

SUSTAINABILITY OF HISTORIC BUILDINGS IN SAUDI ARABIA



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1 Strategy

- 1.1 form the mission
- 1.2 form the vision
- 1.3 develop and identify the objectives in a SMART model
- 1.4 develop and identify the performance measurement indicators, Lead or Lag
- 1.5 develop and prepare the project charter model

1 **Strategy:** Our strategy was initiated as a compatible part of our nation vision 2023, we committed to contribute and envisioning our nation goals, and to be one of the most specialized worldwide companies in sustainability. (*See Appendix 1 Strategist Consultant Review*).

1.1 Mission: Our mission is to responsibly provide quality sustainability services through innovation, applying highest environmental standard and worldwide practicing in construction methods while sustaining maximum value for our partners.

1.2 Vision: Our vision is to be the preferred Saudi leader in Sustainability.

1.3 Project objectives: Our objectives are to rebuild, develop, rehabilitate 50% of total Saudi historical buildings, minimize operational waste by 40% and increase the revenue by 10% within ten years starting from 2022.

1.4 Project's Key Performance Indicators (KPI's):

1.4.1 Introduction:

The KPIs have been developed to prioritize improvements in support of the overall our vision and materialize our goals. The KPIs are summarized into two categories:

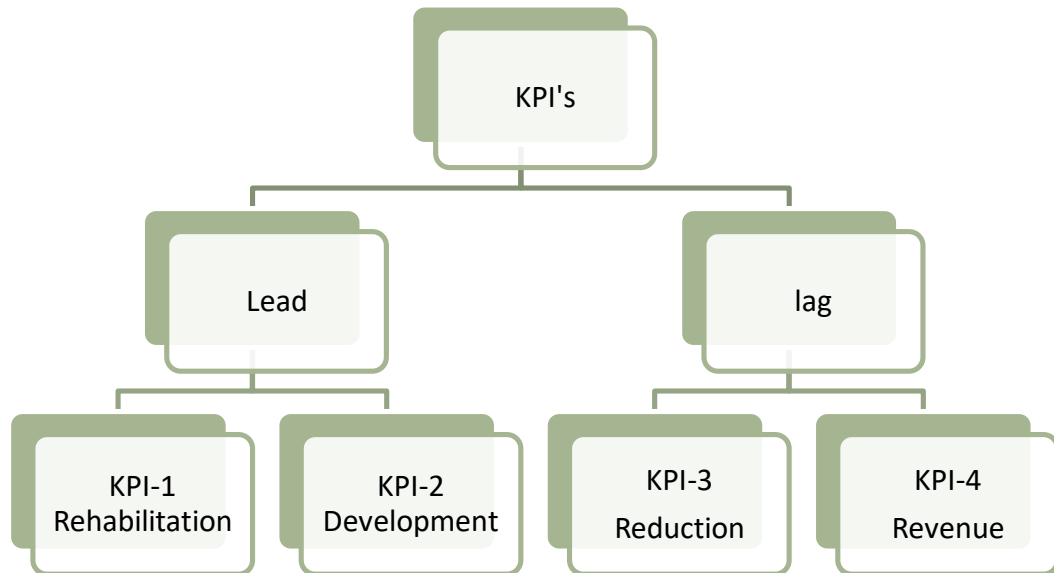


Figure 1.1: KPI's Categorization

- Lead KPI's:

Reference no.	KPI
KPI-1	Rehabilitate 70% of Saudi historical building during first 5 years from 2022.
KPI-2	Develop 50% of Saudi historical building during first 5 years from 2022

Table 1.1: Lead KPI's Summary Table

- Lag KPI's:

Reference no.	KPI
KPI-3	Gradually reduce operational waste by 5 % annually.
KPI-4	Increase visitor flow by 5 % annually.

Table 1.2: Lag KPI's Summary Table

1.4.2 Lead KPI's Definition and Measurement:

KPI Ref	KPI Title				
KPI-1	Rehabilitate 70% of Saudi historical building during first 5 years from 2022.				
Target performance against which the KPI performance will be assessed					
Bassline	Year1	Year 2	Year 3	Year 4	Year 5
4,000	4,600	5,600	5,800	6,400	7,000
Description	The number of historical buildings that been rehabilitated and classified as safe and useful building from authorized governmental entity.				
Method of Calculation	Total Number of Classified Building as Safe & Useful utilities / Sum of Total Historical Buildings * Sum of Total Historical Buildings = 10,000				

Table 1.3: KPI-1 Definition and Measurement

KPI Ref	KPI Title				
KPI-2	Develop 50% of Saudi historical building during first 5 years from 2022.				
Target performance against which the KPI performance will be assessed					
Bassline	Year1	Year 2	Year 3	Year 4	Year 5
1000	1,800	2,600	3,400	4,200	5,000
Description	The number of historical buildings that been developed and classified as investment opportunities building from authorized governmental entity.				
Method of Calculation	Total Number of Classified Building as investment opportunities building / Sum of Total Historical Buildings * Sum of Total Historical Buildings = 10,000				

Table 1.4: KPI-2 Definition and Measurement

1.4.3 Lag KPI's Definition and Measurement:

KPI Ref	KPI Title				
KPI-3	Gradually reduce operational waste by 5% annually				
Target performance against which the KPI performance will be assessed					
Bassline	Year1	Year 2	Year 3	Year 4	Year 5
1	950.0	902.5	857.4	814.5	773.8
Billion	Million	Million	Million	Million	Million
Description	Reduce the annual OPEX expenditure by 5 %				
Method of Calculation	Sum of OPEX expenditure (last year) * 0.95 * Sum of OPEX expenditure 2021 = 1,000,000,000 SAR				

Table 1.5: KPI-3 Definition and Measurement

KPI Ref	KPI Title				
KPI-4	Increase visitors flow by 10 % annually.				
Target performance against which the KPI performance will be assessed					
Bassline	Year1	Year 2	Year 3	Year 4	Year 5
1.0 Million	1.10 Million	1.21 Million	1.33 Million	1.46 Million	1.6 Million
Description	Increase company revenue				
Method of Calculation	Total Number of paid Ticket * Ticket Price * Sum of Total Revenue 2021 = 1,000,000 SAR				

Table 1.6: KPI-4 Definition and Measurement

Project Charter Model



ميثاق المشروع - Project Charter

SUSTAINABILITY OF HISTORIC BUILDINGS IN SAUDI ARABIA PROJECT

Date: 20/12/2021

1- Project Information

Project Title	Develop the historical buildings in Riyadh city – Al Deryah
Program	HISTORIC BUILDINGS Development
Project Manager	Khalid Almotairi,
Program Manager	Fahad Alanazi
Sponsor	Mansur Alhumidan,
Project Start Date	01/01/2022
Project End Date	31/12/2024
Project Cost	90 Million (Saudi Riyal)

2- Project Description

Develop 50 Historical building served by Construct and develop Market Area and Social Zone.

3- Project Goals and Link it to Strategic Goals

Strategic Goal:	Develop the historical building
KPI:	Develop 50% of Saudi historical building during first 5 years from 2022.
Project Goals	
1	Develop 50 historical building located into Al Dyraih area
2	Increase visitors flow by 6.25 %

4- Project scope

The project consists of:

- Develop a 50 historical buildings in Diriyah Zone.
 - Rehabilitate the Mosque
 - Construct a Restaurants & Coffee-Shop area
 - Construct a Kids lot
 - Construct a Shopping area
 - Construct a Museum
-

5- Project Main Phases/Milestones

Phase	Description	Duration
Develop the Market area	It consisting of the shopping area, kids lots, Museum	6 Months
Develop the social Community Zone	It consisting of the Mosque, Restaurants, and Coffee Shops	9 Months

Open the Commercial area for Visitors	Open the Market area and Social Community Zone for visitors (local, and tourist)	12 Months
Handover the First Building	Handover the first historical building to Ministry of Tourism	14 Months

6- Project Budget Estimate

Phase	Budget
Develop the Market area	30 Million (Saudi Riyal)
Develop the social Community Zone	10 Million (Saudi Riyal)
Develop the Historical Building	50 Million (Saudi Riyal)

7- Project Stakeholders Analysis

Name	Level
Diriyah Gate Development Authority	High
Ministry of Tourism	High
Royal Commission for Riyadh City	High
Saudi Tourism Authority	Medium
Saudi Electricity company	Medium
National Water company	Medium
Ministry of Municipal and ruler and housing	Low

8- Assumptions

Sr.	Assumptions	Remarks
1	Water and wastewater network are working in good condition	n/a
2	Electricity power are connected and working in good condition	n/a

9- Risks

Description	Level	Initial Respond
Infrastructure efficiency	low	Utilities company to fix it.
Permits & Approval	Medium / High	Dedicate a high level coordination with concern parties

10- Approval list

Position	Name	Signature
PMO Manager	Aseel Salih Alsalamah	
Finance Manager	Asma Abdulallah Alsalman	
Engineering Department Manager	Ahmad Ali Alzughaibi	
CEO	Fahad Ahmed Alanazi	

2 Governance, Structure and Process.

2.1 Develop an organizational structure for the teams and units of the project.

A project is some kind of undertaking with the aim of achieving a particular goal. For this project, we developed an organizational structure for the teams and units of the project. Organization is a very basic requirement for the success of any project.

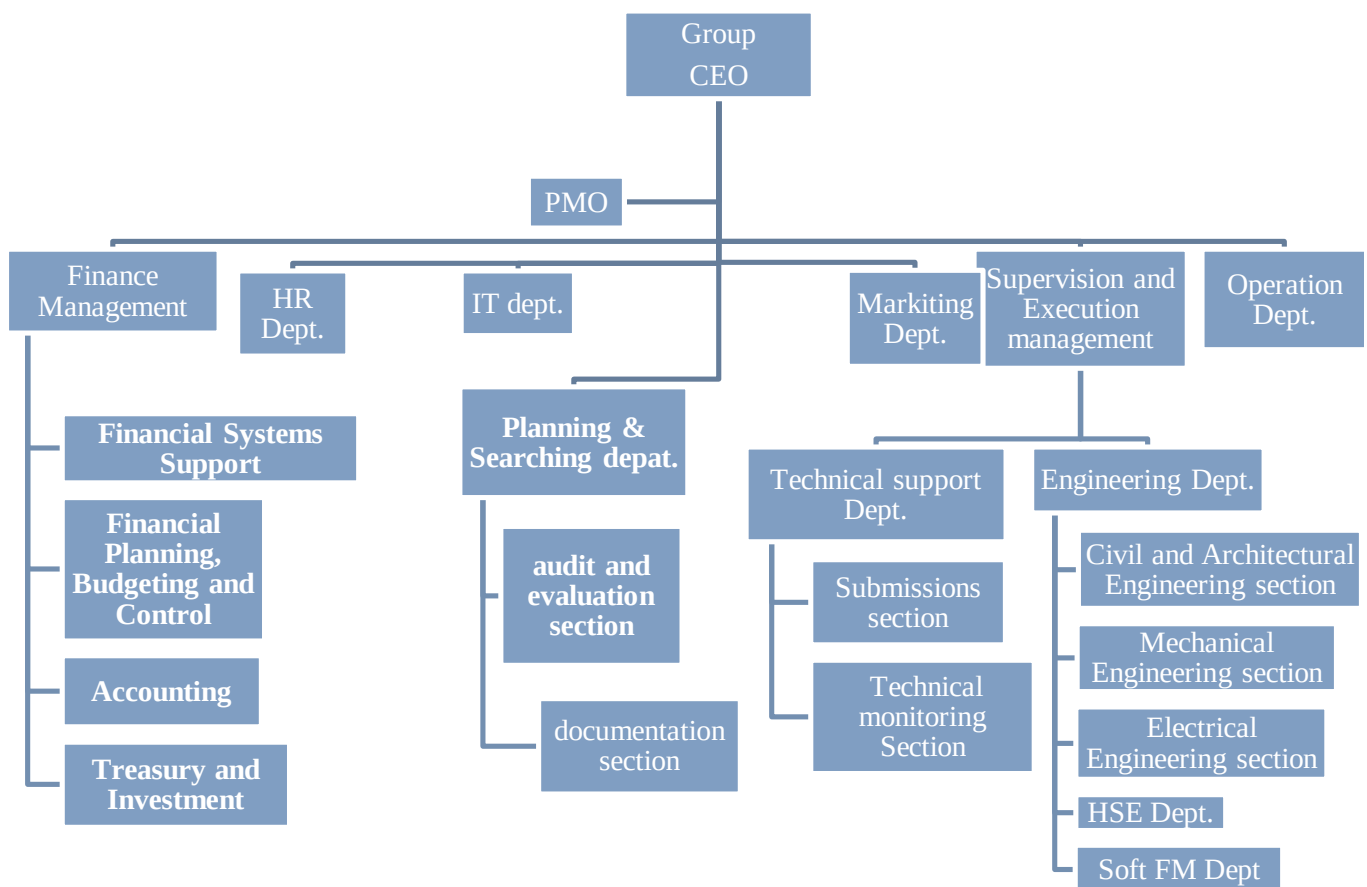


Figure 2.1: Organizational structure

2.2 Identify the practical and scientific bases, which adopted in developing the structure

The process of designing or developing the organizational structure is based on key organizational principles and foundations. It considers as a reference point for making decisions about multiple regulatory options. The bases are:

- Specialization – Departmentalization.
- Relative importance for Main functions
- Integration and Harmony

2.3 Identify projects office model, most appropriate to manage the project, in addition to mentioning the reason

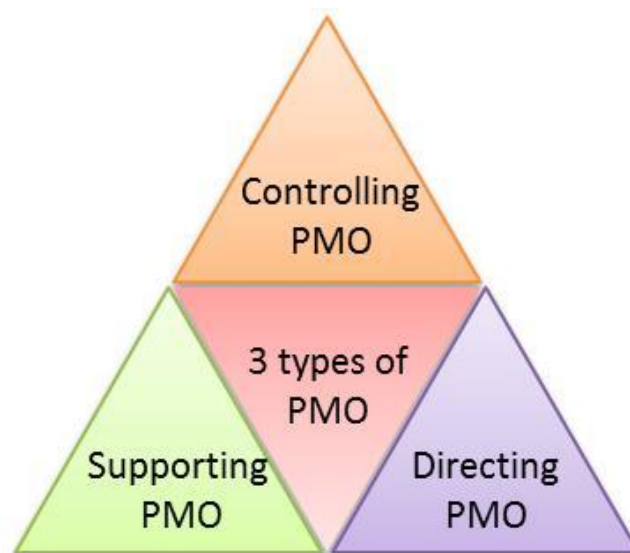


Figure 2.3

For the project, we prefer to define (PMO directive) because this type is very suitable for large organizations that need technical support in many and varied places.

Also, this type is characterized by providing high professional in project management, as each manager writes periodic reports for the office, which ensures a very high level of consistency in the work at the level of all projects.

3 Compliance, standards and regulations

3.1 Design a check compliance model before delivering the project outputs.

Project Name:	Develop the historical buildings in Riyadh city – Al Deryah Zone	Owner:	Mansur Alhumidan	Main Contractor:	J&P Company
Date		Day		Ref.	01
Compliance Model					
No.	Goal / Deliverable	Responsible		Compliant (Yes/No/NA)	Remarks
1	List of lessons learned	PMO		Yes	
2	Project closure document	PMO		Yes	
3	Budget Closure memo	PMO		Yes	
4	Final project status reports	PMO		Yes	
5	Supply contracts and process	PMO		Yes	
6	Completed the develop of buildings	Project Manger		Yes	
7	Site investigation report.	PMO		Yes	
8	Engineering report.	PMO		NA	
9	Summary disposal equipment and material	PMO		Yes	

Table 3.1: Compliance model

3.2 Develop Check List model for the three stages of the project

(Start & Plan- Execute- Close)

Project checklists are a simple but essential tool, often developed and distributed by a Project Management office PMO.

Whose purpose is to assist project managers in following the project governance processes established in the organization, in this way standardizing the approach and assuring its quality.

Initiation stage		
No.	Description	Status
1	The scope of the project clear	
2	The project funding are approved	
3	All the stakeholders have been identified	
4	Identify a sponsor	
5	Confirmed the project delivery expectations (time and scope) with all the stakeholders	
6	All the project benefits been captured and are reasonable	
7	Aware of the process of getting the project approved	
8	The business case cover assumptions, dependencies, and constraints	
9	Risk assessment be conducted	
10	The project team established & resources available to start the project	
11	Business case to start work are approved	
12	Develop Project charter	

Table 3.2.1: checklist of Initiation stage

Planning stage		
No.	Description	Status
1	Determining 50% of the selected buildings	
2	Develop project management plan	
3	Develop work breakdown structure	
4	Create a baseline for the project plan	
5	Project team comfortable with the project schedule	
6	Defined the milestones for the project	
7	Plan to track project progress	
8	Collect Requirement	
9	Develop resource plan for the duration of the project	
10	Define the scope	
11	Plan cost management	
12	Plan quality management	
13	Plan risk management	
14	Plan procurement management	
15	Plan stakeholder engagement	
16	Assign the PMO and the main contractors	
17	Organized a project kick-off meeting	

Table 3.2.2: checklist of planning stage

Execution stage		
No.	Description	Status
1	Signed off & finalized the business requirements	
2	The project team are aware of the project deliverables	
3	All the hardware and infrastructure requirements are finalized and addressed	
4	The team are aware of roles and responsibilities for everyone	
5	The team are aware of the benefits and business value of the project	
6	Planned the resources required for the implementation	
7	The project team aware of the project deadlines	
8	Developed a plan to update the system documentation after the project is complete	
9	Develop a list of critical tasks	
10	Will there be a need for environment setup required?	
11	The project team have the required hardware and software	

Table 3.2.3: checklist of execution stage

Close stage		
No.	Description	Status
1	all the project benefits still on track	
2	Provide a closure document	
3	All the stakeholders authorized the project closure	
4	Provide a list of lessons learned	
5	Made adequate arrangements for the handover of the new or updated systems/processes	
6	The project budget been finalize	
7	All the project resources released	
8	All the post-project activities completed	
9	Handover is complete for all deliverables	
10	All deliverables are accepted and signed off by the client	
11	Final project status reports are complete	
12	All financial processes and reports are complete	
13	Project review is done	
14	All supply contracts and processes are terminated	
15	Site operations and facilities used for the project closed down	
16	Disposal of all equipment and materials	
17	Announcement of completion of a project (internal, external, and public relations contacts)	
18	Completion of storage for all the project files	

Table 3.2.4: checklist of close stage

4 Power and Interest

4.1 Develop a stakeholder register and form groups for them. (Competency 8)

4.2 Develop the two networks: (Strength/Interest) and (Influence/ Strength)

A stakeholder is any individual or group, or organization that has any direct or indirect impact in a project and is likely to be affected by the project's outcome. A project can have multiply stakeholders (internal/external), and each one may have varied interests and Influence from the project.

No.	Stakeholders	Category	Influence	Interest	Expectations
1	Sponsor	Internal	Strong	Supportive	Financing & Approval of the project charter
2	Project Manger	Internal	Strong	Supportive	Clear Requirements and timely completion of works
3	Transport Companies	External	Important	Neutral	Cost of transportation and providing buses to transport the project team and tourists later
4	Competitors	External	Weak	Resistant	To adopt fair trade practices regarding price, quality and service
5	Ministry of Culture	External	Important	Supportive	Empower and encourage the cultural sector
6	Ministry of Tourism	External	Important	Supportive	Obtaining the necessary licenses and supporting heritage tourism

7	Ministry of Commerce	External	Strong	Neutral	Obtaining all the necessary documents for the project
8	Heritage Commission	External	Important	Supportive	Highlighting the sustainability for heritage buildings in international forums
9	Contractors	External	Strong	Neutral	Supply materials & Executing the works

Table 4.1 & 4.2

4.3 Use the logical diagrams for the register of the stakeholder

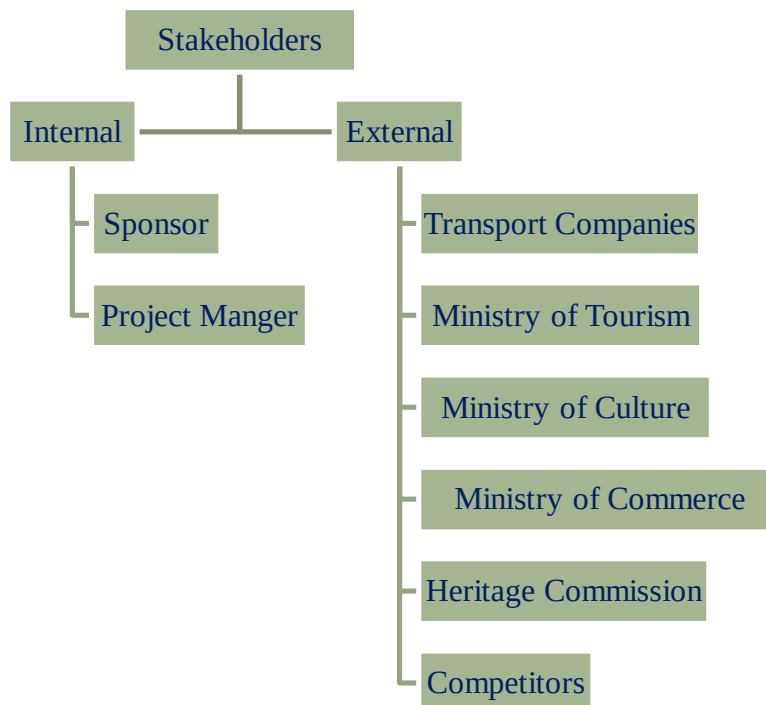


Figure 4.3: logical diagrams for the register of the stakeholder

5. Culture and Values

Pride

Our proud comes from the way we live together and works together, inspire each other to create a common future based on cooperation and sharing with our friends and neighbors in everything we do

Our heritage is solid and rooted

We want the world to see our great heritage, be passionate about our community, and make visiting the historic buildings on his list of interests.

Building effective partnerships

It's all about the way we care for each other, and how our societies unite and create kinds of lasting, interactive bonds, let's make the historical and heritage buildings a landmark and an icon for Saudi Arabia, and a symbol of heritage and a beacon of pride for all Saudis, who are proud of it and strive to develop into an exceptional global attraction.

Empowerment

We are a good neighbor for our community, which is why we aim to increase our interaction with everyone to make sure that everyone who lives here feels that they are part of the work we do.

Our society

We aim to provide support, advices and awareness's to all members of society regarding historical and heritage buildings.

Originality :We stress that our projects and conversations are credible and reliable.

6 Self-reflection and self- management

6.1 specify “3” personal behaviors of the student that can influence on the project.

1. Poor delegation skills

as project manager, I delegate much of my work to my team members. Here's the problem - team members are confused; they're not sure of what is expected and when things are due.

Things to do: Plan the delegation. Then, communicate what you are delegating, the level of authority being given, due dates, and when you will follow up. Let your team members know that you are available to discuss issues and to provide support.

2. Poor listener

Great project managers know how to listen. Rather than interrupting to make a point, leaders listen with the intent of digging deeper and understanding the perspective of others.

Things to do: Focus more on the person speaking. Make good eye contact. And ask appropriate follow-up questions that show empathy and concern.

3. Too many projects’ meetings

Some project managers keep their team members in meeting prison, and often, the meetings are things that could have been handled in other ways. This behavior leads to frustrated team members who are busy trying to get their project work completed.

6.2 Study such behaviors, identify their reasons, and how they can be eliminated.

Things to do: Eliminate recurring meetings when possible. Eliminate status meetings gather status information and share through status reports. Always ask yourself:

Is there another way to handle something that does not involve a lengthy meeting?

A quick conference call. An email. Instant messenger. A quick stand-up meeting.

6.3 conduct a self-professional assessment by using SWOT model

SWOT Analysis

S	INTERNAL STRENGTHS
1	The ancient history of the Arabian Peninsula
2	Many ancient historical buildings in the Kingdom
3	The availability of the resources.

W	INTERNAL WEAKNESSES
1	High operating costs.
2	Rising costs of building renovations.
3	High dependence on imports of raw materials

O	EXTERNAL OPPORTUNITIES
1	Saudi Vision 2030
2	Increasing the number of tourists, visitors, and pilgrims to the Kingdom of Saudi Arabia
3	Diversity of new projects

T	EXTERNAL THREATS
1	The complexity of government establishments procedures.
2	Raw material turbulence increases cost.
3	The availability of the workers.

Figure 6.3: SWOT Analysis

7 Personal integrity and reliability

7.1 provide “3” behaviors contradict the moral integrity.

7.2 analyze the financial, social, and technical influence, if any, of such behaviors on the works of the project and the relationships.

1- Bad behavior in dealing with the work team:

Bad behavior in dealing with the work team affects the workflow and productivity of the required quality, which may result in job leakage and thus non-compliance with the timeframe for completing the project. Therefore, an internal policy must be developed to report any immoral abuse. Any incoming report is investigated by an independent committee to study the communications, and the results of the study of the communications are submitted to the stakeholders to take the appropriate action against the violator.

2- Professional Integrity:

Professional integrity affects several aspects of the project, including the financial and technical aspect, in which the project manager may have some personal interests in awarding contracts to suppliers that have a direct or indirect relationship with him for the purpose of personal financial profit and overriding them over the quality of materials used in the project. Thus, this affects the final output of the project and may result in a distortion of the company's reputation in the labor market and additional financial costs to correct what has been accomplished from previous work. Therefore, a special committee must be formed to review the offers submitted by suppliers,

with a limit of three offers, and the conditions and technical specifications of the materials are verified, and then the contract is awarded to the best supplier that meets the technical conditions at the appropriate price, which does not exceed the allocated budget.

3- Failure to comply with the statutory requirements:

Failure to comply with the statutory requirements leads to the suspension of the company's projects and consequently the failure to adhere to the time plan for the completion of the project and to undermine the company's credibility towards its clients. Therefore, an independent department must be allocated to ensure that all the statutory requirements of the relevant legislative authorities are completed to avoid any sudden stoppage of work because of non-compliance with them.

8 Personal communication

8.1 Prepare the register of the stakeholder.

A stakeholder register is a document that describes who (individual or group) is affected by a project, and their effect and impact on the project. The table 8. shows personal communication with stakeholders and communication channels.

#	Stakeholders	Channels of & personal communication	#	Stakeholders	Channels of & personal communication
1	Sponsor	- Physical& virtual meetings - Phone - Emails	5	Ministry of Culture	- Authorization letters - Visual & Meeting - Email: info@moc.gov.sa - Phone: 8001189999
2	Project Manger	- Physical & virtual meetings - Phone - Emails	6	Ministry of Tourism	- Authorization letters - Visual & Meeting - Email: info@mt.gove.sa - Phone: +966 - 118808855
3	Transport General Authority	- Authorization letters - Physical & virtual meetings. - Email : info@tga.gov.sa - Phone: +966118261111	7	Ministry of Commerce	- Authorization letters - Visual & Meeting - Email: CS@mc.gov.sa - Phone : 1900
	General Authority for Competition	Physical & virtual meetings.	8		- Authorization letters - Visual & Meeting

4		- Email: Info@gac.gov.sa - Phone: 8002441222		Heritage Commission	- Email: info@moc.gov.sa - Phone: 8001189999
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Table 8.1: Personal communication with stakeholders and communication channels

8.2 Identify the personal communication and the effective communication

Communication serves as the foundation of every facet of a business and life. It is the process of information sharing between team members in a way that keeps in mind what you want to say, what you actually say, and what your audience interprets. There are two classifications of personal communication, formal (officials) and informal. In the field of work & business formal of communication must be used to sharing of official information, which is either meetings (Physical & virtual) documented by minutes of meetings MOM.

The second method is through e-mail, you should be clarity in your message, commitment, completeness and courteous about your goal or purpose, never leave your sentences incomplete it. The phone can be used to help with simple formats, it can be used in a formal or informal way so it depends on the awareness of the person, as you must document all kinds of personal communication related to the work.

There is a difference between being able to communicate and to communicate effectively, the Effective communication is communication between two or more persons with the purpose of delivering, receiving, and understanding the message successfully, the successful delivery of the message depends on several influences, including: clarity and transparency in the delivery of the message, commitment, personal skills of the sender and its understanding through receiver.

8.3 Identify the shapes, models, and channels of the personal communication

As shown in table (8.1) clarifies the stakeholders and the communication channels between us, as the communication channels used officially through personal communication channels have the greatest impact in making personal communication effective and successful. and to reduce the communication channels we will be one an official Spokesperson for each project section, which makes it more successful.

The best known communication models are:

- 1- Transmitter-receiver model according to Shannon
- 2- Weaver, the 4-ear model according to Schulz von Thun
- 3- Iceberg model according to Watzlawick
- 4- BERLO'S SMCR MODEL OF COMMUNICATION.

The BERLO'S SMCR MODEL OF COMMUNICATION:

This model is not specific to any particular communication, Berlo's model includes a number of factors under each of the elements: The Figure (0-0) shows The BERLO'S SMCR MODEL OF COMMUNICATION

1. Source: The source is situated where the message originates.
2. Message: Content & Elements –It includes various things like language, gestures, body language, etc. They constitute all the elements of a particular message.
3. Channels– It refers to the five sense organs. The following are the five senses: Hearing, Seeing, Touching, Smelling and Tasting. Communication occurs through one or more of these channels.
4. Sender: Berlo's model believes that for effective communication to take place, the source and the receiver need to be on the same level. Only then communication will happen or take place properly. Hence, the source and the receiver should be similar.

Berlo's Communication Process Model as Applied to the Behavioral Theories of Maslow, Herzberg, and McGregor

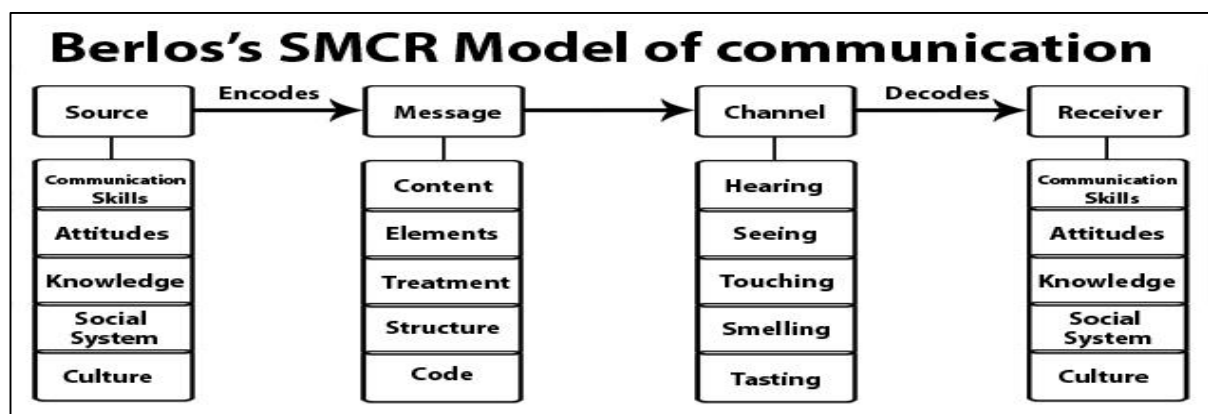


Figure: 8.3: Berlo's Communication Process Model

8.4 Establish the communication matrix.

Communication is, essentially, the effective sending and receiving of information. In order to share the right information about the project with the right people in an effective and timely manner.

Information	Method of communication	Sender	Receiver	Timing of communications
Documents (draft)	Email and share drive	Documents controller	Sustainable project manger	Monthly
Documents approval	Email and share drive and meeting	Project teams leaders	Sustainable project manger	Monthly
Time usage hours	Email	Project manager and project team	Environment team	Weekly
Project status reports	Phone or meeting	Project manger	Overseeing VP	Monthly
Team status change	Phone or meeting	Team members	Project manger	Monthly
Expense approval	Email or meeting	Project manger	Overseeing VP	Monthly
Work requests	Email or fax	Project manger	Vendors	Daily
Request of review	Email or meting	Project manager or project team	Project team	Daily

Table 8.4: Communication matrix

9 Relationships and engagement

9.1 Provide 3 wrong scenarios of communication.

As we know that in any sustainable plan or strategy communication plays a vital role, sometimes poor communications are due to feeling overwhelmed by the project or are unable to effectively manage a conflict. there are three scenarios of negative communications at the project:

1- Examples for Getting Personal at the project

would be dismissing a co-worker as stupid or an idiot for presenting a plan that needs improvement. There is NEVER a situation where a negative comment directed at someone personally will get you good results.

2- Intimidation in the project

Intimidation tactics are form of negative communication that quickly creates a toxic and often fear-filled work environment. A boss who bullies his employees into getting things done is likely to experience high turnover rates. Intimidation can also occur between co-workers competing for the same promotion at the project. This unnerving type of behavior is often in the form of direct verbal language or physically threatening actions. Examples of intimidation include loud speech, physically taking over work space, or standing in close physical proximity to cause discomfort.

3- Failing to listen:

In project environment, failing to listen to team members or to project manager is also problematic. It creates an ecosystem of disregard for individual feelings, and devalues personal relationships in the workplace. For example, if team members express concern over an issue they see in the workplace, but the project manager doesn't ask them to explain the problem in greater detail or look into the issue, the problem may go unchecked and the team members will likely feel that their input does not matter. Project members want to feel that their ideas have value and know that they are recognized as valuable contributors to the project mission.

9.2 Develop and prepare stakeholder assessment matrix.

Stakeholders' assessments:

C = CURRENT, D= DESIRED

#	Stakeholders	Unaware	Resistant	Neutral	Supportive	Leading
1	Sponsor					
2	Project manger					
3	Transport Companies			D		
4	Competitors	C				
5	Ministry of Culture				D	
6	Ministry of Tourism				D	
7	Ministry of Commerce			D		
8	Heritage Commission				D &C	
9	Contractors				C	

Figure 9.2: Stakeholder assessment matrix

10 Leadership

10.1 Describe and identify the leadership model, which is preferred to the project leadership

10.2 Specify the reasons for which such model is preferred

10.3 Provide “5” proposals for the motivation methods that are compatible with the nature of the project

The construction industry has a greater need for leadership than any other industry. Construction projects are large and technically complex, and they involve a combination of specialized skills. Thus, the teams are not only large but are also multi-disciplinary and the members are from several different construction disciplines, and this makes leadership important in this industry.

Project management and Construction management were developed in the construction and engineering fields to improve planning and cost controls. A person can be a leader without being a manager and a person can be a manager without being a leader.

Leadership is a key factor for success in any activity that involves collaboration among a group (or groups) of people. Additionally, the project leader plays a very important role in project success or failure.

Leadership styles have to do with how people interact with those they seek to lead.

Following are some examples of leadership styles:

- 1) Autocratic leadership
- 2) Democratic leadership
- 3) Transformational leadership
- 4) Transactional leadership

Autocratic leaders tell others what to do and expect them to comply obediently. Although it may work in certain circumstances in the short run, but this is not effective in the long run.

Democratic leaders are those who make their decisions final only after consulting with the people they are leading based on the consensus. This style claims that popular decisions are not always the best that can be taken, so they will not produce the desired outcomes.

Transformational leaders on the other hand empower their team members to develop their own decisions based on the information provided to them and exert little control over the decision-making process. This may be a time-consuming process but works well when the team members are very committed to the best interest of the organization.

Transactional leaders are result-based leaders who ask their team members to focus only on the goals at hand. These leaders also believe in rewarding subordinates. Opponents of this leadership style say that this is too narrowly focused and often centered on the wrong concerns.

The key to being a successful leader is to have the right behavior, skills, and actions, and less on personal characteristics. To be effective, leaders must exhibit the ability to identify and apply the optimal leadership style for any given situation rather than relying on predefined personalities. leader should be able to adapt to change and sometimes contradictory circumstances in which they need to show versatility and flexibility.

All transformational factors which are charisma, inspirational motivation, intellectual stimulation, and individualized consideration, and of transactional factors which are contingent reward, management-by-exception, active and passiveness was of great importance for the effectiveness of any leadership.

Inspirational motivation, idealized attributes, intellectual stimulation, idealized behaviors, contingent rewards, and individualized considerations are well-perceived leadership elements among our company.

As a company, we leverage transformational leadership to ensure greater employee satisfaction and performance.

In addition, below are some key points that the leader should do to motivate the team members:

- The team should be treated fairly by the leader and with a good attitude.
- Leader should recognize the accomplishments of his team members.
- Efforts by the leader to challenge the team to increase their expertise and capabilities.
- Leader should communicate to the team the big picture and what the team is expected to accomplish.

11 Team Work

11.1 design RACI model for 3 administrative measures of the project.

RACI Model							
Project Deliverable	Executive Sponsor	Project Sponsor	Project Manager	Functional Lead	SME (Subject Matter Expert)	architect	Project Team Member
Initiate Phase Activities							
- Submit Project Request	A/C	R/A	R/A	A/C	C		
- Request Review by PMO			R	c			
- Research Solution	I	C	R/A	A/C	C		
- Develop Business Case	I	A/C I	R/A	C	C		
Plan Phase Activities							
- Create Project Charter	C	C	R/A	C	C		
- Create Schedule	I	I	R/A	C	C		C
review plans		R	C	I		A	
- Create Additional Plans as required	I	I	R/A				I
Execute Phase Activities							
- Build Deliverables	C/I	C/I		R/A	R/A		R/A
- Create Status Report	I	I	R/A	R/A	R/A		
Control Phase Activities							
- Perform Change Management		C	R	A	A		A
Close Phase Activities							
- Create Lessons Learned	C	C	R/A	C	C		C
estimated budget		A	C	R	I		
final review		R	A	C	I		
- Create Project Closure Report	I	I	R/A	I	I		I

KEY	R = Responsible
	A = Accountable
	C = Consulted
	I = Informed

Figure 11.1: RACI model

12 Conflict and crisis

12.1 identify the conflict and crisis

Conflict is present when two or more individuals or groups pursue mutually incompatible goals. Conflict and team crisis can easily flare up. This spells disaster for a busy project team, who cannot afford to take their eyes off their targets. Conflict and interpersonal crisis saps the energy of the project team and distracts them from their focus. Conflict must be managed decisively and effectively.

These are not skills that come naturally. Most project managers need help to develop these skills and form competencies that can be applied for the benefit of their projects. Projects can be perfectly planned, and yet can be unsuccessful due to interpersonal conflicts and tension.

It is important for this stage to concentrate in the projects environment and the project organizations to avoid any harm of effective to the project

12.2 Provide 3 expected scenarios of the conflicts events in the project

- Personal conflict
When employees have personal issue and this conflict interfere in their work.
- Discussion conflict
The conflict of different opinion during the discussion of the meeting and this will affect the result.
- Major Event: a major crisis during the project.

12.3 Set the optimal strategies to deal with each conflict, and specify the reason of preference.

The strategies focus:

Personal	Discussion	Major event
It can be solved thru the communication with then and third party interfere	It can be leaded to bring the two opining together and show the important output to project and take their commitment	It require immediate action carefully, after reviewing all information, than we proceed to high levels

12.4 Root Cause Analysis

Root because analysis (RCA) is a structured method used to analyze serious adverse events.

The root cause analysis are all fundamentally connected by three basic questions:

- What's the problem?
- Why did it happen?
- What will be done to prevent it from happening again?

Defined the issue	Collaborate	Compromise	Convince	Escalate	Power action
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13 Resourcefulness

13.1 To distribute the human resources on the functions.

Resourcefulness is defined as the ability and creativity to cope with difficulties.

The key to being resourceful is to ask the right questions in a positive way.

This is done by adopting an attitude of the art of the possible: extreme positive thinking.

Becoming resourceful is a journey for you, your team, and even your organization.

We'll be able that we're resourceful. instead of giving up when come across an issue we're unprepared to deal with, we become determined to find a solution.

#	Functions	Resources	Time per week
1.1	Assigning a team to inventory of historical buildings	3	1
1.2	Communicate with involved authorities	3	2
1.3	Get the polices of environment & all necessary documents	3	2
1.4	get the approvals from sponsor to provide the project charter	3	1
2.1	Studying the required jobs	4	1
2.2	Recruiting the work teams	4	2
2.3	Rehabilitation the staff	6	4
3.1	Assigning a team to study the market	4	1
3.2	make plan for delivery of materials and store it	4	1
3.3	Purchase the materials	3	1
4.1	Assign the PMO & the main contractor	2	1
4.2	Approval of designs and work plan	4	1
4.3	Kickoff the executing	300	35
4.4	furnishing work	40	12
4.5	Hand over all deliverables	3	2

Table 13.1: distribute the human resources on the functions

13.2 To analyze the influence of conducting Crashing and Fast-tracking process on the time table, in addition to representing the table after achieving the two measures.

Fast tracking and Crashing techniques are used in project management and all these techniques have same importance in the compression of project schedule as per applicability and situations.

Fast Tracking: -

In this technique project manager make the project activities in parallel instead of series and try to achieve the project timeline duration. However, risks are involved in the fast-tracking technique because parallel activities might be:

- 1- Increase the reworking some time.
- 2- Works only when the activities are independent of each other.
- 3- No change in cost but increased risk.

Crashing: -

Crashing is a technique which use for meeting the deadline of project. This technique is based on increase the resources in some phases to complete the work earlier or on time. However, risks are involved in the crashing technique might be:

- 1- Project cost increases in this technique due to more resources.
- 2- May not be adequate and could result in Quality issues.
- 3- Not all processes can be made faster by mere addition of resources.

projects may need to compress the schedule for different reasons. However, Projects manager can consider different factors to decide which method will be a better for various sets of activities in the schedule.

Figure 13.2.1: Main Time Line

Figure 13.2.2: Fast Tracking

14 Negotiations

The main points are the set plan of all the requirements of the projects to proceed by creating the negotiations agreement to avoid any conflict of interest internally and externally. In addition, we will lead the matching principles of the two parties successfully.

Internal negotiations are a part of bringing all department requirements and discuss the values usage of our project and finalize it by resolving all points.

As of the external negotiations, it will require the involvement of other entities and our relation value and projects strategies, will give us space to discuss the potential requirements and match the interests to a perfect negotiation.

14.1 Develop general rules for the negotiation process:



Figure 14.1: Negotiation process

14.2 Prepare 2 negotiation plans

First negotiation plans:

We focus during our strategies negotiation to add our project goal to convince of our projects outcome and we discuss the value of the result which it will bring sustainability's to our buildings. We also showed our commitment in this project and research evidence of the profit use of installing the sustainability's to our vision.

Second negotiation plans:

We decide to use the BATNA to our agreement to make our negotiations much stronger and it will show our strategies guideline

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13.1 8 hard and soft skills a project manager should have By Maggie Wooll

26 Appendix 1: Strategist Consultant Review Dr. Sami Alzahrani



Ahmad Alzughaibi <alnuzhah84@gmail.com>

استفسار بخصوص الرؤية والرسالة والأهداف ومعايير الأداء

Sami Alzahrani <salzahrani@esu.edu.sa>

Thu, Sep 30, 2021 at 12:24 AM

To: "Ahmad A. Alzughaibi" <alnuzhah84@gmail.com>

وعليكم السلام ورحمة الله وبركاته

اجتهاد تشكرون عليه وعمل رائع

لا يخلوا أي عمل من بعض الاختلافات والملاحظات لكن أرى أنه ممتاز ولا عيب فيه بشكل كبير.

وفتكم الله

د سامي

On Wed, 29 Sep 2021 at 8:43 PM Ahmad A. Alzughaibi <alnuzhah84@gmail.com> wrote:

وفقك الله

سعادة الدكتور سامي الزهراني

السلام عليكم ورحمة الله وبركاته،،،

بداية دكتور أتمنى أن تكون ومن تحب بآتم الصحة والعافية.

لا يخفى على سعادتك بوجود مادة مشروع التخرج والتي ضمن مهامها وضع رؤية ورسالة وأهداف ومعايير أداء، وقد أفادنا دكتور المادة الفاضل وليد سليمان بعدم وجود ما يمنع أخذ الاستشارة والاستعانة بدكاترة الجامعة الأفضل لتصويب المشروع.

أمل فضلاً إطلاع سعادتك على ما تم وضعه كرؤية ورسالة وهدف ومعايير أداء لمشروعنا خصوصاً لوجود بعض الاختلافات بالرأي بين أعضاء الفريق وقد كلفت وشرفت بالديابة عنهم بالتواصل مع سعادتك بهذا الصدد:

1 Strategy: Our strategy was initiated as a compatible part of our nation vision 2023, we committed to contribute and envisioning our nation goals, and to be one of the most specialized worldwide companies in sustainability.

1.1 Company's Vision: Our vision is to be the preferred Saudi leader in Sustainability.

1.2 Company's Mission: Our mission is to responsibly provide quality sustainability services through innovation, applying highest environmental standard and worldwide practicing in construction methods while sustaining maximum value for our partners.

1.3 Company's goals & objectives: Our goals are to rebuild, develop, rehabilitate 50% of total Saudi historical buildings, minimize operational waste by

40% and increase the revenue by 10% within ten years starting from 2022.

1.4 Project's Key Performance Indicators (KPI's):

1.4.1 Introduction:

The KPIs have been developed to prioritize improvements in support of the overall our vision and materialize our goals.

The KPIs are summarized into two categories as follows:

Figure 1.1: KPI's Categorization

- Lead KPI's:

KPI	Reference no.
Rehabilitate 70% of Saudi historical building during first 5 years from 2022.	KPI-1
Develop 50% of Saudi historical building during first 5 years from 2022	KPI-2

Table 1.1: Lead KPI's Summary Table

- Lag KPI's:

KPI	Reference no.
Gradually reduce operational waste by 5 % annually.	KPI-3
Increase visitor flow by 5 % annually.	KPI-4

Table 1.2: Lag KPI's Summary Table

1.4.2 Lead KPI's Definition and Measurement:

Table 1.3: KPI-1 Definition and Measurement

KPI Ref	KPI Title				
KPI-1	Rehabilitate 70% of Saudi historical building during first 5 years from 2022.				
Target performance against which the KPI performance will be assessed					
Bassline	Year1	Year 2	Year 3	Year 4	Year 5
4,000	4,600	5,600	5,800	6,400	7,000
Description	The number of historical buildings that been rehabilitated and classified as safe and useful building from authorized governmental entity.				

Method of Calculation	Total Number of Classified Building as Safe & Useful utilities / Sum of Total Historical Buildings * Sum of Total Historical Buildings = 10,000
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Table 1.4: KPI-2 Definition and Measurement

KPI Ref	KPI Title				
KPI-2	Develop 50% of Saudi historical building during first 5 years from 2022.				
Target performance against which the KPI performance will be assessed					
Bassline	Year1	Year 2	Year 3	Year 4	Year 5
1000	1,800	2,600	3,400	4,200	5,000
Description	The number of historical buildings that been developed and classified as investment opportunities building from authorized governmental entity.				
Method of Calculation	Total Number of Classified Building as investment opportunities building / Sum of Total Historical Buildings * Sum of Total Historical Buildings = 10,000				

1.4.3 Lag KPI's Definition and Measurement:

Table 1.5: KPI-3 Definition and Measurement

KPI Ref	KPI Title				
KPI-3	Gradually reduce operational waste by 5% annually				
Target performance against which the KPI performance will be assessed					
Bassline	Year1	Year 2	Year 3	Year 4	Year 5
1 Billion	950.0 Million	902.5 Million	857.4 Million	814.5 Million	773.8 Million
Description	Reduce the annual OPEX expenditure by 5 %				
Method of Calculation	Sum of OPEX expenditure (last year) * 0.95 * Sum of OPEX expenditure 2021 = 1,000,000,000 SAR				

Table 1.6: KPI-4 Definition and Measurement

KPI Ref	KPI Title
KPI-4	Increase visitors flow by 10 % annually.

Target performance against which the KPI performance will be assessed					
Bassline	Year1	Year 2	Year 3	Year 4	Year 5
1.0 Million	1.10 Million	1.21 Million	1.33 Million	1.46 Million	1.6 Million
Description	Increase company revenue				
Method of Calculation	Total Number of paid Ticket * Ticket Price * Sum of Total Revenue 2021 = 1,000,000 SAR				

شاكر ومقدر دعمكم ومساعدتكم وملاحظاتكم القيمة جزاكم الله خيرا...

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