



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Everyone's Smart University

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PROJECT LEADERSHIP

- **Introduction:**

There are many challenges that today's organization face to justify their existence. Some of these challenges include staying competitive, growing shareholder value, and sustainability. These organizations participate and implement a magnitude of initiatives to achieve their objective, whatever those objectives might be. In order to achieve these objectives, organizations are often faced with the challenge of finding the right skills and leadership to deliver the desired results. For example, in today's mobile telecommunications company, South Africa provides modern and efficient facilities to urban areas, including cellular and internet services. 20 years ago, the telecommunications network in South Africa introduced the world of cellular communications and today the cellular industry continues to grow from strength to strength providing improved technology every day. Currently, there are five cellular providers that form part of this competitive industry. According to (Adair, 2005:12) leadership is defined as the ability to make decisions, having energy, having a sense of duty; confidence; and pride in command; however Daft (2007:4) defines leadership as an influential relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes. Burke (2007:28) believes that without dynamic leadership, the project teams responsible for delivery of organization objectives would be like a rudderless boat. A rudderless boat defined as: moving without direction. Summers (2009:126) states that the aim of leadership should be to ensure that there is improvement of human beings as well as equipment, to improve quality standards, to ensure that there is a substantial amount of delivery; and to bring pride of workmanship to human beings. Yudelowitz, Koch and Field (2002:2) postulate that leadership is a quality, a culture, a role, a mind-set and a set of actions. Leadership encompasses everything that is necessary to induce a constructive change.

- **Literature Review and Conceptual framework:**

Project management is defined as an application of knowledge, skills, and techniques to project activities in order to meet the needs of project requirements, according to Heagney (2011:25). Leadership, in these applications, is required to enhance successful project deliverables. With various leadership styles and methodologies this can be achieved. Kerzner (2013) states four elements, which are essential when exercising good project management leadership methodologies, namely effective communication, effective co-operation, effective teamwork and trust. Effective communication can be implemented within the project team, amongst internal customers, and the wider organization. Effective co-operation is required within the wider organization in order to align to its objectives. Effective teamwork is obtained within the internal projects team, and the element of trust is exercised throughout the life cycle of a project. Rad and Leven (2002:56) stipulate that project managers should be competent in most or all the details of the technical area of the project to ensure that those who manage projects have appropriate skills to achieve success for the project or enterprise.

To understand the technical areas of a project, people engagement is of vital importance. When delivering successful projects, Kerzner (2013) stipulates that stakeholder engagement is essential when you physically meet with the key stakeholders and determine their needs and expectations. The objectives of physical engagement sessions should have the following objectives:

- Understand the expectations of the customer.
- Understand the needs of the customer.
- Value the needs of the customer; and
- Identify any stakeholder's problems.

- **Methodology:**

- Purpose of the study

This study is descriptive in nature, which sought to determine whether there is an improvement rate in project success within the industry when utilizing certain leadership skills, styles, and attributes within an organization. Important variables that are associated with the problem were used in this study in order to determine whether critical attributes are required for project success.

- Study approach

The questionnaire was administered electronically. An email of the questionnaire was sent in the English Language. The questionnaire was distributed to Executive Heads of Departments, Project Managers, Project Teams, Operational Managers, Operational Customers and Business Analysts within a specific organization's customer care division specifically in the Western Cape and Gauteng regions. There were 201 questionnaires distributed of which 100 Journal of Governance and Regulation / Volume 4, Issue 3, 2015 54 responses were received. The distribution process was in an attempt to gather responses to the questionnaire from a variety of stakeholders who are impacted by project delivery within the organization's customer care division.

- Research strategy

A strategy was formulated in order to address the research question. Therefore, the kind of research questions that were posed in this study led to the adoption of a quantitative survey-based study, which used a self-administered structured questionnaire (Appendix A) that was guided by the researcher. Thus, a quantitative survey-based study was deemed as most appropriate to investigate the role of project managers and project teams and their specific styles and methods of

working. The instrument used for this study was a questionnaire distributed to members within the largest mobile telecommunications company in South Africa.

- Research setting

The field study was conducted within one of the largest mobile telecommunications company in South Africa in the context of project management. The identification of project management skills, styles and attributes in their current context was to be determined in order to elicit whether successful outputs can be delivered.

- Unit of analysis

The unit of analysis of this study was employees within a mobile telecommunication company in South Africa in a specific division who are impacted by project delivery.

- Method of Data Collection

A structured questionnaire was utilized in order to collect data, which comprised closed ended questions and a few open-ended questions. English is the official language and medium of communication within the organization, and every individual is expected to utilize the language. Thus, research instruments were designed and presented in English to avoid any ambiguity in questionnaires, and to ensure that all questions were clearly understood by the respondents.

- Data collection procedure Before commencing this research, a letter, which authorized the research was required and issued by the Managing Director of the mobile telecommunications company within the customer care division. The questionnaire was administered by the researcher. A brief description about the researcher and the purpose of the research was provided to the respondents in order to obtain their consent to participate in this survey. The questionnaires were comprehensively designed to facilitate easy and quick completion.

- Study population and sampling technique This section describes the research population, the research sample, as well as the sampling method that was used for the purpose of the study.

- Study population

The population of this study comprised of the customer care division, which includes Project Teams and Operational Teams with various levels of experience within the organization.

Stratified sample size

Gender		Age		Position within the organization	
Male	67	Over 35	48	Executive Heads of Departments	2
Female	33	31-35	47	Project Managers	3
		26-30	5	Project Team	20
				Operational Managers	7
				Operational Customers	45
				Business Analysts	23
Total	100		100		100

- Sampling method

A stratified random sampling method was used to draw a sample size of 100 units from a population size of 201 units. In this study levels were based on the position held within the organization, age group and work experience (number. of years at the organization). The stratified random sampling was, therefore, suitable for this study, as the employees would have had different opinions depending on their level of work experience and direct interaction with the projects team.

- Sampling bias

In order to avoid sampling bias, the researcher adopted a probability sampling technique, whereby samples were randomly selected within a specific group within the organization for purposes of the survey. The following table indicates a sample

size of 100 units, which was selected with reference to the table of sample size for a given population size (Table below).

Population frame of the study

Gender		Position within the organization	
Male	115	Executive Heads of Departments	8
Female	86	Project Managers	24
		Project Team	45
		Operational Managers	25
		Operational Customers	64
		Business Analysts	35
Total	201		201

- **Results and Discussion:**

Leadership is defined as improvement of human beings and equipment; improves quality standards; ensures that there is a substantial amount of delivery; and brings pride of workmanship to human beings. Leaders should be influential, have a sense of power, demonstrate persistence, and engaged in consistent people management. To be successful, project managers should be able to use a wide range of methods, whilst drawing on political and interpersonal skills (communicating, negotiating, team building and creating ownership), state Boddy et al. (1992:52). Leaders should be innovative, have respect for others, be courteous, sensitive, and go beyond their ability in order for any organization to be highly effective. Leaders should show confidence, display integrity, demonstrate extraordinary persistence, work hard, be responsive, have a high degree of energy and develop humility (Flanagan & Finger 2003:38). The various leadership components which are required within the projects environment, and that are illustrated in the results indicates that more than 50% of the responses were positive. The purpose of this question was to ascertain what leadership styles are required within a projects team to create project success. According to the results, the customer care projects team displays all the leadership styles stipulated above with a positive rating of over 50%. These are the underlying factors that are required to draw project customers. Even though the projects team may be under-

resourced, according to the respondents, 52% of projects have been implemented successfully, which indicate that even with a lack of resources, there are effective resources and skills at the project team's disposal. In summary, across the different variables, it is evident that there is a critically significant value that is displayed with the position within the organization versus orientation to drive change and having extraordinary persistence. The role of leadership styles was found to be vitally important within an organization's path to success. The literature study outlined the importance of leadership styles to a learning organization and proposed key traits for successful management thereof.

- **References:**

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