

Everyone's Smart University

Project (Spring 2021)

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Section

Master

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PROJECT LEADERSHIP

Instructions:

- ☐ اخر 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

THE IMPACT OF LEADERSHIP SKILL ON PROJECT SUCCESS IN MARAFIQ ORGANIZATION

1. Introduction

This study focuses on the impact of leadership styles and Effective communication on projects success in my company Marafiq- Power and water utilities.

1.1 Communication skills

Effective communication is a critical component of being a more effective and competent leader or manager. Managers must be competent and persuasive communicators in order to achieve professional success. It is critical for managers and their teams to learn how to interact effectively, as this will not only assist teams in completing tasks efficiently, but will also allow organizations to achieve their goals and growth (Lee Froschheiser). Many studies described a leader as someone who can take control, guide, inspire, or stimulate others. They have a desire to persuade others and persuade them to obey the goals or principles that they have developed. They are results-oriented, so they are well-trained and experienced in managing difficult to difficult situations and assisting in improving the outputs of teams that work with him. Anyone can be a leader, as long as they have a commanding attitude. He may be the prime minister of any country or an executive in a business. These people have a lot of leadership skills, but they can't lead if they can't communicate well.

1.2 Leadership styles

A research and review of the various concepts of leadership revealed that the majority of definitions focus on the qualities of the leaders. Notable characteristics have been examined, and leadership has been identified as a result. Some of these meanings see leadership as an effort to persuade followers through a variety of means of communication and a direct path to achieving objectives. Leadership is a mechanism that allows management to control people to get them to do what needs to be done willingly and well. Cribbin [1] in his work named "Leadership: strategies for organizational effectiveness" was defined the leadership as group of process and steps tend to influence the practices of an organized people to accomplish the goals. Rauch and Behling [2] leadership aims to discover the company's fate and its future as well drawing a pathway to follow this desired track. Jaworski [3] analyzed the leadership concept as interpersonal skill focus in affecting in a particular situation and organized by series of communication process towards the strategic organizational objectives [4]. The definition of leadership like many social and business terms still has not a consensus to define and agree on its components and characters [5]. Leaders and business

professionals discussed the views of what dynamic leaders should have and the main constitutes for leaders. Charisma, power, prestige, achievements and others are attributes described the leaders and most definitions of leadership several scopes and streams like military, business and socio-culture fields. In a conference held in 1927 discussed the definition of leadership, General Stuart, was one of experienced staff of the West Point Military Academy, defined leadership “as the ability to impress the will of the leader on those led and induce obedience, respect, loyalty, and cooperation”[6].

1.3 Leadership and communication

Leadership communication is described as using excellent communication skills to inspire and encourage a person or a community by sharing information in a structured and meaningful way. To manage challenging situations, leadership communication is a dynamic process that begins with designing a communication plan, writing specifically, and then speaking effectively. There are three types of leadership communication: core, managerial, and corporate. When a leader's portfolio grows, so does the need to improve communication skills in order to navigate a broad horizon and become even more successful in all circumstances. As a result, as the level of leadership rises, so does the level of complexity.

Writing and communicating are two of the Core Aspects Approach's individualized abilities that must be expanded in order to lead and handle larger groups or teams. Managerial Aspect Approach to leadership includes skills such as expressing cultural understandings, listening patiently, team management and team meetings, offering training facilities, and mentoring.

The skills required at far higher levels of leadership, where there is a need to engage with an external sphere, are known as the Corporate Aspects Approach. These skills include maintaining employee relations, communication through transition and emergencies, media associations, and image building. The biggest challenge for a company these days is to gain the confidence of its staff, business partners, and customers. An organization with leaders who are capable of communicating quickly and regularly with well-planned and committed communication policies to inspire not only staff, but also business partners and consumers to place their faith in the organization. Now the question comes, why a leader is required to build trust among stakeholders? The answer to this question is; Leaders are the individuals who are followed by many peoples because they trust him. They don't follow the leader they cannot trust on (Diane Bean). Trust is a powerful asset that can boost your reliability and reputation while also giving you an edge in times of confusion. Trust cannot be built; instead, it must be won or acquired. It is simple for effective and

productive leaders to win trust because they understand the significance and importance of establishing and maintaining trust. Leaders must make every effort, with the assistance of their teams, to inspire business partners to trust the organization's leadership. Communications plays significant role in building trust by creating an environment which empowers leaders to lead efficiently motivating employees to work and achieving the ultimate goal (Jodi Macpherson). It becomes very challenging for a leader to stimulate, involve and hold their most brilliant team members if the leader won't trust their messages (Kaufman). Employees would feel gratified and energized if they have faith in their leader and are well informed of what is going on. Through exchanging sensitive information with staff and other business sources, leaders can build a culture of trust and quickly develop relationships with them. This enables businesses to expand more rapidly. Contact management, sourcing the right networks, constructive dialogue about what else needs to be achieved, and communication feedback are all practices that help to build trust . Since it is the trust of the people that has the power to build a vast form minor and turn major into minor, trust is key. As a result, it is important for an organizational leader to ensure that the people with whom they work are trustworthy.

2- Literature Review

2.1 Leadership Style

The majority of researchers assess leadership efficacy by looking at the effects of leaders' decisions on their followers and other members of the organization. The most commonly used metric is how effective an organizational unit of leaders is at completing tasks in order to achieve its objectives, both objectively and subjectively. The intention and values of the individual performing the assessment often influence the selection of suitable criteria, as everyone has different values. (Yukl, 2009). In contrast to previous research, the Michigan Leadership Study suggested positive leadership habits. Employees' perceptions of their bosses' actions are mostly focused on two categories: task-related behavior and interpersonal relationships.

1. Task-oriented behavior

Effective managers use their time and efforts to focus on mission or job-oriented functions separate from their employees, such as organizing and managing their employees' activities, allowing their employees to set high yet practical performance targets.

2. Relationship-oriented behavior

Task-oriented action does not have to mean ignoring human relationships for successful managers. Showing confidence and credibility, acting polite and compassionate, trying to understand the

employees' problems, showing gratitude for the employees' ideas, and recognizing their sacrifices and accomplishments are only a few of the actions that support this theory.

Managers' success in large organizations is determined by their ability to influence leaders, subordinates, and workers. That is to say, the essence of leadership is the ability to influence others. Different individuals may perform various leadership roles, influencing what groups do, how they do it, and how group members interact with one another. Of instance, this immersive phase entails. The problem is not just who uses the influence, but also the kind of influence used and what the outcomes are. The issue isn't only who wields power, but also what kind of power is wielded and what the results are. There are opposing viewpoints in which the concept of leadership is constrained by the use of power, resulting in high employee loyalty through dissatisfaction or inability to follow the leadership. Another opposing viewpoint is that of someone who exercises power over incentives and punishments. As a result, the first perspective will remove some of the influencing processes that are critical to understanding whether a manager is successful or ineffective in specific circumstances. Depending on the scenario, the same type of influence can produce different results, and the same leadership outcomes can be accomplished using various influencing techniques.

2.2 Communication

Communication is characterized as a process through which a sender conveys various types of information to a receiver. Everyone can be a communicator or run a communication method. The quality of communication, on the other hand, can vary depending on how successful a communicator is. The message is not only transmitted, received, and understood by the intended recipient, but it is also efficiently achieved. Individuals who are skilled in communication are judged not only on how well the message conveyed reaches its intended destination, but also on how well it is delivered. Communication skills are constructs that include elements of intelligence, inspiration, skills, attitudes, and efficacy from the individual's internal perspective (Berman & Hellweg, 1989). Individuals that are communicative have the ability to efficiently utilize communicative tools (such as movements, vocabulary, and voice) to achieve social objectives (Stohl, 1985). Then, according to Larson, Backlund, Redmond, and Barbour (1978), communication skill is described as an individual's ability to demonstrate awareness of acceptable communication actions in specific circumstances. This argument is reaffirmed by McCroskey (1982), stating that the point is the proper communicative action, while from the subject side, competent communicators are those who are successful in achieving their goals or optimizing the goals' accomplishment via communication.

3- Research Methodology

The aim of this study was to look into the influence of leadership styles and effective communication on project performance in the Marafiq organization, as well as their roles in running successful projects, in order to evaluate business sustainability success factors. The research looked at a variety of leadership styles to see which ones are more closely linked to effective communication skills. A descriptive research depends on an understanding of various leadership styles and their effects on communication abilities. The questionnaire approach is appropriate for this form of research since it offers a quantitative overview of the goal of Marafiq departments employees' attitudes and opinions.

The Multifactor Leadership Questionnaire (MLQ) was used in the analysis to assess the influence of various leadership styles on successful communication. The questionnaire included a group of validated items adapted from previous studies [14] as well as a collection of demographics-related questions. The confidentiality of all responses was guaranteed to each subject. The survey's participants were asked a series of questions to fill the questionnaire optionally. Out of the 30 questionnaires distributed, 22 respondents filled out the questionnaires, resulting in a response rate of 73 percent, which is within the acceptable range. Cleaning data, severity, and completeness were tested on the completed questionnaires, yielding 18 accessible cases.

4- Results and Discussion

Communication, as we all know, has a huge influence on successful leadership, and the same is true for leadership styles. The negotiation method is often influenced by different leadership styles. There is a vice-a-versa relationship between the two (Benita Zulch, 2014).

The three leadership styles Autocratic, Democratic and Transformational have been studied in the questionnaire. The research states if the impact of different leadership styles can affect and associate with implementing of leadership to achieve an appropriate level of effective communication and lead to project success. The results referred that transformational and Democratic leadership had a positive significant impact on effective communication while the results show that the Democratic leadership had a negative significant impact .

Moreover, the following are styles of leadership which affects communication:

A. Style According to the Situation: The practice and application of various leadership styles in a variety of situations, depending on the needs of the audience and personal leadership qualities, is

referred to as leadership style. Every situation has an impact on communication, as some situations necessitate direct and strict communication while others need the leader to communicate in a more indirect manner. This can often make communication more efficient, but it can also lead to miscommunication.

B. Goal Oriented Leadership Style : For himself and his team, every leader has a vision or mission. This vision or set of priorities is in line with the goals and objectives of the organization. The vision and goals of the leader must be communicated to his team in order for them to be motivated to achieve them efficiently. He interacts in such a way that everyone can see what he expects from them. Involvement of the whole team, as well as constructive listening, The key characteristic of this style is direct and timely contact. This leadership style ensures that communication is both efficient and meaningful.

C. Directive Leadership Style : In this leadership style, the leader assists his teams in achieving their individual and team goals by advising them on the best strategies to use and pointing them in the right direction. He serves as a manager, guiding and enabling his team to follow the direction that will help them accomplish their objectives more quickly and precisely by efficiently communicating.

D. People Centric or Employee Orientated : There are two groups of workers in a squad, according to this: active and lazy. Employees who are self-motivated and enthusiastic about completing the tasks assigned to them fall into the successful group. Another group is those who need constant motivation and encouragement to carry out their responsibilities. As a result of the people-centric leadership style, the leader must maintain frequent contact with his or her subordinates and To get the job done, you'll need to communicate with these workers. To keep workers engaged in their jobs, the leader must devise tactics that are tailored to their needs. The importance of communication in this leadership style cannot be overstated.

E. Leadership Style According to the Intellectual Level : It is thought that a leader's leadership style should be adjusted based on the employees' intellectual level and maturity. Maturity here does not apply to sensitivity or age, but rather to work stability, a proclivity for dealing with difficult circumstances, and the capacity to meet a specific goal. Effective leaders strive to maintain a healthy balance by changing Communication is influenced by their leadership style.

F. Behavioral Leadership Style: This leadership style distinguishes between two basic types of leadership: work-oriented and individual-oriented leadership. The blend of this style is governed by achievement, motivation, readiness and aptitude to take responsibility, learnings, and expertise. This leadership style is dependent on the situation, where it is to be used, and why it is to be used. As a result of this communication style, associations must pay close attention during interactions to ensure a positive outcome.

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