

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 2021-05-20 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. (اختياري).

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

كل التوفيق لكم جميعاً.....

Dr. Sara Adel

The impact of leadership style on team management in Saudi Railway Company

1. Introduction

Mullins (1996) defines leadership as a relationship through which one person influences the behavior of other people (Kangis and Kelly;2000: 393). Leaders must be able to not only identify the departmental, unit, and organizational missions, but also organize and inspire others to achieve mission objectives. They must also avoid or address problems that obstruct progress toward organizational objectives. The selection and execution of actions to achieve a goal is a type of problem-solving, and the generation, assessment, and implementation of proactive and reactive solutions are critical to a leader's effectiveness. (Mumford et al, 2000:14). One of the most difficult challenges facing technical project managers is building a high-performing team. They must not only prepare, supervise, coordinate, and control their projects as team leaders, but they must also deal with a variety of interpersonal challenges that are often present in team-oriented work environments. If these problems are not addressed intelligently and constructively, even the most well-intentioned projects can easily become derailed.

This research aims to clarify the influence of the leader's personality and style on the work team, their behaviors, and success. We took an example for this study of one of the managers in the company and the way he managed the team and the impact of his personality on them. He has an Affiliative Leadership Style that cares a lot about emotions and encourages positivity, a harmonious work environment, and teamwork. Also, he focuses on resolving conflicts and building personal bonds between workers and their supervisors in order to foster a sense of belonging and confidence. A major skill that the manager must have is the ability to merge between two common Team Structures such as Top-Down and Interdisciplinary. He always gives the credit of success to his team and provides all the support to them to master the work, follow their needs, develop and train them and distribute tasks fairly. This helps in the development of the team and the completion of the

project in the best way. When the project fails, he takes full responsibility and supports his team more than before.

2. Literature review and conceptual framework

2.1 Leadership

Leadership, like love, is widely desired but difficult to describe. The term "leadership," as we know it today, first appeared in the general literature over a century ago and has only recently gained popularity in the health sciences. The concept of a charismatic human leader capable of attracting followers to his or her cause has given way to problem-solving by a group of people. People who alternate between leading and following positions are now pursuing organizational objectives. This team model achieves two crucial goals: better decisions are taken as a result of leaders listening to and considering the variety of feedback from coworkers with diverse perspectives and insights, and increased acceptance of the group decision is achieved by consensus building, promoting enforcement. Insight and self-awareness, organization, continuous communication and affirmation, the ability to catalyze a common future vision, and efficient recruitment of followers inspired to action are all required for effective leadership. Effective leaders do not have a predetermined set of personal characteristics; rather, they offer high success in resolving organizational task problems as well as empathy for individuals with regard to interpersonal relations.

2.2 Affiliative leadership style

This approach is centered on people, with supporters placing a higher emphasis on individuals and their feelings than on risk and goals (Goleman, 2000). Typically, affiliative leaders keep their workers satisfied, build team trust, and foster harmony (Xie et al., 2011). People are given the freedom to do their jobs in whatever way they believe is most efficient by the leader. This type of leader is an expert at instilling a sense of belonging in their followers. Because of its generally positive effect, the Affiliative style is a good all-around

strategy, but leaders should use it particularly when trying to create team unity, increase morale, enhance connectivity, or restore broken confidence (Goleman, 2000). Despite its advantages, Goleman believes that the affiliative style should not be used alone. Employees may believe that mediocrity is accepted because of the company's exclusive emphasis on recognition, which allows bad performance to go uncorrected. This implies that, despite the fact that the aim of leadership is to achieve desirable outcomes, it is incumbent on the leader to control the manner in which workers work in order to achieve the collective goal.

2.3 Team management

Team management is the process of coordinating and structuring a group of people who work together to complete a task. A team may have two or more members, and management can be a set of rules or a system that is practiced by all team members. It can contribute to being one of the main factors if the organization has good cooperation among the participants working for the business or the project. This has the potential to transform a high failure rate into successful components. Each person is said to have formed bonds with the other members of the team. Any organization's backbone structure is shaped by team management. It refers to a set of procedures that help keep organizations afloat through stormy times and can help any company increase its success rate. The team management has a well-defined mechanism for achieving the objectives. More reasonable goals, successful motivators, economic collaboration, the value of assignments, continuous learning, constructive and feedback must all be part of the team management process. The team management pillars are the team leader, co-coordinator, and executive members, all of whom work together to achieve the goal.

2.4 Affiliative leader style and team management

Affiliative leadership is one of Daniel Goleman's six emotional leadership types, and it encourages positivity, a harmonious workplace, and teamwork.

To foster a sense of community and confidence, this leadership style emphasizes dispute resolution and personal relationships between workers and their managers.

3. Methodology

The approach that incorporates research components in order to discuss the importance of affiliative leadership style on team management and how it can be applied in your organization is how the affiliative leadership style affects my company in a positive way. All data was gathered from a variety of sources, including personal knowledge, secondary articles and previous research, academic papers, and the opinions and advice of three influential affiliate managers and their teams.

4. Result and discussion

After studying the strong influence of affiliative style on teams and its success in different situations. We found that it is useful and important to clarify the impact of this style on teams and clarify the most important points to become a successful leader.

4.1 The impact of a people-first approach to leadership

Have you ever been inspired to go above and beyond by strong leadership? It goes without saying that manager actions and employee performance are inextricably linked. When strong leadership is in place, it has a ripple effect throughout the organization. Here are some of the advantages of affiliative leadership.

Employees are more forthcoming with leaders that they believe really care for them. Employees would instinctively trust affiliative leaders because of their characteristics. Positive gestures and opportunities for nurturing input can break down barriers and encourage workers to speak up about problems and ideas. Affiliative leaders are masters at forming tight-knit groups and

collaborative environments. Their people-oriented approach fosters cohesion in the workplace, giving workers a sense of belonging. Employee turnover is reduced and efficiency and work satisfaction are increased as a result of this sense of belonging and connectedness. This type of leadership encourages creativity. It encourages employees to use their creativity to come up with creative ways to achieve goals and solve problems. Team members are more comfortable speaking up and sharing new ideas in more relaxed and comfortable work environments. Employees feel heard and appreciated for their contributions to the organization when they are encouraged to share their thoughts, emotions, and innovative ideas. This increases their motivation to perform well and contribute more to their employment. Do you need to get over a significant event? Because of his or her positivity and versatility during times of change, the team also finds it easier to bounce back under the leadership of an affiliative leader. This helps to alleviate any emotional difficulties that can arise as a result of the transition.

4.2 How to become a successful Affiliative leader

Here are the most important tips for being a good, productive leader who is well-liked by your team. These suggestions are the product of a survey, as well as interviews with several active managers and members of different workgroups.

Good employee habits should be recognized and rewarded. Early Detection and Resolution of Personal and Performance Conflicts Actively work to avoid burnout and encourage consistency. Transparent communication, casual team-building opportunities, and flexible schedules for employees. Check-in with one-on-ones on a daily basis. Foster a feedback community by communicating with honesty and empathy. Engage in team-building exercises and activities, Recognize employee achievements. Recognize employee accomplishments and participate in team-building drills and events.

5. Conclusion

A company with a high level of employee morale has the potential to expand indefinitely. The affiliative leadership style can elicit a wide range of positive emotions, including pride, happiness, confidence, and cooperation. Employers who are empathetic and identify with their employees' feelings and fears will cultivate a people-first leadership style. Recognize your team's efforts and thank them for their contributions to the organization. Otherwise, your workers might feel dehumanized or undervalued, affecting your company's performance.

6. References

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