

# Everyone's Smart University

## Project (Spring 2021)

|              |                           |               |
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|---------|-----------------------------|-------------|
| Section | Date                        | Course Code |
| Master  | Thursday<br>18 / 03 / 2021. | (PMG511)    |

## PROJECT LEADERSHIP

### Instructions:

- ☐ اخر موعد للتسليم هو يوم الخميس 2021-05-20 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.
  - 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**

## ***The impact of leadership and motivation in MARAFIQ Company***

### **1. Introduction:**

Leadership is Creates an inspiring imaginative and prescient of the future, Motivates, conjures up human beings to interact with that imaginative and prescient, manages transport of the imaginative and prescient and Coaches and builds a group, in order that it's far extra powerful at accomplishing the imaginative and prescient. Leadership brings collectively the capabilities had to do those things, A leader's cap potential to definitely have an impact on and encourage the group to paintings toward a not unusual place intention is prime to the fulfillment of any organization, A leader's cap potential to definitely have an impact on and motivate the team to work towards a common goal is key to the success of any organization.

Too regularly leaders mistakenly consider they're "motivating" their crew via way of means of taking a constantly corporation approach. They are usually searching for what's going incorrect so one can speedy restore it. While its vital to discover and attach troubles speedy, leaders have to accomplish that in a supportive manner as to now no longer create a poor work surroundings in which crew contributors experience like they're usually on foot on egg-shells. They key right here is stability and moderation.

If you have to hold someone accountable for repeated behavioral or performance issues, it's important to set firm expectations, but you can balance that with also being supportive. Leaders show the way and help employees pursue it by empowering and engaging those employees through the "the ability to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization. In other words, motivating employees is a crucial leadership task, as motivation translates an employee's knowledge, skills, and abilities into actual work behavior and job performance. While the former enables workers to carry out their jobs as required, the level of motivation determines the amount of effort workers actually put into their jobs<sup>1</sup>. In this research will conclude how impact leadership & motivation in MARAFIQ company.

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

#### **2.1 Leadership:**

If leadership theory is to be used for diagnosis, training, and development, it must be based on concepts and assumptions that are acceptable and used by new managers, senior managers, and executives. Leadership theories and models, the main components of the theory and related meanings need to be redefined.

Leadership is often regarded as one of the world's oldest preoccupations (Bass, 1990a). The term "leadership" is a comparatively new addition to the English language. It appeared for the first time approximately 200 years ago in documents of the British Parliament. However, studies of Egyptian hieroglyphics show that symbols for "leader" can be traced back as far as 5000 years ago (Dorfman, 1996). In about 400 B.C., the

Greek poet Euripides wrote that “Ten good soldiers wisely led, will beat a hundred without a head.” This suggests that the notion that success depends on the quality of leadership is hardly novel. Early leadership theories focused on what qualities distinguished between leaders and followers, while subsequent theories looked at other variables such as situational factors and skill level. *There are different leadership styles these include the following which I observed used MARAFIQ company management (my current organization): transformational leadership, Pacesetting Leadership and Autocratic Leadership<sup>ii</sup>.*

## 2.2 Leadership Styles:

### 2.2.1 transformational leadership:

The transformational paradigm views leadership as the “moving of followers beyond their self-interests for the good of the group, organization, or society” (Bass, 1997, p. 130). Transformational leaders are also successful in creating an awareness and acceptance of the purposes and mission of the organization with employees. These leaders often concentrate on longer-term goals, developing a vision and motivating employees to follow the vision they are often seen as agents of change. In addition, transformational behavior moves the range of leadership beyond focusing only on corrective and constructive actions; they often change or align systems to accommodate their vision, rather than working within existing systems (Bass, 1990b, 1995, 1996a; Howell & Avolio, 1993). The concept of transformational leadership is also acknowledged as an important characteristic of leadership in the new global economy, but will not be addressed here, since it was discussed in detail earlier in the chapter. Kouzes and Posner (1995) noted that “vision” University of Pretoria etd – Oelofse, E (2007)- 84 - has always been part of the leadership literature, but has lost its impact over time to the extent that executives and management theorists often belittled the concept. In the recent past, however, the concept of vision has been highlighted again and promoted as one of the most important leadership attributes in the ever-changing turbulent times of the twenty-first century.<sup>iii</sup>

The vision can be interpreted as reflecting the leaders' basic beliefs and assumptions on various topics including human nature, business, politics, art, technology, and ethics. Work together to create a vision for the organization and inspire all relevant stakeholders to fight for the future state of the organization's expectations. ***I observed my direct general manager and manger level without mentioned names used this style and encouraged employees on that by sending emails as direct learning for leadership approach as kind of task from higher top management and some examples as below:***



Tue 05/02/2019 3:33 PM

RE: From the desk of the GM – Leadership knowledge sharing (Lead With Humility)

## The impact of leadership and motivation in MARAFIQ Company

Dear Leaders

Lead With Humility

A wise person once said, "True humility is not thinking less of yourself; it is thinking of yourself less." In leadership, it can be tempting to become enamored with status. However, it is crucial that leaders focus on their staff more than they focus on themselves. The best leaders are selfless and more concerned with the well-being of their team than with their personal titles. You cannot be an effective leader if you feel that you are better than your subordinates. Furthermore, teams under said type of leadership become hostile and experience low productivity and high turnover.

These are some helpful hints for who are seeking to lead with humility:

- **Be willing to get in the trenches.** Your team needs to know that you are willing to work together with them. They cannot feel as if you aren't willing to work for and with them. A true leader supports his team in any and every way. If your team knows that you are willing to work side by side with them, there is nothing they won't do for you. They will be fiercely loyal, and their appreciation will be evident in their productivity.
- **Think like a leader, not a manager.** A wise person once said, "When I talk to a manager, I get the feeling that they are important. When I talk to a leader, I get the feeling that I am important." This quote is the perfect example of what it means to lead with humility. Each person on your team should walk away from a one-on-one with you feeling empowered, valued, important and appreciated. A team member who feels this way will undoubtedly be a strong player on your team. A leader views his or her team members as human beings. A manager views his team members as a means to an end. Know the difference and lead your team accordingly.
- **Remove your ego from the equation.** When faced with a challenging decision or difficult personality, this can be a hard rule to follow. Maintaining objective judgment is one of the biggest ways you can show humility as a leader. If your team can count on you to check your ego at the door and make decisions that will be for the equal benefit of your entire team, they will have a great deal of respect for you. On the other hand, if they feel that you do what is best for yourself as opposed to what is good for everyone, you will have a hard time trusting you. People don't want to work for someone they can't trust. One good way to remove your ego from the decision-making process is to get a trusted colleague's opinion. Hearing a neutral party's perspective will help you to see the situation clearly.
- **Be the change.** We have all heard the famous quote, "Be the change you wish to see in the world." As it relates to your team's culture, this means to lead by example. As leaders, we must remember that our team looks to us to set the standard. Make sure they see a good standard when they look at your own personal work habits. Take a few moments and examine the changes you would like to see on your team. Next, find ways that you can lead and inspire your team to make a change by seeing you in action.

When you decide to lead with humility, your team will immediately see a difference. As a result, you will also immediately see a difference. Not only will leading with humility impact your business, it will also impact you personally. You will feel better about yourself, your work and your team. Needless to say, it will have a positive impact on your bottom line.

Keeping humility as a priority in your leadership style will be greatly impacted your business.

### 2.2.2 Pacesetting Leadership:

One of the six leadership styles described by Daniel Goleman in the theory of emotional intelligence is the pacesetting leadership style. Although each of the six leadership styles plays a role in today's workplace, pacesetting leadership is a style that should be used with caution. The phrase that best describes the pacesetting leadership path is "Do as I do, now." This is because the pacesetting leadership style involves a commitment to initiative and the urge to achieve results.

The pacesetting leader sets both high standards for themselves and those they are leading. One of the key attributes of a pacesetting leader is that they lead by example. They don't ask their followers to do anything they wouldn't do themselves. Unfortunately, not everyone shares the same motivating forces as the pacesetting leader. Pacesetting leaders are also quick to identify individuals that are not keeping pace with their expectations. Poor performers are asked to rise to the occasion, and if they do not, then they are quickly replaced. Pacesetters don't give employees a lot of positive feedback; they simply don't have the time.<sup>iv</sup> *In MARAFIQ company pacesetting leadership style used especially in my section since it is critical section (Power plant operation section) which requires from us high performance, high pace and high quality, values result more than anything and short-term results with Ability to achieve results quickly due to the criticality of organization sector.*

### 2.2.3 Autocratic Leadership:

The autocratic leadership style is also known as the authoritarian style of leadership. Power and decision-making reside in the autocratic leader. The autocratic leader directs group members on the way things should be done. The leader does not maintain clear channel of communication between him/her and the subordinates. He or she does not delegate authority nor permit subordinates to participate in policy-making (Smylie and Jack, 1990; Hoy and Miskel, 1992; Olaniyan, 1997).<sup>v</sup> In this style of leadership, a leader has complete command and hold over their employees/team. The team cannot put forward their views even if they are best for the team's or organizational interests. They cannot criticize or question the leader's way of getting things done. The leader himself gets the things done. The advantage of this style is that it leads to speedy decision-making and greater productivity under leader's supervision. Drawbacks of this leadership style are that it leads to greater employee absenteeism and turnover. This leadership style works only when the leader is the best in performing or when the job is monotonous, unskilled and routine in nature or where the project is short-term and risky.<sup>vi</sup>

## 2.3 Motivations:

Motivating personnel is a vital leadership task, as motivation interprets personnel' knowledge, skills, and capabilities into attempt and overall performance through figuring out the direction, intensity, and period of work-associated behaviors. This chapter summarizes the leadership implications of 4 center views on motivation. It describes why motivating calls for a “two-sided understanding” of motivation that further to the elements that boom motivation, additionally covers affects which can lower motivation. A case from a leadership seminar serves to illustrate how the two-sided view on motivation can help leaders translate their goal to motivate into genuine support. While no “grand unified theory” of work motivation has yet been proposed (see Locke & Latham, 2004), several core theoretical perspectives can be identify ed (see Grant & Shin, 2011 ) that in principle give leaders a sophisticated set of tools to promote their employees' motivation. As one of those core perspectives on motivation, goal-setting theory (Locke & Latham, 1990 ), focuses on the motivational effects of goals and emphasizes that difficult, specific goals motivate high performance by focusing attention and increasing effort and persistence. Expectancy theory (Vroom, 1964 ) is a second major perspective. It presumes that employees' investments of effort follow from three subjective beliefs. To be motivated, employees must believe that their effort will lead to performance (expectancy), that this performance will lead to outcomes (instrumentality), and these outcomes must be subjectively important (valence).<sup>vii</sup> These theories suggest a number of leadership interventions to increase motivation. From a goal-setting perspective, together with difficult goals, feedback is seen as essential because it enables employees to gauge their progress and adjust effort, persistence, and task strategies accordingly. Therefore, systematic goal-setting and feedback are two essential motivation tools, and they are indeed used by superiors employing Management by Objectives (Drucker, 1954 ) principles. Rewards for good performance are perhaps the most obvious motivation tool that follows from expectancy theory. Finally, the job characteristics model implies that leaders can motivate through the way they arrange work. For instance, granting employees the freedom and discretion about when and how to complete their work increases experienced responsibility for outcomes, to achieve the highest possible level of motivation, leaders should combine all those tools. In other words, they should set difficult goals, give regular feedback, promise attractive bonuses, and at the same time give their employees the latitude to do their work the way they want to achieve those goals. After all, the aforementioned theories are not meant to be alternatives; rather, each theory looks at some of the many conditions under which employees are motivated and each theory looks at a different set of conditions.

## 2.4 Leadership & motivation skill:

Research on motivation and leadership continued for many years with little interaction between the two areas, although more recently motivational concepts have been drawn upon to understand leadership processes. Many motivational theories were posited to have direct implications for leader behavior, however the evidence for motivational impact is unclear. As motivation is an abstract construct, motives can only be inferred from

reports or performance outcomes, not directly measured. Making these inferences are difficult because of the complex, dynamic and multi-causal nature of the concept, and wide variations in expression, furthermore there is considerable debate concerning the nature of the Leadership construct, in many cases the impact of leadership on motivation tends to be inferred by outcomes, particularly focusing on group or company performance, although work has been carried out on absenteeism (see Porter, Bigley & Steers, 2003). However, it is possible that a leader can motivate subordinates without this making any difference to effort or outcomes, conversely there are many other things a leader can do to improve performance that are not linked to motivation, therefore such studies are limited<sup>viii</sup>.

Much research assumes a link between CEO leadership, motivation and performance, but there is controversy over leadership impact on organizational performance. Some evidence indicates that if a Leader is missing, member motivation may be low, implying that simply having a leader can increase motivation. Others argue that substitutes for leadership can make leaders role unnecessary, however research indicates that leader effects are not neutralized, suggesting an emotional bond with a leader cannot be replaced. Some argue that leadership is purely an explanatory category, used after the event, due to attributional and prototype processes and a need for causal and controlling principles. It is suggested that leadership, in reality, has no direct impact. Others suggests this argument is misplaced, as it is just as likely attributions of outcomes to leadership is widespread because of direct experience of leadership effects. However, the evidence suggests leadership is often attributed after the event, (Steers et al. 1996) lending weight to constructionist arguments.

Others argue that much employee motivation is actually out of leaders control (Shamir et. al 1996), due to the multitude of meanings that originate outside the organization, however it is acknowledged that these meanings can be influenced through the leadership function, influencing organizational culture, perhaps this is a key to motivation? The next article will consider this aspect<sup>ix</sup>.

### **3. Methodology:**

The descriptive research design method was used to carry out this study. The independent variable leadership styles which was involved in the study, was not manipulated or controlled directly by the researcher. The instrument used for collecting data for this study from research was questionnaire, interviews and case study even from MARAFIQ company as examples used by management during routine working and contingencies cases faced in power plant.

### **4. Results and discussion:**

Motivation is part of leadership. When you have leadership skills, it is easy to motivate people. Few studies have shown that transformational leadership has the most positive direction and effect in terms of motivation and self-motivation. In addition, the manager must have leadership and motivational skills. Effective leaders need to be aware of the motives of others. You need to understand the basic needs of employees, colleagues and

their supervisors. Leadership is used to motivate others. It is an important guiding principle that outlines the core concept of motivation: reconciliation and reconciliation of subordinate needs and organizational needs. As a manager, the manager must ensure that the company abides by the same ethical principles and ethical principles as employees. Your employees are motivated and trained to meet the needs of the company. Recognition and rewards are the key factors that motivate you to achieve your ideal goals. Reward good/abnormal behavior with a small amount of appreciation, a certificate or letter can be a big motivation. When a person receives a certificate, he must indicate the specific behavior or quality he has obtained. A good example of how employees can effectively grow and achieve their goals. Encouraging people to participate in the planning and problem-solving process not only motivates them, but also teaches them the complexity of these important decision-making factors. Everything to better understand their role in the organization. The communication will be very clear and will definitely be recognized and appreciated by the leader. This aspect of motivation encourages him to achieve his goals.

## 5. Conclusion:

Motivation abilities will be used with all leadership patterns and Few of researches resulted that transformational leadership is played the maximum wonderful direction & position for motivation style. To turn out to be a green leader, you should be self-motivated, should recognize your identity, your wishes and also you should have a robust urge to do whatever to acquire your desires. Once you're self-motivated, handiest then you could inspire others to acquire their desires and to harmonize their private desires with the common desires of the organization.

Leaders inspire and allow personnel as part of their endeavors to steady the effectiveness and fulfillment of the organization, Motivation interprets a worker's knowledge, abilities, and abilities into overall performance with the aid of using figuring out the direction, intensity, and period of work-associated behaviors. Leaders must goal intrinsic motivation this is pushed with the aid of using a hobby or amusement with inside the challenge itself, and this is strongly associated with activity satisfaction, possession of one's activity, and activity-associated well-being. The manner motivators are added and communicated in leader– worker conversations are vital to their effectiveness alternatively than seeking to immediately inspire, leaders would possibly gain from allowing them personnel' motivation via established thinking the usage of insights from motivational interviewing & each day dealing. In that approach, leaders and personnel cocreator a motivating work context & sharing their challenge of motivating with personnel.

## 6. Reference:

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<sup>i</sup> [StamovRonagel2016-LeadershipandMotivation.pdf](#)

<sup>ii</sup> [Microsoft Word - PhD Combined version 4.1.doc \(up.ac.za\)](#)

<sup>iii</sup> University of Pretoria etd – Oelofse, E (2007)

<sup>iv</sup> [lawaspect.com/pacesetting-leadership](http://lawaspect.com/pacesetting-leadership)

<sup>v</sup> <http://citeseerx.ist.psu.edu/>

<sup>vi</sup> [Leadership Styles - Autocratic, Laissez Faire, Participative and Bureaucratic \(managementstudyguide.com\)](#)

<sup>vii</sup> Leadership and Motivation Christian Stamov Roßnagel.

<sup>viii</sup> Porter, L.W., Bigley, G.A. & Steers, R.M. (2003) Motivation and work behaviour, 7th edition, McGraw-Hill.

<sup>ix</sup> Shamir, B., House, R.J. & Aarthur, M.B. (1996) 'The Motivational Effects of Charismatic Leadership: A Self-Concept Based Theory', in Steers, R.M., Porter, L.W., & Bigley, G.A., Motivation and Leadership at Work, 6th Edition, McGraw-Hill International

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