



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Everyone's Smart University

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1. Introduction

The phenomenon of leadership in general and management in particular has won the attention of researchers and scholars With their various trends and intellectual paths, from the earliest palaces and through the various stages of life's development . Mankind, starting with the birth of the first simple primitive human groupings, passing through a group of The multifaceted transformations, changes and changes in various economic aspects Social, cultural, and organizational, and ending with the crystallization of the scientific stage of society) of a society afterwards Industrial (characterized by complexity and structural and functional complexity, where I witnessed signs of awareness and awareness .The new and different role of leadership action and its importance in bringing about development, progress and development on the ground The level of all formats. Leadership is about different areas of life, and the process of historical inquiry about them in The intellectual and theoretical heritage reveals a variety of initial attempts aimed at building a pattern I know about it, as these attempts paved the way to lay its scientific foundations in a different future Humanities and social sciences, specifically in the science of management and politics, were perceptions and opinions Plato in his famous book "The Republic", in which he touched upon nature and characteristics The functions, methods of education, and methods of training the leaders of the republic are among the first signs of studies.

1.1 Leadership skills

Leadership skills are the skills you use to organize and work with others to achieve a common goal. Whether you are in a managerial position or in charge of a project, you must possess these skills that allow you to motivate and excite others to complete a specific series of tasks during the time period that was specified when developing the project plan. It is worth noting that leadership skills, as their name indicates, do not express one skill, but rather a group of different skills that work together side by side.

1.2 The goal of the research

Working within a team There are many benefits to working within a team. Such as the accomplishment of work that is impossible to complete in the individual work, and in what follows the most prominent of these benefits is the creation of a competitive advantage: Working within a team allows its members to initiate and compete with each other, which causes the creation of a competitive advantage for the institution that increases its profit and distinguishes it from others and achieves the goals and objectives that its members aspire to. The team, by exchanging opinions, experiences, and talents between them and implementing them on the ground. Improving productivity: working in a team leads to a pool of individual efforts; This leads to improved productivity and lower costs; Given the

effort that each member of the team may exert to achieve the best through design, planning, and efficient implementation. Supporting the work environment: Working within a team stimulates the establishment of friendship between its members, strengthens social relations and increases their cohesion, and team members become more supportive, cooperative and loyal to each other, work more seriously and achieve better results. Performance development: Working within a team leads to team members learning from each other, acquiring new skills, taking advantage of strengths, avoiding their weaknesses, avoiding repeating mistakes in the future, and thus developing their performance for the work assigned to them and upgrading the organization. Diversity of opinions: Working in a team allows all individuals the opportunity to participate and talk about their diverse ideas, present new opinions and unique perspectives, and allow brainstorming, all of which leads to the completion of projects and finding solutions with very high efficiency and in a better way.

2. Previous studies on leadership

The issue of the problem of administrative leadership in communication, despite its importance within modern organizations, did not take its right from the field study, as the two studies focused on studying both administrative leadership on one end and communication on another side, and neglected this relationship between leadership and communication, which is the main focus of the success of any institution. This topic is rare grandfather. Methodology and research method.

2.1 Previous study on democratic leadership style

The democrat has a role in consecrating the principle of cooperation between members of the group in the sports institution, as the results showed that the answers of the sample members are large and reflect approval, which means that a statistical function. Contributes to creating an atmosphere for cooperative work and the prevalence of the spirit of solidarity in order to achieve common goals, in addition to creating other types of cooperation and coordination between Individual efforts to serve the group such as initiative, exchange of opinions, advice and sacrifice of individual interests in order to achieve the goals of the group.

2.2 Previous study of autocratic leadership style

A previous study by some management scholars was among the three main forms of autocratic leadership style, as such
next one:

A - The hard-line autocratic leader: who monopolizes the affairs of the organization, gives strict orders to subordinates, and always tries to expand the scope of his powers and powers to bring all matters under his control.

B - The benevolent autocratic leader: who tries to use many methods related to leadership He uses flattery, praise and a bit of punishment to ensure the loyalty of subordinates to implement his decisions And reduce the negative reactions that may appear between them.

C - The rare or tactful autocratic leader: who deludes his subordinates that they can participate with him in decision-making in the meetings and meetings he holds with them, and that the working environment with him allows them the freedom to discuss and express opinion, but then he is alone in making decisions.

2.3 Previous study of creative leadership

Creative leadership and its relationship to the organizational climate in public middle schools In Jeddah. The study aimed to identify the relationship between creative leadership and the organizational climate in public middle schools in Jeddah from the point of view of the principals and teachers of these schools. The descriptive analytical approach was used, and the study population consisted of 343 managers and teachers working in Governmental middle schools affiliated to the Department of Education in Jeddah for the academic year 1432-1431 AH, and the questionnaire was used to collect the necessary data for the purposes of the study. The study led to several results, the most important of which are:

1. Practicing creative leadership in intermediate governmental schools in Jeddah, with a medium degree From the point of view of its managers and teachers.
2. The organizational climate prevailing in public schools in Jeddah from the viewpoint of their principals. And her teachers had a high degree in the two dimensions of affiliation and humanism and a moderate degree in the dimensions . My focus is on productivity and disability.
3. The existence of a positive correlation between the total degree of the creative leadership traits . And the total degree of the organizational climate dimensions

3. Previous studies in skills

3.1 Previous studies in creative skills

And in an emerging study (2016), which aimed to determine the extent of the availability of skills Leadership in the Fretal Foundation and its role in developing the creative skills of employees. Have arrived In its results, the study indicates the availability of leadership skills at an average level in human skills And intellectual, while

the organizational and technical skills are available at a high level, and the skills are available Creative, such as fluency, flexibility, and originality at a high level, and sensitivity to problems with a high level Medium, the risk is low, and the results also reveal a skill impact Humanistic, intellectual, organizational and artistic creativity of workers .

3.2 Previous Studies in Democratic Skills

The practice of democratic skills among teachers and faculty has been addressed in a few Arab and foreign studies despite the importance of this educational topic. For example, the client (2011) conducted a study in Jordan that aimed to define democratic practices among faculty members at Jerash University from the students' point of view. The study sample consisted of 450 randomly selected students. To achieve the aim of the study, a questionnaire was used that measures the degree of democratic practice among faculty members. The results revealed that the degree of practicing the values of justice, equality, freedom of expression, subject matter and teaching style was average. The results also showed that there were no differences in students' responses about the teaching staff's practice of democratic values due to variables of gender and academic specialization. He performed proper

3.3 Previous Studies on Autocratic Leadership Skills

In it, the leader is alone in setting policies and making most decisions, and the work of the group is carried out with the leader's knowledge and direct direction. In most cases the performance is characterized by high adequacy in periods, and the performance continues at its normal level in the presence of the leader, but it changes and decreases in his absence.

4. Methodology Team management (Team structures – Team development stages – Team needs).

The methodology for building work teams There are several factors that must be taken into account when forming a team and developing its approach

- 1- The psychological and physical characteristics of the team leader (meaning that the team leader must be a normal person, and from the physical side, he must not be less physically than the subordinates)
- 2- Characteristics of subordinates in terms of their ability, willingness to work and their participation in the team
- 3- The nature of work in terms of its diversity, flexibility and simplicity

❖ As for the vocabulary of skills

It can be crystallized in the common motivation to achieve the mission and trust in teammates, to support cooperation behavior and to develop mutual acceptance.

5. Results and discussion

Team building methodology Contrary to the popular perception that the team building process is about gathering a number of people and making them work with each other, the team building process goes through several stages, in which growth and maturity takes place up to the integration stage, so it develops through stages that take a period of Time and these stages:

5.1 Shaping:

Confusion prevails in this stage, because individuals are in new situations that are not familiar to them, and relations are formal and individuals focus on themselves, and seek to meet their safety needs, and complaining about working with the team and engaging in unproductive discussions appears.

The formation stage is an important stage and it requires the team leader (the team builder) to work on emphasizing the behaviors that achieve success and not looking at matters from a personal perspective due to the reality of individual human differences.

5.2 Storm phase (conflict):

Individuals in this stage tend to feel the difference in opinions and viewpoints, and behavior is based on controversy, competition and conflict, as well as defending personal views, and among the manifestations of this stage is the emergence of sub-working groups, and a lack of sense of the purpose of the role required to play, and some may resort to not Encouraging the leader's ideas and seeking to delegate his authority.

Hence, the leader or the team builder advises to work on forming a common vision and to be keen on creating a positive work environment in which the parameters of the goals and the roles required to be played are defined.

5.3 Cooperation phase:

Individuals begin to respond to the environment created by the team builder, signs of acceptance of joining the team to achieve goals appear, commitment and determination to participate with all force, so the behavior of members at this stage tends to settle disputes and conflicts and start building personal relationships, and at this stage the organizational standards and values of the team are adopted. .

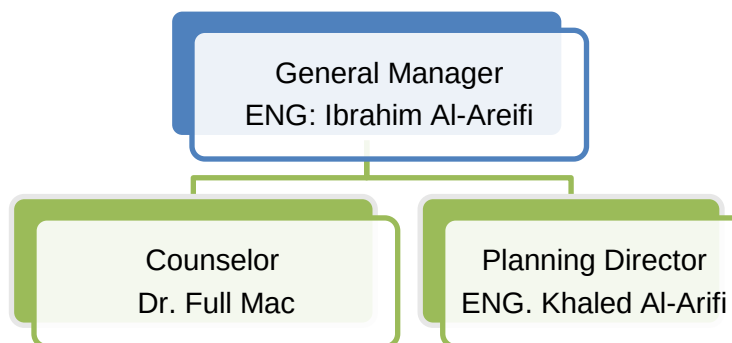
5.4 Performance stage:

Individuals commitment begins with team standards and values, and the stage is characterized by seriousness and vitality, complacency, and confidence in others. From the above, it is clear that the process of building and developing the team took place in multiple stages of maturity and growth, as well as in terms of formation, and the construction processes do not occur automatically, and therefore a full understanding, commitment to the correct practical gradient, and mastery of many of the skills necessary for this process can be clarified the correct methodology for building a team work on As follows:

a. Determine the need for the team.
b. Appointing a captain for the team.
c. Clarify the mission and expectations.
d. Team formation.
e. Participation in formulating the vision and goals.
f. Designing work steps and setting performance standards.
g. Distribution of tasks and assigning roles.
h. Maintain effective performance.
i. Termination and celebration.

6. Team management (Team structures – Team development stages – Team needs)

6.1 Team structures:-



<u>Administrative position</u>	<u>Leadership style</u>
General Manager	Democrat participates positively
Counselor	Autocratic leadership
Planning Director	Creative leadership

6.2 Team development stages:-

It simply means that the project manager determines all the activities that will take place during the implementation of the project

You write them all down in the business plan.

First, it begins with an inventory of all the main stages that the project will go through (the first level), such as Preparation, preparation, implementation, evaluation and termination. Then it defines the basic tasks required under each stage From the first level (the second level).

For example, preparing activities will include the following tasks:

- A. Choose team members.
- B. Familiarizing team members with the organization, project proposal, and business plan.
- C. Team building activities.
- D. Communication.
- E. Identifying suppliers and others.

Then, you divide these basic tasks into sub-tasks that help you to reach the goal

Please. (The third level)

For example, if we want to select team members, we need to do some things for that, such as:

1. Writing job description.
2. Exchanging tasks between employees and volunteers.
3. Place the job advertisement in the local newspaper.
4. Hire a recruitment agency if needed.
5. Determine when to send resumes.
6. Collect all CVs.
7. Choose five candidates for each job.
8. Determine the time of personal interviews.
9. Developing personal interview questions.
10. Selection of a committee to conduct the interviews.
11. Using a human resource method to evaluate candidates.
12. Conduct the interviews.
13. Make the decision.
14. Communicate with accepted candidates.
15. Preparing the workplace for new members.
16. Reach out to and thank the unaccepted candidates.

In developing this example, we used what is known as the top-down top - down approach or the gradient design.

We may also use what is known as the bottom-up approach, in which small details are then listed. They are grouped into groups that are divided into stages, and then you determine the order of their occurrence.

After defining all the required tasks, we use the tool known as a detailed working structure in order to define

Which tasks are carried out first, and it is necessary to specify:

- i) The time each task will take.
 - ii) The number of people needed to do each task.
 - iii) What is their job (accountant, engineer, or business coordinator)
- ❖ The importance of detailing the work structure: its importance lies in the fact that it achieves the following:
- a. Division of work into a number of activities and small tasks,
 - b. Assists the project manager in identifying the tasks to be performed,
 - c. Obtaining approval for the project,
 - d. Ensures that the tasks and activities to be performed are in line with the schedule and the estimated cost.

How to prepare the detailed structure for work: Lay out the activities and tasks in a diagram like the following

Which shows a breakdown of the business structure of a project.

6.3 Team needs:-

First: Building and maintaining trust

Second: Developing relationships

Third: Use the applications and tools of team management

Fourth: Preserving and retaining the best employees

Fifth: Know your role as a team leader

Sixth: Make use of the knowledge and skills of others

Seventh: Determine the roles of each member of the team

Eighth: Be an example for your team

Ninth: Provide feedback and accept it from others

7. References

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