



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Everyone's Smart University

Assignment 1 (Spring 2021)

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Section

Master

Date

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Course Code

(PMG511)

PROJECT LEADERSHIP

Instructions:

- يغلق الواجب يوم الإثنين ١ مارس في تمام الساعة ٩ مساءً.
- الواجب سؤال واحد مقالي من ٤ درجات ما لا يقل عن ١٥٠ كلمة باستخدام font 12.
- الإجابة على الواجب باللغة الإنجليزية واللغة العربية مع مراعاة أن تكون المصطلحات باللغة الإنجليزية
- يرجى ضرورة التحويل إلى صيغة pdf بعد الانتهاء من الواجب ورفعته على المودل.
- الحل يكون على هذا النموذج الخاص بالجامعة فقط ولن تقبل أي مستندات أخرى.

Instructor's Name:

Dr. Sara Adel

Assignment (1)

During our study about Leadership, we learned the difference between manager and leader, adding to that we studied traits, and styles of leaders and leadership.

In our first assignment, you will research and write about **a modern project leader** of your choice . Carefully consider his traits, styles, and detect any different situations for his/her leadership in today's organizations.

Your Task

1. Select a leader either a “good example or a bad example.”
2. Research your chosen leader, identifying **evidence** of his/her traits, styles, and leadership situations.
3. Write a **four-paragraph essay** profiling your chosen leader.
 - First, introduce your leader, and state why you selected him/her. Was their leadership effective or not effective?
 - Next, detect the traits and style of your leader, and why you chose that style for him/her?
 - Next, describe the leadership situation your chosen leader was in and so you chose for him that style?
 - Finally, conclude with a short description what is your personal leadership style and how effective it has been for you?

Best of luck..

الواجب الاول

خلال دراستنا في مقرر القيادة في المشاريع، تعلمنا ما هو الفرق بين المدير والقائد، أضف إلى ذلك أننا تطرقنا أيضاً إلى سمات وأنماط القادة والقيادة.

في واجبنا الأول، ستقوم بالبحث والكتابة **عن قائد مشروع من اختيارك**. ضع في اعتبارك سماته وأساليبه وأنماطه واكتشف أي من المواقف المختلفة لقيادته في مؤسسته أدت إلى اختيارك إياه.

مهمتك هي:

1. حدد قائداً أياً كان "مثالاً جيداً أو مثالاً سيئاً للقيادة".
2. ابحث عن القائد الذي اخترته، وحدد الدليل على سماته وأنماطه ومواقفه القيادية.
3. اكتب مقالاً من أربع فقرات يصف القائد الذي اخترته:
 - أولاً، قم بتقديم قائدك، واذكر سبب اختيارك له / لها. هل كانت قيادته فعالة أم غير فعالة؟
 - ثم بعد ذلك، اكتشف سمات وأسلوب ونمط قائدك، ولماذا اخترت هذا الأسلوب أو النمط له / لها.
 - بعد ذلك، صف الموقف القيادي الذي أثر بك وجعلك تختار الحديث عن هذا القائد. وأن لهذا السبب انت اخترت له هذا النمط القيادي.
 - أخيراً، اختتم بوصفاً موجزاً لأسلوبك الشخصي في القيادة ومدى فعاليته بالنسبة لك.

مع تمنياتي بالتوفيق....

Leader: Jack Welch

(1) Introduction

- Full Name: John Francis Welch Jr.
- Life Span: (November 19, 1935 - March 1, 2020)
- Nationality: American
- Profession: Business Executive
- Highlight: Chairman and CEO of General Electric (GE) (1981 – 2001)

I selected Welch after having read a book about him (29 Leadership Secrets from Jack Welch, by Robert Slater). The book highlights the biggest teachings from the leader's successful time at GE, a success that went down in history as one of the biggest in the business world.

From a financial point of view, he's been so successful that GE increased market value from \$12 billion in 1981 when he was appointed to \$410 billion when he retired.

From a theoretical point of view, he's been an icon of management till this day, and the (Jack Welch Management Institute) established by him stands as one of the top business schools in the field.

And from a managerial point of view, during his tenure as a GE CEO, he practically transformed the organization in all aspects, and his operational decisions along with his strategic visions proved to be very fruitful. Today, the entire six sigma community owes a huge debt to the leader who almost religiously adopted the quality improvement methodology, which significantly improved customer service, reduced production defects, and removed unneeded bureaucracy in all processes.

(2) His style

Jack Welch is normally thought of as a (pacesetter leader), someone who's very demanding of his employees, and who've set the sky as a limit. The mere fact that he

dismantled so many of the company's businesses on the sole criterion that it should be no.1 or no. 2 where it operated speaks to his un-satiated ambition.

The man addressed everything from this angle, be it the businesses of GE as mentioned, the internal processes that he judged to be too slow, or the (people), and here is where much of the criticism that targeted him comes from.

He was famous for the "rank and yank" approach to his staff, whereby he would fire the bottom 10% of GE's managers. Welch was the subject of many newspaper articles that demonized him and portrayed him as a vicious leader who's only in it for the financial returns. I personally beg to differ. After reading into his biography through the book and many clips online, one can clearly see that he's more business-oriented than anything, but a successful executive won't be so if he didn't have a great understanding of his people's needs and talents and how to cultivate them. You see he did fire the bottom 10%, but he also made it a habit to reward the top 20% ! He did make lots of changes to the hierarchy, but he gave people at the bottom more freedom, and listened to the needs of the employees on the shop-floor as he intended to remove the communication barriers across the organization. In my humble estimate, he did not go after the people, but he went after the (leaders) among them, the mid-level and top-level managers who are responsible for the organization's functionality more than anyone else.

(3) The spirit that Welch had and wanted to instill, the spirit that we can be better only if we work towards it, is something that I see missing in our local business environment. The level of (complacency) and contentment with where we are is a management disease that the likes of Welch wanted to eradicate from GE's culture. And he managed to replace it with a mentality of development and resilience, and this is what I admired the most in his teachings.

Perhaps the thing that mostly sparked a personal interest in Jack Welch's story was this humbleness for great ideas and learning that a lot of his critics were not attentive to. It is a known fact that 6 Sigma was not his creation, nor was it something that (everyone) did. GM, Toyota and Motorola have preceeded GE in adopting their own quality

improvement methods. “GE wasn’t even the next large company to get onboard ... But GE watched Six Sigma go through its shakedown cruises at other companies and then adapted it for its own purposes” (Slater, 2003).

(4) Personal Reflection

The Jack Welch standard is no doubt very high. One can only imagine how much did he challenge himself before he boldly challenged his employees, his competitors and the entire status quo.

So many times though, we find ourselves admiring other people that we can’t really imitate. And I can humbly say this about myself. Few were the times that I held a managerial position (only in acting capacity). And then, I learned that I tend to lean towards a more softer end on the leadership spectrum. I often find myself striving to build rapport with people rather than forcefully try to drive them towards a certain goal (making me more of an Affiliative-Style Leader I guess). That is not to say that it had always reached me where I wanted with people. Nonetheless, I’ve developed a great interest in the various styles of leadership even if I found them to be naturally challenging for me to adopt. The story of Welch, his passion, ambition and hunger for learning and positive change all have deeply resonated with me regardless of any differences one might have with him as a person, for indeed, no one is completely perfect.