

Everyone's Smart University

Project (Spring 2021)

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Section	Date	Course Code
Master	Thursday 18 / 03 / 2021.	(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 2021-05-20 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 12.
 - 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. (خيارية).

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

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

Introduction:

Leadership and Leader

Leadership can be defined as one's ability to influence and motivate others to bring the best out in them. It focuses on encouraging individuals to add more to the overall effectiveness of an organization.

Leadership is often defined as a process wherein an individual, influences and encourages others to achieve the organizational objectives and directs the organization so that it becomes more coherent and cohesive to work.

Moreover, a person who can bring out the change is the one who possesses the ability to be a leader. A good leader is the one who always looks out after others before himself and is proactive. Proactive refers to a leader's tendency of being three steps ahead of others, thinking of all the possibilities of a scenario.

Leadership is all about developing people, in turn helping them to reach their maximum potential. In the simplest of terms, Leadership is an art of motivating the people to help achieve a common goal.

Talking of few Leadership qualities an effective leader should possess are: –

Commitment towards the tasks and duties allocated, Ability to communicate well, taking the ownership of the tasks; Honesty and Integrity, Ability to take the right decisions and that too at the right time; ***Creativity and Innovation*** and lastly but the most important one the ***ability to inspire others***.

In the words of Mary Parker Follet *“Leadership is not defined by the exercise of power but by the capacity to increase the sense of power among those led,”*

Literature review and conceptual framework

1- Leadership

Ricciardi's research is complete and has his a preliminary answer: **A team member who feels 'loved' by his boss is significantly more likely to see his boss as a good leader.** Leading your employees is a natural outgrowth of loving them.

So what does the relationship between love and leadership look like in the workplace? Under the direction of his dissertation chair, Dr. Kevin Lynch (who is also a researcher with the Return on Values project), Ricciardi explored the question through a survey.

Drawing from research in psychology and other fields, Ricciardi defined love as “intimacy, passion, and commitment.” Below we explore those concepts, illustrated by

Ricciardi's research and the stories of Service Express, Incorporated (SEI), one of the companies studied as part of the Return on Values project.

Ricciardi's survey showed that the three factors of love – intimacy, passion, and commitment – showed a strong positive correlation to leadership, but, Ricciardi says, "Intimacy dwarfs them all."

"Intimacy rules because if you've invested the time, emotion and positive energy into building an intimate relationship with your team, you will have demonstrated commitment and your passion will shine through," he says.

One of the best leaders Ricciardi ever worked for mastered this skill. The senior executive knew spouse's names, children's birthdays, and anniversaries. "I would come in on a Monday, and he would ask me about something I did that weekend that I forgot ever mentioning to him," Ricciardi recalls. The executive was sincere and authentic in his concern.

In your workplace, establishing intimacy may be as simple as taking a few extra minutes a day to notice new family photos on cubicle walls and pausing to ask about them; or remembering a special event and sending a simple handwritten note.

At Service Express Incorporated (SEI), a Michigan-based company studied as part of the Return on Values project, leaders establish intimacy by affirming the company's commitment to the personal goals of team members. When a team member identifies a priority such as being at her child's sports games, the manager will work to make this possible. Managers lend support to even bigger goals, like helping an employee who wants to buy a home establish a savings plan or learn about real estate or mortgages.

2-Affiliative leadership style:

We're entering touchy-feely territory here. An affiliative style of leadership [puts people first](#), concentrating on creating a harmonious working environment and building emotional bonds.

The affiliative leadership style requires lots of empathy and the ability to build relationships through a [range of communication styles](#).

This tact proves particularly helpful during stressful circumstances, and if applied well, can help to motivate employees to continue through the tough times. It can also be used to heal rifts in a team or to establish new teams.

On the flip side, this leader can struggle to understand how to improve poor performance.

Most business leaders will tell you today that the main driving force behind building high performance teams is communication.

The importance of great communication is most evident in its absence. After all, [57% of projects fail due to “breakdown in communications”](#).

So, now that we know just how important communication is to driving high performance, what does it have to do with affiliative leaders?

Well, it shouldn't come as a great surprise that affiliative leaders, who know the value the nurturing of their teams, are big on communication. These leaders create an environment of trust where communication thrives and teams are not afraid to work together to find more efficient ways of operating.

If you want your team to perform well, they need to be comfortable communicating with each other and, to feel comfortable, they all need to know that makes each other mad, sad and glad.

MAD SAD GLAD is a useful tool to help you understand your team and its members and also guides how you communicate with each other. Simply invite your team to a workshop and ask what makes them mad, sad and glad, record the results on a table and review regularly to ensure you are all working well together.

Team management:

Team management is the process of coordinating and structuring a group of people who work together to complete a task. A team may have two or more members, and management can be a set of rules or a system that is practiced by all team members. It can contribute to being one of the main factors if the organization has good cooperation among the participants working for the business or the project. This has the potential to transform a high failure rate into successful components. Each person is said to have formed bonds with the other members of the team. Any organization's backbone structure is shaped by team management. It refers to a set of procedures that help keep organizations afloat through stormy times and can help any company increase its success rate. The team management has a well-defined mechanism for achieving the objectives. More reasonable goals, successful motivators, economic collaboration, the value of assignments, continuous learning, constructive and feedback must all be part of the team management process. The team management pillars are the team leader, co-coordinator, and executive members, all of whom work together to achieve the goal.

Affiliative leader style and team management:

affiliative management, as author Daniel Goleman calls it in his book “Primal Leadership,” is a style particularly aimed at the development of strong work teams. In this style, the primary motive of the leader is to develop a harmonious work group culture. Thus, it is particularly effective when the work structure includes work teams led by a team lead or manager. The leader promotes open communication and group harmony above all else. A risk of this style, though, is that harmony is placed above performance and individual accountability. Thus, it is often good that a manager blends this approach with coaching or another developmental style.

Methodology:

The approach that incorporates research components in order to discuss the importance of affiliative leadership style on team management and how it can be applied in your organization is how the affiliative leadership style affects my company in a positive way. All data was gathered from a variety of sources, including personal knowledge, secondary articles and previous research, academic papers, and the opinions and advice of three influential affiliate managers and their teams.

Result and discussion:

Overall, affiliative leadership centers around positive interactions, advocating for productive feedback and empathetic communication.

Tips to become an affiliative leader

Use these suggested tips to become an effective affiliative leader:

- Use a balanced approach.
- Train your team on conflict resolution.
- Pay attention to internal and external issues.
- Maintain performance tracking.

Use a balanced approach

Being a great affiliative leader starts with the ability to balance your methods of giving feedback. Provide praise often when employees do well, but also make sure to give them constructive criticism that motivates and encourages them to improve their skills and performance. Reaching company goals and nurturing your team is a delicate task, so you need to be able to support your team and be empathetic, while still pursuing the company mission.

References

- 1- <https://www.indeed.com/career-advice/career-development/affiliative-leadership>
- 2- <https://cvdl.ben.edu/blog/love-leadership-skill-develop-return-values-feature/>
- 3- <https://articlerewritertool.com/>