

Everyone's Smart University

Project (Spring 2021)

Student Name	Mohammed Hussein Al-Bandary	اسم الطالب
Students I.D	2021203114	الرقم الجامعي

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

The Impact of Leadership and Communication on Project's Success: A Study on Saudi Aramco North Admin Building Voltage Conversion Project

1. Introduction

The recent rapid economic growth observed within world-wide companies shows that projects have become an integral part of the life of these corporates. Nowadays, the project leadership is deeply linked to the area of project management in which it plays a vital role in determining the success or failure of a project **(Nixon P., Harrington M. and Parker D., 2012) [1]**. Even though the leadership and management are complementary to each other, but they are still not similar **(Kotter J.P., 1990a) [2]**. Therefore, it is important to distinguish between them from a project management viewpoint. Both target successful project completion through employing the right people and taking the right decisions to handle the job **(Ahmed R. and Azmi N., 2013) [3]**. However, leadership can be defined as a process of influencing and guiding groups and individuals to achieve certain goals and hit specific targets. It is also about creating a vision for an organization, articulating this vision to a group of people, passionately owning the vision and relentlessly driving it to completion **(Kotter J.P., 1987) [4]**. On the other hand, the management is a process of achieving organization goals and objectives through planning, organizing, leading, and controlling company personnel and resources **(Kloppenborg T.J., Shriberg A. and Venkatraman J., 2003) [5]**.

Communication management has a direct relationship with project management in which projects data are collected, retrieved and rerouted among participants and stakeholders through communication **(PMI, Project Management Institute, 2013c) [6]**. Communication is practiced through using verbal and non-verbal methods like speaking, writing and signals to interchange ideas and opinions and transfer information between people **(Folland, 1983) [7]**.

The communication process consists of four main components in which the message will be sent from the sender and transmitted through a medium to the receiver. In projects, to communicate means to exchange project-related information and reach mutual understanding of projects data between all parties involved in the project **(Caltrans, 2007) [8]**. Many researchers stated that an effective communication can significantly lead to project success **(Zulch, 2014) [9]**. It is the responsibility of the project manager to ensure that messages are transferred properly, directed to the right people, and interpreted correctly by the receivers **(Dinsmore and Cabanis-Brewin, 2014) [10]**.

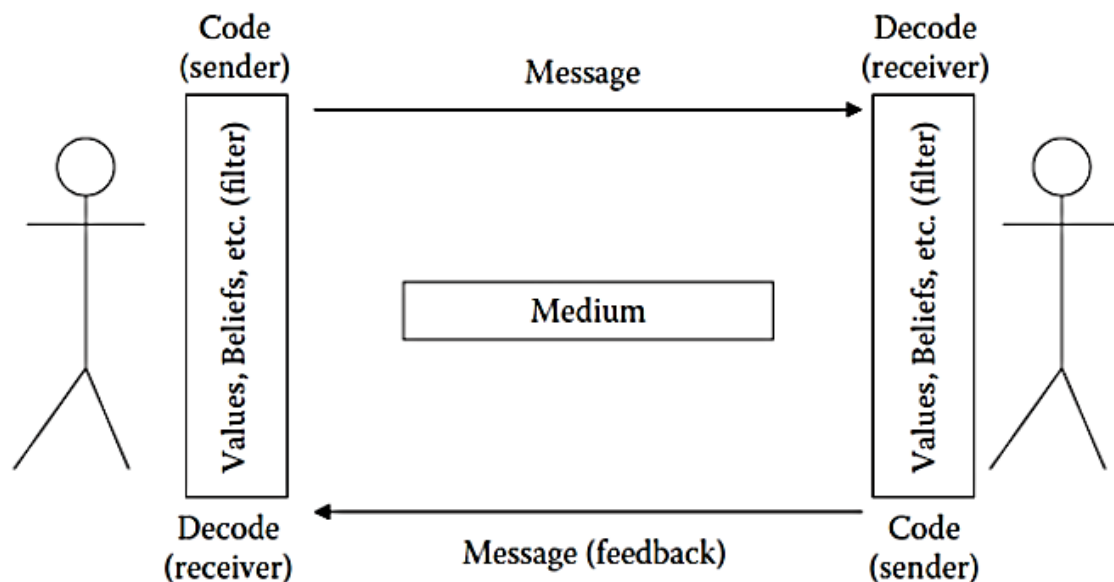


Figure 1: Process of communication

Source: Kliem (2007)

This research paper aims to discuss the impact of the leadership style and the communication skill of the project manager that was practiced during working on Saudi Aramco North Admin Building Voltage Conversion project. The significance and essence of project leadership in the area of project management alongside with a variety of leadership styles and theories will be discussed in the next sections.

2. Literature Review

This section presents the significance of leadership and its effectiveness on Job performance within organizations. The review also explores the different leadership theories and styles and how they contribute to resolving organizational problems.

2.1 Significance and Essence of Leadership

Leadership refers to the ability of empowering, inspiring, and influencing people to give the best of their performance to achieve the planned objectives **(Weinberg G.M., 1986) [11]**. Project leadership has a great impact on reducing uncertainty and complexity associated with projects **(Birkinshaw J., Hamel G. and Mol M.J., 2008) [12]**. Leadership involves focusing on time, budget, and schedule in addition to customer needs on day-to-day basis, future market fluctuations, work-challenging environment, and competitive companies. The essence of leading others requires maintaining empowered environment and meeting individuals frequently to ensure they are achieving high results.

Effective project leaders are responsible of developing and articulating an aspiring vision, keeping an environment full of energy, commitment and excitement to help individual achieve the objectives aligned with organization strategic plan **(Shenhar A.J., 2004) [13]**. A project leader is mainly accountable of performing three main actions. First, continuously making decisions according to the change in situations. Second, identifying project priorities and insisting they are adhered. Finally, frequently communicating with stakeholders and other participating entities to resolve any problems that may pop up suddenly and hinder the project progress. To sum up, project leaders must acquire the fundamental skills that enable them to accomplish the organization objectives in an efficient and effective manner **(Kloppenborg T.J., 2003) [14]**.

2.2 Theoretical Concept of Leadership

Leadership is a wide-spread concept that comes with numerous models, styles, types, and theories. The most common theories which appeared on the 20th century are: The Great Man theory, Contingency theories (Situational), Trait theory, Process leadership theory, Style and Behavioral theory, Transformational, Transactional and Laissez Faire leadership theory.

2.2.1 Contingency Theories (Situational)

This theory states that there is no specific way of leading individuals. The internal and external environmental factors have to be considered prior to taking any decision. The leader must adapt to different situations as a decision may be operative in a particular situation and may not be effective in other situations. This type of leadership should be accorded with the maturity of the subordinates. The key to success for the leader is to be able to adapt to the situation and transform their leadership style between task-oriented and relationship-oriented **(Bass, 1997) [15]**.

2.2.2 Transformational Theory

This theory states that the morality and motivations are raised for the leader and followers. A transformational leader continuously interacts with followers on goals, beliefs, and values which results in performance improvement and leads to goals attainment. This type of leaders induces his followers to reorder their needs for the sake of achieving the higher order needs. This leadership style is suitable for those who create a vision and have the capacity to lead change. These leaders care about developing the skills, morals, and consciousness of their subordinates by providing significant to their work and challenge **(MacGregor Burns, 2003) [16]**.

2.3 Styles of Leadership

Leadership comes with several variety of styles practiced by leaders depending on particular situations. There is no specific style that can be suitable for each context, and none is considered more appropriate than the other styles. The process of selecting the right leadership style depends on three main factors: Followers, situations and contexts. The below table shows a comparison of the most six common styles of leadership (**Daniel Goleman, 2000**) [17].

THE SIX LEADERSHIP STYLES (GOLEMAN)

	Commanding	Visionary	Affiliative	Democratic	Pacesetting	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you"	"Come with me"	"People come first"	"What do you think?"	"Do as I do, now"	"Try this"
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Goleman, Daniel, "Leadership that Gets Results" *Harvard Business Review*. March-April 2000 p. 82-83.

The leadership style the project manager used during handling Saudi Aramco North Admin Building Voltage Conversion project was the visionary for many reasons. First of all, the project required a leader with a strategic insight toward the future. Second, there had to be a clear and effective communication of the organization vision and mission to the team members. Third, for the leader handling the project, there must be a good display and control of emotional intelligence qualities. Other good leader traits which led to the success of the project were: empathy and compassion, collaboration, encouragement, creative ideas and innovation.

2.4 Communication Management

Communication management is an area of project management. It is defined as the fundamental knowledge area that determines the required processes to generate, collect, store, and retrieve project information in a timely manner. Management is about managing internal and external forms of communication to achieve effective results. The nature of project management is considered as a systematic process that performs, reviews and controls communication channel of the project in addition to organizing and distributing the instructions of communications. The process establishes a connection between involved entities and the needed information for fulfilling communication success. **(Caltrans, 2007) [18]**.

2.5 Linking Leadership and Communication with Project Management

There is a common assumption that a chief position holder is a leader, while performing leadership is not necessarily linked to management positions. **(Lunenburg F.C., 2011) [19]**. The project manager should be accountable and responsible of developing and implementing the models, theories and tools of leaderships in the area of project management. Nowadays, the strategic project leadership which is focusing on the competitive advantages through projects becomes one of the new approaches in project management **(Kaulio M., 2008) [20]**.

3. Methodology

This chapter focuses on the implemented methodology for this research. "The qualitative approach and quantitative approach are the two basic approaches to a research" **(Kothari, 2004:5). [21]**. "A third approach is a combination of the two basic approaches" **(Carrie Williams, 2007). [22]**

3.1 Data Types

The most important part of the research process is data collection. The data to be collected can be classified into two types: Primary and Secondary data. To differentiate between the two, the primary data is initially obtained by the researcher for research purposes and gathered for the first time, however, the collection process may take a long time. Moving to secondary data, "it is a group of data that was collected by someone else who is not intending to use it for research purposes which can lead to inaccurate data gathering. In other words, the bigger chances of gathering inaccurate data are considered as a disadvantage of this data collection process" **(Kothari, 2004:95). [23]**

3.2 Data Collection & Analysis

Due to the availability of previous survey results, the research depended on using the initial secondary data as the primary data is time-consuming and resource-heavy to collect. As the voltage conversion program is "a project that can be expressed in quality rather than quantity, the research methodology used for collecting and analyzing the data is the qualitative approach" **(Kothari, 2004:1-2). [24]** The data collection and analysis process for this project was handled by a specialized third-party Saudi Aramco-approved vendor who was awarded a lump-sum contract for handling this job.

4. Discussion and Results

This section describes the general picture of Saudi Aramco North Admin Building Voltage conversion project in addition to highlighting the leadership style of the project manager and the communication methods used during handling this project.

On August 31, 2010, the Kingdom of Saudi Arabia Council of Ministers approved the change of voltage to the international standard (400/230 Volts, AC, 60 Hz) as recommended by the International Electro-technical Commission (IEC); the organization that prepares and publishes international standards for all electrical, electronic, and related technologies **(Saudi Electricity Company, 2020) [25]**.

In compliance with the Saudi Government Directive, Saudi Aramco has decided to convert all its office buildings from the existing voltage of 208/120V to the new voltage standard of 400/230V. Presently, the vast majority of Saudi Aramco offices, facilities buildings sub-distribution systems, and electrical loads are based on the low voltage of 208/120 V. These buildings are fed from 13.8 kV/208-120 V or 480/208-120 V, 3Ph electrical system. Saudi Aramco has more than 2400 offices in the entire Kingdom in addition to 100s of plant facilities and buildings where office equipment is being used. It is essential to carry out all necessary works and projects which are required to convert all office buildings in Saudi Aramco from the existing voltage of 208/120V to the new voltage standard of 400/230V in a safe and cost-effective way.

The plan of converting the voltage for all Saudi Aramco office buildings has been prepared in phases in which North Admin building was chosen to be in the first phase. Therefore, the management selected a certified project manager who is capable of leading a team successfully, communicating effectively and efficiently with all involved entities, and predicting obstacles that may arise in future.

The management intentionally assigned this project to a project manager who has a visionary (transformational) leadership style because of many reasons. Visionary leaders are known of being responsible, persistence, charismatic, innovative, organized, enthusiastic, optimistic, focusing on mission completion and willing to listen to others. Those leaders like change to occur in work environment, frequently inspire team members to work toward a purpose and will always look for solutions to problems.

How did the project manager communicate with project involved entities?

A project manager realizes that communication is one of the critical factors that leads to project success. There is no project relies on a single type of communication. Therefore, several communication methods were used throughout the lifecycle of the project such as using email, in-personal and virtual meetings, discussion boards, status reports, site surveys, project newsletters and sound/video conference calls. Effective communication allows easy, smooth, quick and accurate transfer of information between project concerned parties. In contrasts, poor communication hinders project performance and leads to frequent mistakes and inefficiencies, low productivity, conflicts and arguments, low morale, and drop in self-esteem and confidence.

5. Conclusion

This study concluded that there is a strong relationship between a leader's style of behavior and the communication competence. Effective communication is an essential skill for the leaders to lead teams and organizations to success. Great leaders are known for being exceptional communicators. Visionary leaders, those who are interested in caring about organization goals and employees motivations. The transformational leadership style results in both enhanced organizational efficiencies and improved employees' satisfaction. To sum up, communication management and leadership are two main concepts that cannot be segregated from each other when a leader handles a project.

6. References

- [1] Nixon P., Harrington M. and Parker D., Leadership performance is significant to project success or failure: a critical analysis, International Journal of Productivity and Performance Management, 61, 204-216 (2012).
- [2] Kotter J.P., What Leaders Really Do, Harvard Bus Rev, 68, 103-111 (1990a).
- [3] Ahmed R., Azmi N., Masood M.T., Tahir M. and Ahmad M.S., What Does Project Leadership Really Do?, International Journal of Scientific and Engineering Research, 4 (2013).
- [4] Kotter J.P., The leadership factor, (NY: Free Press, (1987).
- [5] Kloppenborg T.J., Shriberg A. and Venkatraman J., Project Leadership, 1-137 Management Concepts, (2003).
- [6] PMI, Project Management Institute. 2013c. The Essential Role of Communication in PMI White Paper, edited by Project Management Institute: Project Management Institute.
- [7] Folland, Raynold O. 1983. "Project Management Communications." Journal of Professional Issues in Engineering 109 (1):39-44. doi: doi:10.1061/(ASCE)1052-3928 (1983) 109:1(39).
- [8] Caltrans. 2007. Project Communication Handbook. Edited by Office of Project Management Process Improvement. 1120 N Street, Mail Station 28 Sacramento, CA 95814.

- [9]** Zulch, BG. 2014. "Communication: The foundation of project management." Procedia Technology 16:1000-1009.
- [10]** Dinsmore, Paul C, and Jeannette Cabanis-Brewin. 2014. "The AMA Handbook of Project Management."
- [11]** Weinberg G.M., Dorset House Publishing, New York, (1986).
- [12]** Birkinshaw J., Hamel G. and Mol M.J., Management Innovation, Acad Manage Rev, 33, 825-845 (2008).
- [13]** Shenhar A.J., Strategic Project Leadership Toward a strategic approach to project management, R and D Management, 34, 569-578 (2004).
- [14]** Kloppenborg T.J., Shriberg A. and Venkatraman J., Project Leadership, 1-137 Management Concepts, (2003).
- [15]** Bass, B. M., & Avolio, B. J. (1997) Full range leadership development: manual for the Multifactor Leadership Questionnaire, Mindgarden, Palo Alto, Calif.
- [16]** McGregor, D. M. (2003). The human side of enterprise New York: McGraw-Hill.
- [17]** Goleman, Daniel, "Leadership that gets Results" Harvard Business Review. March-April 2000 p. 82-83.
- [18]** Caltrans. 2007. Project Communication Handbook. Edited by Office of Project Management Process Improvement. 1120 N Street, Mail Station 28 Sacramento, CA 95814.

- [19]** Lunenburg F.C., Leadership versus Management: A Key Distinction — At Least in Theory, International journal of management, business and administration, 14, 1-4 (2011).
- [20]** Kaulio M., Project leadership in multi-project settings: Findings from a critical incident study, International Journal of Project Management, 26, 338-347 (2008).
- [21]** Kothari, C.R. (2004). Research Methodology Methods & Techniques (Second Edition) New Delhi, New Age.
- [22]** Journal of Business & Economics Research (JBER) Vol. 5 No. 3 (2007).
- [23]** Kothari, C.R. (2004). Research Methodology Methods & Techniques (Second Edition) New Delhi, New Age.
- [24]** Kothari, C.R. (2004). Research Methodology Methods & Techniques (Second Edition) New Delhi, New Age.
- [25]** Saudi Electricity Company. (2020). Information and Instructions, Retrieved May 10, 2021, from <https://www.se.com.sa/en-us/Pages/ChangeofElectricVoltage.aspx>