

Everyone's Smart University

Project (Spring 2021)

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

PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس ٢٠-٠٥-٢٠٢١ 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 ١٢.
 - 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

I selected this option: ● Team management (Using Team structures – Team development stages – Team needs).

Building Active and Motivated Team in Government Environment

1. Introduction

In this limited research, the report goes through the challenges facing building active and motivated team in government environment by identifying the old structure they got use to then which structure should be implemented with identifying what is supporting that and challenges might faced. Then, the report goes through some recommendations helping in improving building motivated team working toward outstanding results.

When the project manager builds an active and motivated team, he/she develops the needed capabilities and increase the probabilities of delivering successful project on time, within the targeted scope and quality, and minimizing the risks and issues. So in each project, it is mandatory to build the needed teams, specify the structure, responsibilities, and relationship between the members.

2. Literature Review

It is important at the begging that we understand that mostly government environments are having limitations in the capabilities of motivating or influencing their employees. That limitation makes the process of building active & motivated team is quite challenging.

As a result to achieve that the leader should carefully build the project team then depend on limited extrinsic motivators, increase the intrinsic motivators, and highly on his soft skills to ensure of continual active team.

3. Methodology

3.1 Understanding the mostly used Team Structure and Why used

Government environment got use to Top-Down Team Structure where the leader is the final discussion maker playing the role of Commanding / Autocratic Leader. For a long period, this structure was the most applicable because the team leader is the only highly

knowledgeable about the work related in the team with having long years of experience. While the team members are having limited knowledge and experience.

The previous process of distributing the circulars, decisions, new instructions, results of consultation studies, etc. was made manually. As a result, the first; if not the only; one knows about it is the team leader (boss). Add to that, the leader was the only one meeting and listening to the senior executives. In top of that, the leader is having long years of experience in the same field makes him/her the main reference for all needed knowledge. Knowing that there was not automated sharing or archiving solution simplifying knowing the historical instructions and lessons learned.

All of that was supporting the success of Top-Down Team Structure where the leader is more to be Autocratic / Commanding in order to deliver successful project.

3.2 Why Needs to Improve

Due to the fact that most of what were supporting the Top-Down structure are not valid anymore now days. As of now, none confidential instructions, decisions, studies, etc. are being easily distributed to all staffs through the capabilities of the technology via emails or uploaded into the internal portal. The confidential ones are sent only to the authorized via secure system. The historical ones are archived to be obtained when needed. In addition, there are number of automated solutions to archive and refer to the needed policies, procedures, and lessons learned of different projects.

Add to that, the organization structure as of now is much more complex than before in a level there are critical needs to have many specialist from different fields working in each project. That makes the concept of having super star leader whom is the most knowledgeable and controller is not valid as before.

3.3 The Structure should Used

After studying and analyzing what are needed to support the success of a project, concluded it is mandatory to build a large and variable team consists of sub-teams where each sub-team needs to have unique qualifications, knowledge, and capabilities to focus on the success of delivering part of the project. The sub-teams need to be interdisciplinary

team structure so that each member feels the equality with his colleagues. Targeting by that to benefit from their experience and knowledge and minimizing the cost.

3.4 How to Lead and Motivate the Team

At the very early stage of the project, the leader needs to apply Coaching Leadership Style in-order to ensure of teaching all team members what is the project scope, goals, objectives, targeted deliverables, and sharing previous lesson learned. That is helping in building the team confidence, trust and minimize conflicts. After that, the leader needs to follow Laissez-Fear Leadership Style to empower the team members and pushing them to participate actively in the project. During this stage, the leader should focus in strength the team members commitment and accountability toward the success of the project within the targeted quality and committed schedule.

During the implementation of the project, the leader shall carefully monitor and control the status. So that when any conflict noticed if the team members could not resolve it themselves, the leader should at the begging follow the Democratic Leadership Style in-order to attract the other team members participating in proposing the solution. However, if the conflict started effecting the project especially the deadline or other sub-teams members, the leader shall follow the Commanding Leadership Style to prevent harming the project and drive them into the target resolution.

As more as the schedule get closer to the deadline, the leader shall carefully monitor the project status and control the progress. So that, once noticed a delay in any part might impact the deadline, the leader shall follow the Pacesetting Leadership Style in-order accelerate their performance and bring the team members tension to the importance of reaching the targeted desirables. While if the leader found that the project going as planned, the Democratic Leadership Style should be followed to leverage the members trust and commitment toward the target deliverables.

4. Results and Discussion

The proposed team structure of having large and variable team consists of sub-teams where each sub-team needs to have unique qualifications is a complex structure. Even

though the organization now a days needed, the leader will face number of challenges to succeed in implementing it in a project. That means it critical to keep in consideration what is needed to support the success of such a structure especially with the limited capabilities in government organizations.

So, I believe the leader needs to ensure of building strong and clear RASCI Matrix and publish it on the team. Attached template in appendix # 6.1: RASCI Accountability Matrix Template. That will help in informing the team members about their roles and other members responsibilities. That also means lowering the possibilities of interpersonal conflicts by knowing the relationship between the members.

During the execution, the leader should put more efforts on the possible motivations such as:

- Verbal recognition in front of all the team members.
- At each major accomplishment, sending email recognizing the active members and copying all the team.
- Starting the shared status report by mentioning at the begging the name of the important team members helping in reaching the current success, resolving critical issue, protect from risk, etc.

Even though these are limited because in government organization there is no such money or gifts rewords, there are important and having strong effects to motivate the team members.

5. References

- Project Team Leadership and Communication, Samuel Malachowsky, PMP.
- Project Management – A Managerial Approach, Eight Edition, Jack R. Meredith & Samuel J. Mantel, JR.

6. Appendices

6.1 RASCI Accountability Matrix Template

Project Name: _____

Date: __/__/__

Sub-Team Name: _____

SME: Subject Matter Expert

#	Activity Name	Leader	Sub-Team Leader	SME01	SME02	SME03	Activity Defecation
1.	Activity 01						
2.	Activity 02						
3.	Activity 03						