

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 08-05-2021 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 موحّد 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. (خيارية).

{ 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 COMMUNICATION SKILL ON PROJECT SUCCESS IN A CONFIDENTIAL ORGANIZATION

1. INTRODUCTION

The word “Leadership” or “Leader” is not limited in describing the individual capabilities of a person who runs an institution, a company or even a country, yet it has become a curriculum and a school, through which the leadership of the individual spreads to the rest of the pillars of the organization and its workers to transform into an administrative culture. The leader could be the catalyst for everyone who follows him towards success and could be the source of frustration and a toxic working environment. On the other hand, the leader in modern classifications is no longer just that person who tops the top of the hierarchy [1], as he can be an anyone within the organization who has leadership skills that can lead a group and influence that group to achieve organizational goals.

Communication skills is one of the skills that every Project Leader has to have, as likewise each of the team member will have specialty in their field, the communication skills is the essential skill for the Project Leader or we can describe it as the specialty of the Project Leader [2].

In a confidential organization the project board consist of Manager of Projects and Director of Engineering, while the sponsor is the Vice President (VP) of the organization, who has the highest interest and power on the project. Each one of aforementioned have different leadership styles, although the style is not fixed in all situations, but each one has a style that is overpowering on his behavior and actions. The leadership style that overpowers the Manager is the autocratic style, and the style that is overpower the Director is the visionary style, while laissez-faire leadership style overpowers the style of the VP.

In the confidential organization the Project Leader, Project Board and Sponsor have a limit of authority for approving the change requests that are generated for repairing the reported findings during project execution. As said aforementioned, the communication skills is the master key for most of leadership skills, likewise the communication skills of the stakeholder is as important as Project Leader's communication skills. The confidential organization uses vertical type of communication, in which Project Leader can't communicate directly with the VP, unless an approval is granted from the project board, as if no approval was granted this is considered as an ethical practice in our organizational culture. Since Project Leader can't communicate with the VP directly most of the emails, reports, and meeting minutes are received by the VP using a vertical communication channel type that uses 2 levels, which in most cases the messages are being affected by noises such as but not limited to lack of technical background, and lack of perception [3]. Even though the VP receives the message, but that doesn't mean it was received successfully as the message affect by noises during message transmission that may lead to wrong decisions are made for handling project change requests, which eventually affect project triple contracts (i.e. scope, schedule, and cost) [4]. The goal of this study is

to investigate and discuss the impact of the communication skills on project success.

2. LITERATURE REVIEW

Aforesaid the leadership style of the Manager matches the autocratic style, the Director matches the visionary leadership style, while the VP matches laissez-faire leadership style, leadership style of them affects the communication style of each individual. Several studies were presented, some of which dealt with leadership styles, and other concerned with leadership skills, and some of them brought together the two variables, and in what follows is a review of some of these studies.

2.1. Autocratic Leadership

Autocratic leaders, also known as authoritarian leaders due to the fact that they depend on the authority that were granted to him by the institution, they mostly use the power of the position to orders the followers to perform a task [5]. The Manager of the confidential organization is a “old-fashioned” style that used one-way communication and do not take Project Leader input into consideration [6], in which he often uses his power of authority to instruct Project Leader what to do, when to do and how to do without giving the Project Leader a room to transmit his ideas clearly. This shows a clear gap in the communication skills of the Manager, which relatively reduces the effectiveness of perceiving and understanding the reported findings, which eventually will affect the decision making of handling the change requests.

2.2. Visionary Leadership

Visionary Leaders, also known as transformational leaders who have the ability to create a vision, articulate it, and drive the followers to accomplish it [2]. The Director of the confidential organization is an analytical thinker and enlists Project Leader by involving the Project Leader in making the decision making when handling the change request, likewise, listens to the Project Leader's ideas and inputs with great communication skills [7]. His great communication skills have an effectiveness of perceiving and understanding the reported findings, which ultimately have a good affect when taking a decision of handling the change requests.

2.3. Laissez-faire Leadership

Laissez-faire leaders are a complete opposite of the autocratic leaders, as they allow the followers have complete freedom to perform their tasks by delegating all tasks and allowing them to take decisions [5]. The VP of the confidential organization follows this style that gives complete freedom in most of the operations and projects tasks, but due to the limit of authority he needs to approve some of the change requests that are above the limit of authority of the Project Leader, and Project Board. The communication skills can be considered as weak, but when it comes to take decisions for handling the change requests, he do not follow laissez-faire style (i.e. complete freedom to followers to take decisions), he has to taking a decision, but the issue is

that he takes decision with no much of perception and understanding of the reported findings due to the weak communication skills, which eventually affects the decision making of handling the change requests that has an affect of project triple contracts (i.e. scope, schedule, and cost) [4], as all the change requests that were approved by him is a high cost due to the limit of authority granted to him by the institution, and most of the high costed change requests may have an impact of project's schedule.

2.4. Leadership and Communication Skills

Leadership can be considered as the key for continuation of the business and for controlling the details of an order of things. The key as a physical item has numerous ways of usage, but the simplest usage of a key is to be used for locking and unlocking doors. The master key can unlock many doors, wherein we can consider communication skills is the master key for most of leadership skills such as but not limited to influencing, motivation, conflict resolution, and decision making. In projects, most of Project Leader's time is spent in communication with team members, and stakeholders, hence communication skill plays a big role in project success. Communication skills of the Project Leader alone is not enough to drive the project to success, the communication skills of the stakeholders is also very important especially for stakeholders who have an affect of project's outcome. Stakeholders who have high interest and high power on the project need to be managed closely, in which a regular meeting will be held with them to review the progress of the project and resolve any obstacles that may occur as the nature of the project is to have uncertainties.

The leadership communication can be divided into multiple layers based on the position and the role of the leader. Those layers were explained by Berrett (2006b) under Leadership Communication Framework as shown in Figure.1 below, which divided leadership communication into three layers; Core, Managerial, and Corporate communication capabilities [8].

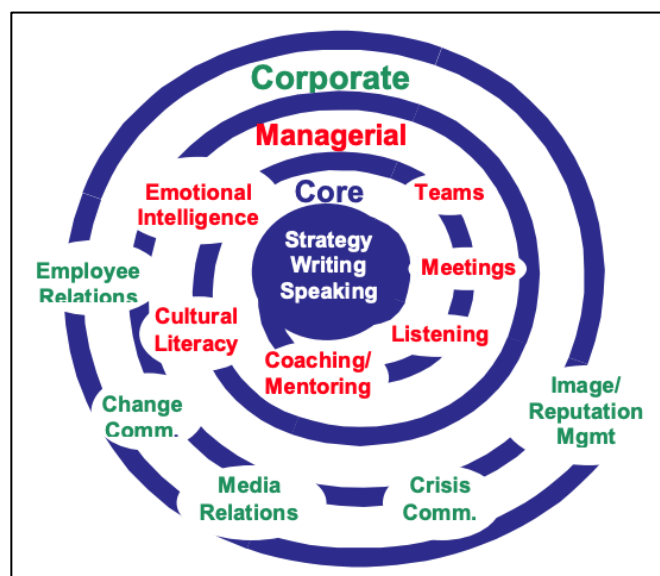


Figure.1: Shows Leadership Communication Framework by Berrett (2006b)

The Core communication depends on the core skills of any individual leader, in which he must master. The Managerial communication is the second layer of the framework that built on the Core abilities of any individual leader. Its name clarifies that those capabilities are needed for any individual leader that manage a group of people. Lastly, the Corporate communication is the highest layer that would be required for any individual leader leads a corporate. In the last layer the communication is more complex than the first layer (i.e. Core), as the leaders would need to have best ways of communication to communicate with internal and external stakeholders. The Managerial communication capabilities are build up on the Core abilities, while the Corporate communication capabilities are build up on the Core and Managerial abilities [8].

The Manager, Director and the VP need to have the abilities of all three layers (i.e. Core, Managerial, and Corporate), and as shown in Figure.1 “Listening” comes from the first skills that managerial communication should have [8].

3. METHODOLOGY

In this study two types of tools were adopted; the first tool is Root Cause Analysis (RCA) [9] to identify the factors of the faced risks faced on the project that are related to the poor communication skills of project stakeholders. The second tool was adopted is a quantitative approach to count the quantity of those change requests that affected the triple constraints, in which this tool comes after identifying the root causes of each risk that were generated by poor communication skills of project stakeholders to assist in filtering those root causes.

As explained above, the limit of authority over the change requests varies depending on change request cost. If the change request cost is USD 15,000.00 or lower, in this case Project Leader have the authority to approve it after specialist team member evaluation without referring back to the Project Board. And if the change request cost is from USD 15,001.00 up to USD 50,000.00, in this case the Manager can approve it after the evaluation of project team (i.e. Project Leader and specialist team member), Plus if the if the change request cost is from USD 50,001.00 up to USD 500,000.00, in this case the Director can approve it after the evaluation of project team (i.e. Project Leader and specialist team member). While if the change request cost is from USD 500,001.00 and above, in this case the VP can approve it after the evaluation of project team (i.e. Project Leader and specialist team member).

4. RESULTS AND DISCUSSION

The correlation between the impact on two of the triple constrains (i.e. schedule and cost) on the project and the decisions made based poor communication represents 100%. Out of one thousand fifteen (1915) issued change requests only two (2) change requests were affecting project schedule and project budget.

The first change request that affected project schedule by 3 months delay with a project cost impact by USD 3,500.000.00 was due to a wrong decision was made by the Sponsor prior scope statement is finalized to remove one of cabin refurbishment from the scope, when the condition of the cabin was obvious not be at the quality standard, which this decision were supported by the Manager, yet Laissez-fair leader and autocratic leaders did not want to review the reports were generated by the specialist and insisted on removing cabin refurbishment from the scope, which caused the first project delay and cost overrun.

The second change request that affected project schedule by 4 months delay with a project cost impact by USD 3,000.000.00 was due to a wrong decision was made by the VP prior project official acceptance to remove one of water replacement modification from the scope, when the Project Leader was tried to convince him not to remove this modification unless a full system check was carried out to ensure that the system passed the check, yet Laissez-fair leader did not listen and insisted on removing the modification from the scope, which caused the second project delay and cost overrun.

During the performance of the scheduled maintenance tasks, which were planned according to resource availability at project execution phase, both of the above findings (i.e. cabin findings, and water system findings) were reported by a time difference in between each report that put us in no option then to perform the cabin refurbishment and water replacement modification.

According to the correlation between leadership styles and communication skills explained in literature review section, it shows that difference in leadership styles affects the effectiveness of the communication skills, and also shows that listening is an essential ability for effective communication skills. If the leader doesn't have the ability to listen carefully and understand the received message correctly this will affect in the decision making especially in projects due to the fact that in the confidential organization the limit of authorities that can't be broken. Thus, it is very important to address the issue of communication skills of the leader that have authorities over the project such as project Sponsor and Project Board.

5. CONCLUSION

To conclude, the study found that leadership styles such as Autocratic and Laissez-fair leadership styles have weak communication skills especially on the listening abilities, which affects their other skills such as decision making, in which decision making depends on the information they receive in order to assist in making the right decision. More specifically in projects, the ideal leadership styles for the high powered stakeholder, should be one the leadership that have the abilities to listen carefully and understand the received message correctly before taking any decision that would impact project's triple constrains. Therefore, the confidential organisation should use those findings to overcome the existing issue and develop the abilities of the leadership to enhance communication, thereby completing successful projects without any delay or cost overrun.

6. REFERENCES

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