



Smart Street Solution Company

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1.0. Introduction	3
1.1. Strategy.	4
1.1.1 Vision Statement:	4
1.1.2 Mission Statement:	5
1.1.3 Our Objectives:	6
1.1.4 Lead and Lag:	6
1.1.5 Project Charter Model:	10
1.2. Governance, Structure, And Process.	11
1.2.1 Organizational Structure:	11
1.2.2 Developing Organizational Chart:	12
1.2.3 Project's Office Model:	13
2.1. Compliance, standers, and regulations.	14
2.1.1 Compliance Model:	14
2.1.2 Project Check List Model:	17
2.2. Power and interest	18
2.2.1 Stakeholder Register:	18
2.2.2 Influence/Interest Diagram:	19
2.2.3 logical diagram:	20
2.3. Culture and Values.	21
2.3.1 The Culture of The Organization:	21
2.3.2 Organization's Values:	21
	21
3.1. Self-Reflection and Self-Management	22
3.1.1 Personal Behavior of The Students:	22
3.1.2 Behaviors Studies and Elimination Techniques:	22
3.1.3 SWOT Model:	23
3.2. Personal Integrity and Reliability	24
3.2.1 Contradiction of Moral Indignity Behavior:	24
3.2.2 Analyses of Contradiction of Moral Indignity Behavior:	24
3.3. Personal Communication	26
3.3.2 Personal Communication and Effective Communication:	26

3.3.3	Shapes, Models, and Channels of The Personal Communication:	28
3.3.4	Communication Matrix:	29
3.3.5	Wrong Scenarios of Communications:	30
3.3.6	Stakeholder Assessment Matrix:	31
4.1.	Leadership	32
4.1.1	Leadership Model:	32
4.1.2	Model Chosen and Reasons:	33
4.1.3	Motivation Methods:	33
4.2.	Teamwork	34
4.2.1	RACI Model:	34
4.3.	Conflict and Crisis	35
4.3.1	Conflict :	35
4.3.2	Expected Scenarios of Conflict:	35
4.3.3	Optimal Strategies to Deal with each Conflict:	36
4.3.4	Root Cause Analysis:	36
5.0	References	39

Page number	Table Name	Table number
4	Our Values	1
7	Main objective	2
7	Financial Perspective	3
8	Customer perspective	4
9	Internal process perspective	5
9	Learning and Growth Perspective	6
10	Project Charter Model	7
16	Compliance Model	8
17	Project Check List Model	9
18	Stakeholder Register	10
19	How to deal with Stakeholders	11
19	Project stakeholder's matrix	12
23	SWOT Model	13
24	Contradiction of Moral Indignity Behavior	14
29	Communication Matrix	15
31	Stakeholder Engagement Assessment Matrix	16
35	RACI Model	17
38	Root Cause Analysis	18

Page number	Figure Name	Figure number
5	The Business Concept	1
12	Organizational Structure	2
20	Logical diagram	3
21	Organization's Values	4

1.0. Introduction

Street Smart furniture is open space furniture especially in sidewalks, parks and compounds with smart solution to improve the life quality in our Cities. As the world is developing to a better innovative technology, it is important to integrate and synchronize with today's technology. In addition, sustainability and environmentally friendly products play a huge impact on our lives and planet. It is significant for Saudi companies and investors to lap with 2030 Vision that stimulates a vibrant society, a thriving economy and an ambitious nation. Therefore, creative individuals have decided to establish Smart Street Solutions Company (SSSC) as there is a gap in the Saudi market and the need of such solutions.

1.1. Strategy.

1.1.1 Vision Statement:

The board of Smart Saudi solutions Company vision is to establish a long-term customer from public or private sectors to provide a better experience in the public and private open spaces aiming easy, smart, self-served, available, weather adopted, well designed and use friendly street furniture.

• Our Values:

○ Quality of life ○ Sustainability & Environmentally ○ Low-cost & High-Quality ○ Ambitious nation	○ UI &UX design ○ Vibrant society ○ Thriving economy
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Table 1: Our Values

1.1.2 Mission Statement:

The board of Smart Saudi solutions Company's mission is to create innovative smart street furniture solutions that promote the use of public and private open spaces for public users in a more sustainable manner with high standard.

Furthermore, this is through providing trades between government and private sectors to create opportunities to sell or advertise their products or services.

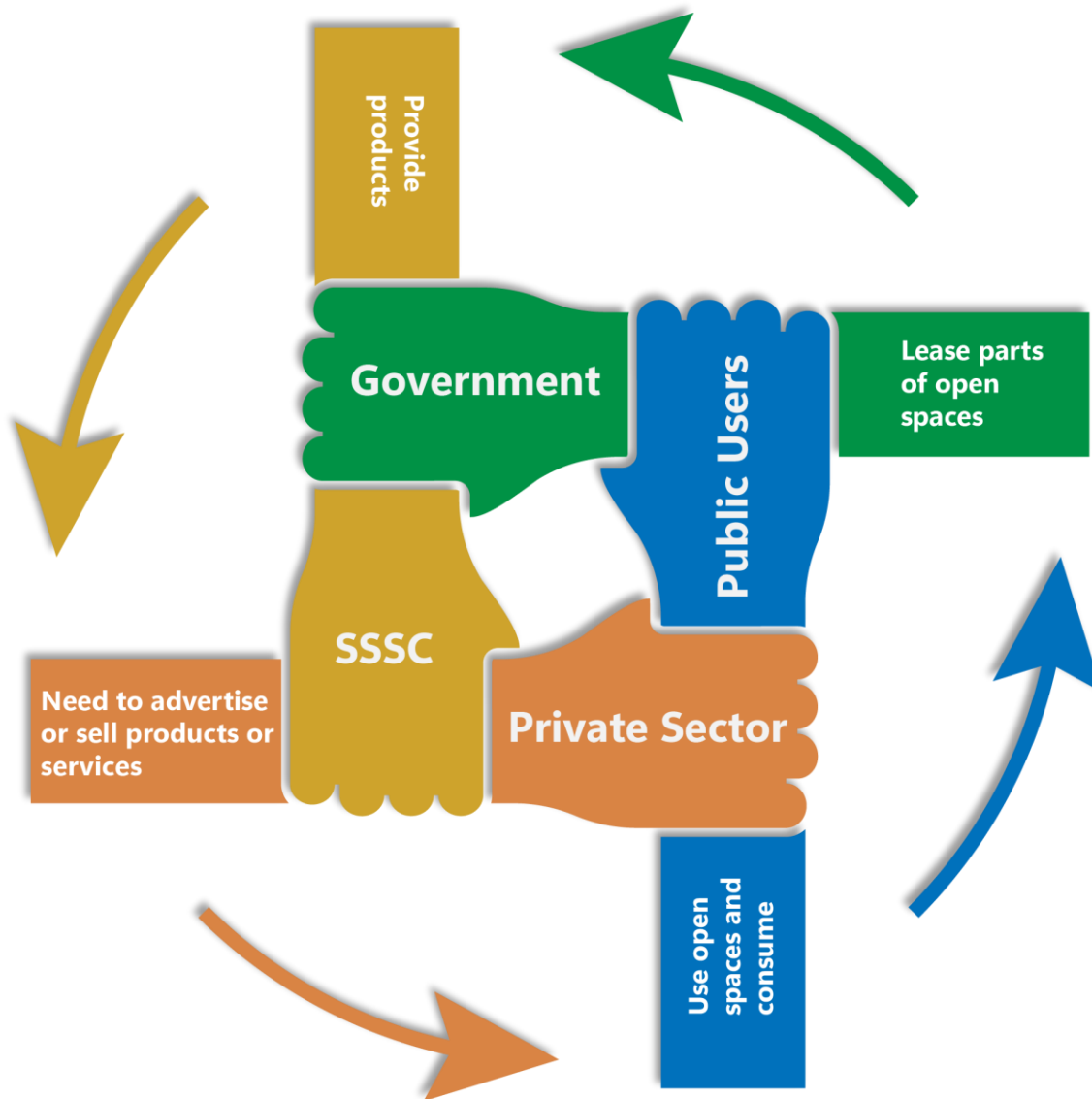


Figure 1: The Business Concept

1.1.3 Our Objectives:

The objectives are obtained using a SMART model and created to have a specific measurable Attenable realistic aim in a specific time frame. This is a good practice for the company to reach its goals and see how well they are progressing.

- The main objective is to establishing a Smart Street Solution Company to create three innovative smart street furniture in one year.
- Financial objective is to reach the breakeven point in the first two years and increase sales by accumulative 20% annually for the first 5 years.
- Customer objective is to Meet the customers expectation of using smart street furniture in terms of design, availability, maintenance, easy use, adoptability, safety, legally and development through a regular public surveys and business development department questioning customers experiences every 4 months.
- Internal process is to Create a smart adoptive flexible system as well as finding gaps and full filling it; by a weekly dashboard to monitor and control the work flow cycle and updating the system by smart innovative ideas to meet customer needs and company objectives.
- Learning and Growth is to develop personal careers by training courses and workshops to improve the skills and the mentality of the workforce including high management and the workers on weekly, monthly and yearly base.

1.1.4 Lead and Lag:

It is important to create the key performance indicators (KPIs) through the lead and lag methodology to product and measure the performance for the business.

- Leading Indicator is used to set goals to reach the strategic objectives based on the actions required to reach the goals before the business starts.
- Lagging Indicator is used to measure the required and the desired result or performance after the business start.

➤ The main objective:

<u>Strategic Objective</u>	<u>Lead Measure</u>	<u>Lag Measure</u>
➤ The main objective: establishing a Smart Street Solution Company to create three innovative smart street furniture in one year.		
Develop three assembly production lines in a plant warehouse	Full life cycle of the three products from initiating to closing. (Human resourcing, Design, supply chain, installing)	Ready three sample products.
Find the startup fund	Funding from current team and, Saudi Industrial Development Fund.	Full Fund is invested

Table 2: main objective

➤ Financial Perspective:

<u>Strategic Objective</u>	<u>Lead Measure</u>	<u>Lag Measure</u>
➤ Financial Perspective: Reach the breakeven point in the first two years and increase sales by accumulative 20% annually for the first 5 years.		
Reduce production time and decrease production cost	Automate some of the cycles in the production lines	Production cost decreased
Add new products and production lines to increase revenues	Add new innovate products and/or develop current products	Revenue increased
Increase sales in other cities to increase revenues	Establish agents in other cities	Sales increased and so revenues

Table 3: Financial Perspective

➤ Customer perspective:

<u>Strategic Objective</u>	<u>Lead Measure</u>	<u>Lag Measure</u>
➤ Customer perspective: Meet the customers expectation of using smart street furniture in terms of design, availability, maintenance, easy use, adoptability, safety, legally and development through a regular public surveys and business development department questioning customers experiences every 4 months.		
Increase the users of smart street furniture in the open spaces	Make the product easy to use, safe and working well. Also, survey their experience.	The users are increased without any complain.
Gain the trust of the service or product providers	Ensure the quality of our services through regular development, effective communication, and fast responses.	Full satisfaction and more sales
Meet the government requirements, legal regulations, and design enquiries	Apply the government specification code and satisfy their needs	Our products are placed in the government public open spaces and is widely used in their projects

Table 4: Customer perspective

➤ Internal process perspective:

Strategic Objective	Lead Measure	Lag Measure
➤ Internal process perspective: Create a smart adoptive flexible system as well as finding gaps and full filling it; by a weekly dashboard to monitor and control the work flow cycle and updating the system by smart innovative ideas to meet customer needs and company objectives		
establish a smart working system	Involve all the departments in creating the working cycle map	First Production is used in place and so in-cashflow arises
Evaluating and improving the system regularly	Create the monitor team and weekly dashboards	The working cycle, the production, sales are improved
Increase the awareness of the working cycle and its updates	Establish weekly news emails and workshops	The culture of improving is spread in the company

Table 5: Internal process perspective

➤ Learning and Growth Perspective:

Strategic Objective	Lead Measure	Lag Measure
➤ Learning and Growth Perspective: Developing personal careers by training courses and workshops to improve the skills and the mentality of the workforce including high management and the workers on weekly, monthly, and yearly base.		
Improve employees' skills	Interduce monthly online training or workshops to improve the workforce	Employees satisfaction and better production
Open communication channels and PMIS between departments	Exchange the skills and knowledge between departments	Effective collaborations between the workforce
Personal career goals and self-evaluation	Set personal goals to achieve yearly	Employees self-recognitions and healthy mind sets

Table 6: Learning and Growth Perspective

1.1.5 Project Charter Model:

Project charter is the most important document in the initiating phase that sets the requirements, specifications and objectives of the project. All stakeholders must agree on this document for proceeding and support.

Project Name: Smart Street Solutions Company (SSSC)	
Project Description	The project is to establish Smart Street Solution Company to build Smart Street furniture solutions for open spaces by opening trades between public and private sector.
The need of the project (business case)	The project is required to create a suitable and innovative street furniture to increase the use of public open spaces and to open new business opportunity for public and private sectors.
The measurable goals of the project	➤ Establishing SSSC ➤ Finish the full business model for three business lines which are Smart mailbox, smart public seats and smart vending machines in the next 6months. ➤ Patterning up with public and private sector 6month from now to the end of the 5 years. ➤ Develop and increase our products and production lines ➤ Develop and implement a training plan for every member in the company ➤ Reach the breakeven point in the first two years and increase sales by accumulative 20% annually for the first 5 years.
The requirement of the project	Location Requirements: ➤ Assembly plant warehouse ➤ Meeting room ➤ Offices facilities ➤ Food and rest area ➤ Clinic ➤ Storage areas Human resources: ➤ Managers ➤ Supervisors Workers ➤ Drivers ➤ A nurse Other requirements: ➤ Assembly equipment ➤ Transportation automobiles ➤ Lifting automobiles ➤ Safety equipment ➤ Outsourcing fixed products
deliverables and outcomes	➤ Design drawings ➤ Specifications ➤ Smart street furniture: Mailbox; Vending machines; Smart seats
General Risk of the project	➤ High start up cost ➤ Outsourcing delays and miscommunication ➤ Not conforming with Government requirement
Timeline of the project	➤ From Jan. 2023 ➤ To Dec. 2028
Summary Budget	➤ SR 2,500,000
Authorized and sponsor Name	Eng. Mohammed Alsaqa
Project Manager Name	Eng. Fahad Almawah
Email:	➤ M.Alaqa@SSSC.com ➤ F.Almawash@SSSC.com
Phone Numbers	➤ 0545454545

Table 7: Project Charter Model

1.2. Governance, Structure, And Process.

1.2.1 Organizational Structure:

An organizational chart is a visual representation of a company's internal structure that shows the relationships, functions, and responsibilities of each individual within the organization. Also, organizational chart illustrates the various positions, divisions, and tasks that link the staff members of the business to one another and to the management group.

Organizational charts can be divided into four primary categories: hierarchical, matrix, divisional, and flat. Organizational hierarchy chart: The four most typical forms of organizational charts are as follows:

1. Hierarchical Org Chart: The government and major global institutions have historically used this form of organizational chart the most. It deals with having one group or person at the top, managing affairs and assigning roles and responsibilities to lower management.
2. Matrix Org Chart: This sort of organization is characterized by the fact that there are multiple managers in charge of overseeing and assigning tasks to employees and individuals. For instance, a company might have a group of programmers or graphic designers who all work under the direction of the department in charge of science and technology or the top manager of ICT.
3. A flat organizational chart: often known as a horizontal organizational chart. Middle management positions are few or nonexistent. The top administrators and the employees normally make up the two levels. These kinds of businesses provide their employees more authority and direct access to decision-making. The self-managed organizational structure is another name

for the flat type. Between general workers and supervisors, there aren't many degrees of management. In other words, every executive would likely be supervising a sizable number of workers or interns.

4. Division chart: A divisional structure is a sort of organizational structure that divides each organizational function into groups of people in the organization. Each division has all the tools needed to work remotely or abroad. It serves to offer the assistance a product line or geography department needs (for example, its own finance team, IT management, and marketing departments)

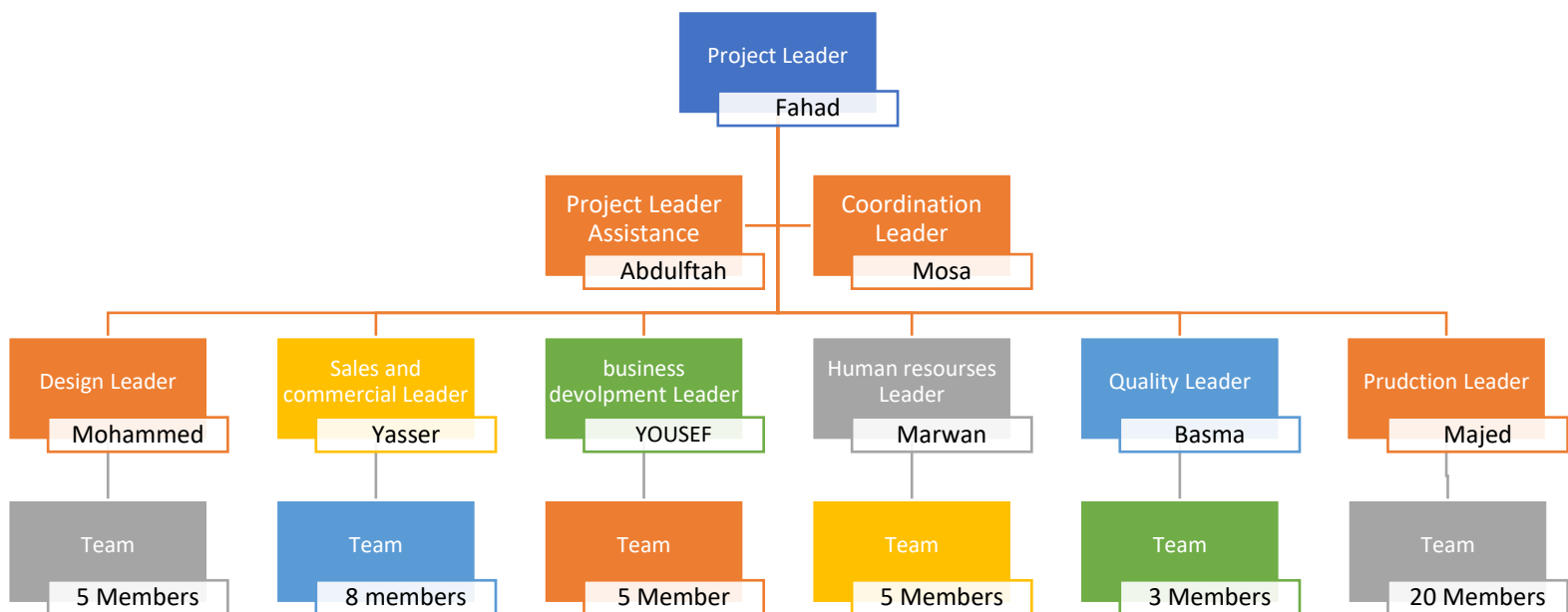


Figure 2: Organizational Structure

1.2.2 Developing Organizational Chart:

The organization charter that our company is going to use is the Hierarchical Org Chart. The reason of using this chart is because it is aligned with the company objectives and vision. Moreover, there are a verity of unrelated disciplines such as

designing team and sales team. In addition, this chart is more flexible and adoptable to any required changes or improvement in the organization.

1.2.3 Project's Office Model:

A project management office, or PMO for short, is a division or office inside a company that establishes and upholds project management standards. The Project Management Office offers standards and guidelines for carrying out projects. Furthermore, A successful PMO combines competent people, efficient procedures, and effective tools.

➤ Types of PMO:

- Supportive PMO

Provide advice and consultative ideas by supplying templates, best practices, training, and access to information and lessons learned from previous projects. The degree of control is Low

- Controlling PMO

Offer support and require compliance by adopting project management methodologies, frameworks, and processes. Also prepare specific templates, forms, and tools for conformance to governance. The degree of control is Moderate

- Directive PMO

Control the project by directly managing the projects portfolio The degree of control is High

Controlling PMO management type is the more suitable type of our organization. The reason we choose:

- A. Framework and methodology are the base of our business that will achieve our mission and vision to our business life cycle.

- B. There are different department in our organization that is required to be worked independently to achieve assigned goals. Thus, weekly meeting is required to review the progress and overcome the problems.
- C. Improvement and process altering is required to needed to bring the organization to a better stand.

All team will work in certain Missions in different teams. The project leader, the project leader assistance and the coordinator will help and monitor the work. Also, when the required task is late and require a lot of work at a specific department, the leader of the department will lead all the team to finish the task. This way the whole team will experience the role of being a leader.

2.1. Compliance, standers, and regulations.

2.1.1 Compliance Model:

Timeframe	Goal	Activities	Expected (Outcomes)	Measures of Success
Jan 2023 – Jan 2024	- Find the startup fund - Develop three assembly production lines in a plant warehouse	- Collect the fund from the stakeholder's investors. - Apply for Saudi industrial development fund - Create the processes - Establish the plant equipment, human resources and other requirement - Rend a warehouse - Finish the legal requirement - Start the operation process	- Funding from current team and Saudi Industrial Development Fund is complete. - Full life cycle of the three products from initiating to closing. (Human resourcing, Design, supply chain, installing)	- Full Fund is invested - Ready three sample products

Timeframe	Goal	Activities	Expected (Outcomes)	Measures of Success
Jan 2023 – Jan 2028	- Reduce production time and decrease production cost - Add new products and production lines to increase revenues - Increase sales in other cities to increase revenues	- Buy and install the automated equipment - Ask the business development team with the designing team to start finding other targeted innovated product - Production line will start to train and apply a new production line. - Establish other agencies on other cities.	- Automating some of the cycles in the production lines are in place - Adding new innovate products are in place - Developing current products are in place - Establishing agents in other cities are in place	- Production cost decreased - Revenue increased - Sales increased and so revenues
Every 4 month from Jan 2023 – Jan 2028	- Increase the users of smart street furniture in the open spaces - Gain the trust of the service or product providers - Meet the government requirements, legal regulations and design enquiries	- Advertise and improve company's products. - Do regular maintenance - Improve products quality - Ease the dealing process with the costumers. - Do full research of the standers and regulations needed. - Meet up with the governmental officials	- The product is easy to use, safe and working well. - Survey users experience is in place. - The quality of our services is set. - Regular development, effective communication and fast responses processes are done. - The government specification code and satisfaction are met.	- The users are increased without any complain. - Full satisfaction and more sales - Our products are placed in the government public open spaces and is widely used in their projects

Timeframe	Goal	Activities	Expected (Outcomes)	Measures of Success
Weekly meetings from Jan 2023 – Jan 2028	- Establish a smart working system - Create the dashboard system. - Evaluating and improving the system regularly - Increase the awareness of the working cycle and its updates	- Apply a smart and easy processes - Create the good PMO. - Do regular meeting and workshops - Establish a weekly newspaper.	- The working cycle map is set. - The monitor and control team are in place and working. - The weekly dashboard is established. - weekly news emails and workshops processed.	- First Production is used in place and so in-cashflow arises - production, sales are improved - The culture of improving is spread in the company
Weekly, monthly, and yearly from Jan 2023 – Jan 2028	- Improve employees' skills - Open communication channels and PMIS between departments - Personal career goals and self-evaluation	- Provide monthly online skills workshops and courses. - Provide access to the PMIS to all employees - Establish a smart phone network and communication data. - Establish an open-door role.	- Interduce monthly online training or workshops to improve the workforce - Exchange the skills and knowledge of departments between each other - Set personal goals to achieve yearly	- Employees satisfaction and better production - Effective collaborations between the workforce - Employees self-recognitions and healthy mind sets

Table 8: Compliance Model

2.1.2 Project Check List Model:

- **Initiation Stage** is launching a process that can result in the authorization of a new project. Where the project is defined, project, constraints, goals, appointment of the project manager, budget, expected timeline.
- **Planning Stage** is the roadmap for the project team to follow, where the scope of the project is defined and a project management plan is developed. In addition to, identifying the cost, quality, available resources, and a realistic timetable.
- **Execution Stage** at which team develops and completes deliverables, assign resources, execute project management plans, procurement management plan, status meetings, update project schedule and modify project plans as needed.
- **Monitoring Stage** is where project performance and monitoring ensure that project results align with the management plan. Key Performance indicators (KPIs) are used on this stage to track performance and progresses of project objectives, quality of deliverables, cost and performance.
- **Closure Stage** is where project is complete, and meetings to evaluate successes and failures are done.

Stage	initiation	planning	execution	monitoring	closure
Requirements	• Project charter. • Project stakeholders. • Project region. • Origination structure. • Project Plan. • Project requirements.	• Project schedule. • Communication plan. • Deliverables. • The scope. • Work breakdown structure. • Project timeline. • S.M.A.R.T. • Risk Management plan.	• Efficient workflows. • Effective collaboration. • Progress	• Progress of work according to the plan and meeting project s objectives. • Key Performance Indicators (KPI). • Critical Success Factors (CSF).	• Detailed report of the entire project. • Ensure project objective is met.

Table 9: Project Check List Model

2.2. Power and interest

2.2.1 Stakeholder Register:

- **Stakeholder** is a party that has an interest in a company and can either affect or be affected by the business. The primary stakeholders in a typical corporation are its investors, employees, customers, and suppliers.
- **Internal Stakeholders** are people whose interest in a company comes through a direct relationship, such as employment, ownership, or investment.
- **External Stakeholders** are those who do not directly work with a company but are affected somehow by the actions and outcomes of the business.

Name	Role	Stakeholder type	Expectations	Contact information	Method of contacting
Public sector	Regulator and leaser	External	Approve our design and leasing spots in open spaces	Email Phone	Meetings, Virtual meeting, Calls, Emails, letters
Private Sector	Investors and sponsors	External	Invest and buy our products	Email Phone	Meetings, Virtual meeting, Calls, Emails, letters
Community	End users	External	Use, consume and buy from our products	Social media Our boards	Survey, QR code
Vendors	Materials suppliers	External	Deliver requirement on time	Email Phone	Meetings, Virtual meeting, Calls, Emails, letters
Contractors	Transportations, installation, maintains and agents (in other cities) teams	External	Deliver, install, maintain and sell our products	Email Phone	Meetings, Virtual meeting, Calls, Emails, letters
Managers	Manage	Internal	Manage the team and meet objectives, bring ideas	Email Phone	Meetings, Virtual meeting, Calls, Emails, letters
Team	Do the tasks	Internal	Finish the tasks, behave well, and create ideas	Email Phone	Meetings, meeting, Calls, Emails

Table 10: Stakeholder Register

2.2.2 Influence/Interest Diagram:

➤ How to deal with Stakeholders:

INFLUENCE	Keep satisfied • Develop advocacy strategy to get their buy-in • Consult or involve in key activities • Work with other actors to influence them	Manage closely • Consult at key decision points • Establish formal partnerships • Conduct joint assessments • Hold regular coordination meeting
	Monitor • Monitor potential negative impact of actor • Work with other supportive actors to influence and gain support	Keep informed • Consult at key decision points • Establish formal partnerships • Capacity building to increase influence • Provide updates on activities
	INTEREST	

Table 11: How to deal with Stakeholders

➤ Project stakeholder's matrix:

INFLUENCE	High influence and low stake • public sector • Private Sector	High influence and high stake • Community • Managers
	Low influence and low stake • Government Sponsors	Low influence and high stake • Team • Vendors • Contractors
	INTEREST	

Table 12: Project stakeholder's matrix

2.2.3 logical diagram:

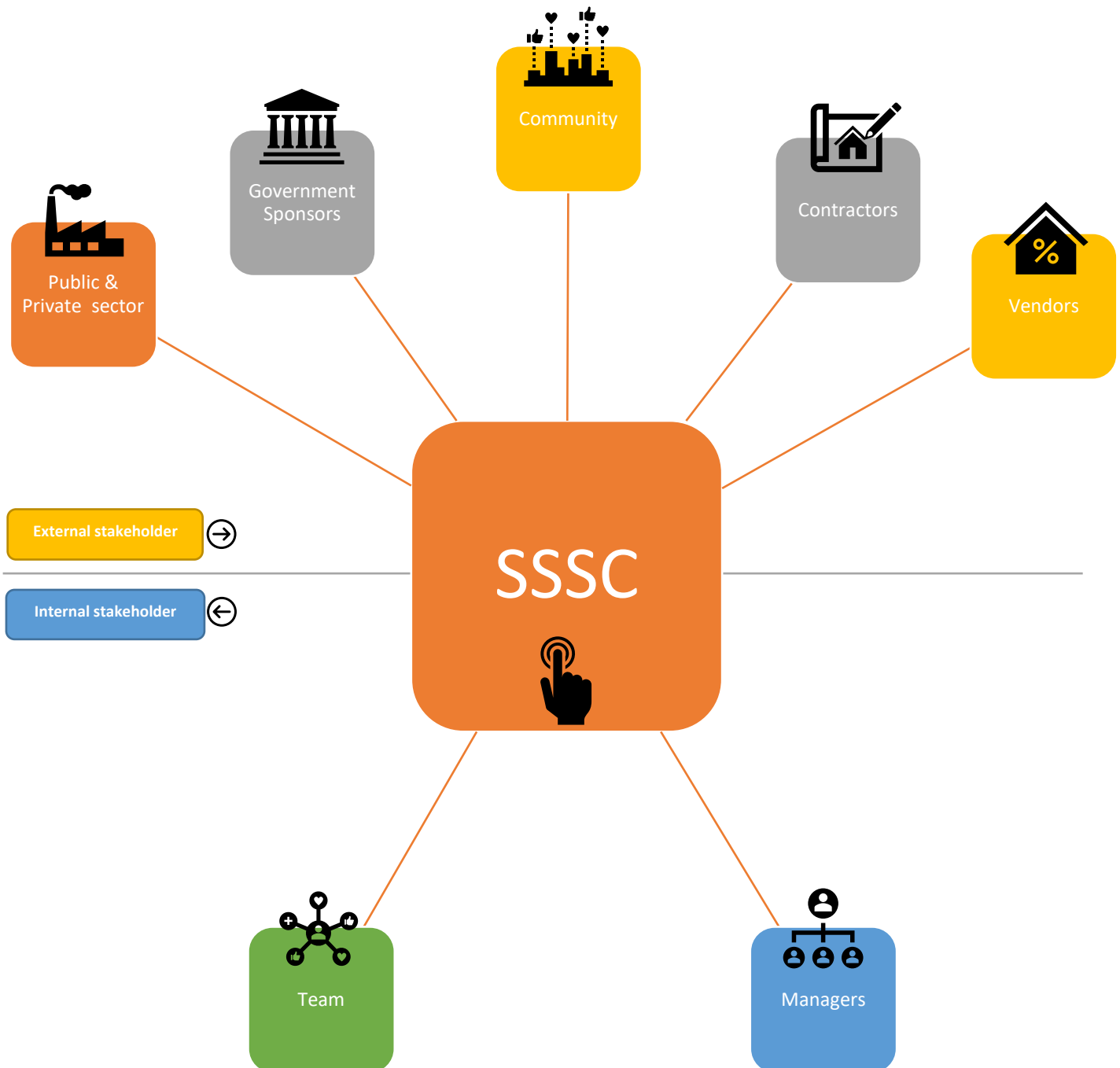


Figure 3: logical diagram

2.3. Culture and Values.

2.3.1 The Culture of The Organization:

An organization's culture defines the proper way to behave within the organization. This culture consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviors and understanding.

2.3.2 Organization's Values:

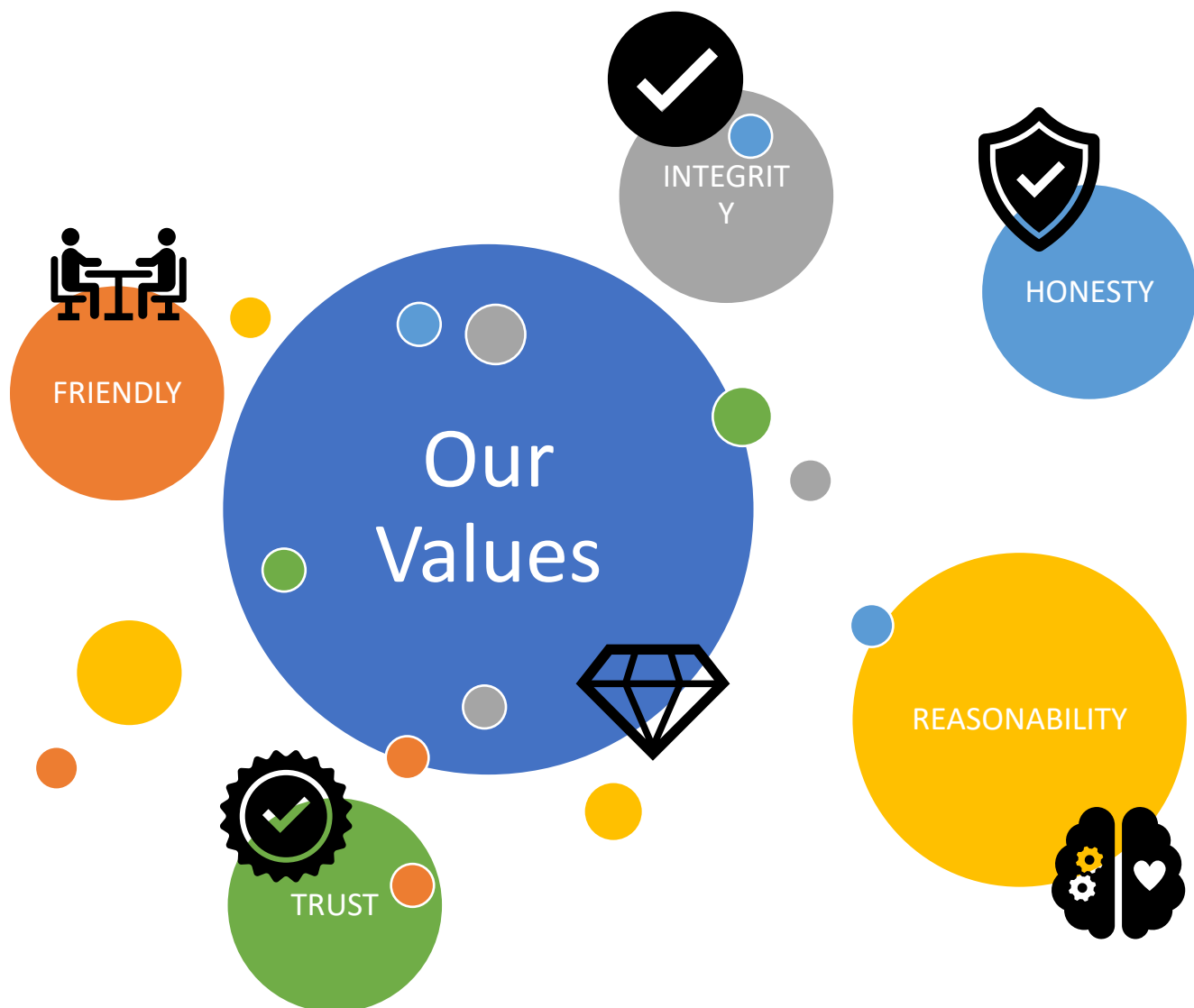


Figure 4: Organization's Values

3.1. Self-Reflection and Self-Management

3.1.1 Personal Behavior of The Students:

- delivery tasks delay.
- Communications gaps.
- Lack of knowledge.

3.1.2 Behaviors Studies and Elimination Techniques:

- delivery tasks delay.
 - Not attending meeting or classes.
 - Arrange meeting at appropriate time.
 - Make sure everyone will attend the meeting.
 - Lack of time management.
 - Follow up regularly.
 - Review tasks delivery on regular basis.
- Communications gaps.
 - No effective communications methods.
 - Weakness in communication skills.
- Lack of knowledge.
 - Improving the knowledge.
 - Reading more about the project.
 - Meet with professional people in same field.

3.1.3 SWOT Model:



Strengths

- He's very positive thinking person.
- He's great with people.
- He has good experience in his filed.



Opportunities

- He needs to start speaking in front of little groups.
- Reading and growth knowledge.
- Improving his writing skills.



Weaknesses

- He can be easy to get nervous when he stands in large of people.
- He got distracted easily.
- He doesn't good in writing skills.



Threats

- He doesn't have specific professional qualifications.
- He doesn't good public speaker.
- Too much pressure in life.

Table 13: SWOT Model

3.2. Personal Integrity and Reliability

3.2.1 Contradiction of Moral Indignity Behavior:

#	Contradict Moral Behavior	Financial Analysis	Social Analysis	Technical Analysis
1	Favoritism	- Targeted results get blurred.	1-Unhealthy competition. 2-Future resource planning is affected.	-The right people for the right job cannot be hired.
2	Theft	1- Leakage of financial resources. 2-Internal system get drifted.	1-Bad image about company. 2-Shareholders can be hesitant to invest in such companies.	-Company policies will be compromised.
3	Bribe	-System gets derailed.	-Moral and ethical values are compromised.	-Company image will be polluted.
4	Bills fraud	- Products cost will be increased due to manipulation.	- Bad impression among community members about company.	-Company cannot survive in the long run if such practices continue.

Table 14: Contradiction of Moral Indignity Behavior

3.2.2 Analyses of Contradiction of Moral Indignity Behavior:

1. Favoritism:

A. Financial Analysis:

- Targeted results get blurred.

B. Social Analysis

- Unhealthy competition.
- Future resource planning is affected.

C. Technical Analysis:

- The right people for the right job cannot be hired.

2. Theft:

A. Financial Analysis:

- Leakage of financial resources.
- Internal system gets drifted.

B. Social Analysis:

- Bad image about company.
- Shareholders can be hesitant to invest in such companies.

C. Technical Analysis:

- Company policies are compromised.

3. Bribe:

A. Financial Analysis:

- System gets derailed.

B. Social Analysis:

- Moral and ethical values are compromised.

C. Technical Analysis:

- Company image will be polluted.

4. Bills fraud:

A. Financial Analysis:

- Products cost will be increased due to manipulation.

B. Social Analysis:

- Bad impression among community members about company.

C. Technical Analysis:

- Company cannot survive in the long run if such practices continue.

3.3. Personal Communication

3.3.2 Personal Communication and Effective Communication:

- **Personal communication** is a process of continuous and direct interaction between the communicator and the receiver, through which information, opinions and trends are exchanged between the two parties to the communication. Which ultimately leads to influencing the future to achieve a goal.

It can be said that it is that which takes place between a number of people directly and without an intermediary, so that communication is through words, signs or movements or indirectly by using technology to deliver and receive the message.

Communication is one key element which has to be applied effectively throughout a project's life cycle from the beginning till the end. Hence, why is it that Project Managers are not communicating effectively? Examples of personal communication include conversations, email, text messages, online chats or direct messages, personal interviews, telephone conversations, live speeches, unrecorded course lectures, memos, letters, messages from non-archived discussion groups or online bulletin boards, social media shared with "team" only. By observing some relatively easy to remember questions and concerns related to communication, a project team can be more effective in communicating with their project stakeholders. Effective

communication will generally lead to better outcomes and, therefore, a higher likelihood for overall project success.

- Flexibility
- Echo
- Recruitment of opinion leaders
- Bidirectional
- Immediate reaction
- Possibility to control the communication process
- Picture messages accompanying the basic information to be conveyed, which is considered as a “decoration” that serves a particular scene.
- Non-verbal communication
- Spontaneity

➤ **Effective communication**

It is one of the skills that an individual acquires so that he is able to communicate his thoughts, opinions and messages to a particular person or audience in a way that ensures that the target person is convinced of what he says or expresses, and it is more than just an exchange of messages between individuals; It is related to the emotions and intentions that lie behind these messages, in addition to the person's ability to convey these messages clearly and simply, and to understand everything the other person says and feel that he is listening to him and understanding what he says.

- Questioning skill.
- Explanation skill
- Eye communication skill
- civilized behavior
- facial expressions

3.3.3 Shapes, Models, and Channels of The Personal Communication:

Communication is the process of creating, interpreting, and negotiating meaning. Communication can be verbal, nonverbal, or textual. It can be aural, visual, or even physical. Although communication occurs in a variety of different ways, it is always a learned behavior.

➤ Models of Communication

- Linear Models
- Interactional Models
- Transactional Models

➤ Communication Channels

- Face-to-face communication
- Video conferencing
- Phone calls
- Emails
- Text messages
- Online messaging platforms
- social media

3.3.4 Communication Matrix:

A communication matrix is a document summarizing the communication management plan for a project. To remain effective, the communication matrix must be accessible to all stakeholders and updated throughout the project. Let's look at one way a matrix can be formatted.

Communication	Format	Frequency	Owner	Distribution	Escalation
Weekly Status update	E-mail	Once a week	PM	All project team	CEO
Technical & Creative Design Meetings	In person / Face-to- face	Monthly	Technical lead	Technical team	PM
business development	Face-to- face	¼ year	Development Manager	VIP Stakeholders	CEO
Project Status Reports	Email	Monthly	Project manager	Project manager & Stakeholders	PMO & CEO
Risk register update	Face to face & conference	monthly	Risk Manager	All project team	PM & CEO
Training meeting	Face-to- face	Annual	Technical lead	All project team	PMO & CEO
Weekly Status update	E-mail	Once a week	PM	All project team	CEO
Technical & Creative Design Meetings	In person / Face-to- face	Monthly	Technical lead	Technical team	PM
business development	Face-to- face	¼ year	Development Manager	VIP Stakeholders	CEO

Table 15: Communication Matrix

In project management, a communication plan is an outline of how we are going to communicate important, ongoing project information to key stakeholders. Your communication plan will help your team understand who should be getting which notifications and when to loop in project stakeholders. As part of our communication plan, you'll clarify which channel stakeholders should use and when, how frequently different details should be communicated, and who is responsible for each of the different channels. Sharing a communication plan can give our team clarity about which tools to use when and who to contact with each of those tools. Without a

communication plan, you might have one team member trying to ask questions about work in a tool that another team member rarely checks.

3.3.5 Wrong Scenarios of Communications:

A common denominator in challenged projects is poor communication. What are the results? Stakeholders make bad assumptions. Team members don't trust one another. Work has to be redone. Example of wrong communications:

- Giving stakeholders irrelevant information.

Some project managers email the project documents to all stakeholders including the project schedule, budget, process improvement plans, weekly status reports, project risks, and stakeholder analysis, to name a few. What do you think the stakeholders do? Yes, most ignore the email and miss critical information.

- Not planning project meetings.

How often have we attended a project meeting and left mumbling—what's was that all about? Many meetings are a complete waste of time. Why? Little thought in the planning.

- Assuming That Your Message Has Been Understood.

Always take time to check that people have understood your message. For example, when you send out an email, could encourage people to respond with questions or to reply, if they haven't understood part of your message. Or, if you've given a presentation, build in time for people to discuss your main points or leave time for questions at the end.

3.3.6 Stakeholder Assessment Matrix:

Consists of several rows, each of them representing one stakeholder (or a group of homogenous stakeholders, if applicable). The columns indicate the level of engagement. suggests the following classification: Each stakeholder falls under one of the following five categories, depending on the level of support for the project:

- Unaware: Stakeholders are unaware of the project and its potential impacts.
- Resistant: Stakeholders are aware of but not supportive of the project.
- Neutral: Stakeholders are aware of the project, but they don't have an opinion regarding their support for it.
- Supportive: Stakeholders are supportive of the project & wish it to succeed.
- Leading: Stakeholders are actively engaged in project success and are willing to lend assistance to help it succeed.

Stakeholder	Strength/Interest	Unaware	Resistant	Neutral	Supportive	Leading
CEO	High/High				C	C
Project	High/High				C	C
Technical lead	Low/High				C	
Development	Low/High			D		
Risk Manager	Low/High		D			
Suppliers	Low/Low		D		C	
CEO	High/High				C	C

Table 16: Stakeholder Engagement Assessment Matrix with Desired ("D") And Current ("C") Levels of Engagement Per Stakeholder

4.1. Leadership

4.1.1 Leadership Model:

- **Leadership** is the process of leading a group and influencing that group to achieve its goals, and it requires the development of specific and unique soft skills along with the more typical hard skills (Soft skills are key traits that often apply to communication, decision making, leadership abilities, attitude, instincts, and work ethics.
- **Leadership Models:**
 - Coaching Leadership Model involves teaching, supervising, helping and motivating followers to improve their skills. A coaching leader is a great mentor is a pioneer who also has a remarkable ability to instruct and train.
 - Democratic Leadership Model subordinates are involved in making decisions depends on the group been counseled and their feelings being esteemed relies on the skills and knowledge of team members.
 - Laissez-faire Leadership Model gives authority to employees. Subordinates are allowed to work as they choose, with complete freedom to make decision and with minimal or no interference from the leader.
 - Pacesetting leadership is when the leader sets an example of high performance, high pace and high quality. Team members are expected to follow suit, and the pacesetting leader values results more than anything. Leader is highly focused on performance and expects the same of the team. Works best with teams that already perform at a high level.
 - Charismatic Leadership Model a charismatic leader is an enthusiastic, self-confident leader whose personality and actions influence people to behave in certain ways.

4.1.2 Model Chosen and Reasons:

Charismatic Leadership Model is the model that has been chosen. The most comprehensive analysis of charismatic leaders identified the following personal characteristics they share:

- They have a vision.
- They have the ability to articulate that vision.
- They are willing to take risks to achieve that vision.
- They demonstrate behaviors that are out of the ordinary.

4.1.3 Motivation Methods:

Motivation refers to the process by which a person's efforts are energized, directed, and sustained toward attaining a goal. A successful project leader must have a way of motivational factors for others. they must understand

the basic needs of employees, peers, and his superiors. Leadership is used as a means of motivating others.

1- Money / Power: Annual bonus from profits

- Want to 'move up' in the organization or earn higher wages.

2- Recognition: Certificates of Appreciation for Outstanding Employees

- Often motivated most by acknowledgement of those in power.

3- Interpersonal Relationships:

- Relationships with co-workers and a cooperative atmosphere are valued.

4- Autonomy / Interesting Work

- Prefer the excitement of new and innovative endeavors.

5- Purpose

- Need to feel that their work is beneficial to the causes they care about.

6- Mastery / Exploration

- Personal achievement, problem solving opportunities, and creative endeavors are sought.

4.2. Teamwork

4.2.1 RACI Model:

RACI is an acronym for Responsible, Accountable, Consulted and Inform. A responsibility assignment matrix describes the participation by various roles in completing tasks or deliverables for a project or business process. It is used for clarifying and defining roles and responsibilities in cross-functional or departmental projects and processes, where:

- Responsible is “The Doer” the individual or Individuals who perform an activity - responsible for an action, there may be several Rs.
- Accountable “The Buck Stops Here” The individual who is ultimately Accountable has the yes/no and power to veto an activity or decision providing the Sponsor is in agreement. Only one “A” can be assigned to an activity or task as you can't have 2 people driving the bus.

- | Tasks \ Roles | Responsible | Accountable | Consulted | Informed |
|--------------------------|-------------|-------------|-------------|------------|
| Mission and Vision | Yousef | Mohammed | Yasser | Fahad (PM) |
| Project Chart | Mousa | Abdulfattah | Majed | Fahad (PM) |
| Organizational Structure | Basma | Majed | Abdulfattah | Fahad (PM) |

Scenario 2: Conflict based on priorities/ resources

Which can occur over financial resources between the costumer services department and the marketing department, as they deserve a higher percentage of the budget.

Scenario 3: Conflict over cost/Suppliers' conflict

Which can happen between the organization and the supplier of materials due to notice of delay in delivery of materials after contracting.

4.3.3 Optimal Strategies to Deal with each Conflict:

According to Thomas-Kilmann conflict mode instrument which was developed by K. W. Thomas and R. H. Kilmann (1974, 2000):

- Competing/ Forcing is a win-lose resolution technique.
- Collaborating is a win-win resolution technique.
- Compromising is a lose-lose resolution technique.
- Avoiding is a lose-lose resolution technique.
- Accommodating is a lose-win resolution technique.
- There are only three types of conflict resolutions:
- Win-Win: To reach a solution acceptable to anyone
- Lose-Lose: Everyone gets something that does not accomplish the goals
- Win-Lose: Power struggle where one party wins

4.3.4 Root Cause Analysis:

Root cause analysis defined (RCA) is a systematic process for identifying “root causes” of problems or events and an approach for responding to them. RCA is based on the basic idea that effective management requires more than merely “putting out fires” for problems that develop but finding a way to prevent them. RCA helps

organizations avoid the tendency to single out one factor to arrive at the most expedient (but generally incomplete) resolution. It also helps to avoid treating symptoms rather than true, underlying problems that contribute to a problem or event.

Scenario 1	Scenario 1: Miscommunication/Misunderstanding
Conflict description	Which can arise based on that the team has different individuals who come from different practices different and career backgrounds. In addition to not having a good trust on each other.
Conflict resolution strategy	(Win-win strategy). How to deal? Having multiple meetings to increase understanding and allow an appropriate time or enough time for and questions and concerns from different team members to ask other to provide needed explanation and knowledge to make clear understanding.
Root Cause Analysis	○ Define the problem: The design team deliver the wrong model or wrong design. ▪ Countermeasure: Deliver correct requirements. ○ Why? (Design Team): because they did not get the correct requirements. ▪ Countermeasure: Coordinate effectively with the design team ○ Why? (Design Leader): leader did not attend the weekly meeting with the management and failed to coordinate correct requirements ▪ Countermeasure: Ensure that design leader has the correct requirements. ○ Why? (Coordinator): Project coordinator did not coordinate with team leader do to attend the meetings. ▪ Countermeasure: Make sure to coordinate with all leaders from all departments effectively.
Scenario 2	Conflict based on priorities/ resources
Conflict description	Which can occur over financial resources between the production department and the design department, as they deserve a higher percentage of the budget.
Conflict resolution strategy	(Win-lose strategy). From the point of view of the management of the organization, production department is the base line of our products, and the number of customers is few, and I preferred to give a higher budget to the production department to increase the design department.
Root Cause Analysis	○ Define the problem: Overspending of the production department ▪ Countermeasure: efficient production is the most required. ○ Why? (Production Department): overtime is open throughout the whole year. ▪ Countermeasure: overtime is only open during the submission of our products. ○ Why? (Human Resource Department): Low human resource department performance cause a mis controlling of the working hours in the system. ▪ Countermeasure: redevelop human resources department working hours system to control the required overtime for the needed personals.

Scenario 3	Conflict over cost/Suppliers' conflict
Conflict description	Which can happen between the organization and the supplier of materials due to notice of delay in delivery of materials after contracting.
Conflict resolution strategy	(Lose-lose strategy). Bentley to the supplier has been done by 30% of the value of the last payment due to delay in delivery of materials on time.
Root Cause Analysis	○ Define the problem: miscommunication between vendor supervisor and his employees regarding the schedule and time of transportation. ▪ Countermeasure: re-coordination and multilabel communication from the coordination department must be done through varies types of communication channels to make sure all deliveries on schedule. ○ Why? (vendor): one supervisor is responsible with multilabel customers dealings. ▪ Countermeasure: make sure in our contracts that one supervisor is only specialized to our dealing ○ Why? (Production department): our team is not trained to handle this type of contracts. ▪ Countermeasure: training and courses for the production team must be in place and done to make sure this will not happen again.

Table 18: Root Cause Analysis

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