

Everyone's Smart University

Project (Spring 2021)

Student Name	Waseem Tabbaa	وسيم محمد طباع	اسم الطالب
Students I.D	2021200629		الرقم الجامعي

Section	Date	Course Code
Master	Friday 14 / 05 / 2021.	(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ اخر 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 Power of Leadership Skills on Project Success in Our Organization

1. Introduction

Leadership, theoretically can be summed as the set of process that motivates others to work together to reach a strategic target in a particular entity, and it is a predictable component of group dynamics. However, leadership has a lot of practical and softer aspects to it where the leader is responsible to establish the relationship between leader and his team by leading from the front in terms of participation and effectiveness in achieving goals. This makes the concept of leadership a very complex one. Leadership style is a term that is defined in several ways - mostly referring to the distinct way in which an individual leads others. Leadership is known as the ability to make decisions related to communication skills, interpersonal relationship, motivation, application, and emotional maturity. There are different types of leadership styles that can be different in dealing with the challenges that an organization may always face. Although having a leader who can combine principles of management with ethical justification for actions remains a challenge in the organization today.

A key aspect of leading teams is team management and in the current job profile, I am responsible for leading a team which is responsible to drive effective governance within hardware. I was responsible for building a team from ground-up and I was involved in right from recruiting the team to successfully operationalize the team under my guidance.

2. Literature Review and Conception Framework

2.1. Leadership

Theoretically, leadership is much like other abstract concepts such as love, democracy, freedom etc. A general but working definition of leadership is the process of influencing people to achieve a common goal. It is also defined as a process whereby leaders influence followers and followers influence leaders. Leadership is categorized by early researcher such as autocratic and democratic. Evaluating leadership styles is

a challenging exercise. Great numbers of literature concerning leadership have attempted to define and analyze leadership. The literature, however, give relatively wide range of varying approaches to leadership. This intricacy accounted for the absence of a comprehensive understanding of the constituents of good or effective leadership. In any organizational setting, the leader is required to interact with subordinates on a regular basis and at the same time, listen and direct them towards success. The leader should be consistent in decision making with followers as well as the overall good of the organization. Also leader should be able to envisage problems and drawbacks before the event unfolds maintained so as to proactively mitigate the risks arising from these problems or drawbacks. Effective leader should be able to balance many variables while mobilizing the organization's resources in pursuit of a common objective. They further affirmed that achieving such objectives required the unification of purpose for both leader and followers. Meanwhile, to achieve balance does not necessarily rely on the development of a particular trait or style of leadership but more on the leader's ability to analyze the situation and adopt a leadership approach and decision that mobilize followers. Essences of leadership and decision-making are to enact change, and not to merely support current organization systemic processes. Researchers for example emphasized on the importance of ethics in decision-making of principal and administrators of schools. To establish ethic decision making format among administrators of schools, there is need to investigate the interplay between leadership style and decision making approach.

2.2. Theoretical Concepts of Leadership

The study of leaders and the leadership process stems from social psychology, sociology, psychology, and organizational behavior. Since late 1950's, there have been about 65 different classification of leadership. Leadership has classified as two perspectives. Firstly, Leadership is viewed as the ability to make strategic decisions using communication. Second as human resource skills of interpersonal relationship, motivation, decision-making, and emotional maturity.

Leadership theories describe the behavioral pattern of leaders and the consequences of various styles in terms of effectiveness. Concern for people, employee-centeredness, and concern for production, production centeredness, and task orientation are other terms used. These factors have found simultaneously in the behavior of leaders, but in different degrees.

3. Methodology

Capability and competency development are an area within asset management that the team indirectly provides to. My responsibility within the organization is to highlight the list of capabilities needed to execute a successful asset management plan and procure the necessary buy-ins from stakeholders across levels and business units.

My team guided by me works around the following key areas within the capability development domain:

- Establish a list of requirements to clearly identify and maintain competences to meet the asset management plan requirements.
- Include risk assessment of competences based on both internal and external factors, such as service delivery suppliers and contractors that may affect the organization's overall capabilities.
- Ensuring tools and delivery mechanisms to transfer the capabilities and competencies across the staff and manage effective knowledge transitions within employees.
- Identify and help in executing successful asset management trainings to staff across levels to educate them on the benefits of a robust asset management process within the organization.
- Influence the end-to-end asset lifecycle processes to incorporate various capability transfer initiatives amongst the staff to enable a smooth handover between processes.

These are some of the key aspects me and my teamwork with the other internal stakeholders within the strategy department to realize and develop capabilities around

asset management at an organization wide level and align them with the large goals set in the asset management plan.

In addition, asset knowledge management is one of key supporting criteria that my team enables. My team ensures there are various initiatives that have executed and produce results around this domain. Some of the key aspects that the team ensure we have adequate documentation on in terms of a centrally accessible asset knowledge database are:

- Asset information – the information about the asset that is required for effective lifecycle management and asset management
- Asset information systems – the information systems or databases that have used to inventory, manage, analyze, and report the asset information used by asset managers
- Asset portfolio – the range of assets and asset systems owned by the transit agency
- Asset hierarchy – how the asset portfolio is classified and segmented
- Data definitions – Ensure consistent use of data across the business lines, by having unique definitions of the data items that have used for asset information and enforce consistency across applications and databases.

To execute these parameters, my team successfully has built various solutions, which provide the desired outcome in terms of knowledge management and utilization of the available resources within the organization. Some of the key initiatives, I was instrumental in developing along with my team have listed below:

- Established an automated dashboard service to provide the desired levels of asset visibility for all the assets within the portfolio & provide insights around performance and financial aspects for making appropriate business decisions across the business lines.
- Develop business requirements around asset repository enrichment by standardizing attributes in an integrated data model and suggesting integrations or enhancing existing integration to improve data availability, data completeness and consistent definitions across the organization

- Maintain and control asset ownership changes in a systematic manner with the support of tools & processes in place to ensure accurate accountability and traceability with any asset related issues

Implementing these issues and getting approvals from various stakeholders is a key aspect my team works through. These initiatives together provide a lot of benefit to the organization and ensure that they form a valuable contribution in the knowledge management domain for the assets within the organization.

4. Results And Discussion

Post defining a successful asset management strategy with the help of leadership, it becomes essential that there's a plan in place which breaks down the high level strategy outlined to small, actionable items that can be relatable to employees across all levels within the organization with adequate supervision and guidance from my team.

My team was responsible to outline how people, processes, and tools come together to address the asset management policy and goals. The plan had adequate measures to check for accountability and visibility for increasing the maturity of asset management practices and has used to support planning and budgeting activities across the various hardware asset owners. The team develops an annual plan that takes into factor the following details:

- Specifies the activities to be pursued to address policy and strategy that is defined at an organization level
- Sets performance management expectations for the various business areas in terms of preparing and implementing lifecycle management plans and delivering asset performance
- Specifies implementing actions for improving asset management practice and increasing asset management maturity

- Provide adequate inputs on cross-asset planning with respect to capital planning, operations and maintenance budgeting and performance modeling to optimize the costs spent on assets

As the section manager, I act as the bridge between senior management and the team to ensure the success criteria defined by the top leadership has baked into the plan to ensure a solid plan is executed organization wide. Some of the key success factors I was able to achieve have listed below:

- Identify and commit the resources for asset management activities needed to address policy and strategy at the enterprise and asset categories levels. For e.g. the team is responsible for breaking down the requirements and identifying the various features that systems and tools can provide that is needed to successfully implement the asset management plan
- Links the organization's main business processes, including the performance management, risk management, and budget processes. For e.g. establish an end-to-end asset lifecycle process across planning, acquisition, deployment, operations and disposal that links the various cross-functional teams and processes like finance, procurement, operations etc.
- Provides specific accountabilities regarding scope and timing for implementation activities. For e.g. being, part of the scoping exercises for various asset management initiatives, programs, and clearly highlight the requirements and expectations from these activities/programs

My responsibility is to ensure that the various asset management-planning activities achieve its objectives, eliminate or avoids undesired effects, identifies new opportunities, and enables continual improvement and clearly outline the risks associated and confirm that they have aligned with organizational objectives and risk appetite.

Furthermore, the successful implementation of an asset management plan is one of the indirect goals that is associated with my role within the organization. My teams KPI mandates various interactions with cross-functional teams within the organization to help them execute the actionable plans we have laid out for each of the business lines in line

with the objectives of the organization to execute the asset management vision and objectives.

While my current role is supervising the actionable plans as part of the asset management plan, in my previous roles I was involved in implementing low level activities around asset management plan like executing asset management system, consolidate and streamline various IT hardware requests within the ecosystem to ensure quick time to market, reduce the deployment time of the hardware provisioning, maximize the utilization of the existing IT hardware within the ecosystem etc. This experience coupled with my current role provides me an end-to-end visibility to various operational problems that teams face during the implementation.

The team supports these identified cross-functional teams and asset owners to support on the following fronts:

- **Resource:** Help teams understand the various resourcing needs in order to successfully execute the asset management plan. My team supports various teams in identifying contractors, tools, equipment, facilities, and IT hardware and software requirements etc. to drive the plan.
- **Competency:** Understand available competency within the other business units in terms of teams, training and skill requirements, and job sharing, planning and budgeting and help them map it with the larger organizational goals.
- **Awareness:** Conduct various awareness campaigns and sessions on why asset management is important, how can they improve and realize benefits for the organization, what are the risks and their consequences along with roles and responsibilities the teams shall have.
- **Communication:** We help communicate to raise awareness, engage stakeholders, and manage information affecting asset management systems. We also simultaneously work on creating communication awareness channels like regular email newsletter, organization magazines, involvement in team meetings, briefing for top management etc. The team also contributes in developing communication plans that includes benefits of

implementing programs, improvement schedules, resource plans, internal and external stakeholders, details of person in-charge, feedback forms, checklists etc.

- Information requirements: Assist the cross functional teams with regards to information related to strategy and planning, processes, technical, operation and maintenance, performance, financial, risk, contingency, contracts etc. and act as consultants to guide the teams in achieving the maximum benefit.
- Documentation: The team is responsible to ensure documentation around asset management system with revision control, access control, knowledge management in place which defined who does what and when. The team is also responsible to document various change management policies around asset management to make them relevant.

Mine and my teams responsibility with respect to implementation is to ensure that teams within the business line realize the larger goals that needs to be aligned to at an organizational level and take a consultative approach to solve any problems that come in their way of a successful implementation of the various asset management initiatives prescribed to them and report the progress on these activities to the leadership team to highlight support required at their level.

5. Conclusion

As a sum-up, leadership is the set of process that motivates others to work together to reach a strategic target in a particular entity, and it is a predictable component of group dynamics. Although having a leader who can combine principles of management with ethical justification for actions remains a challenge in the organization today.

In any organizational setting, the leader is required to interact with subordinates on a regular basis and at the same time, listen and direct them towards success. The leader should be consistent in decision making with followers as well as the overall good of the organization. Also leader should be able to envisage problems and drawbacks before the event unfolds maintained. Effective leader should be able to balance many variables while mobilizing the organization's resources in pursuit of a common objective

From my experience, post defining a successful asset management strategy with the help of leadership, it becomes essential that there's a plan in place which breaks down the high level strategy outlined to small, actionable items that can be relatable to employees across all levels within the organization with adequate supervision and guidance from my team. My team was able to achieve its success KPI's and have remained as an enthusiastic group of people for who enjoy their work and have great interpersonal skills within the team which reflects in the quality of the output they generate.

6. References

1. Pierce JL, Newstrom JW. Leaders & the leadership process. New York: McGraw-HillIrwin; 2006.
2. Northouse PG. Leadership: Theory and practice (3rd ed.). Thousand Oaks, CA: SagePublications; 2004
3. Zimmerer T, Yasin MM. A leadership profile of American project managers. ProjectManagement Journal. 1998;29(3):31-38.
4. Bennis W, Nanus B. Leaders: The strategies for taking charge. New York. HarperPerennial; 1985.