

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 20-05-2021 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.
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 - المسافة بين الأسطر 1.5 line spacing.
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Instructor's Name: **Dr. Sara Adel**

The Impact Of Leadership Skills On Project Success In Your Organization: A Case Of Team Management

1. Introduction

It is understood that Leadership is of paramount importance for any organization regardless of its size. When exercised transparently, it tends to provide opportunities for the achievement of organizational objectives. To lead is to create means, to seek resources to influence people to work motivated, decided and committed to the organization. The Leader is the primary mentor of this practice, being at the head of the team and leading the processes needed. Leadership must be aligned with employee satisfaction led, with organizational objectives, with customers and suppliers in organizations.

In this context, the present Course Conclusion Paper intends to understand Leadership in the organizational environment in a company operating in the services provided. To conduct the research, it was necessary to elaborate the following questions guiding principles: How does the Leader understand the leadership process? And as the followers perceive the exercise of Leadership?

The present research looks at this structure in three chapters. The first chapter deals with leadership concepts, origin, styles, and development in organizations as relevant. The second chapter introduces the Leader, his characteristics, the influence of culture and organizational climate, and the necessary communication for the conduct of the Leadership.

The third and last chapter presents the methodological procedures used in this research and the analysis of the data collected using questionnaires and the interview. Finally, there is the conclusion where analysis is carried out general work.

2. Literature Review and Conceptual Framework

Organizations are made up of people who work together, acting in different areas, but with a single objective. In this context, Leadership exercises a relevant role in guiding people towards achieving goals. This chapter aims to provide an understanding of Leadership in organizations.

2.1 Origin Of Leadership

Leadership emerged around 1300 in the Christian Era. The term leadership has been used for 200 years. And it has been studied as an interactive process involving social exchanges, where the Leader can bring benefit not only for the group but individually for each member; there is an exchange of value among the team members. (Andreau et al., 2019)

2.2 Leadership Concept

According to Hoffmann (2018), Leadership is a typical social phenomenon, occurs specifically in groups and organizations, being exercised as an interpersonal influence in a situation and conducted through communication; this process will lead to the achievement of one or more specific objectives. The author highlights four elements for establishing the leadership process: Influence, in a situation, by the communication process and aiming to achieve goals.

Every organization has obvious general goals, which may be: to encourage research and continuous development to guarantee an innovative range of products; achieve a defined percentage of the market within a time frame; reach a certain amount of financial business in a specified term; establish a capital withdrawal on the business exchange; profit or obtain a defined return on investments; to enter foreign markets; work ethically or for the common good; establish market dominance in more areas; grow the company to the point where it employs a number predetermined number of people, and so at each level of the chain of command leaders must understand their roles and be able to pass on to their subordinates what your responsibilities are.

Leadership is of paramount importance, as they must be present at different levels in the organization, covering the institutional, intermediary and operational. According to

Vergara (2014), the decision-making process is currently in the organizations' routine, and it is up to the manager or Leader to make the decisions about the activities. Information is a fundamental part of trust in this process. The advancement of technology allows information efficiency to the Leadership, which every day the search for tools, methods that help both in the collection and the treatment of information to support decisions. Although, according to studies, some managers or leaders make decisions based on intuition and who achieve success and are often more agile than programs taking into account the experience in the field, the study of the theme is of fundamental importance for leadership development ("Leadership skills: Problem-solving," 2020)

Decision-making is the practice of acting consciously and daily in organizations, being fundamental to direction through several options, whether for an opportunity or the resolution of a problem. One emphasis on the use of rationality will be the ability to select the means available to achieve the objectives set. Leadership can be characterized in two ways, being formal and informal. The standard is performed by people chosen to occupy positions formally designated authority bodies in organizations. The informal is characterized through spontaneity for skills present in people and, thus, becoming influential in organizations, whether or not they can occupy a position.

2.3 Leadership Styles

It is the way the Leader relates to the team members, whether in group interactions or person to person.

They are three styles of leadership being: liberal and democratic or autocratic.

➤ Autocratic Leadership: the Leader centralizes all decisions, and the followers do not have any choice, obey orders, are oppressed, which causes a climate of tension in the team, they are frustrated, where aggressiveness prevails, and they work only with the presence of the Leader in the organization feared by the power that holds it.

➤ Liberal Leadership: the leader grants the followers the freedom to make decisions and generate a solid individualism, a job not consistent and dissatisfaction in all *stakeholders*. Also, respect for the Leader is outdated.

➤ Democratic Leadership: the Leader encourages the team, motivates them by working very well, communication with your team members helps in solving any problem that arises, we seek the participation of everyone in tasks that are pertinent to shared goals, for the sake of their most significant asset the people who are part of the organization, thus creating a satisfactory climate where there is equality, commitment and responsibility in the group

2.4 Leadership Authority

For Magwaza, S., & Pandey, S. (2019), the Leader's style reflects a significant impact on the organization in the interaction between the team members. Highlighting 5 (five) techniques such as:

1. Commander: in this style, decisions are centralized, proven to be effective when there is a need for complex decision-making to achieve a goal; it generally promotes a hostile climate with the team;
2. Democratic: in this style, there is an inevitable decentralization of the decisions of the organization and generally has a motivating effect on the team. It depends a lot on the people involved and the commitment of each team member;
3. Visionary: the focus is on motivating employees to achieve goals outlines, encourages the participation of all, both in the objectives and in the improvement of organizational environment, providing a positive effect in all aspects;
4. Group leader: extremely creative to align each talent of the led ones through the established goals, which generates an effective team in the achievement of objectives and the common good, developing a positive effect on the team
5. Rhythm setter: in this style, there is a need to have a team motivated and instructed in the fundamental tasks of the organization, obtaining great ease in reaching extreme goals, as it relies on high management, having positive results when the management is efficient. Otherwise, it becomes an effect negative for the organization. It is understood that there is no ideal style, according to Stoner and Freeman (1995: 361), "The choice of leadership style must be influenced by the various forces that exist in the manager, subordinates and work situation.

2.5 Leadership Development

There are three fundamental pillars for the exercise of Leadership: the Leader, the followers and the situation where the Leader brings his personality traits, being formal and informal—the followers their motivations, expectations, interests and maturity. And the problem is a determining factor for the construction of a psychological, emerging climate and risks. Organizations allow individuals to achieve goals together that would never be achieved only with isolated personal effort. Therefore, the organizations take advantage of the synergy of efforts of several people working together.

Humility is crucial in Leadership, since the essence of this process is to inspire and influence individuals; the opposite is arrogance, so arrogant people can't encourage other people. Real leaders know how to make ethical judgments in the face the challenges of the natural world, recognizing that it is necessary to win loyalty and respect, motivated by passion, develop positive relationships, promote open communication and engender leadership skills in others, so leaders will not only help companies that are in a time of turbulence but also to grow and prepare fragile ones for the future. (Cook, 2018)

Leadership is equal authority as an influence exercised is something personal that is generated and thus prevails in the individual to the head. It puts it into practice in the process of leading. It is emphasized that power can be bought and sold granted or withdrawn, but the authority has no similarity; it is linked to what the person is, making a difference that if there is no power, they will consequently be able to flee at the first opportunity and when the authority is present, people spontaneously submit to the processes organizational.

Power is the ability to exert influence over individuals or the team. According to Blanchard (2007), abuse of power is a way of coercing people through " *status* "and their position in the organization. Highlighting five power sources such as position, personal power, power of task, relationship power and knowledge power. (Cook, 2018)

Leadership involves personal power, where a person influences others, represents an interpersonal transaction, acting in the intentionally modifying or attempting to provoke the behaviour. THE Influencee used by the Leader with his followers can be either of power or with authority. Power means an influence of one person on others; in the organization has the character of affecting and controlling people's actions, decisions, or that is, to go against each other's will, usually held by a high-ranking position. Step. Authority, on the other hand, is legitimate power by a position it occupies; the person has this power and is accepted by society (Andreaeu et al., 2019)

Leadership is based on five types of power necessary for the development of the practice. Being them:

- Rewarding power: ability to “give” something, which can be values, positive result and thus influence the behaviour of the followers;
- Coercive control: ability to use means to punish or abdicate results to influence the behaviour of the followers;
- Power of specialization: the ability to influence the behaviour of some people due to the knowledge or understanding of something specific by someone who owns it;
- Power of reference: the ability to control the behaviour of other people through the desire for personal and positive identification by someone they admire;
- Legitimate power - ability to influence by position or function allocated. The practice of Leadership can be observed at various times. Work meetings are of fundamental importance in exercising Leadership, being necessary for organizations to have people capable of leading them. Being necessary a degree of technical knowledge of the leaders so that.

Methodology

I surveyed to investigate the impact of Leadership on project outcomes. This survey used a questionnaire-based exploratory and qualitative method. The analyses and conclusions are based on the respondents' information and a review of the literature. The criterion for selecting respondents was their participation in a project as a team member and not as a leader. The project should have been successful. 38 professionals from various companies responded, a random and non-probabilistic sample of the population. The segment of the organization to which the project was

subordinated was identified, and the size of the project about the size of the team, the budget, and the estimated time for its development. These points will not be detailed in this article, nor will the team's satisfaction at the end of the project.

The sample proved to be quite balanced with a certain predominance of the financial sector, with 12 (32%) of the 38 responses. The construction sector accounted for 26% and the service sector, 21%. It can also be said that most of the projects had a small team (58%), that is, with less than 10 people; it was executed within a short period (39%), between six and 12 months, and with an average budget (34%) between \$ 2,000 and \$ 5,000.

Results and discussion

After the quantitative and qualitative calculation of the collected data, the study examined the correlations between the variables of the Leader and the situation, providing possibilities for consistent patterns to be found between the most diverse circumstances.

The skill that obtained the highest average was power and self-confidence, with 4.18. The ability that emerged most frequently in the followers' responses during the Planning phase, in which goals are specified and perfected, and the best course of action is chosen from among the different alternatives, was influenced (58 per cent). Reliability and Organizational Awareness fell in the second position at 55 per cent. At this stage, the least perceived skill was Development of Others, demonstrating that leaders are not in the habit of delving into planning and defining the necessary training to adapt the skills of the members to the needs of the project.

Adaptability and the Initiative were the most prevalent in the Execution phase, where individuals and other services are usually organized, which was 71 per cent. Self-confidence and motivation emerge in 63 per cent as per the responses, indicating that the Leader's potential for self-awareness and his ability to direct and inspire are critical for effective job execution. Organizational awareness was the least well-liked talent. Communication appeared with 66 per cent in the Monitoring and Control phase. At this stage, it is ensured that the project's goals would be met by continuous monitoring and evaluation of success, with the purpose of identifying variations in the schedule and

implementing corrective measures where required. Reliability is another essential quality to have because it ensures the credibility of the work.

Conclusion

From above, it can be seen that the exercise of Leadership is essential for organizations, as it is a solid basis for its success, where the relationship occurs naturally and necessarily, either for the exchange of information or even win in the established standards, always guided by the Leader, the actions taken led to success. Because it is closely linked to what man wants to achieve, and organizations are platforms for it to be developed. A Leader's effectiveness will contribute to both personal and professional success. This is the target. Any organization needs a Leader where it keeps itself more active every day to keep it on the market, and especially nowadays in the middle of the 21st century, adverse situations in the context of a competitive market. Therefore, Leadership needs to be treated as a relevant factor for the organization. All organizations must adapt and apply their fundamentals to the reality of companies that can generate satisfactory returns. The Leader's actions, their characteristics will define the profile, the attitudes that the Leader must have each day interferes in the organizational climate, taking into account the existing culture as also the power that is generated by communication being vital to create bonds with the team and the development of organizational practices.

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