

Everyone's Smart University

Project (Spring 2021)

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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**

Conflict resolution skill by Autocratic leadership style and its impact on water utility company in transformational stage

Introduction:

I am a project manager working in water utilities company provide a water services in some part of Saudi Arabia, with approximately 15,000 employees. Recently, the company as part of 2030 Saudi vision started the transformation of merge the entire government sector under the water company umbrella. The company has just hired a new Senior General Manager who supposed to lead the transformation in one part of targeted area. The new manager was new to the water sector with no knowledge about water services or background. Moreover, he was not been manage such big company scale as well as it was clear he has an autocratic leadership style.

Therefore, in this research we will discover this situation and focusing on conflict resolution as a one of the most important skills need to be utilize perfectly, efficiently and effectively, in order to overcome challenges and keep team working collaboratively, and assess how such leadership style working in transformational work environment.

Literature Review and Conceptual framework:

Leadership is classified under several styles based on the characteristics that form each style model, in this context the autocratic style is characterized by high focusing on task with low focusing on team or people Moreover, the autocratic leadership is showing up high level of leader to control and direct others which might start by commanding to extremely punish people by fired him. In the other hand, such style could be workable in short term missions or tasks that deliver value where the stress or pressure could be understood by team and people. (ref 1).

Anyhow, with all kind of leadership style there are a common skill each leader whatever his style is he must practice it effectively and efficiently in well high-qualified manner. The figure number 1 below highlight the seven crucial skills of leadership

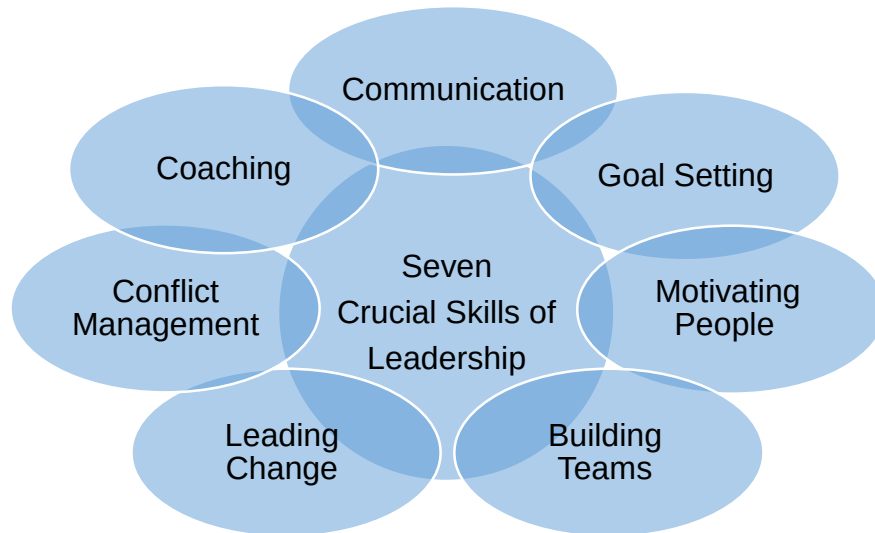


Figure number 1: Seven Crucial Skills of Leadership (ref no. 7)

The conflict management is also called conflict management resolution is one of the main skills need to be practiced by leader as proper collaborative way. The conflict could be classified into two categories positive or good conflict and negative or bad conflict. However, there are several model and tools to manage conflict, one of that is the Thomas-Kilmann Conflict Mode Instrument that will be used in this research. Most conflict resolution has strategic response to handle the conflict based on conflict situation and certain factors, figure number 2 illustrate different conflict resolution strategic response

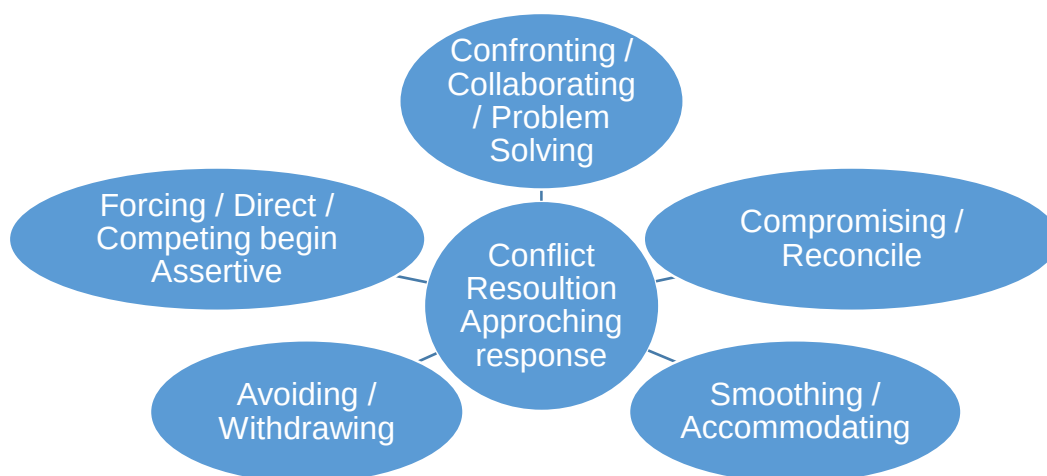


Figure number 2 illustrate different conflict resolution Approching response (ref. 3 & 4)

We will highlight the Thomas-Kilmann Conflict Mode Instrument as a model to be use for a preferred response. It is basically use two dimensions, the first one in vertical axis is Assertiveness which is range from Assertive to Un-assertive that scale individual self-satisfaction level, the second one in horizontal axis is Cooperativeness which is range from cooperative to uncooperative that scale individual attempt to satisfy others as illustrated in figure 2 (ref 5)

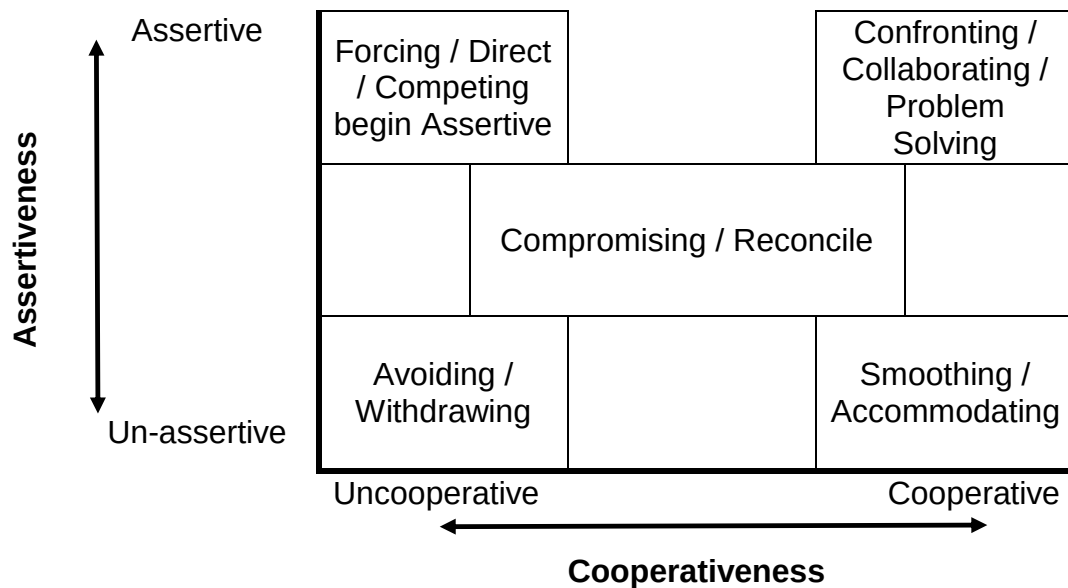


Figure number 2: Thomas-Kilmann Conflict Mode Instrument

This model will be used as an assessment method to identify the conflict resolution techniques and approaches response that is compatible to conflict based on each conflict situations of individual behavior & characteristics.

Methodology:

During the organization transformation stage which take around one and a half year as a part of the organization change management plan there have been many decisions been taken, which impact on the organization in positive and negative ways. Therefore, we have analysis and assess mean circumstances individually in contrast to autocratic leader style adopted by the Senior General Manager and how he was deal with each conflict and the result been noted and recorded as illustrated in below table no. 1:

Sr	Issue	Conflict	Reason	Action	Result
1	Purpose of transformation	Most of employees were not understood the purpose behind the transformation and how it fit with company vision	Unshar the vision and how its fit and match with long term strategic objectives	Hold on dedicated workshop for senior managers	Rest of employees get upset
2	Transform the Information technology ownership	There are two different system used by company and government entity	Each entity has its own system	Solve it partially by using the most workable system	Work progress move forward but take long time
3	Transfer the employees to company	Clearness of assessment criteria	No assessment criteria been explained	Proceed with existing situation with no modification	Most of employees refused to join the company
4	Apply Company polices and regulations	Company polices and regulation were totally new and different than existing one	There are no training courses or on job training	Postponed the training course and relay on try and error concept	There were many challenging and long process time to achieve work
5	Generalize company identity	No enough money to replace the old identity with new one	Lack of budget estimations	Direct coordination with top management	The problem solved and the task completed
6	Transfer the technical, financial and legal liabilities and responsibilities	Compliance requirement not been well-defined	Lack of communication with other stakeholders	Try to facilitate the issue by enhancing communication but in tough way using forcing approach	Lose the support and stakeholders buy-in

Table Number 1: Analysis and Assessment

Results and Discussion:

We found that many issues were easy to be avoided before occurring by:

- 1- Have a well-defined transformation plan to proceed with it.
- 2- Capability to adopt different leadership style as per the situation of each issue

Where on the other hand, most of issues could be mitigated by:

- 1- Using a compatible conflict resolution approach as per the situation of each issue.
- 2- Applying leadership skills.

The table number 2 below illustrate the recommended conflict resolution approach and the lack of leader skill for each issue been highlighted before in table number 1.

Sr	Issue	Conflict	Reason	Recommended Approach	Recommended Skills
1	<i>Purpose of transformation</i>	<i>Most of employees were not understood the purpose behind the transformation and how it fit with company vision</i>	<i>Unshar the vision and how its fit and match with long term strategic objectives</i>	Collaborating / Problem Solving	Envisioning, Goal Setting and Leading Change
2	<i>Transform the Information technology ownership</i>	<i>There are two different system used by company and government entity</i>	<i>Each entity has its own system</i>	Compromising / Reconcile	Goal Setting and Communication
3	<i>Transfer the employees to company</i>	<i>Clearness of assessment criteria</i>	<i>No assessment criteria been explained</i>	Collaborating / Problem Solving	Motivating People and Building Teams
4	<i>Apply Company polices and regulations</i>	<i>Company polices and regulation were totally new and different than existing one</i>	<i>There are no training courses or on job training</i>	Collaborating / Problem Solving	Motivating People, Building Teams and Coaching

Sr	Issue	Conflict	Reason	Recommended Approach	Recommended Skills
5	Generalize company identity	No enough money to replace the old identity with new one	Lack of budget estimations	Collaborating / Problem Solving	Envisioning, Goal Setting and Communication
6	Transfer the technical, financial and legal liabilities and responsibilities	Compliance requirement not been well-defined	Lack of communication with other stakeholders	Compromising / Reconcile	Communication, Leading Change,

Table Number 2: Recommendations

As a conclusion, Autocratic leadership might be compatible in certain circumstances but could be inefficient style to be apply in long time manner. Leaders have to have the ability to adopt different kind of leadership style with high competences and skills. When any issue is related or impacted people or affected by people the autocratic style not recommended in this regard where the emotional intelligence skill is highly recommended.

References:

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- 2- The 7 Crucial skills of leadership, How to master what you need to succeed, white paper by Dennis Haley, CEO, Academy Leadership
- 3- Project Management A Systems Approach to Planning, Scheduling, and Controlling Twelfth Edition Harold Kerzner, Ph.D. Published by John Wiley & Sons, Inc., Hoboken, New Jersey, from page 244
- 4- A guide to the project management body of knowledge (PMBOK guide) / Project Management Institute. Other titles: PMBOK guide, Project Management Institute, publisher, from page 349
- 5- Thomas-Kilmann Conflict Mode Instrument Profile and Interpretive Report Copyright 2001, 2007 by Xicom, Kenneth W. Thomas and Ralph H. Kilmann, Report prepared for Jane Sample, May 1, 2008