

Everyone's Smart University

Project (Spring 2021)

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Master	Thursday 18 / 03 / 2021.	(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس ٢٠-٠٥-٢٠٢١ في تمام الساعة ٩ مساءً.
- ☐ الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الانجليزية.
- ☐ يتم تسليم المشروع في صيغة ملف pdf مع الالتزام بنموذج الجامعة ولن تقبل أي مستندات أخرى.
- ☐ يجب مراعاة أقسام البحث الرئيسية (مقدمة Introduction، دراسات علمية سابقة Literature Review، طريقة البحث Methodology، النتائج والمناقشة Results and Discussion، وأخيراً المراجع References. وان كان هناك ملحقات Appendices يتم إضافتها)
- ☐ يجب الالتزام بـ Theme موحد كما يلي:
 - حجم الخط ١٢.
 - نوع الخط Arial.
 - لون الخط أسود.
 - المسافة بين الأسطر 1.5 line spacing.
 - عدد صفحات البحث (لا تقل عن ثلاث صفحات ولا تزيد عن ستة صفحات).

Instructor's Name: **Dr. Sara Adel**

THE IMPACT OF LEADERSHIP SKILLS ON PROJECT SUCCESS IN **YOUR ORGANIZATION**: A CASE OF YOUR OWN.

Different leadership styles are the key factor in the success of any project. Project Leaders are responsible and accountable for the success/failure of the project. There are numerous responsibilities that are assigned to a Project Leader during the leadership journey.

YOUR MISSION:

Your research/project must provide an overview of information and knowledge in a corporate environment with an underlying theme of **defining leadership styles within applying the hard and soft skills** for that style needed by the leader to ensure successful project delivery in your organization. (You are required to demonstrate your understanding of the relevant body of works to real-life business research).

Choose one only of the following project leadership skills using the tools that we learned during the project leadership course; starting from identifying and assess the case till executing the project.

- Prioritization (Using tools for Estimation – Scheduling – Tracking – prioritizing stakeholders).
- Team management (Using Team structures – Team development stages – Team needs).
- Embracing Accountability (Using RASCI)
- Conflict resolution (Using the Thomas-Kilmann conflict mode instrument).
- Motivation (Using one theory of motivation – Types of motivators).
- Communication in the project.
- Influencing (Using different sources of LEADER POWER).

What you have to do:

Your project task requires the preparation of a full project proposal that should contain the following components:

- **Introduction:** A detailed statement of the problem, research aim, and objectives that you would like to investigate and discuss. **(2 points)**

- **Literature Review and Conceptual framework:** An analysis of the literature relevant to the research topic that will give you the conceptual basis for conducting your research from the previous studies. **(2 points)**
- **Methodology:** Based on the conceptual framework, research aim(s), and objectives, you need to provide a detailed description of the data collection tools, data sources. **(2 points)**
- **Results and Discussion:** Description about the main findings of a research, outline your thoughts to defend your research and to emphasize the significance of it. **(4 points)**
- **References:** Lists all the resources you've used in your project, and your refereed journal articles as well. **(2 points)**
- **Appendices (If it is available in your study):** Any supplementary material you need to add. (Optional)

[Write the names of the chapters/sections of your research/ project and briefly discuss what you will write in those chapters/sections] .

Best of luck...

Dr. Sara Adel

أساليب القيادة المختلفة هي العامل الرئيسي في نجاح أي المشروع. 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. (خيارى).

{اكتب أسماء فصول وأقسام (البحث / المشروع) الخاص بك، وناقش بإيجاز ما ستكتبه في كل قسم}.

كل التوفيق لكم جميعاً.....
Dr. Sara Adel

PMG511 (LEADERSHIP)

Mark Zuckerberg is one of the most successful coaching leadership styles in the world. He is the co-founder and CEO of the social-networking website Facebook, and one of the world's youngest billionaires. The truth about Mark Zuckerberg and his leadership is much more difficult than I can include in this short essay. He is passionate about what he makes, and he holds values that he wants to place to others within their company, and the world as a whole. His transformational leadership style motivates and encourages people to take on different challenges. Therefore I chose to talk about Mark Zuckerberg as I think he is the best modern project leader in the whole world.

The coaching leadership style was first described by Paul Hersey and Kenneth Blanchard in the late 1960s when they explained this as one of four leadership styles that a leader can use according to a particular situation, the development of the company's employees, and current position.

This article tries to provide a summary about this particular character of creative leadership and highlights how, the ability to manage, inquiry, and support others, can be an effective way to draw people together.

This style of leadership is strangely helpful in today's workplace, which often involves a much flatter structure. With remote working, hot-desking and different work hours, there tends to grow a more flexible and rich culture.

Coaching leadership is a style that includes and promotes the actions of people, as well as drawing out and understanding their special and individual motivations. In exchange, this method gives a much closer and better insight into an organization's challenges and some thoughts on how they might be best resolved.

In what environment is the coaching leadership style of value?

If an organization is weak, ineffective or the people are lacking in a special skill or knowledge to understand the collective vision, then coaching leaders can be the solution. This style of leadership can motivate and assist others to develop their skills, become stronger and work together more successfully. Coaching leaders can also

enable the arrangement of the organization's goals and culture with the career and personal purposes of the people who work there.

Characteristics of this leadership style:

Features of this style of leadership help lots of 360-degree feedback is given both by control and each individual within the organization. Coaching leaders, hence, are efficient communicators, but also experienced in delegation and letting others take on new challenges and 'try this. Coaching leaders, hence, have to be able to step back, not micro-manage but be motivated by helping others to succeed and achieve their own goals. They can do this by focusing on others, drawing upon an active sense of understanding and self-awareness.

The advantages and disadvantages of this leadership style

Internationally recognized psychologist and science journalist, who stated on the brain and behavioral sciences for the New York Times, Daniel Goleman, says in his many articles that whilst this style of leadership does not accomplish tasks and aims quickly, these leaders are willing to put up with short-term failure if it promotes long-term learning.

Coaching leadership can significantly improve results though. the focus is taken away from daily business functions and instead placed on personal development, but because this needs two-way communication individuals to feel valued, develop a sense of quality within the culture and get fast and constructive feedback to continue and reach higher.

Example of coaching leaders:

In the 21st Century, coaching leaders tend to be related to as 'guides'. However, leadership is not simply one-dimensional. Motivating leaders tend to use a mixture of styles dependent on the environment they are surrounded by. One of the best great leaders who have used the coaching leadership style is Facebook's, Mark Zuckerberg.

Mark Zuckerberg represents the most successful coaching leadership style. He is portrayed as supportive and aggressive. A person who always requires continuous innovation and growth, he loves contests and challenges. He practices three styles of leadership (autocratic, democratic, and laissez-faire). He calls his employees to do their work but also regularly asks for feedback from everybody. He believes in his employees and treats them fairly. As a transformational leader, Mark Zuckerberg has learned from his errors, takes risks, and has developed his organization as a visionary leader. Through confidence, self-awareness, and by the help of mentors, Mark Zuckerberg has been placed on the top 10 CEOs list and has created the most successful social network in the world. Zuckerberg's transformational leadership style continues to move Facebook to a hopeful future. He has grown as a leader and he knows and motivates continued extension within his organization. His transformational leadership style can be described as aggressive, requiring, innovative, and supportive. As a leader who appreciates friendly debates, he gives his employees chances to offer product developments and suggestions for Facebook. Zuckerberg realizes and agrees that he has made many mistakes within his organization, but as a transformational leader, he tries to change those mistakes into growth chances.

Previous Studies on Coaching leadership theory:

Although much has been written about coaching, relatively little of it approaches what a CLS entails (Cox et al., 2010). Besides, research is wanting about the results of a CLS (Cox et al., 2010). But, CLS is included as an essential part of many established leadership principles (Bass and Avolio, 1994; Blanchard, 2007). For example, Meyers (2012) explains that CLS helps employees develop individually and with a long-term view. The leader encourages and challenges partners, to help them achieve individual growth goals. Consequently, a CLS is most efficient when directors want to help their workers build lasting personal strengths. In contrast, Benincasa (2012) shows that a CLS has almost no impact when workers are not open to feedback or are not ready to learn.

According to Hall et al. (1999), leaders who get coaching are more likely to be a goal and relationship-oriented and give more guidance than managers who do not receive

coaching. Moreover, they have more attention in learning, increased self-awareness, and a higher degree of individual development. These traits can result in more efficient management (Kampa and White, 2002).

Ellinger et al. (2003) also find a relationship between managers' coaching practices and job content and job performance. They discover improved knowledge sharing among workers when managers make use of coaching (Ellinger et al., 2003). This observation is reinforced by Park et al. (2008), who find a correlation of CLS with organizational learning, employee personal learning, and turnover intention.

Henson (2013) further explains that a CLS builds confidence, promotes individual competence, and offers to develop a strong devotion to common goals. Furthermore, leaders develop and improve their leadership effectiveness. For example, managers practice self-coaching to find solutions to their problems. The result is more confidence and more self-control among managers who practice CLS. Another effect is that these leaders seem to cope better with stress (Henson, 2013).

According to Ellinger and Bostrom (2002), leaders who work with a CLS have understanding for and confidence in others, less need for control and teaching, a desire to help others grow, openness to feedback and personalized education, and a belief that most people want to learn.

Cox et al. (2010) find that leaders who succeed think they have the skills and knowledge necessary to coach their workers. They learn self-efficacy and the right experiences to build trust and build good relations with their workers. Most importantly, these managers care about their workers and truly want to help them succeed. They emphasize learning as a key factor of coaching. Learning is most powerful when it is combined as part of the work; employees get feedback and are encouraged to learn by themselves (Hicks, 2014).

Research methodology:

In this study, we try to understand project managers' experiences of and ideas about CLS. We used qualitative methodologies and a case study method. Qualitative research is often used to identify choices or new views on a special topic or set of research problems; thus, it often involves methodologies designed to get ideas and solutions rather than a goal, measurable data (Patton, 2002). Case studies using qualitative data are especially suitable for exploratory research when the goal is an in-depth understanding of a phenomenon in its context (Yin, 2009). The two basic types of sampling are probability and nonprobability. The most suitable sampling strategy is nonprobabilistic – also called purposeful sampling (Merriam, 2009; Flyvbjerg, 2006; Patton, 2002).

We used in-depth discussions, following a semi-structured method, which is favored when an interview's goal is to collect data describing the informant's point of view. Seidman (1991) shows that gathering personal experiences, ideas, and meanings from those closely connected is the best way of getting near the truth. I created an interview guide used to organize the interview sessions. Examples of interview questions were 'How do you apply coaching in your role as a project manager?' 'What describes a CLS?' 'What are the challenges and difficulties using coaching?' and 'What are the experiences and outcomes of coaching?'

As a result, I often asked follow-up questions and explained responses. We obtained experimental data from 12 project managers, selected based on an evaluation given by the senior project leader and the researchers. The evaluation concentrated on the participants' experience with and use of a CLS. We conducted interviews at the respondents' workplace, and they remained approximately three hours. I conducted all the interviews to ensure consistency. The interviews were conducted face-to-face; when needed, we scheduled follow-up online interviews to discuss strange data.

Results and analysis:

The organization we analyzed was a financial service group. Within this organization, we analyzed how they practiced CLS within the Information Systems Development section. This project-oriented department consisted of about 120 project managers. Most of the systems improvement projects were either digitalization projects or compliance projects. They work quickly using scrum as the selected project management framework. The project managers' efficiency included activities such as planning, designing, regulating, and reporting to the steering group. In each steering group, four to five departments were designed by their functional manager. The functional managers' duty was to secure the project with enough resources, make technical descriptions and get the organization ready to complete the new system

Challenges:

Interviews with project managers in the studied FSG revealed that the biggest challenge they experience as leaders were producing results through team members. The biggest challenge we meet always has something to do with people.

Challenge 1: Employees are very different

Our interviewees saw that their employees have very different practices, beliefs, and thoughts. One way to imagine these differences is to use a locus of control view (Rotter 1990),

Challenge 2: Development of a common culture.

The cultures of countries vary; the relations between departments such as finance, selling, and information technology are also different. Interviewees noted that how people understand a project—how to progress, work, lead and support one another—varies.

Challenge 3: Time pressure in projects

Another popular major challenge is time pressure, particularly as the deadline approaches. Such time pressure may influence their leadership: the more difficult the time pressure, the more likely they are to achieve a more directing leadership style.

Recommendations:

When practicing coaching, activities are adapted toward a focal point: results orientation with client satisfaction.

Emotional intelligence describes a key tool in coaching, focusing on self-awareness, understanding, self-management, and relationship management.

It is useful to understand such as emotional intelligence. However, managers might experience a knowing-doing gap

The project managers emphasized empowerment through the use of a CLS. The goal is for workers to feel they have the experience to influence the Future research should proceed to focus on the conceptualization and development of mental models of CLS.

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