

Everyone's Smart University

Project (Spring 2021)

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Master	Thursday 18 / 03 / 2021.	(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ آخر 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**

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

تأثير مهارات القيادة على نجاح المشروع في مؤسستك: حالة عملية خاصة بالطالب.

أساليب القيادة المختلفة هي العامل الرئيسي في نجاح أي مشروع. 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. (اختياري).

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

كل التوفيق لكم جميعاً.....

Dr. Sara Adel

THE IMPACT OF LEADERSHIP SKILLS ON PROJECT SUCCESS IN NATIONAL GUARD HEALTH AFFAIRS .

Introduction :

Team management refers to organizing and structuring the group of a team that coordinates to perform a desired activity. The members of a team can be two or more and management can be the set of rules or system which is followed by all the members of the team. If the organization is having good coordination within the members working for a company or the project, it can lead to being one of the key factors. This can turn around the failure rate into successful components. Each individual is said to have bonding between the team members. Team management forms the backbone structure of any organization .

In this project I will talk about the team management in national guard health affairs and I will be more specific to talk about the ARAR PRIMARY HEALTH CARE (PHC) my department which I am working .

Literature Review

There are a number of review articles and textbooks presenting research-based models of variables associated with team effectiveness in work teams in general

However, there are very few books or articles that present a research-based and comprehensive model of the variables that are relevant specifically for the effectiveness of management teams. Two notable exceptions are Wageman et al. (2008) and Overfield (2016), who both suggested integrated frameworks of variables influencing performance in management teams. Neither of these two frameworks, however, was

developed through a broad and systematic review of research on management teams and decision-making groups. They both built on Hackman's (2002) generic team-effectiveness model, with variables identified as vital to team effectiveness in all types of teams—not management teams in particular.

Methodology

To assess the team management affect our department we use patient safety survey which contain eight domains to assess (STAFF TRAINING -ORGANIZATION LEARNING- COMMUNICATION ABOUT PATIENT INFORMATION-MANAGEMENT SUPPORT FOR PATIENT SAFETY-RESPONSE TO MISTAKES –STAFFING-WORK PRESSURE, AND PACE -COMMUNICATION OPENNESS –TEAMWORK) .

Through approved Interdisciplinary Team as our management structure which Decisions are made at the group level, and Each team member has one or more specialties we get result of %95 staff satisfaction and productive environmental work .

Our team went through Team development stages smoothly (Forming -Storming - Norming –Performing) and now we are in performing stage ,which The team reaches increasing efficiency, gaining the efficiencies of working together rather than separate. The team now focuses externally on the work at hand.

Results and Discussion

Team Management is an idea where a group of people come together to work united to achieve a common goal. A leader of a higher position conducts this team.

The leader needs to look after the needs and satisfaction of his employees as this inevitably ensures a better work performance leading to profitable results. Team management is a collective effort of the co-workers to reach the desirable organizational skill needed to achieve the team's mission.

The team manager assigns projects or day-to-day tasks and equally prioritizes their opinions and discusses their problems in an open forum. It is also crucial to make sure that no employee feels left out and to avoid any conflict that may arise in the course of the work.

Appendices :

Survey on Patient Safety

Instructions

- An **“event”** is defined as any type of error, mistake, incident, accident, or deviation, regardless of whether or not it results in patient harm.
- **“Patient safety”** is defined as the avoidance and prevention of patient injuries or adverse events resulting from the processes of health care delivery.

Think about your work area/unit...	Strongly Disagree ▼	Disagree ▼	Neither ▼	Agree ▼	Strongly Agree ▼
1. People support one another in this unit	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
2. We have enough staff to handle the workload.....	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
3. When a lot of work needs to be done quickly, we work together as a team to get the work done	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
4. In this unit, people treat each other with respect	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
5. Staff in this unit work longer hours than is best for patient care	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅

SECTION A: Your Work Area/Unit

In this survey, think of your work area as the unit, department, or clinical area of your facility where you spend most of your work time or provide most of your clinical services.

Please indicate your agreement or disagreement with the following statements about your work area/unit.

SECTION A: Your Work Area/Unit (continued)

	Strongly Disagree ▼	Disagree ▼	Neither ▼	Agree ▼	Strongly Agree ▼
Think about your work area/unit...					
6. We are actively doing things to improve patient safety	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
7. We use more agency/temporary staff than is best for patient care	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
8. Staff feel like their mistakes are held against them	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
9. Mistakes have led to positive changes here	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
10. It is just by chance that more serious mistakes don't happen around here	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
11. When one area in this unit gets really busy, others help out	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
12. When an event is reported, it feels like the person is being written up, not the problem	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
13. After we make changes to improve patient safety, we evaluate their effectiveness	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
14. We work in "crisis mode" trying to do too much, too quickly	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
15. Patient safety is never sacrificed to get more work done	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
16. Staff worry that mistakes they make are kept in their personnel file	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
17. We have patient safety problems in this unit	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
18. Our procedures and systems are good at preventing errors from happening	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅

SECTION B: Your Supervisor/Manager

	Strongly Disagree ▼	Disagree ▼	Neither ▼	Agree ▼	Strongly Agree ▼
1. My supervisor/manager says a good word when he/she sees a job done according to established patient safety procedures.....	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
2. My supervisor/manager seriously considers staff suggestions for improving patient safety	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
3. Whenever pressure builds up, my supervisor/manager wants us to work faster, even if it means taking shortcuts	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
4. My supervisor/manager overlooks patient safety problems that happen over and over	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅

Please indicate your agreement or disagreement with the following statements about your immediate supervisor/manager or person to whom you directly report.

SECTION C: Communications

How often do the following things happen in your work area/unit?

	Never ▼	Rarely ▼	Some- times ▼	Most of the time ▼	Always ▼
Think about your work area/unit...					
1. We are given feedback about changes put into place based on event reports.....	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
2. Staff will freely speak up if they see something that may negatively affect patient care	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
3. We are informed about errors that happen in this unit	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
4. Staff feel free to question the decisions or actions of those with more authority	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
5. In this unit, we discuss ways to prevent errors from happening again	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
6. Staff are afraid to ask questions when something does not seem right....	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅

SECTION D: Frequency of Events Reported

In your work area/unit, when the following mistakes happen, how often are they reported?

	Never ▼	Rarely ▼	Some- times ▼	Most of the time ▼	Always ▼
1. When a mistake is made, but is <u>caught and corrected before affecting the patient</u> , how often is this reported?	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
2. When a mistake is made, but has <u>no potential to harm the patient</u> , how often is this reported?	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
3. When a mistake is made that <u>could harm the patient</u> , but does not, how often is this reported?	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅

SECTION E: Patient Safety Grade

Please give your work area/unit an overall grade on patient safety.

☐	☐	☐	☐	☐
A	B	C	D	E
Excellent	Very Good	Acceptable	Poor	Failing

SECTION F: our (PHC)

Please indicate your agreement or disagreement with the following statements about your (PHC).

	Strongly Disagree ▼	Disagree ▼	Neither ▼	Agree ▼	Strongly Agree ▼
Think about the (PHC)...					
1. Management in this (PHC) provides a work climate that promotes patient safety.....	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅
2. Units in this (PHC) do not coordinate well with each other	☐ ₁	☐ ₂	☐ ₃	☐ ₄	☐ ₅

3. Things “fall between the cracks” when transferring patients from one unit to another ☐₁ ☐₂ ☐₃ ☐₄ ☐₅
4. There is good cooperation among units that need to work together ☐₁ ☐₂ ☐₃ ☐₄ ☐₅

SECTION F: our (PHC) (continued)

- | Think about your (PHC). ... | Strongly Disagree
▼ | Disagree
▼ | Neither
▼ | Agree
▼ | Strongly Agree
▼ |
|--|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| 5. Important patient care information is often lost during shift changes | ☐ ₁ | ☐ ₂ | ☐ ₃ | ☐ ₄ | ☐ ₅ |
| 6. It is often unpleasant to work with staff from other units in this (PHC) | ☐ ₁ | ☐ ₂ | ☐ ₃ | ☐ ₄ | ☐ ₅ |
| 7. Problems often occur in the exchange of information across units in this (PHC) | ☐ ₁ | ☐ ₂ | ☐ ₃ | ☐ ₄ | ☐ ₅ |
| 8. The actions of management in this (PHC) show that patient safety is a top priority | ☐ ₁ | ☐ ₂ | ☐ ₃ | ☐ ₄ | ☐ ₅ |
| 9. Management in this (PHC) seems interested in patient safety only after an adverse event happens | ☐ ₁ | ☐ ₂ | ☐ ₃ | ☐ ₄ | ☐ ₅ |
| 10. Units in this (PHC) work well together to provide the best care for patients | ☐ ₁ | ☐ ₂ | ☐ ₃ | ☐ ₄ | ☐ ₅ |
| 11. Shift changes are problematic for patients in this (PHC) ... | ☐ ₁ | ☐ ₂ | ☐ ₃ | ☐ ₄ | ☐ ₅ |

SECTION G: Number of Events Reported

In the past 12 months, how many event reports have you filled out and submitted?

- | | |
|--|--|
| ☐ a. No event reports | ☐ d. 6 to 10 event reports |
| ☐ b. 1 to 2 event reports | ☐ e. 11 to 20 event reports |
| ☐ c. 3 to 5 event reports | ☐ f. 21 event reports or more |

SECTION H: Background Information

This information will help in the analysis of the survey results.

1. How long have you worked in this facility?

- | | |
|--|--|
| ☐ a. Less than 1 year | ☐ d. 11 to 15 years |
| ☐ b. 1 to 5 years | ☐ e. 16 to 20 years |
| ☐ c. 6 to 10 years | ☐ f. 21 years or more |

2. How long have you worked in your current work area/unit?

- | | |
|--|--|
| ☐ a. Less than 1 year | ☐ d. 11 to 15 years |
|--|--|

- ☐ b. 1 to 5 years ☐ e. 16 to 20 years
☐ c. 6 to 10 years ☐ f. 21 years or more

3. Typically, how many hours per week do you work in this facility?

- ☐ a. Less than 20 hours per week ☐ d. 60 to 79 hours per week
☐ b. 20 to 39 hours per week ☐ e. 80 to 99 hours per week
☐ c. 40 to 59 hours per week ☐ f. 100 hours per week or more

SECTION H: Background Information (continued)

4. What is your staff position in this facility? Select ONE answer that best describes your staff position.

- | | |
|--|--|
| ☐ a. Registered Nurse | ☐ j. Respiratory Therapist |
| ☐ b. Physician Assistant/Nurse Practitioner | ☐ k. Physical, Occupational, or Speech Therapist |
| ☐ c. LVN/LPN | ☐ l. Technician (e.g., EKG, Lab, Radiology) |
| ☐ d. Patient Care Asst/Aide/Care Partner | ☐ m. Administration/Management |
| ☐ e. Attending/Staff Physician | ☐ n. Other, please specify: |
| ☐ f. Resident Physician/Physician in Training | <div style="border: 1px solid black; height: 25px; width: 450px;"></div> |
| ☐ g. Pharmacist | |
| ☐ h. Dietician | |
| ☐ i. Unit Assistant/Clerk/Secretary | |

5. In your staff position, do you typically have direct interaction or contact with patients?

- ☐ a. YES, I typically have direct interaction or contact with patients.
- ☐ b. NO, I typically do NOT have direct interaction or contact with patients.

6. How long have you worked in your current specialty or profession?

- | | |
|--|--|
| ☐ a. Less than 1 year | ☐ d. 11 to 15 years |
| ☐ b. 1 to 5 years | ☐ e. 16 to 20 years |
| ☐ c. 6 to 10 years | ☐ f. 21 years or more |

SECTION I: Your Comments

Please feel free to write any comments about patient safety, error, or event reporting in your facility.

THANK YOU FOR COMPLETING THIS SURVEY.

References :

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