

Everyone's Smart University

Project (Spring 2021)

Student Name	Noor ALNaimi.....	اسم الطالب
Students I.D	2021201308.....	الرقم الجامعي

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

Project leadership Project 1

Introduction

In a simple word we can define leadership as the action of leading a group of people or organization toward certain goal, but few people can articulate what it truly means. Leadership can be defined as having business acumen, like setting a vision or achieving goals for a company. While others can define it as having human qualities like empathy, humility, or diversity. Every leader has their own personal definition of leadership, which influences how they lead and the culture and direction of their company. The definition of leadership can also change as the leaders themselves change. So, then who is a leader? the author [Jacob Morgan] [2] defines leader as someone who can see how things can be improved and who rallies people to move toward that better vision. Being a leader means having a vision and sharing it with others. This research will discuss the theories of leadership, the different styles of leaders and the result of the leadership study.

1.1 leadership

Leadership is the art of steering a team towards the successful delivery of a project. It ensures that together, the team accomplishes more than they could as individuals because leadership brings people together to achieve a common goal. So, how, and why certain individuals become leaders, why are some people elected as managers and presidents while the rest remain followers? Leadership theories explain this because they emphasize the personal qualities that define effective leaders, what makes leaders who they are.

1.2 Theories of leadership

1.2.1 Great Man Theory

According to this theory leaders are born with just the right traits and abilities for leading they have confidence, Interpersonal skills, effective communication, ability to work and interact with individuals and groups [5]. This theory suggests that the ability to lead is inherent and that the best leaders are born, not made.

1.2.2 Trait Theory

This theory focusses on the physiological attributes such as appearance, demographics such as age, education, and familial background [10]. This theory focuses on the amount of influence a leader has on individual or group performance and that leaders have certain core personality traits that significantly contribute to their success, like management, communication skills and a Charisma that enable them to influence and inspire others.

1.2.3 Contingency Theory

Contingency Theory suggest that a leader can be effective in one in one circumstance and an ineffective leader in another one. [1] Certain factors come into play that define whether a particular leader will be effective for the given situation. Those factors include the task, the

personality of the leader and the composition of the group that is meant to be led.

1.2.4 Situational Theory

This Theory proposes that no one leadership style supersedes others. the theory implies that leadership depends on the situation. The leader must be able to adapt different style and approach to diverse circumstances.[10]

1.2.5 Behavioral Theory

This theory focuses on how the leader behave, it suggests that leaders are not born successful, but they can be created based on learnable behavior. It actually study the leader behaviors in response to different situations and the effect of that response on their team [11]. It helps managers evaluate and understand how their behavioral style as a manager affects their relationship with the team and promotes commitment and contribution towards organizational goals. This theory helps managers find the right balance between different styles of leadership and helps them decide how to behave as a leader, depending on concerns for people and productivity.

1.3 Leadership styles

1.3.1 Democratic Leadership

In democratic leadership the leader makes decisions based on the input of each team member [11]. This style is one of the most effective leadership styles, because each employee has an equal say on a project's direction, and it allows lower-level employees to exercise authority they will need to use wisely in future positions they might hold.

1.3.2 Autocratic Leadership

Autocratic leadership is the inverse of democratic leadership. In this leadership style, the leader makes decisions without taking input from anyone who reports to them [4]. Employees are neither considered nor consulted prior to a direction and are expected to adhere to the decision at a time and pace stipulated by the leader.

1.3.3 Laissez-Faire Leadership

This type of leadership the leader is handing off and allowing the tam members to make the decision. Leader is providing the support and training, but the decisions are left to the employees. This style encourages innovation and personal growth [9]. This approach might work if the team members are highly skilled, experienced, and capable of working on their own.

1.3.4 Strategic Leadership

Strategic leaders sit at the intersection between a company's main operations and its growth opportunities. He or she accepts the burden of executive interests while ensuring that current working conditions remain stable for everyone else [5]. This is a desirable leadership style in many companies because strategic thinking supports multiple types of employees at once

1.3.5 Transformational Leadership

Transformational leadership is a leadership style that can inspire positive changes in those who follow. Transformational leaders are generally energetic, enthusiastic, and passionate. Not only are these leaders concerned and involved in the process [6]; they are also focused on helping every member of the group succeed as well. This is accomplished by setting an example at the executive level through a strong sense of corporate culture, employee ownership and independence in the workplace. Transformational leaders inspire and motivate their workforce without micromanaging they trust trained employees to take authority over decisions in their assigned jobs. It is a management style that is designed to give employees more room to be creative, look to the future and find new solutions to old problems. Employees on the leadership track will also be prepared to become transformational leaders themselves through mentorship and training.

1.3.6 Transactional Leadership

Transactional leaders reward their employees for precisely the work they do [7]. This style helps establishing roles and responsibilities for each employee, because it depends on self-motivated people who work well in a structured, directed environment. This type of leader sets the criteria for their workers according to previously defined requirements.

1.3.7 Coach-Style Leadership

This leader focuses on identifying and nurturing the individual strengths of each member. They also focus on strategies that will enable their team work better together [11]. This style emphasis on the growth and success of individual employees. Rather than forcing all employees to focus on similar skills and goals, this leader might build a team where each employee has an expertise or skillset in something different. In the long run, this leader focuses on creating strong teams that can communicate well and embrace each other's unique skillsets to get work done. A manager with this leadership style might help employees improve on their strengths by giving them new tasks to try, offering them guidance, or meeting to discuss constructive feedback. They might also encourage one or more team members to expand on their strengths by learning new skills.

1.3.8 Bureaucratic Leadership

Bureaucratic leaders go by the books. This style of leadership might listen and consider the input of employees, but the leader tends to reject an employee's input if it conflicts with company policy or past practices [11]. Their resistance might be because the company has already been successful with current processes and trying something new could waste time or resources if it does not work. This type of control can quickly shut down innovation and ambitious

1.4 Transformational Leadership

Transformational leaders are described to hold positive expectations for followers, believing that they can do their best [3]. As a result, they inspire, empower, and stimulate followers to exceed normal levels of performance. Studies have shown that transformational leadership styles are associated with positive outcomes in relation to other leadership styles. One example of

transformational leader is Oprah Winfrey her communication skills and charismatic leadership enabled her to connect with people from diverse backgrounds and inspire them to dream big [8].

2.0 Methodology

The research was conducted using qualitative method. This method focuses on obtaining data through open-ended and conversational communication.

The interviews were conducted with three team leaders from different departments at the Gulf International Bank, the first team leader was from IT department, second one from Finance department and the third one was from marketing team. The interview focused on the below subjects:

- leadership style they use.
- The process of decision making
- The challenges they face as leaders

2.1 Result and discussion

The three leaders provided different answers for their style of leadership, but they all had one common challenge that they need to consider organization strategies and future on all their decisions. Another change was dealing with conflicts within the team members or with other teams as leaders they face that every day

For the IT leader his preferred style was transformational. He believed that his role is to guide and motivate the team not to tell them what to do, he encourages them to think out of the box and be creative, he trusts them and try to give them the space to make decisions but at the same time he will guide them to make better decision.

The second leader was from finance department, and according to him he is using two different styles for leadership depending on the situation he mostly uses the coaching style and the autocratic. Coaching style because each team member must continue in learning and perform new tasks, here comes his role as a leader he guides them and force them to learn new skills to make them capable, but in certain situations where certain policies must be followed or the impact might be high, he will not consult his team and make the decision based on his expert and knowledge.

The third team leader from the marketing team. She believes in democracy and every voice or idea is worth to be heard. For her marketing field require creativity and innovation thinking, that is why she always consult her team and involve them in the decision-making process, because she always looks for new ideas to promote for the new products.

2.2 Conclusion

Generally, from the study we can conclude that there is no specific style of leadership that can be consider as the best practice. Leadership varies depending on the situation, personal skills, experience, and background of each leader. The leadership and the decision process in the Gulf International Bank depend on the situations and the strategic goals of the bank, they emphasize on collaboration between management and subordinates they encourage cooperation and team work.

3.0 References

- 1- Clarke. (1999), A practical use of key success factors to improve the effectiveness of project management”. International Journal of Project Management
- 2- <https://www.chieflearningofficer.com>
- 3- Barbara, Dexter. (2010), Critical success factors for developmental team projects”. Team Performance Management.
- 4- <https://www.verywellmind.com>
- 5- <https://www.managementstudyguide.com>
- 6- Bass. (1999) Two decade of research and development in transformational leadership. European Journal of Work and Organizational Psychology
- 7- Joyce, E.; Judge, Timothy A. (2004). "Personality and Transformational and Transactional Leadership: A Meta-Analysis". Journal of Applied Psychology.
- 8- Riggio, Ronald E. (2009-03-24). "Are You a Transformational Leader?"
- 9- Eagly, A. H.; Johannesen-Schmidt, M. C.; Van Engen, M. L. (2003). "Transformational, transactional, and laissez-faire leadership styles: A meta-analysis comparing women and men"
- 10- Blake, R.; Mouton, J. (1964). *The Managerial Grid: The Key to Leadership Excellence*. Houston: Gulf Publishing Co
- 11- Bass, B. M. (1985). Leadership and performance beyond expectations. New York, NY: Free Press.