.

Implementation of effective communication strategies within the group will improve efficiency and guarantee employee satisfaction.

The communication flow can be easier when the employee gets aware of the organization's chart and hierarchy to know his direct manager and not float to the next manager. This role supposed to be mentioned in his job description. Accordingly, it is worth using SIPOC diagram in the correspondences between the different departments (Hackman & Johnson 2013.)

All of the companies approach to use the new 21st century technologies in communication especially after COVID-19 crises, so in addition to use the PC's, e-mails, currently the usage of virtual video meeting apps and programs like Zoom, Hangout, and Teams.... These technologies offering many advantages comparing with traditional reporting or meetings.

The most outstanding benefits are cost reduction, timesaving, simplified access globally wise.

D) A detailed summary of the networks that exist within the organization and how they may be better utilized by the leadership in the future.

Leaders usually desired effective social networks within the organizations that guarantee positive outcome results from productive networks, or outside the organization to generate sustainability for the business. However, the building of network behaviors is one of the most important approaches of 21st-century leadership styles not like the traditional leadership approach that ignores the importance of networks role.

Currently, many organizations depend on the ability of leaders' behaviors to operate, manage, lead, and build viable networks. The effectiveness of leadership can be measured on the ability of leaders to lead a network. The studies suggest that a well understanding of leaders against employee awareness can influence network trust. There are several rules for effective leadership networking:

- the Sincerity: the successful leader has a good reputation of a leader like gathering the data but not leak. Moreover, using information appropriately without breaking the confidences, otherwise, the networks will be collapsed.
- Sharing the resources: As a leader to be beloved, he has to share the information and services with his team, this he will build a good network.
- Use the power of influence: to get things done and results-oriented, need to be an account that has good connections with and decision makers & influencers by driving the power from reputation, alliances, and position to build a great network:
- Skillfully Communication: an important characteristic of leaders to build awareness with team.
- Maneuver negotiation: skilled leaders know when they have to share info or push hard and when to back off.
- Conflict management: When a conflict occurs within the working environment, try to solve it considering the opposing points of view.

The current network of the company has been managed smartly by the group's HR through a set of activities that ride the barriers and create an interactive community applying a set of activities such as innovation ideas ceremony, national day tournament awards, and activate some other policies like:

- Work remotely policy to enable employees to perform part or all of their work-related duties from home or any other off-site location.
- The internal transfer policy aims to govern employee transfers and/or movements into open positions across the SEDER Group and subsidiaries.
- L&D-related activities, practices, and processes across the Group on principles of promoting learning efficiencies, internal fairness, and equal opportunities. In addition to formal training, the policy also includes other aspects such as; Professional Certification, Scholarship, becoming an internal trainer, Co-Ops & Internships.

- The promotion policy outlines the acceptable criteria and requirements for promoting an employee in event of meeting and exceeding organizational/individual goals, objectives and listed below competencies vs employee's evaluation

Competency	Criteria
Technical Knowledge	Having the knowledge and capabilities to perform specialized tasks related to the described job
Teamwork	Co-operation and willingness to work with others
Creativity	Ability of the person to think outside the box, which results in innovative or different approaches to achieve particular task
Time Management	Managing time appropriately and prioritizing activities to ensure most important activities are completed first
Interactive Communication	Listening to others and communicating articulately, and fostering open communication.
Problem solving	Detecting, diagnosing, analyzing and resolving problems.
Delegation	How well does the employee demonstrate the ability to direct others in accomplishing work; effectively select and motivate staff; define assignments; oversee the work of subordinates?
Negotiation & Persuasion	Convincing, or influencing others to take a course of action, which might not otherwise be taken in order to achieve a specific result.
Relationship Building	Establishing, sustaining and fostering professional contacts to build, enhance and connect networks for work purposes.
Adaptability	Consider the ease with which the employee adjusts to any change in duties, procedures, supervisors or work environment. How well does the employee accept new ideas and approaches to work?
Commitment to Learn	Identifying and addressing learning and developmental needs to enhance performance. The desire to continually seek opportunities to improve own knowledge and understanding.
Initiative	Dealing with situations and issues proactively and persistently, and seizing opportunities
Reliable and Dependable	Reliable and dependable in performing a specified function without failure under given conditions for a specified period.

5. Conclusion

In SEDER Group, the managers were responsible for employees to get the job done, by direction, planning, organizing, where the workers had no influence decision making.

Recently, the world understands the importance of human assets as talented skilled individuals to lead the organizations toward the goals and success by several practices, so the leadership concept, which is the influence and ability to change and to see the opportunity in each threat, has been considers and applied in the Group through implementing these effective practices.

In SEDER, the vision of owners to innovate a creative work environment that serve the society, as we live in frequent changing circumstances from past to present via different ideologies and mentalities. These changes have been outcomes from creative people who understood the needs of our labor market demand towards innovation, and have a horrible culture that flexible to apply different styles not to stick on certain principle. In the policy of the company, the investment in the employee is one of those fundamental pillars that need to be led and taught through 21st-century technologies to achieve the organization's strategic goals, so this mission treated through the "passion to learn platform" and 'SEDER Academy" to develop the skills and generate a new generation of leaders.

In the end, there are several styles of leadership considered in SEDER according to which one is valid, as there is no style fixed at all. Some of these key characteristics of a successful leader to be able to change the styles according to the circumstances, and needs to comply that characteristics such as flexibility, time management, communication styles, target orientation, goals setter, focusing & other KPI's.

Leadership methodology is what the qualities that your followers like and acting similar to you as a role model. Therefore, in SEDER Group they believe to apply modern styles that keep up the productivity that keeps up with the development and aligned with group mission and vision, and enable the people to bed eligible leaders through the applied sequence of practices.

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