

# Everyone's Smart University

## Project (Spring 2021)

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# **THE IMPACT OF LEADERSHIP SKILLS ON PROJECT SUCCESS IN MY ORGANIZATION: Communication in the project.**

## **Introduction:**

Over time, theories of leadership have been developed. The theories of leadership have historically been developed between the 1930s-1940s by focusing on personal characteristics of the leaders, including physical appearances and personalities. In the 1940s, the behavioral school was developed to concentrate on leadership tasks. The hypothesis is that guidance can be learned and people have not been born with traits. In the 1960s, an emergency school was established that focused on the appropriateness of various leadership styles in different leadership situations by matching a leader's personal characteristics to his leadership situation (Müller, and Turner, 2010).

Leadership can be defined as a behavioral style that integrates both the organizational and personal needs to achieve certain objectives. Managers are responsible for leadership. Project managers are often chosen or not chosen due to their leadership styles (Kerzner, 2017).

The characteristics of leadership styles determine how a leader works with team members, and how the communication with the team works effectively. Project managers should adopt a style of leadership or style mix. Brits (2009) confirms this by stating, however, that the complex environment within which the projects are operating is a combination of leadership styles required. A leader could depend on the circumstances of a leadership style (Zulch, B., 2014).

Yang, et al. (2012) suggest that leaders vary their leadership at different stages of project life cycle when the situation changes. To choose the most effective style of leadership in various situations, situations need to be properly assessed and the appropriate styles applied to effective communications.

For the leaders and organizations to be effective and efficient, communication is necessary (Zillioğlu, M., 1996). The manager can share, confirm and evaluate his/her ideas through communication (Tutar, H. and Yilmaz, M.K., 2003). The leadership roles of managers have a positive effect on their collaboration skills and communication skills in Rallis and Goldring (2000).

In my organization, the behavioral leadership style is adopted. This style differentiates between 2 essential leadership styles, namely a task-oriented style and a personal or relationship-oriented style. The mix between the two elements is determined by achievement, motivation, willingness and ability to take responsibility, education and experience. The success of this leadership style does not so much depend on the style, but on how it is used. The implication of the behavioral leadership style is that relationships must be carefully considered to bring the discussion to a successful conclusion in the communication situation, for instance when issues are discussed (Walker, and Rowlinson, 2007).

The objective of this research is to discuss the leadership style used in my organization and determine the effectiveness of communication in project management and its relationship with the behavioral leadership style

### **Literature Review and Conceptual framework:**

Leadership influences each organization, process, activity or project's performance. Muller & Turner (2007, 2010), Munns & Bjeirmi (1996), Turner, Miller and Dulewicz (2009), Lloyd-Walker & Walker (2011) conducted a detailed investigation into leadership styles. All mentions the fact that most of the literature up to date focuses on project efficiency, while ignoring project managers and leadership and skills as factors for project success.

Transformational leaders are Managers who focus on relationships and communicate their values and process-orientated managers are called transactional leaders. Transactional leadership and transformation leadership are often opposed. Transactional leadership highlights contingent incentives that the transactional leader would recompense subordinates for achieving performance objectives (Yang et al, 2011). Transactional leadership depends on the task-related exchange between followers and leaders of action and rewards (Tysen et al, 2014).

Wang (2005) adds that a relationship leader-follower exists only when a certain quality of work is simply exchanged for a reasonable price. A transaction leader will act only if things do not follow the plan, e.g. when followers face a problem, do not meet a time limit, etc. The transformation leader, on the other hand, takes an active part in a project, inspires and

motivates followers to challenge new ideas and approaches. Transformation Leadership emphasizes the focus on people by matching the needs of followers with their (higher) tasks and objectives (Bass, 1990).

Kerzner (2017) sets four key elements in exercising good methods for project management: effective communication, effective cooperation, effective teamwork and trust. In the project team and within internal customers and the broader organization, effective communication can be implemented. In the broader organization, effective cooperation is necessary to align it with its goals. In the internal project team, effective team work is done and the element of confidence is exercised throughout the life cycle of a project

Barrett (2006) states that leadership communication consists of layers, skills from core strategy development and effective writing in complex organizational situations. In developing a project, the project manager must enhance key communication skills to make communication more effective. Barrett (2006) stresses that the more complex communication requirements become the more managers advance to higher levels in the organization. In addition, it is not intended to suggest a hierarchy, which is why it is described as a spiral.

The following explanations are provided in Barrett (2006) for leadership communication (as shown in Figure 1):

- **Core communication:** The core skill at the center of a spiral is the key to effective communication. These are the individual skills. Leaders must master the core skills of any organization.
- **Managerial communication:** Core capabilities are the basis for managerial communication. It is the ability to manage others more directly. It is the skills necessary to interact and manage groups with individuals.
- **Corporate communication:** Corporate communication includes the expansion of management skills into those skills that an organization needs to lead and address a broader community. Communication becomes more complex when managers move into a position where the best way to communicate to all internal and external stakeholders is to be thought about.

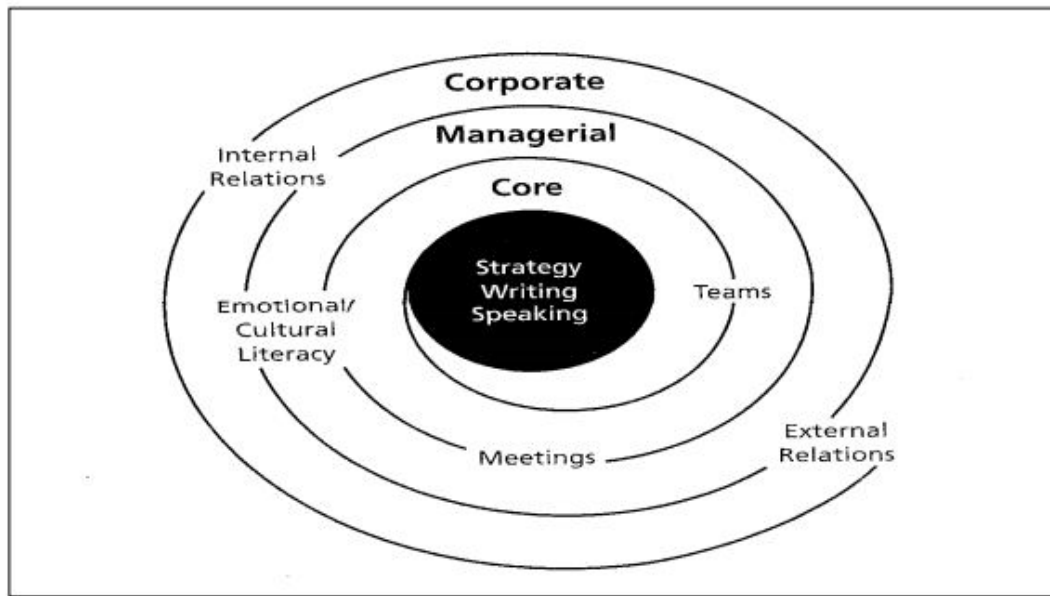


Figure (1): Leadership communication framework (Barrett, 2006)

### Methodology:

To address this research objectives, the research used qualitative method and depended on secondary data. Data was collected from various secondary sources from literatures regarding leadership styles and communication skills. The data obtained from existing work papers, reports, statistics and standards have also been taken into consideration for the review.

### Results and Discussion:

The core competencies that project managers need to communicate effectively could include writing and speaking skills, for example. Managers must be able, from emails, memos to proposals and reports, to structure and create effective and complex correspondence and documents. Managers need a degree of language expected from the leaders to write and talk. You must be able to create and present orally. These are the key communication skills required. For example, listening may be a managerial communication skill, which project managers need to communicate efficiently.

Listening is a fundamental skill in all situations, but applies within the ring because it is necessary to be aware of what others have to say effectively. Leading meetings as well as team

development and team development can be included in the ring. For example, the corporation's communication skills to communicate effectively by project managers could be leaders. Effective communication depends on the way the team and outside stakeholders conduct themselves. Leaders will find that they become the face of the project to the public when they move to higher levels of an organization.

### **Conclusion:**

The key to organizational success are effective leadership Effective leadership. The main asset of an organization is employees. A competent leader guides the organization and leads its supporters to achieve the desired objectives. Therefore, organizations, in order to achieve organizational goals, need effective leaders to lead and motivate their employees in their daily work. Managers' leadership styles and skills are crucial in achieving objectives through the adoption of appropriate leadership styles. The findings in this study show the strong relationship between interactive leadership and communication skills.

Two counterparts could be considered mutually complete concepts of interaction and communication. The main pillars of a leader would be communication and interaction. Regardless of the challenges, communication power allows the employees to cope with the obstacles. The study offered insights into further leadership studies in this regard.

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