

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**

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 Saudi Data and Artificial Intelligence Authority (SDAIA)

1 Introduction

Good management leads to achieving order and stability by formulating plans and objectives, designing structures and procedures, monitoring results against plans and taking corrective actions when necessary. Leadership includes realizing the need to significantly change the direction and operation of the project, directing people in the new direction, and motivating them to work together to overcome obstacles resulting from change and achieve new goals [1].

The magic and power of difference is captured in the term "synergy", which is derived from the Greek word sunergos: "work together." There is both a positive and a negative synergy. The essence of positive synergy can be found in the phrase "the whole is greater than the sum of the parts". On the contrary, negative synergy occurs when the whole is less than the sum of the parts [1]. Building a high-performance project team among a mix of part-time and full-time members is a challenging task. Keep in mind how difficult it can be to build a team when members cannot engage in face-to-face interactions [1].

2. Literature Review and Conceptual Framework

2.1 Leadership

Although strong leadership is usually desirable, it is not always necessary to successfully complete a project. Well-defined projects that do not face big surprises require a little leadership, as may be the case in a traditional apartment building construction where the project manager simply manages the project plan. On the contrary, the greater the degree of uncertainty encountered in the project - whether in terms of changes in project scope, technological inertia, failures in interpersonal coordination, etc. - the greater the need for leadership. For example, strong leadership will be required for a software development project as standards are always changing to keep pace with developments in the industry [1].

Strong leaders can compensate for their managerial weaknesses by having trusted assistants overseeing and managing project details. On the contrary, a weak leader can complement their strengths by having assistants who are adept at sensing the need for change and mobilizing project participants. However, one of the things that makes good project managers so valuable to the organization is that they have the ability to manage and lead the project. In doing so, they recognize the need to manage project interfaces and build a social network that allows them to know what needs to be done and obtain the necessary cooperation to achieve this [1].

2.2 Theoretical Concepts of Leadership

Today's public and private business leaders and leaders of our armed forces face challenges that require leadership capable of addressing and solving complex problems and issues, through collective, collaborative, effective and innovative solutions. This set of challenges requires leadership that covers a spectrum of leadership theories, traits, and stylistic approaches that are highly adaptive, but straightforward in nature. This type of leadership is defined as "adaptive leadership" and it is a style of leadership that develops into a new theory of its own, evolving from theories of situational, transformational, contingency, and complexity, as described by Nastanski, (2002), being further refined by leadership theorists such as Heifetz (2004).), Yukl (2002), Lepsinger (2006), and Bennis (2003), who pioneered adaptive leadership approaches to the practical application of today's workplace. A recent study entitled: "Adaptive Leadership: Leadership Theory or Theoretical Derivation" was conducted to analyze, synthesize and evaluate the legitimacy of adaptive leadership as a leadership theory, and presented conclusive results that determine whether adaptive leadership is a leadership theory or just a theoretical derivative of other leadership theories such as situational theories or transactional Or transformational, contingent, or complex [2].

2.3 Leadership Styles

2.3.1 Transformational Leadership

Transformational leaders, in contrast, focus on the intrinsic motivation and personal development of their followers. They provide insight and a sense of the organizational mission; Inspiring pride, respect and trust among their followers

(Bass & Reggio, 2006) (Sivanathan & Fekken, 2002). Avolio et al (1991) argue that transformational leaders have done more with their followers than transactional leaders in motivating them to reach organizational goals. Transformational leadership, according to Avolio et al., Can display different types of behavior or dimensions - the ideal effect or attractive and inspiring motivation, intellectual stimulation, and individual consideration [3].

2.3.2 Democratic Leadership

Anderson (1959) defined a democratic leader as someone who participates with other members in decision-making. He emphasized that democratic leadership is associated with high morale in most situations. He denied that democratic leadership is associated with low productivity and morale and that authoritarian leadership is associated with high productivity and low morale. Hackman and Johnson (1996) support Anderson's interpretation of the relationship between democratic leadership and productivity [4].

2.4 Team Management

Gersick's results indicate that there are natural transition points during teams' lives at which the group is receptive to change and that this moment occurs naturally in the middle of the project. However, the manager doesn't want to wait 6 months on a complex 12-month project for the team to work together! It is important to note here that the Gersick Groups have been working on relatively small projects, that is, a 4-person bank staff responsible for designing a new bank account in one month and a 12-person medical staff responsible for reorganizing the two units of the treatment facility. In most cases a formal project plan has not been developed. If anything, the results indicate the importance of good project management and the need to set deadlines and milestones. By imposing a series of deadlines associated with important milestones, it is possible to create multiple transition points for natural group development. For example, a 12-month build project can be broken down into six to eight milestones with the challenge of meeting each deadline to produce the tension required to raise team performance [1].

2.5 Leadership and Team Management

When selecting team members:

She explains to the man what the challenge is, and then sees if his eyes light up [1].

About motivating team members:

. . . The challenge was everything. People, especially creative techies who really want to make a difference, will do whatever is possible or whatever is necessary. I did it more than once, and I repeated it over and over again. It seems to be working [1].

On the importance of having a vision:

. . . You've got to find a rallying cry. You need something that can be described very simply and has that kind of truth loop for an engineer to say, "yes that's the thing to be doing right now." Otherwise, you'll be rolling the rocks up the hill the entire time [1].

About the project manager role:

You have to act as cheerleader. You have to act as a coach. You always have to mention the goal behind it and what is moving the ball towards the center of the goal, what is going on sideways, and you have to fight a lot of battles for them. I mean you really don't want your design engineer to argue with the guy in the drafting workshop why you should do it the designer way. I can do that, and I can rank mine too, and sometimes I do exactly that [1].

3. Methodology

An electronic poll was conducted using google form on some employees of the Saudi Authority for Data and Artificial Intelligence from the various departments and projects of the authority, which includes several questions about their leader and head, Dr. Abdullah Al-Ghamdi. The questions revolved around how would their leader be described and what method would he use with them? What is his method of forming the team and what is the model he uses in developing the team?

4. Result and Discussion

Leader Dr. Abdullah bin Sharaf Al-Ghamdi, Chairman of the Saudi Authority for Data and Artificial Intelligence, was appointed as the first president and founder of a Saudi authority in an important and complex field, which is data and artificial intelligence. From the date of his appointment in (October 2019) until now, this leader and his team have achieved great achievements in a short period of time, especially regarding to the (Covid 19) crisis, which indicates the effectiveness of his leadership.

Through the online poll on this leader, it was concluded that he has most of the leadership traits, although not all of them, including (Empathy), as in many of his television interviews he sympathizes with his team members and praises their efforts by mentioning the most accurate details of the suffering they faced to achieve the goal that they were inspired by their leader. From his speech that he was coexisting with their suffering, and among the other features observed in this leader is (Trustworthiness) as he is trustworthy by the ruler of this position because of the certificates, experiences and achievements he holds that made him worthy of this position. In it through the introductory efforts they made. I can classify his leadership style as a combination of (Democratic and Transformational) and this can be seen from the way he distributed work and missions as a democratic leader and one of the most famous teams working under his leadership is the implementation project team (Tawakkalna) and the team of the G20 Project for Visual Systems, where he used to adopt On the skills and decisions of each team in the success of these projects. On the other hand, he is a leader with a transformative vision, as he directed the Artificial Intelligence World Summit, which was under the slogan "Artificial Intelligence for the Good of Humanity".

Through the electronic poll, it was concluded that this leader uses the five-stage model of team development, but most of his teams skip the storming stage quickly and easily, due to the strength of Dr. Abdullah's leadership in managing his team.

5. Conclusion

Ultimately, exerting influence in an effective and ethical manner begins and ends with the way you view others. Do you see them as potential partners or obstacles to your goals? If there are obstacles, you are wielding your influence to manipulate and gain compliance and cooperation. If you are a partner, you wield influence to gain their commitment and support. People who view building social networks as building partnerships see that every interaction has two goals: immediate problem / interest solving and improving the work relationship so that it is more effective the next time. Experienced project managers realize that "what goes around comes around" and try at all costs to avoid antagonizing players for quick success.

6. References

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4. Choi, S. (2007). Democratic leadership: The lessons of exemplary models for democratic governance. *International journal of leadership studies*, 2(3), 243-262.