

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 20-05-2021 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 utilization of team development stages in enhancing projects success in Alrasim Energy Company

1. Introduction

The leadership is the art of influencing people toward achieving a specific goals and encourage them to do their best effort and all of that depend significantly on the leader personality and his effect on his team members passing through conflicts and increasing the team harmony and building trust between each other especially in the beginning phases when the situation is less flexibility and performance is low, the leader has to do his role in motivating the members to start and attract with each other passing through the different team development stages to reach the suitable stage of best performance.

In the start of any new project in Alrasim company, a new team formed to handle the project process and a leader assigned to lead and manage the team to achieve the goals within the required time and budget, the team situation in the beginning start following a sequence of development stages between them and the leader affect this process depending on his personality and his leadership styles with effect generally the project and level of team performance and our goal is to ensure achieving best performance in all situations.

In this research, we will see the effect of different leadership styles in the organization during the different team development stages and how they interact with each stage, what they provide in each stage and what the different results that we will get from the different teams by applying a specific leadership style. We will see if there is a best leadership style that is more suitable for team development than the other styles and what the results when putting effort to care about the team development stages and what happen when not taking theses stages into consideration by the leaders.

2. Literature review

In this section, we will show an existing studies and situations for different subjects in leadership that are related to the purpose of this study which will help us next in performing our research.

2.1 Leadership

Starting from decades before, the role of leadership has been evolved to be an important component in forming companies and leading them to compete and achieve the high results planned by the upper managements and it is about enabling the manger specifically and all employees to lead people and influence them to perform and reach the required goals, also it help in facilitating the job of sitting goals and make the expectation results more clear to the followers and providing the required support for their employees including the tangible and intangible support, for example the intangible support including facilitating the employee problem solving, solving the existing conflicts and negotiating with the employees, on the other hand, the intangible support including providing the technical support and needed training to motivate the employees (Almalki, Juan, Akhunjonov and Obrenovic, 2018). Leadership has become an important factor during the last decades in increasing the efficiency of companies and achieving the orginaizational goals which make the leadership in scope by companies and science seeing to improve this science and improving and evolving new techniques help in developing leadership (Keskes, 2013).

2.2 Team management

Team management is one of the main keys contributing to project success as long as it applied and being into consideration, it ensures a good harmony between the team members and reducing the conflicts which will increase the team performance and ensuring a high efficiency in the project, a good team management will provide an environment with trust as base between the members and high job satisfaction which will help in project success significantly (Mehek and Baker, 2020).

2.3 Team development stages

Team developments stages appear clearly in any new start in almost all the projects even if most the team members have been work with each other before, in the beginning, each member try to be more aggressive against the other members and there are natural reasons for that including protect himself and staying away to know more information about them then slowly the members try to work with each other and they find struggles and opposite opinions till they reach a good harmony help them in performing in good manner with better results.

2.4 Leadership styles

There are different leadership styles that we may find in the work environment and organizations, here we will write specifically about styles that are exist in Alrasim energy company that affect our research directly.

2.4.1 Democratic-Participative leadership style

In this style, the team member tends to participate in the making decision process and share their opinions between each other and with the leader trying to reach the best decision for the work but finally the leader is the ultimate responsible for making decisions. Due to this involving by democratic leader, the members feel satisfied about their jobs and the harmony between them is relatively high which therefore contribute to increasing the team performance and improving the team members skills (Amanchukwu, Stanley and Ololube, 2015).

2.4.2 Autocratic leadership style

In this style, the full power and control for the leader and therefore there are no area for the employee to share their opinions and help in making decisions for the project and generally the benefits here is that the implementation of solutions and tasks start quickly and no much time wasted in the decision process and one of the best situations apply this style is during the crisis situations but on the other hand this style causing the employee to get bored and maybe motivate them to leave due to less caring they feel it

and not allowing for them to share their experience and opinions in the project (Amanchukwu, Stanley and Ololube, 2015).

2.4.3 Laisses-faire leadership style

In this style, the leader give all the authority to the team in discussing and deciding for the project which give the team a high level of freedom so the leader here avoid to participating in decision making process, mostly this style required that the team with high performance and good harmony to work in a good manner, other than that, it will affect the team performance and will cause many problems inside the team including disagreements in different situation and delaying the project (Amanchukwu, Stanley and Ololube, 2015).

2.5 Leadership and team management

A good leader proofed that his role is significant in improving the team performance and managing the team in suitable way which increase the project effectiveness and the leader also as an example for his team is setting a trustable base that will be followed by his team in different areas, the leader will perform an important role in ensuring that team is working smoothly without any disturbing issues and the harmony is high and performing cooperatively to achieve project success (Oshea, Verzat, Miruna and Alain, 2015).

3. Methodology

In this research and in order to answer the required questions for the research, we collected a qualitative data that were acquired primely the researcher by meeting different managerial employees in different level and discussing with them the impact of utilization of team management and the different development stages on project success in Alrasim energy company and illustrating the interactions with different leadership styles, and what are the benefits realized and suitable approaches. Also, what are their roles in forming the teams and helping them through the different development stages, the sample of interviewed persons were 3 persons from Alrasim energy company from different levels.

- 1- Iyad Mushikh, company general manger
- 2- Mazen Rasbiey, project manger

- 3- Hassan Ujaimi, project manager
- 4- Melvin Lisining, project engineer

The sample work experience is between 5 to 20 years of working with teams, the interviews held in the company office in Jeddah after the work hours and it were for about 30 minutes to 1 hour for each one, they were selected based on their experience in managing and leading team beside forming them during different previous projects.

An analysis was conducted to study the responses acquired from the sample and to understand them also then compared to each other and been reviewed to identify how they helped us in answering the research questions.

4. Results and discussion

After conducting an analysis, the results acquired from the sample varied in different points, their interest, and opinions about the importance of team management and putting emphasis on the team development stages differ, next we will present the results for each one of them.

The first person is a general manger following mostly a Laisses-faire leadership style, saw that the importance of team management not significantly important as long as they are working and achieve the required tasks and the team developments stages just a matter of time and they will cooperate despite what happen during these stages and that there is no importance of what happen on the project success. The second person is a project manager following mostly a democratic leadership style, saw that the team management is critical to the project success and significantly affect the productivity of members, also he added that the leader should care more about what happen during the beginning phases of team development stages is important and help in building trust which will continue to the end of project. The third person is a project manager following mostly an autocratic leadership style, saw that the leader should contribute as much as he can in his project to ensure that team development stages is running smoothly and starting the stages one by one, also he should let them solve their problems within a specific boundary then the leader may be involved and forcing them to follow his solution

to keep them on track. The fourth person is a project engineer following mostly a democratic leadership style, saw that participation of leaders in team management contribute in leading project to success and the team development stages ensure the correct building of the team since the beginning and increase the cooperation between them which affect project success.

Saw after disusing the results, we can say that mostly all of them agreeing that managing the team in proper way and reducing the conflicts between them help in leading the project to achieve its objectives, also that the members have to pass through the different stages of development to get the best benefit of them and helping in building a good start with an increased harmony and high job satisfaction which generally support the research idea and force its goals.

The difference between them lies in the way of interaction with the team members and how much they have to participate and contribute to these processes, also how the leader to act when there are conflicts between them and when they have to intervene.

5. Conclusion

In this study, we discussed the importance of team management and how much the role of leader is important, also the importance of the tool of team development stages to ensure a tough team structure with a proper start. The different styles of leadership have to participate in managing their teams in different proportions with the goal of improving the organization work and reaching the objectives of each project.

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