

Project Leadership

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جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

PMG 511
L11- Revision

□ جدول الاختبار النهائي



جدول الاختبارات النهائية برنامج الماجستير كلية الإدارة / تخصص إدارة المشاريع

الفصل الدراسي الأول 2023

أستاذ المقرر	اسم المقرر	تاريخ الاختبار	موعد الاختبار
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المستوى الأول - Term 1

PMG511
قيادة مشروع
Project Leadership

د. منى العشري

الأربعاء
2023/5/10

من 09:00 - 10:00 مساءً

□Chapter 1- L1



What is a project??

- **Projects** are used as a means to achieve an organization's strategic goals.
- **Projects** often are associated with unknowns, complexity, and uncertainty.

□ What Is Management?

- The process of getting things done effectively and efficiently, with and through people.
- Effectiveness: Doing the right things.
- Efficiency: Doing things right.

□ Project Management:

- Project management occurs in a team setting. it concerned with making decisions about processes and functions.
- Successful projects depend on both for the effectiveness of **the project team**, the **leadership** and **management** of that team.

□ Leadership

- The process of leading a group and influencing that group to achieve its goals.

□ Importance of Leadership

❖ Create a Vision

- Creating an inspiring vision of the future.

❖ Motivation

- Motivating and inspiring people to engage with that vision.

❖ Managing

- Managing delivery of the vision with providing guidance .

❖ Coaching

- Coaching and building a team, so that it is more effective at achieving the vision with an effective planning.



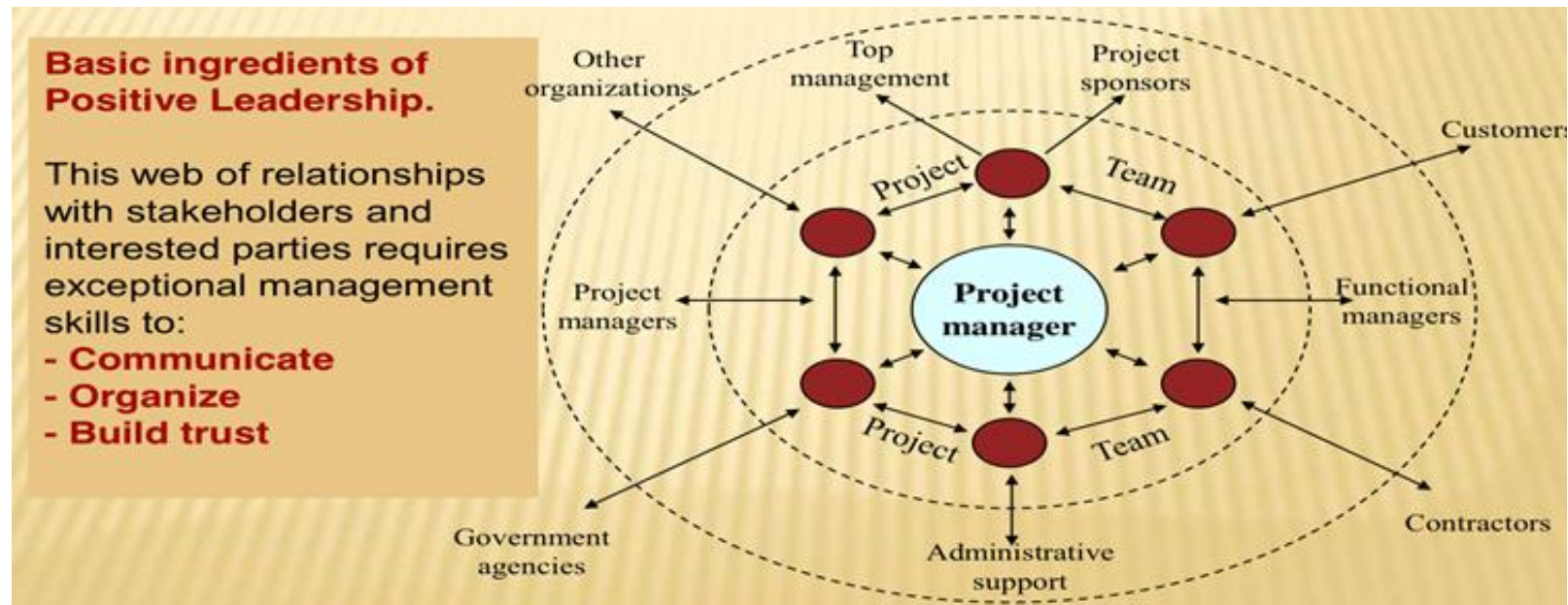
❑ A project manager is responsible for:

- Implementing **product strategy**, including product improvement, feature prioritization, costing.
- Setting deadlines and ensuring that projects remain on schedule.
- Tracking the deliverables sprint and providing updates to relevant stakeholders.



□ Impact of leadership on project

- Leader role is one of the most challenging jobs in any organization, because it requires broad understanding of the various areas that must be coordinated and requires strong interpersonal skills.



❑ A Team management:



- ❑ Team Management
- ❑ Decision making
- ❑ Conflict resolution
- ❑ Communicating
- ❑ Motivating
- ❑ Influencing (Team Promotion, Trust-Building, Expanding Networks, Organizational Intelligence)

□Chapter 2- L2



What is a project charter?

- A project charter is a formal document that authorizes a project from start to finish.
- It includes details to create an overall understanding of a project's development and objectives while also outlining the roles and responsibilities of each involved individual

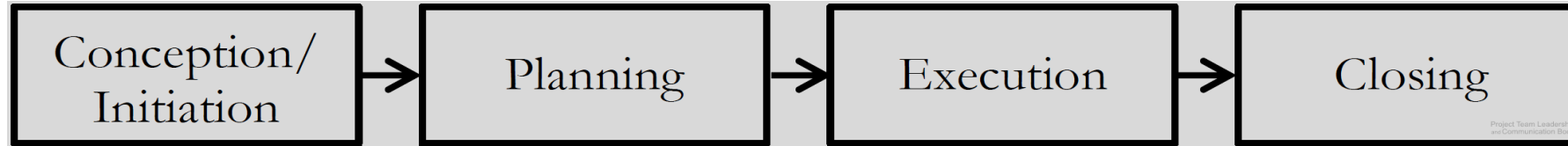


Who writes the project charter?

- In many business cases, you would assume the project manager should write the project charter right? Actually, it's best if the project sponsor writes the project charter.
- A project sponsor is the individual who requested the project and who signed it off. In other words, the project initiator. Project sponsors are generally in senior management and may even be the CEO.



Project Phases:



- **Conception/Initiation Phase**

- Research conducted, leadership chosen, goals and requirements established.

- **Planning Phase**

- Detailed plans drafted and documented.

- **Execution Phase**

- Plans are implemented, intended result of project takes shape.

- **Closing Phase**

- Results handed off, lessons learned collected.

1-Project Initiation :

- Determine the **nature and scope of the project**. If this stage is not performed well, it is unlikely that the project will be successful in meeting the business' needs.
- **The key project controls** needed here are an **understanding of the business environment** and making sure that all necessary controls are incorporated into the project. Any deficiencies should be reported and a recommendation should be made to fix them.
- Every organization has its own variations of **what documents are required to initiate a project**. It's important to identify the project need, stakeholders, and main goals.



2- Project Planning

- The main purpose of project planning is to **guide execution**.
- To **plan time, cost and resources** adequately to estimate the work needed and to **effectively manage risk** during project execution. As with the Initiation process group, a failure to adequately plan greatly reduces the project's chances of successfully accomplishing its goals.
- Every knowledge area includes **planning information**.
- Key outputs included in the project include:
 - A team contract.
 - A scope statement.
 - A work breakdown structure (WBS).
 - A project schedule, in the form of a Gantt chart with all dependencies and resources entered.
 - A list of risks (part of a risk register).



3- Project Executing

- Project execution usually takes the most time and resources.
- Executing consists of the processes used to complete the work defined in the project management plan to accomplish the project's requirements.
- Execution process involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan.
- The deliverables are produced as outputs from the processes performed as defined in the project management plan.
- Project managers must use **their leadership skills** to handle the many challenges that occur during project execution.
- the executing processes and outputs. Many project sponsors and customers focus on **deliverables** related to providing the products, services, or results desired from the project.



4- Project Monitoring and Controlling



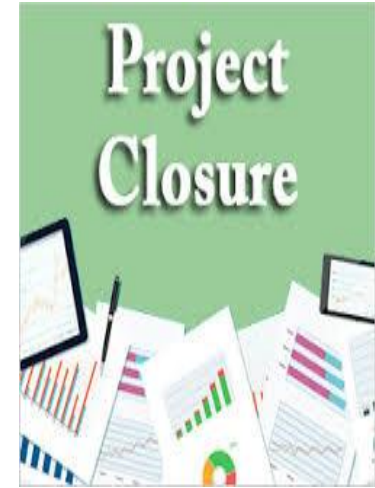
- Involves **measuring progress** toward project objectives, monitoring deviation from plan, and taking corrective action to match progress with the plan.
- Monitoring and controlling consists of **those processes performed to observe project execution so that potential problems can be identified in a timely manner and corrective action can be taken, when necessary, to control the execution of the project.**
- The key benefit is that project performance which observed and measured regularly to identify variances from the project management plan.
- **Affects all other process groups and occurs during all phases of the project life cycle.**

• *Outputs include performance reports, requested changes, and updates to various plans*



4- Project Closing

- Closing includes **the formal acceptance of the project and the ending**. And also it include the administrative activities like archiving of the files and documenting lessons learned.
- Involves **gaining stakeholder and customer acceptance of the final products and services**.
- Even if projects are not completed, they should be formally closed in order to reflect on what can be learned to improve future projects
- Outputs include project **archives and lessons learned**, which are part of organizational process assets.
- Most projects also include a **final report and presentation** to the sponsor or senior management.



□Chapter 3- L3



1.3 The Leader's Title

- Leader can have many titles, he can be a manager, supervisor, boss, CEO, Expert, Foreman, Monitor.
- Understand that title **isn't synonymous** with the need or authority to engage in leadership.
- The actual title can affect perceptions.



Boss • Dictator • Teacher • Expert • Tyrant • Manager
Mediator • Coach • CEO • Parent • President • Mentor

Leadership Styles

- People as a leader **adopt different styles.**
- Leadership style should be chosen based on the team's features, what they are trying to achieve.
- Leaders have a 'default' style they prefer:
 - This may not be appropriate for their team.
 - Stress or circumstances can cause leaders to choose or revert to the wrong style.
- There are (7 main styles covered here).



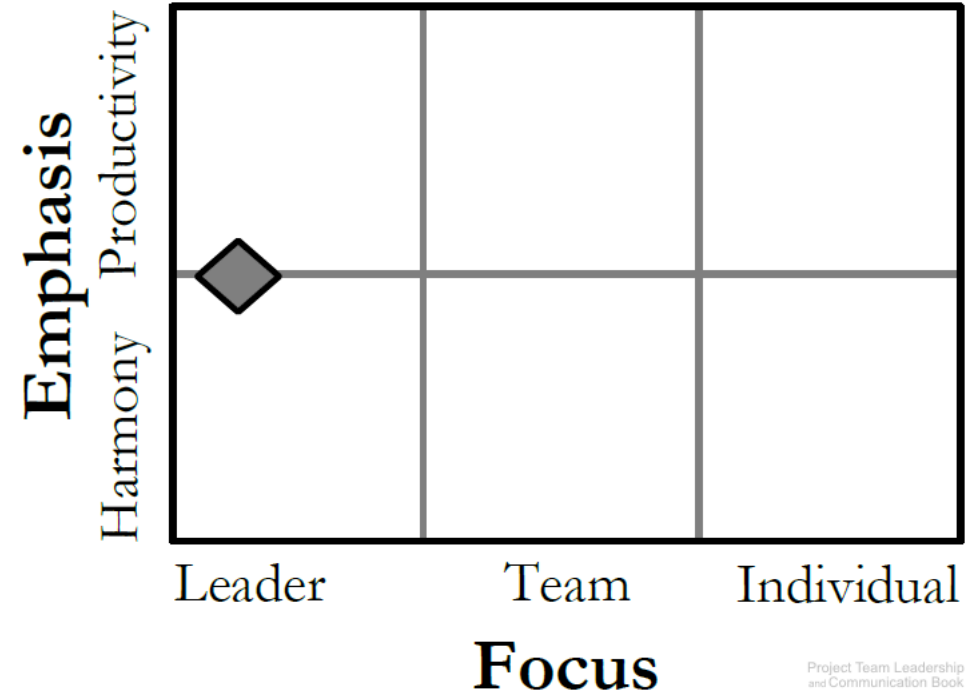
1- Affiliative Leadership Style

- Is one of 7 styles of Emotional leadership and promotes positivity, a harmonious workplace and team-building.
- This leadership style focuses **on conflict resolution and creating personal connections between employees and their managers to build a sense of community and trust.**



2-Authoritarian / Commanding /

- Leaders like this **can achieve results and productivity quickly.**
- Best applied to situations where there is **little time for group decision-making or where the leader is the most knowledgeable member in the group.**



Project Team Leadership
and Communication Book

3-Coaching Leadership Style

- **Coaching leadership** involves teaching and supervising followers.
- **A coaching leader** is highly operational in setting where results/ performance require improvement.
- Basically, in this kind of leadership, followers are helped to improve their skills.
- coaching leadership does the following: motivates followers, inspires followers and encourages followers.
- **A coaching leader is A great mentor** is a pioneer who also has a remarkable ability to instruct and train.
- They prep individuals to enhance both information and skills. (build the skills of others).



4-Democratic Leadership Style

- In this leadership style, **subordinates are involved in making decisions**. Unlike autocratic.
- This leadership is **centered on subordinates' contributions**.
- The democratic leader **holds final responsibility**, but he or she is known to **delegate authority to other people, who determine work projects**.
- His style of authority depends on the group been counseled and their feelings being esteemed.



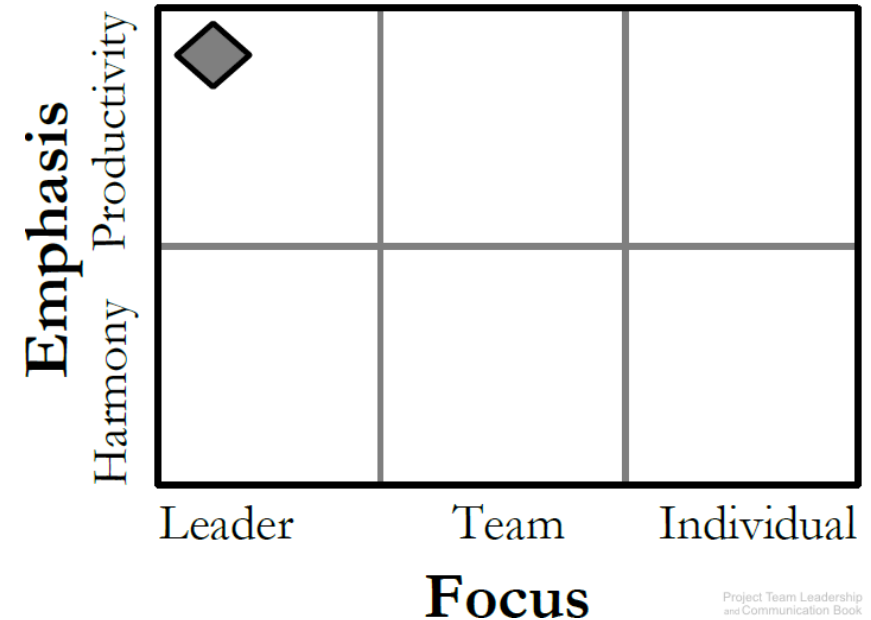
5-Laissez-faire Leadership Style

- Laissez-faire leadership gives **authority to employees. (LEAVE IT BE)**
- Subordinates are allowed to work as they choose, with **complete freedom** to make decision. with minimal or no interference.
- *This kind of leadership has been always found to be the least satisfying and least effective management style.*



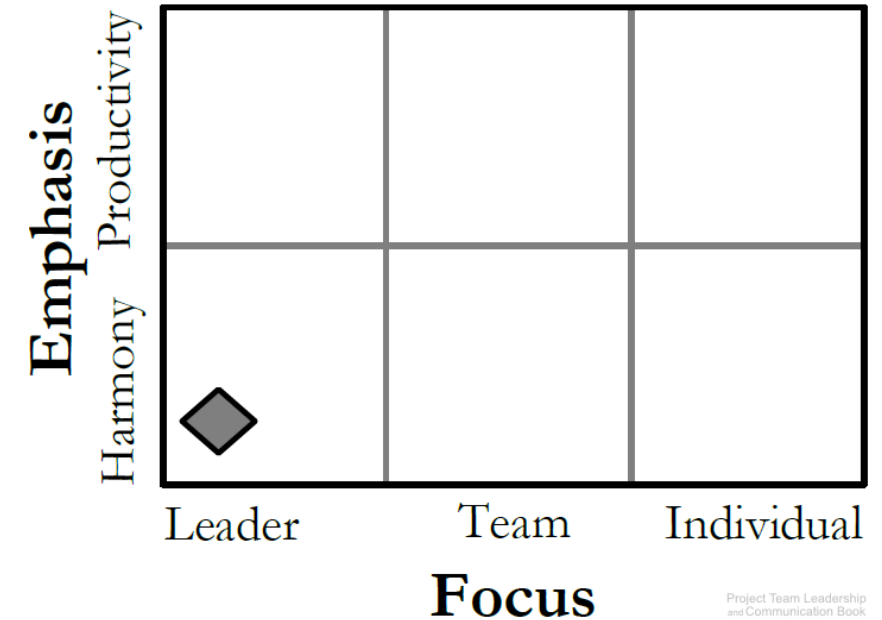
6-Pacesetting Leadership Style

- This is 'lead by example' (**do as I do, now**).
- Leader is highly **focused on performance and expects the same of the team.**
- Works best with **teams that already perform at a high level.**
- Role model, high standards.



7-Transformational / Visionary

- The leader focuses on setting **a positive vision for the future.**
- Team members **are infused with a sense of purpose and excitement.**
- leaders who stimulate and inspire (transform) followers to achieve **extraordinary outcomes.**



8-Charismatic Leadership

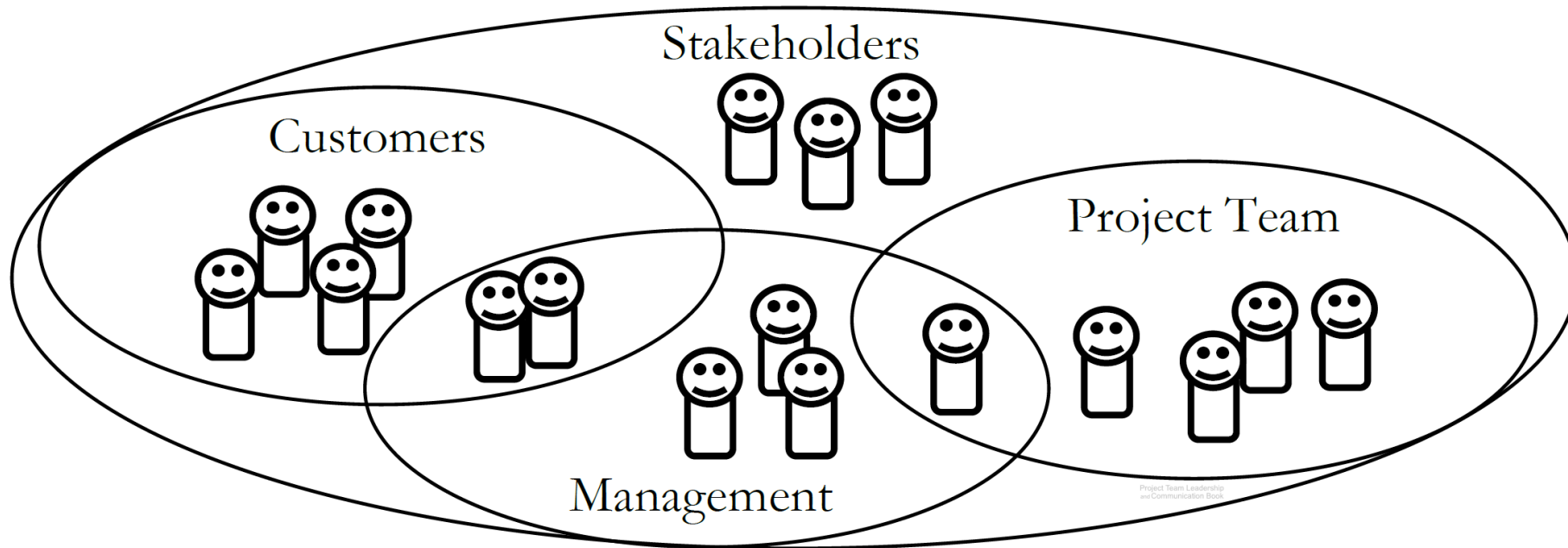
A **charismatic leader** is an **enthusiastic** متحمس, **self-confident leader** whose personality and actions influence people to behave in certain ways.

The most comprehensive analysis of charismatic leaders identified the following personal characteristics they share:

- **They have a vision.**
- **They have the ability to articulate that vision.**
- **They are willing to take risks to achieve that vision.**
- **They demonstrate behaviors that are out of the ordinary.**



Stakeholders



- **Stakeholders** are people who can affect or are affected by the execution or outcome of a project

□Chapter 4- L4



“Great Man” Theory

- **Great Man theories** assume that the capacity for leadership is **inherent** – **that great leaders are born, not made.**
- Great Man approach actually emphasis “charismatic leadership”.
- The term “Great Man” was used because, at that time, leadership was believed on **a male quality**, especially in terms of military leadership.



Contingency Theories

□ Describe the four major contingency leadership theories?

- The Fiedler Model.
- Situational Leadership Theory.
- Leader-Participation Model.
- Path-Goal Theory.

1) The Fiedler Model

- The Fiedler Contingency Model was created in the mid-1960s by Fred Fiedler.
- The model states that there is **no one best style** of leadership. Instead, a leader's effectiveness is based on the situation.
- **Fiedler believes a key factor in leadership success is the individual's basic leadership style** which could be categorized as either task oriented or relationship oriented.



Situational Leadership Theory

- It was developed by **Paul Hersey and Ken Blanchard**.
- It is a contingency theory that focuses on followers' readiness.
- It refers to those leaders who adopt **different leadership styles according to the situation** and the development level of their team members. It is an effective way of leadership because it adapts to the team's needs and sets a beneficial balance for the whole organization.



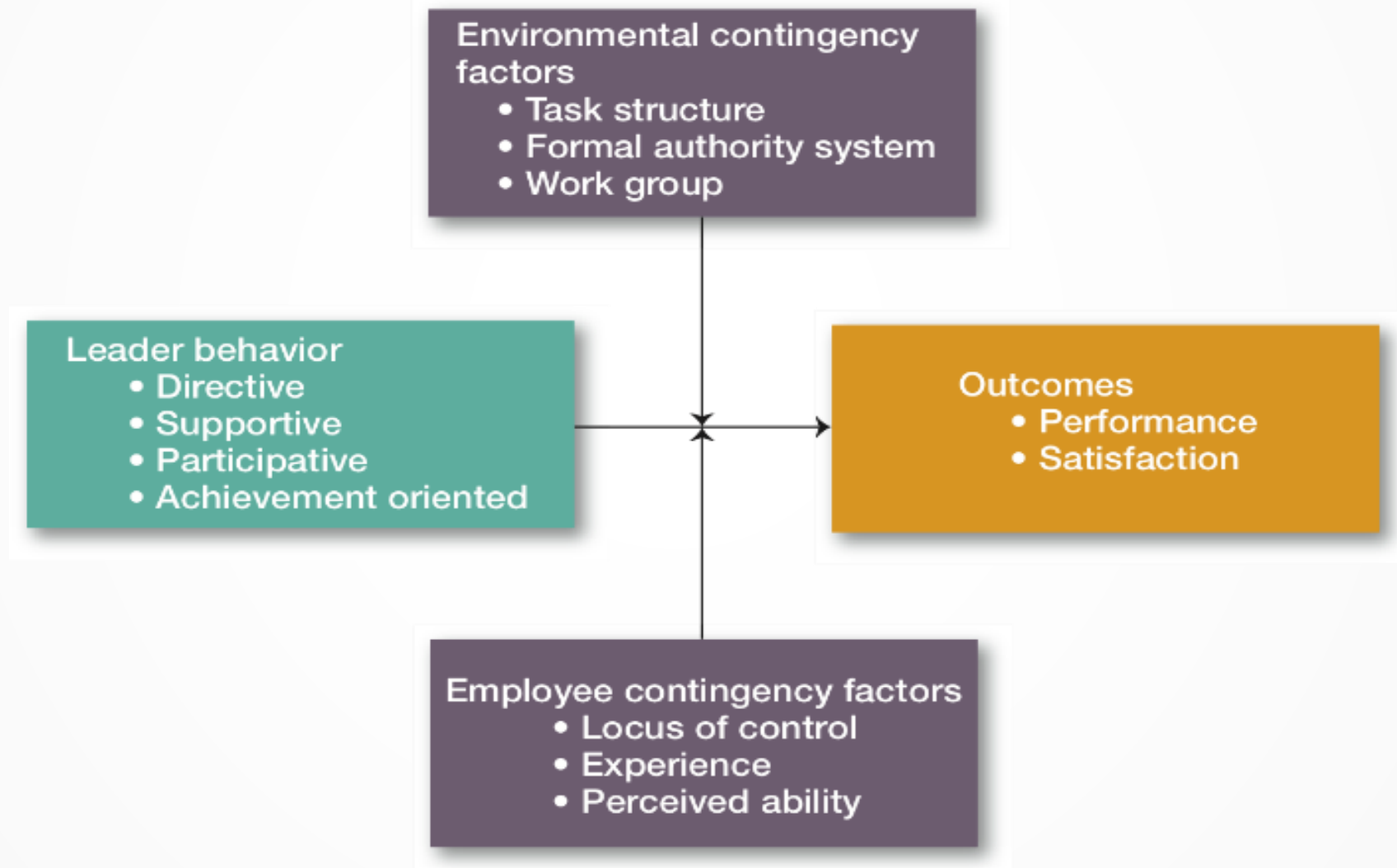
3) Participative Theories



Leader-Participation Model (Yroom & Yetton's Leader-Participation Model)

- A leadership theory that **provides a set of rules to determine the form and amount of participative decision making in different situations.**
- Participative leadership theories suggest that **the ideal leadership style is one that takes the input of others into account.**
- These leaders encourage participation and contributions from group members and help group members feel more relevant and committed to the decision-making process.

Path-Goal Model



2)- Transactional vs. Transformational Leaders

Transactional Leaders

Leaders who lead primarily by using social exchanges (or transactions).

Transformational Leaders

leaders who stimulate and inspire (transform) followers to achieve extraordinary outcomes.

Influence

- Not just the leader; **All team members have influence on their peers.**
- Can be **positive** or **negative**
- **Choose appropriate combinations for each peer or team member.**



Emotional Intelligence (EI)

- EI, more than any other single factor, is the best predictor of who will emerge as a leader.
- EI is an essential element in leadership effectiveness.



□Chapter 5- L5



What is Prioritization?

- prioritization is a process where you work out which projects are the most important so that you can focus your resources on successfully delivering those value-added projects.



Three interdependent variables that are essential for priorities starting from initiative process:

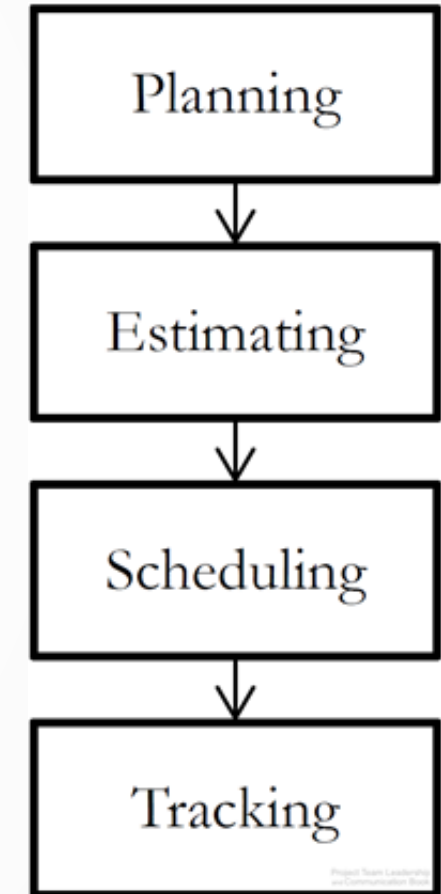
Timing

Cost

Resources

Planning and Prioritizing

- Before work can be completed, three basic steps must take place:
 - **Planning** takes place early in the project, and determines objectives to be completed, resources available, etc.
 - **Estimating** is the process of determining how long or how many resources each planned element will take
 - **Scheduling** is the **'calendarization'** of estimated work
- Once the work begins (*execution* of plans):
 - **Tracking** must occur, comparing actual results with plans, estimates, and schedules
 - If changes occur or results vary from plans, repeat the steps



Prioritizing Stakeholders

- Stakeholders are people who can **affect or are affected by the execution or outcome of a project**. Everyone should be involved in identifying them
 - Stakeholders can be groups
- Once identified, they should be analyzed
 - High or low power, or ability to affect the project
 - High or low interest, or how they're affected by the projects positive or negative outcome

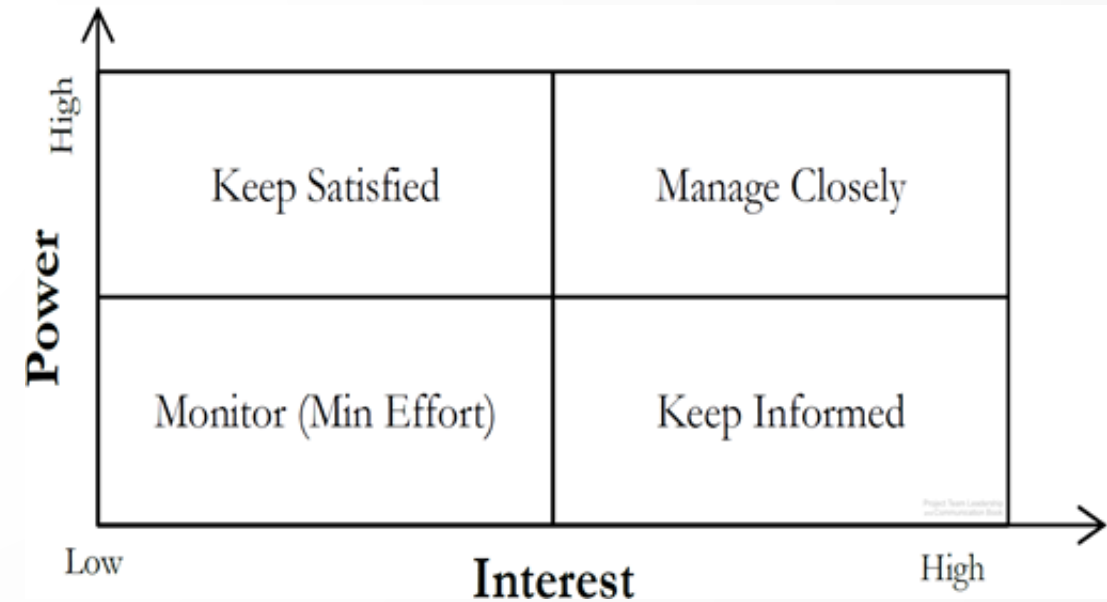


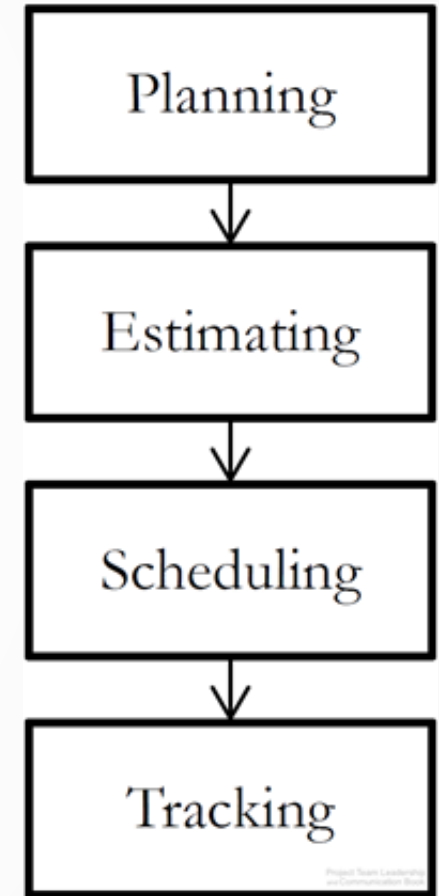
Diagram: Malachowsky, Samuel. Project Team Leadership and Communication. Lintwood Press. 2018. p. 104.
Project Management Institute. A Guide to the Project Management Body of Knowledge – Fifth Edition. Project Management Institute Inc. p. 395-397. 2013.

What is estimating project work?

Project estimation means: looking through all available data to propose the time, cost, and resources needed to complete a project.

The project deliverables for estimating include:

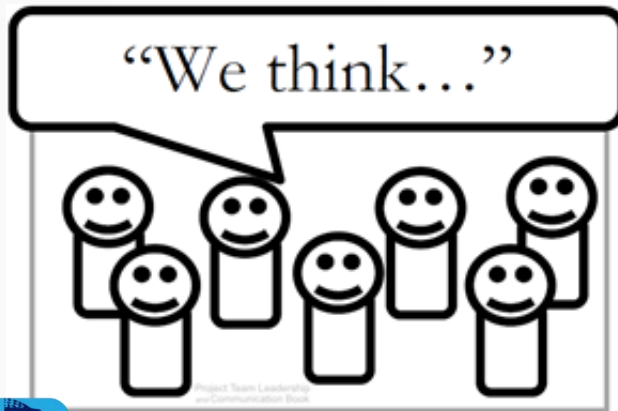
- Project Timeline.
- Resource Overview.
- Cost Estimates.
- Risks.



Estimation Techniques (1 of 3)

1- Expert Judgement: experience is used to estimate
The basis for all other techniques.

- **Strengths:** expert lends credibility to estimate.
- **Weaknesses:** one person's 'expertise' may fail.



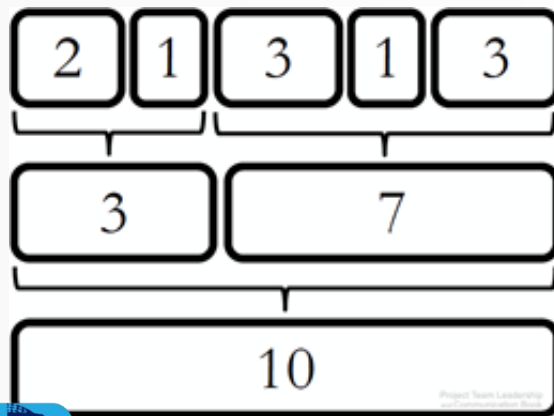
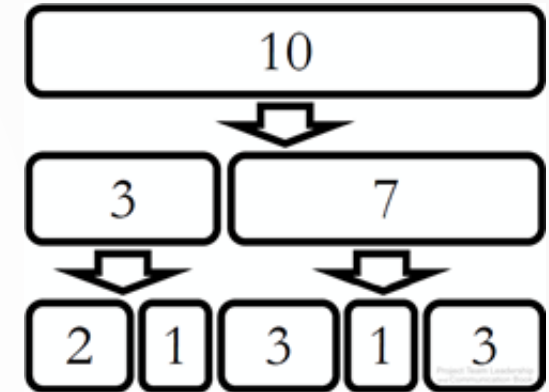
2- Group Consensus: various techniques are used to poll the group and reach consensus.

- **Strengths:** group participation and 'buy-in'.
- **Weaknesses:** bias and cultural issues manifest.

Estimation Techniques (2 of 3)

3- Top-Down: large units estimated then divided up.

- **Strengths:** usable when less detail is known.
- **Weaknesses:** inaccurate if major sections of the project aren't considered.



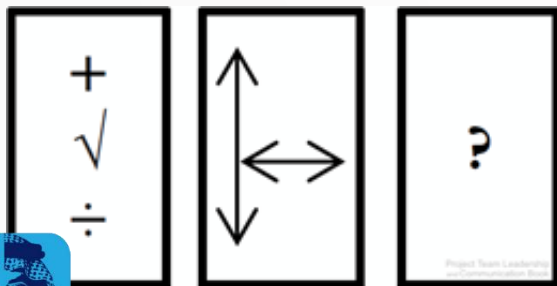
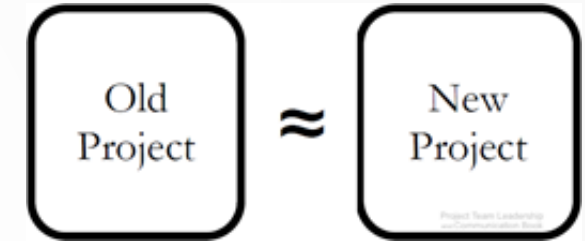
4- Bottom-Up: small units estimated then added together.

- **Strengths:** can be quite precise if used properly.
- **Weaknesses:** more time consuming than other techniques, changes to items can impact greatly.

Estimation Techniques (3 of 3)

5- Comparison or Analogy: projects (or components) are compared to previous work.

- **Strengths:** based on actual results, increasing credibility and potentially accuracy.
- **Weaknesses:** all projects are unique, may be difficult to find comparisons, data may not exist.



Other Methods: mathematical/statistical models, focusing on size rather than time, or industry-specific methods.

□Chapter 6- L6

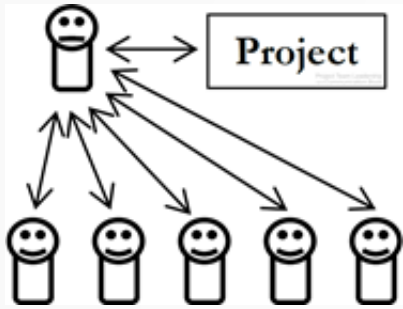


What is a team?

A team is an organized group of people who work together to achieve a common goal, they are committed to work together to complete a well defined work.



Common Team Structures:



1-Top-Down Teams

- 'Classic' team structure.
- Team members' **attachment is to the 'boss'**, who is primarily responsible for the success of the project (and can be singularly responsible for its failure).

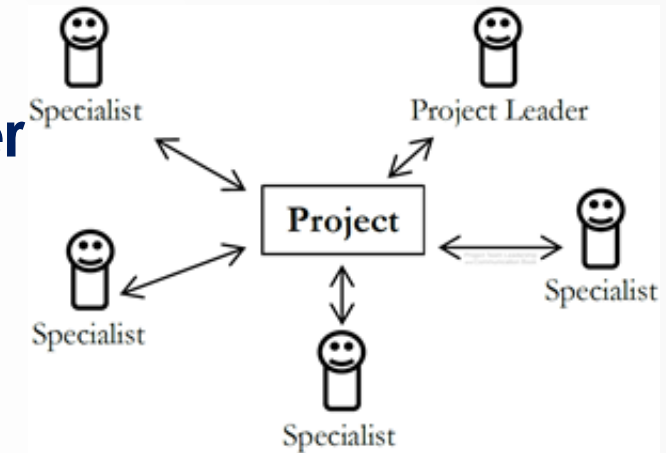
• Why this structure?

Inexperienced team, extremely tight deadline, or organizational/ external pressures.

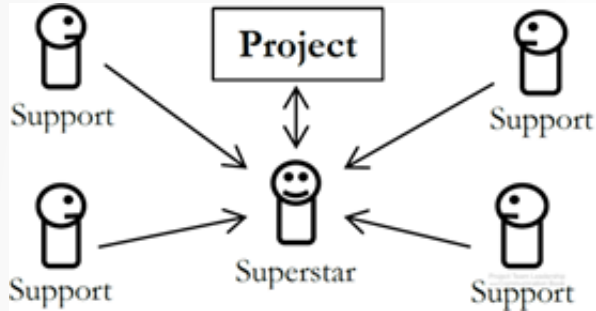
Common Team Structures (CONT.) :

2- Interdisciplinary Teams

- Characterized by **equal status of each team member** who are each concerned with the success of the project.
- Each team member has one or more specialties/skillsets.
- Decisions are often made at the group level.
- Leader is an equal with organizational/communication skillsets. “**equality of members**”.



Common Team Structures (CONT.)

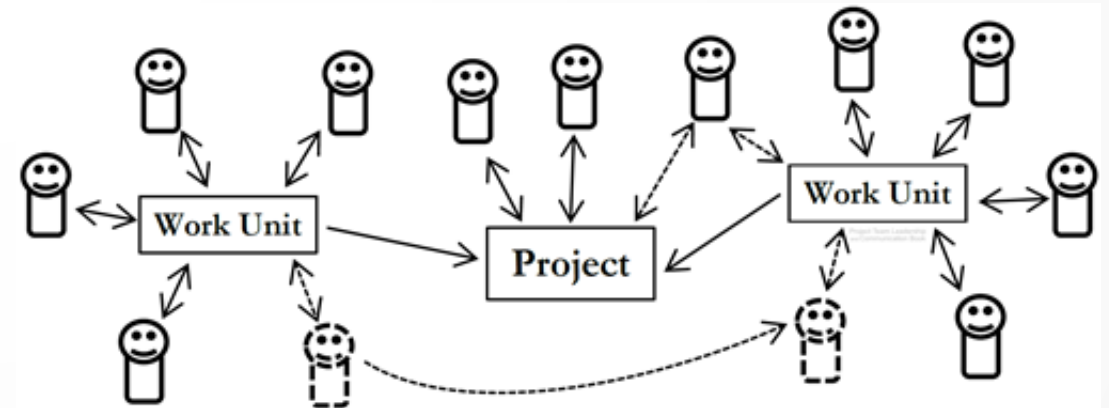


3- Superstar-Support Teams

- Like a surgical team: one member performs the most prominent work.
- Other team members perform supportive functions.
- 'Superstar' must acknowledge importance of other team members

4- Large and Variable-Structure Teams

- Teams can **vary in size, structure, and stability**.
- Difficult to organize and track efficiently.
- Moving or adding team members efficiently is also difficult.



1- Building Trust

- The **foundation**, the most vital to operate as a team.
- It **takes time**, requiring consistently positive interactions.
- Leader must create and protect the 'environment of trust'.
- Team-based personality tests and team-building activities are designed to build trust.



Trust

2- Managing Conflict

Managed Conflict

- **Conflict isn't bad** – healthy debate means engaged, passionate team members and better decisions.
- Appropriate **conflict requires rules**, or norms to be clear to all involved. Examples:
 - Focus on the primary decision to be made (not secondary debates)
 - Avoid rhetoric, name-calling, or non-contributing statements, which erode trust
 - Agree to reach *consensus*, with all parties pledging to support the outcome
- **Trust is the foundation** of healthy conflict and debate.
- There are numerous conflict resolution tools and techniques.

3-Achieving Commitment

Commitment

- Commitment **requires clarity** – to commit to something, it must be clear exactly what you're committing to.
- Each party or entity must commit to multiple others
 - Leader ☐ Team Team ☐ Leader Individual ☐ The Work They're Assigned
 - Leader ☐ Project Team ☐ Project Individual ☐ Team
 - Team ☐ Being a Good Team
- Leaders set the example, so an uncommitted leader can destroy a project / team.
- Teams must have a good structure, trust each other, and manage conflict properly.
- Individuals can fail to commit for multiple reasons (not motivated, personal issues, etc.)

The 'RASCI' Accountability Matrix

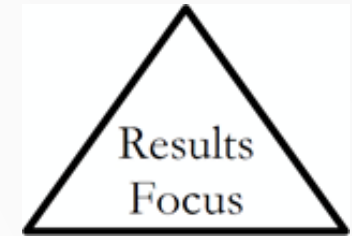
- An accountability matrix is a tool for effectively assigning and communicating levels of accountability for project tasks or functions

Each task or function must have at least one "A" as well as other letters:

- "R" – Responsible.** The party who is to complete the task or action.
- "A" – Accountable.** This party is ultimately answerable for the task or action's completion.
- "S" – Support.** Similar to "R" but a secondary resource who may be called in if needed.
- "C" – Consulted.** A specialist or expert who may be called upon to provide vital input.
- "I" – Informed.** This party must be informed if the task/function is completed, behind schedule. Often the party who completes dependent tasks later in the timeline.

	Project Manager	Project Sponsor	Engineers	Tester 1
Responsibility X	A	I	R	
Activity 1	A	S		
Responsibility Y	C	R		A
Activity 2	R, A			C
Task Alpha	A	R	S	

Focusing on Results



- A results-focused team has solved issues related to trust, conflict, and commitment – it's ready and willing to focus on the work at hand
- **Leadership and the team have new focuses:**
 - **Clarity and priority** – because the team working so well, it's important that each team member knows what they're working towards.
 - **Visibility** – understanding the bigger picture is more valuable for a team that is making decisions quickly and effectively
 - **Process** – creating and documenting process can make the team even more efficient

□Chapter 7- L7



What is Conflict?

- **Conflict** is a natural ingredient in every organization.
- The ability to manage conflict is considered to be a **core leadership competence** and can help project teams to grow and advance. However, conflict management is one of the most difficult soft skills that someone can master and develop.



Understanding Conflict:

- Conflict is normal and healthy (if managed appropriately).
- Conflict arises from differences.
- Conflict can either stimulate or hinder progress, growth, and productivity.
- Conflict that is mismanaged can derail leaders and limit their efficacy.
- Conflict can not and should not be avoided forever.
- Leaders have ways in which they prefer to handle or resolve conflict.



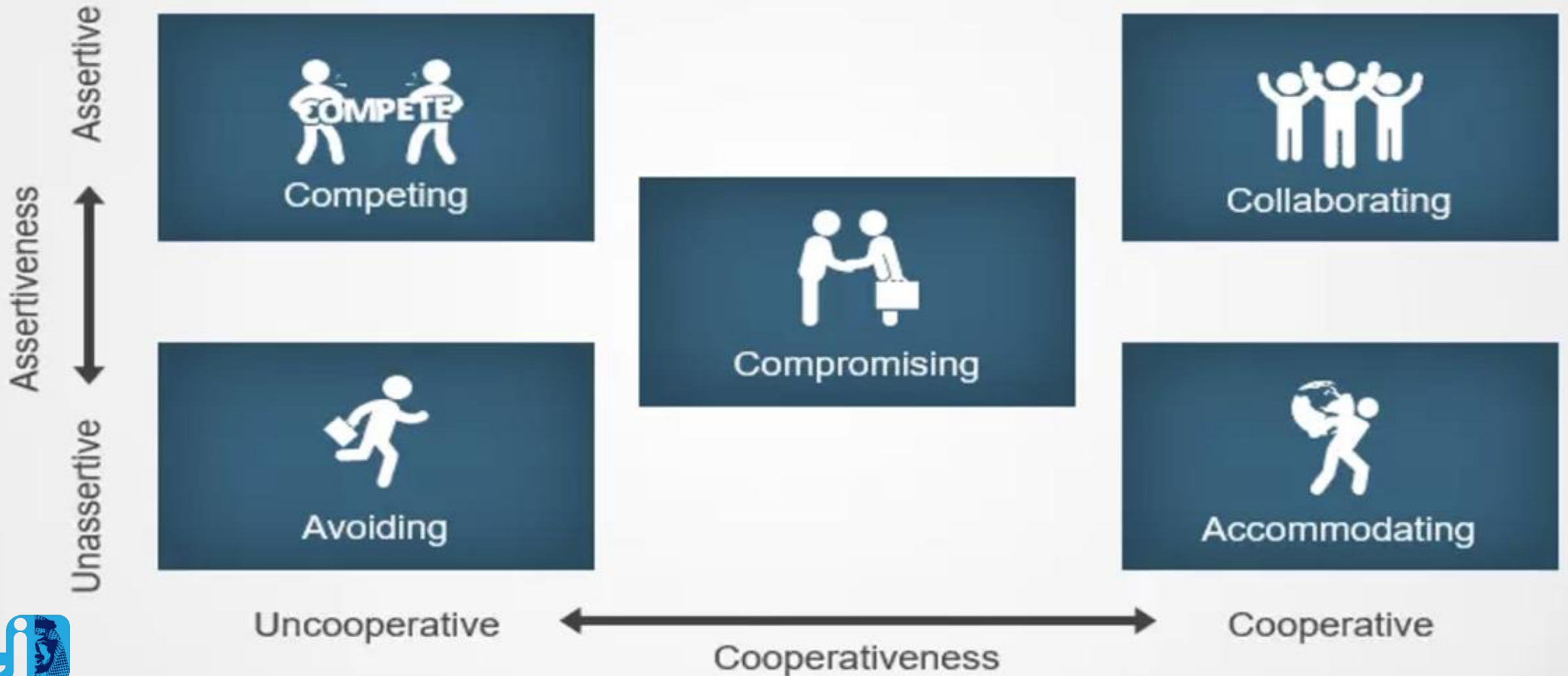
What Causes Team Conflict?

❑ **Team conflict can be caused by various factors. Some of these factors include:**

- Poor communication or no communication;
- Lack of problem solving skills or getting to “root cause”;
- Lack of clarity in purpose, goals, objectives, team & individual roles;
- Uncertainty/lack of resources and sources for help and support;
- Poor time management;
- Lack of leadership and management;
- Team members bored, not challenged, not really interested;
- Lack of skills and abilities in team members;
- Personality conflicts;
- Personal problems; and
- High turnover rates .

The Thomas-Kilmann conflict mode instrument

Conflict Resolution Approaches



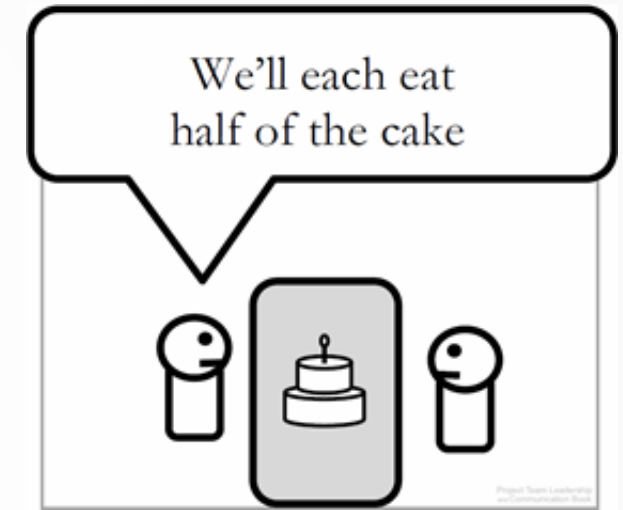
1- Confronting / Problem Solving

- The optimal solution, following a standard problem-solving process:
 1. Define the real/root problem
 2. Analyze the problem
 3. Identify solutions
 4. Choose a solution (this can be difficult)
 5. Implement a solution
 6. Review the solution, and confirm that it solved the problem and repeat if necessary
- Often takes the longest – not appropriate if deadlines are tight.



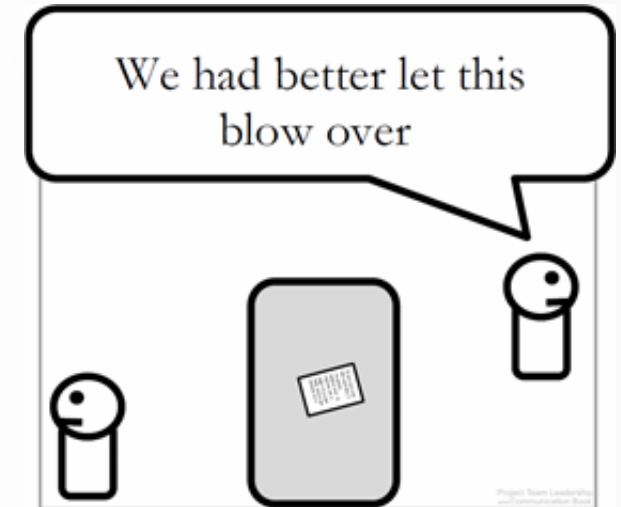
2- Compromising

- Each party makes concessions to the other, and a mutually-accepted conclusion is reached.
- Works best with issues that can be divided.
- Is often the quickest solution.
- May result in a **'lose-lose'** situation because everyone gets only a subset of what they want.



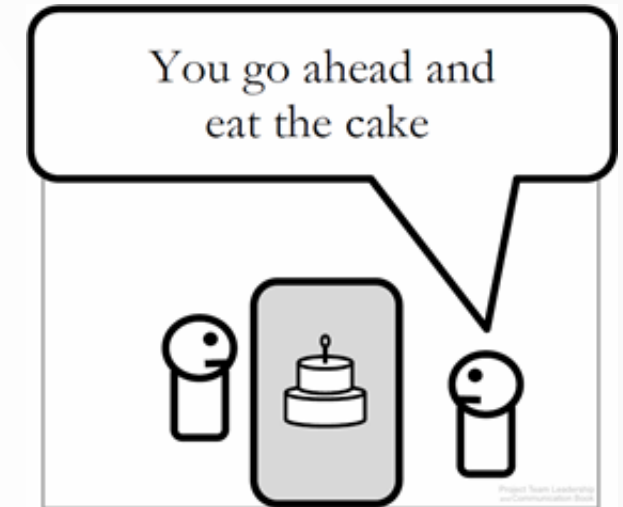
3- Withdrawal / Avoidance

- One or more parties choose to withdraw from or avoid the other to end or delay the conflict.
- Useful when debate is trivial or emotions are high.
- May be needed until an authority can intervene.
- Often doesn't directly solve the conflict.



4- Smoothing / Accommodating

- One party concedes, giving the other the 'win'.
- Useful when the issue is clearly more important to one party or satisfying one party is important to the overall success of the project.
- Can delay conflict, as the accommodating party may change their mind and the disagreement still is in place.



5- Collaborating

- Parties work together to find a mutually-acceptable solution, often a previously-unconsidered third option.
- Considered to be an optimal solution to most conflicts.
- Takes longer than most techniques.
- If parties don't **trust** each other, collaborating is nearly impossible.



6- Forcing

- Authority figure resolves the conflict/makes the decision, forcing all parties to end their conflict.
- Effective when the conflict is petty, unimportant, or one party's opinion is unethical.
- Often used as a last-resort.
- May not resolve the conflict, which can reappear at another time in the future.



The Thomas-Kilmann conflict mode instrument was developed by K. W. Thomas and R. H. Kilmann (1974, 2000).

According to Thomas-Kilmann conflict mode instrument:

- **Competing/ Forcing** is a **win-lose** resolution technique.
- **Collaborating** is a **win-win** resolution technique.
- **Compromising** is a **lose-lose** resolution technique.
- **Avoiding** is a **lose-lose** resolution technique.
- **Accommodating** is a **lose-win** resolution technique.

Types of Conflict Resolutions

- ❑ **Whatever conflict we have, there are only three types of conflict resolutions:**

Win-Win:

To reach a solution acceptable to anyone

Lose-Lose:

Everyone gets something that does not accomplish the goals

Win-Lose:

Power struggle where one party wins

- ❑ Comparing the conflict strategies from the one side and the conflict resolutions from the other side, we have the following two-dimensions table:

Strategies	R e s o l u t i o n s		
	Win-Win	Lose-Lose	Win-Lose
Avoiding		Both parties ignore the issue	
Competing			Only one party wins
Collaborating	Meet the needs of all involved		
Accommodating			One party meets needs of other at own expense
Compromising		Both parties give up something	

□Chapter 8- L8



What is Motivation?

MOTIVATION



Motivation refers to the process by which a person's efforts are energized, directed, and sustained toward attaining a goal.

- Individuals differ in motivational drive and their overall motivation varies from situation to situation.

- **Positive energy is infectious.** It is one of the most powerful tools in the leadership toolbox when it comes to inspiring others in the workplace.

What is Motivation?

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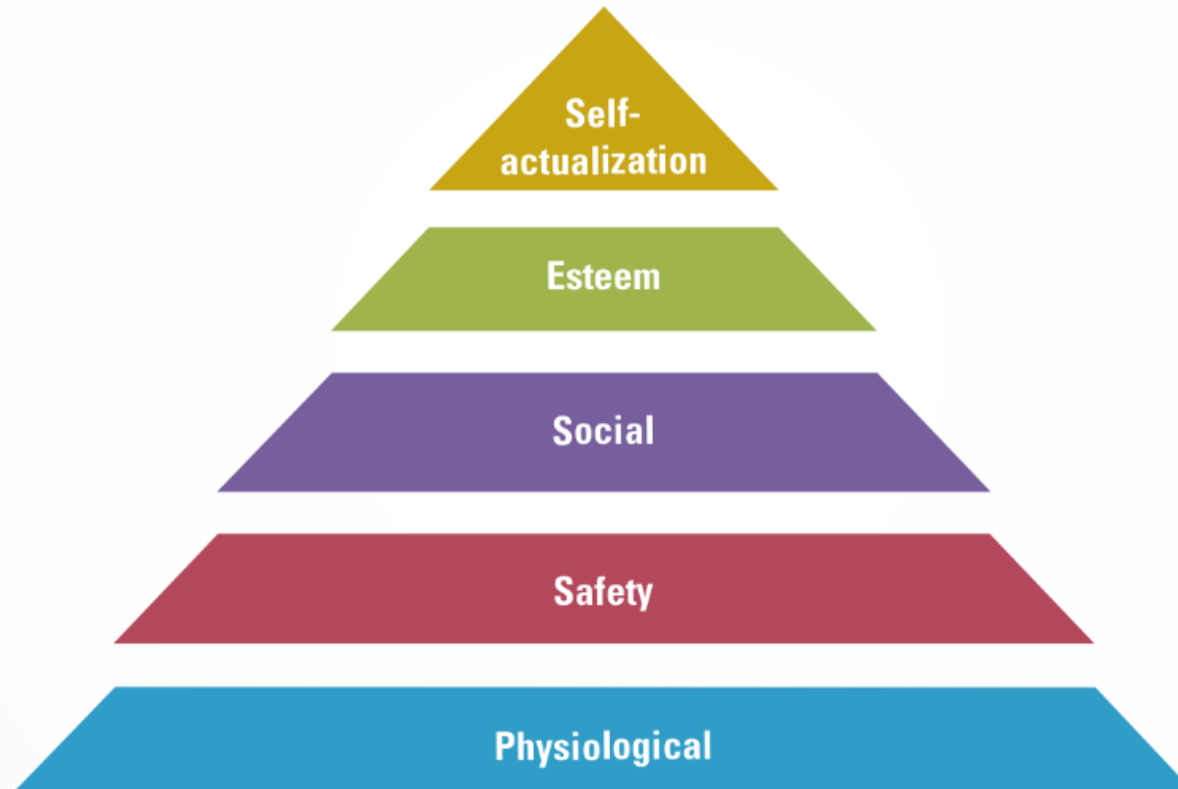
Motivation has three key elements:

- The **energy** element is a measure of intensity or drive where the quality of the effort is considered along with its intensity.
- High levels of **effort** lead to favorable job performance when the effort is **directed** toward, and consistent with, organizational goals.
- Finally, motivation includes a **persistence** dimension where employees keep putting forth effort to achieve those goals.

MOTIVATION



1- Maslow's Hierarchy of Needs



1- Maslow's Hierarchy of Needs

- **Maslow argued** that each level **must be substantially satisfied before the next need becomes dominant**; an individual moves up the hierarchy from one level to the next. Lower-order need are satisfied predominantly externally, while higher-order needs are satisfied internally.
- leaders will do things to satisfy team needs. But remember: **Once a need is substantially satisfied, it no longer motivates.**
- This theory is widely popular among practicing managers probably because it's easy to understand and intuitive. However, there is no empirical support provided for theory; other studies could not validate it.

2- McGregor's Theory X and Theory Y

- **Douglas McGregor** is best known for proposing two assumptions about human nature: **Theory X and Theory Y**. Simply put **Theory X** is a **negative view of people** and **Theory Y** is a **positive view**.
- McGregor believed that **Theory Y** assumptions should guide management practice and proposed that participation in decision making, responsible and challenging jobs, and good group relations would maximize employee motivation.

2- McGregor's Theory X and Theory Y

Theory X:

- Little ambition
- Dislike work
- Avoid responsibility
- Must be closely controlled

Theory Y:

- Enjoy work
- Seek and accept responsibility
- Exercise self-direction

3- Herzberg's Two-Factor Theory

- Frederick Herzberg's **two-factor theory** (or **motivation-hygiene theory**) proposes that:
- **Intrinsic factors** are related to **job satisfaction**.
- **Extrinsic factors** are associated with **job dissatisfaction**.
- It was popular from the 1960s to the early 1980s.

Satisfaction vs. Dissatisfaction

TRADITIONAL VIEW



HERZBERG'S VIEW



4- McClelland's Three-Needs Theory

Three **acquired** needs are work motives:

1. Need for achievement
2. Need for power
3. Need for affiliation

Extrinsic Motivators

- **Money / Power**

- Want to 'move up' in the organization or earn higher wages.
- Ex: Salespeople, CEO's, Politicians

- **Recognition**

- Often motivated most by acknowledgement of those in power.
- Ex: Entertainment, Lawyers, Interns

- **Interpersonal Relationships**

- Relationships with co-workers and a cooperative atmosphere are valued.
- Ex: Religious Leaders, Social Workers

Intrinsic Motivators

- **Autonomy / Interesting Work**

- Prefer the excitement of new and innovative endeavors.
- Ex: Architects, Engineers

Purpose

- Need to feel that their work is beneficial to the causes they care about.
- Ex: Doctors, Teachers, Military

- **Mastery / Exploration**

- Personal achievement, problem solving opportunities, and creative endeavors are sought.

Ex: Artists, Scientists

□Chapter 9- L9



9.1 What is Decision Making ?

- It is a cognitive function concerned with the process of reflecting on the consequences of a certain choice (Senik et al., 2012).
- **Decision making** is vital to all management activities.

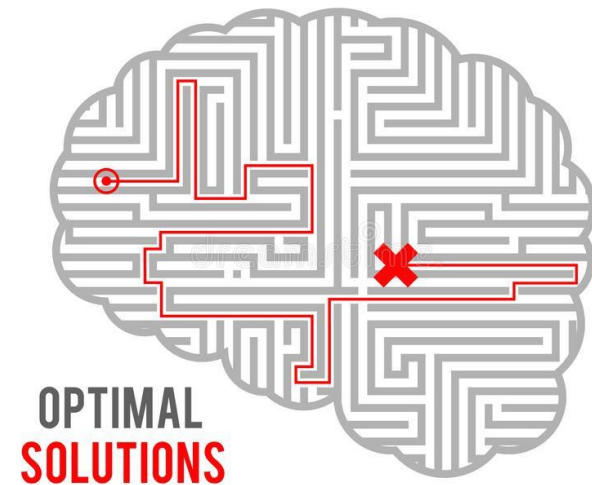


Decision making process: the process by which managers/leaders respond to opportunities and threats by analyzing options, and making decisions about goals and courses of action.

- A leader's decisions can be characterized by routine, but they can also be strategic.

1. Basic Decision or Strategic Decisions

- All basic decision is strategic decisions involving large range commitments and large investments.
- Slight or small mistakes in these decisions would seriously injure the entire organizations.



Types of decision- 2. Administrative Decisions

Programmed Decisions:

- routine, almost automatic process.
- leaders have made decision many times before.
- There are rules or guidelines to follow.
- Example: Deciding to reorder office supplies.

Non-programmed Decisions:

- unusual situations
- that have not been often addressed.
- No rules to follow since the decision is new.
- These decisions are made based on information, and a leader's intuition, and judgment.
- Example: Should the firm invest in a new technology?

Types of decision

3. Major and Minor Decisions.
4. Policy and operative Decisions.
5. Organizational and Personal Decisions.

*The highest level of **Organizational decisions** is referred to as strategic decisions. These decisions affect an organization's general direction, long-term objectives, philosophy and values. Uncertainty is generally high. The middle level is referred to as tactical decisions. These support the strategic decisions, and tend to be of moderate importance and to have moderate impact. The lowest level is known as operational decisions.*

6. Individual and Group Decisions.
7. Long-term and short-term Decisions.
8. Departmental Decisions.



Types of decision (CONT..)

9. Non-economic decisions: relate to values, moral behavior, etc.

10. Crisis and research Decisions: Crisis decisions are those which are made to meet unanticipated situations. Mostly made immediately under pressure of the circumstances.

Research Decisions are made after thorough analysis without any pressure.

11. Initiative and forced Decisions

12. Problem and opportunity Decisions:

Problem decisions= resolving Problem situations which have arisen as anticipated or not...,

opportunity decisions= pertain to taking advantage of an opportunity...sometimes involves risk

- **Decisions in response to opportunities:** managers/leaders respond to ways to improve organizational performance.
- **Decisions in response to threats:** occurs when managers/leaders are impacted by adverse events to the organization.

Decision Making styles

- Decision style has been referred to as:

*cognitive
style*

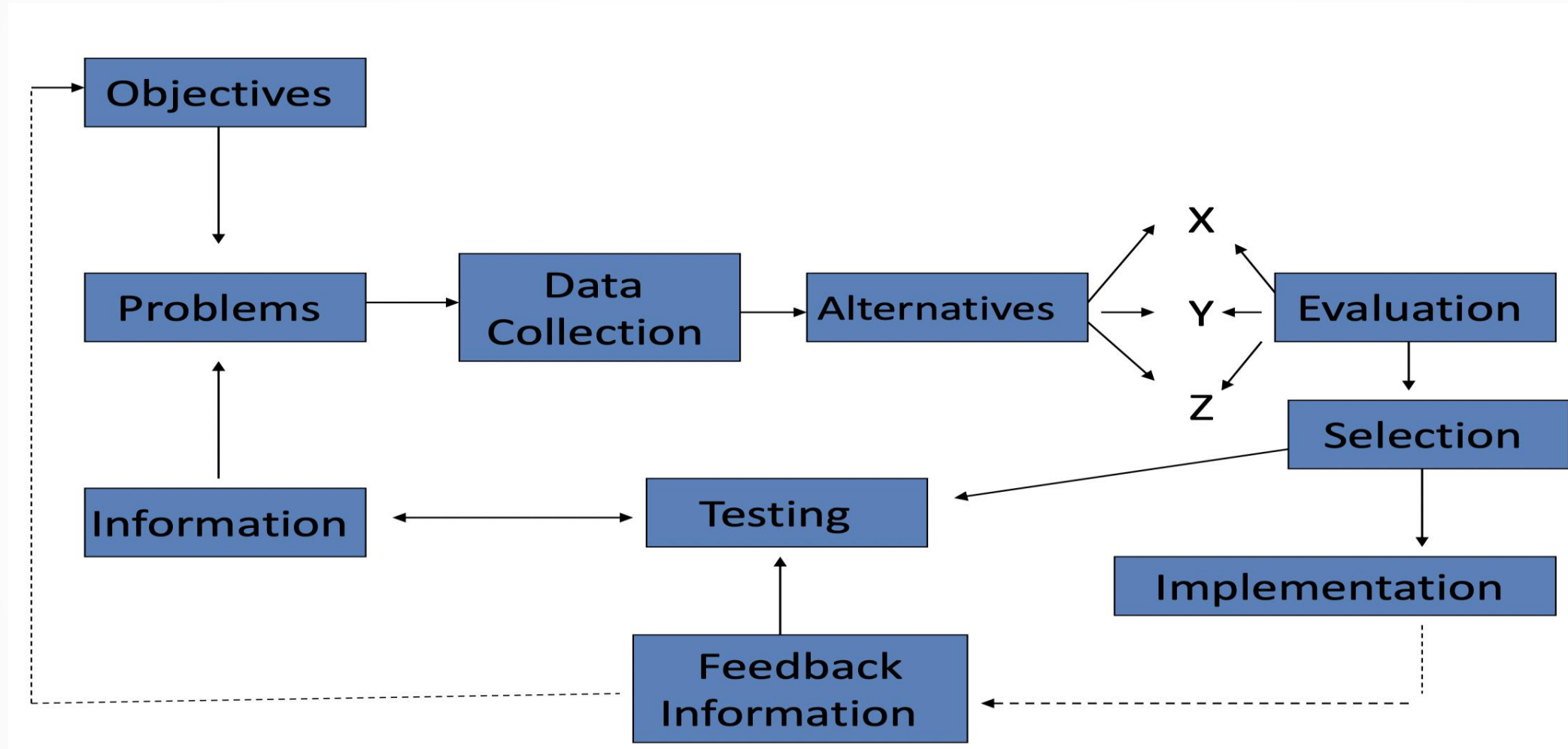
*psychological
style*

*problem
solving style*

Decision Making style (CONT..)

- **Cognitive style** is the information processing habits of an individual.
- Myers and Briggs (1995) explain that **psychology type** is a theory to explain the normal differences between healthy people.
- The Center for Creative Learning (2013) defines **problem solving style** as the “consistent individual differences in the ways people prefer to deal with new ideas, manage change, and respond effectively to complex, open-ended opportunities and challenges.”

STAGES OF DECISION MAKING PROCESS:



Types of Making Decision Environments.:

Making Decision under uncertainty:

- Uncertainty forces decision makers to rely individual and group creativity to succeed in problem solving.
- When no probabilities are available, the situation is referred to as making decision under uncertainty.

Types of Making Decision Environments (CONT.)

Making Decision under risk :

-Exist when decision makers lack complete certainty regarding the outcomes of various courses of action, but they can assign probabilities of occurrence.



-**Probabilities** can be assigned through objective statistical procedures or personal intuition.

- **Expected value**

The product of a payoff and its probability of occurrence.

- **Decision tree**

A branching diagram that illustrates the alternatives.

Decision and leader's perception

Different leaders learn from their experiences in different ways, and there are three basic factors that can influence leaders to learn from their strategic experiences:

- 1. Reflection.** Leaders who are good at learning tend to have a «high reflection index». This means that they actively reflect on what move they should have made in a strategic game.
- 2. Change.** how fast the surroundings change.
- 3. Dedication.** There is a tendency among leaders to repeat what has previously worked well. This can lead to very good performance.

Decision-making skills essential to leaders include:

- Problem-solving skills
- Logical reasoning
- Emotional Intelligence
- Collaboration
- Creativity

□ Chapter 10- L10



Effective Communication

Communication : Is a transfer of understanding and meaning from one person to another.

Effective Communication is defined as the ability to convey information to another effectively and efficiently.



Successful Project communication

If communication is successful:

- Change is encouraged and transitions are easier .
- Commitment is developed among staff (and therefore enhances motivation).
- Co-ordination within the organization is more effective (therefore ensuring that the efficient implementation of plans and strategies).
- Roles and responsibilities are clarified.

If communication is not successful :

- Problems are not identified and addressed.
- Leaders becoming isolated and follow events rather than shaping them.
- Department rivalries develop.
- Motivation and morale may be affected.
- Bureaucracy becomes endemic and decision making slows.
- Profit falls.

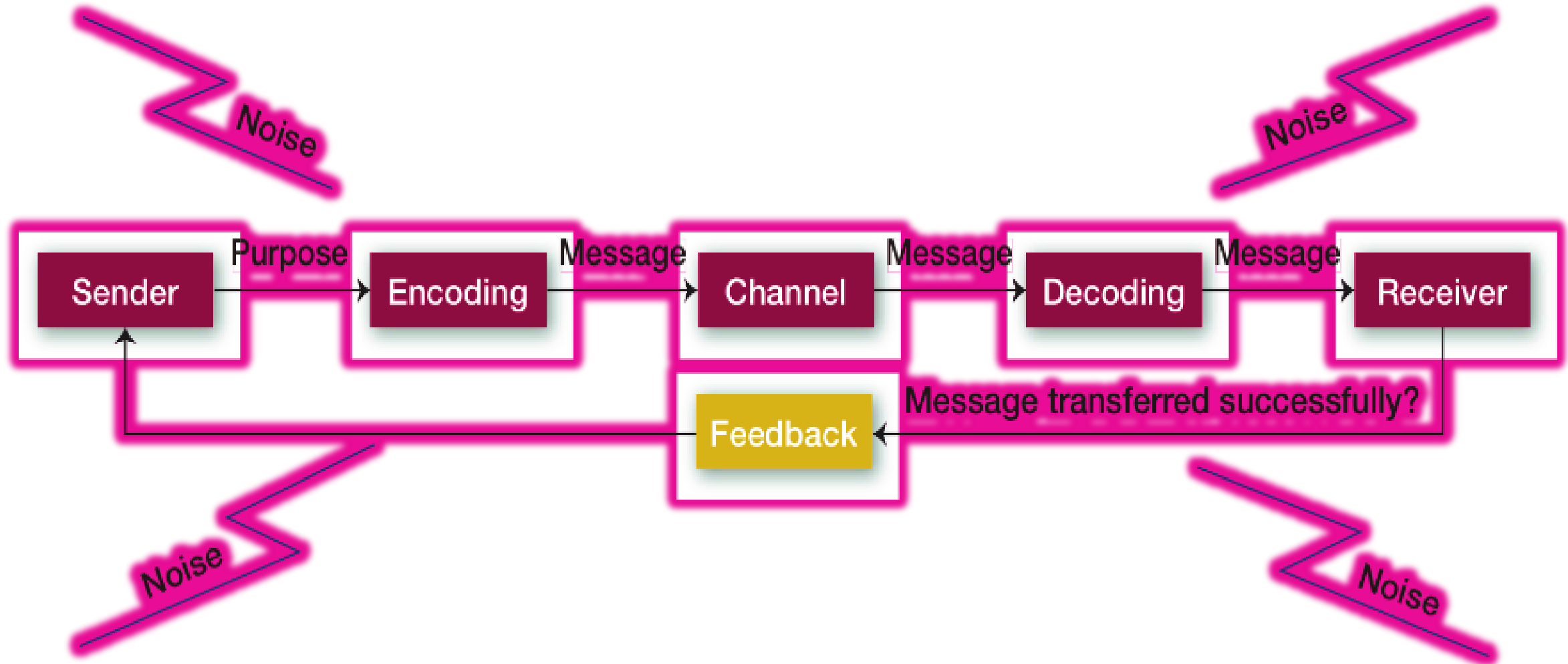
Leaders and communication?

Strong leadership communication skills can foster trust, instill motivation and help team members be as productive as possible.



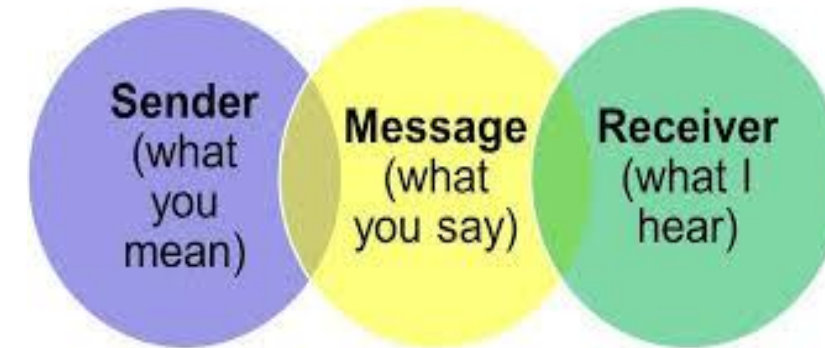
A communicative leader is one who engages employees in dialogue, actively shares and seeks feedback, practices participative decision-making, and is perceived as open and involved.

The Communication Process



The Communication Process

- Depicts the seven-part **communication process** of transferring and understanding meaning: (1) the communication source or sender; (2) encoding; (3) the message; (4) the channel; (5) decoding; (6) the receiver; and (7) feedback.
- The **sender** is the source of the communication.
- **Encoding** means converting a message into symbolic form.
- The **message** is the purpose to be conveyed in the communication.
- The **channel** is the medium by which a message travels.
- **Decoding** means translating a received message.
- The **receiver** is the recipient of the communication.
- **Feedback** is checking to see how successfully a message has been transferred



Factors Affecting Encoding

The source initiates a message by encoding a thought. Four conditions affect the encoded message: **skill, attitudes, knowledge, and social cultural system.**

- **Skill:** determines a person's total communicative success and includes speaking, reading, listening, and reasoning skills.
- **Attitudes:** **Skill Attitudes** influence our behavior.
- **Knowledge:** **Knowledge** of the subject matters allows us to communicate more clearly or, if our knowledge is quite extensive, to confuse our receiver with overly complex information.
- **Social cultural system:** our beliefs and values—influences each of us as a communicative source.

Communication Channels

- The source selects either **a formal or informal channel** through which the message travels.
- **Formal channels** are established by the organization, transmit job-related messages, and traditionally follow the authority network within the organization. Personal or social messages follow the **informal channels** in the organization.

In Conclusion

Be ready for the Final Exam



I feel confident! I can do it on my own.



I feel okay. I need a bit of help.



I do not know what to do. I need help.



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Thank You



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