

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

Instructions:

- ☐ اخر 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.
 - 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. (خيارية).

{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 motivation skills on project success in King Abdullah Petroleum Studies And Research Center (KAPSARC)

1. Introduction

Leadership can be defined as the ability to inspire a group of people to act in a specific way within a strategy in order to achieve a set of goals to meet organization's needs. Leadership is a universal activity evident in humankind as well as in animal species (Bass, 2008)

Effective leadership can only be applicable when there are creative ideas that improve effective communication with the work team to guide them the way the leader wants them to act. According to (Liden & Antonakis, 2009), leadership is rooted in a context that affects the style of leadership and determines whether it will be effective. It is purpose-driven action that brings about improvement based on certain values, ideals and methods (Parry, K. W., & Bryman, A., 2006).

A successful **leader** inspires the team, directs the way they act, has the critical thinking skills to seek the best methods to use the resources in an organization. leadership is necessary for outcomes that exceed expectations (Bass, 1985, 1998; Bass & Riggio, 2006).

A smart leader finds out what motivates followers, provides the resources they need to do their work, praises them often, helps them develop new skills, involve them, and believe in them.

Motivation is “the set of energetic forces that originate both within as well as beyond an individual’s being.”(Pinder, 1998 , p. 11). Motivation is one of the most dominant skills needed for a successful leader. Motivation is the characteristic that makes a person achieve his objectives by working hard to achieve goals. A good leader should have open perspective to know different needs of followers. An effective leader must know convenient motivational factors and understand the different needs of employees and superiors. Abraham Maslow, the famous psychologist, originated the motivational theory that can help leaders to conceive team members motivation. Motivational theory includes Maslow's hierarchy of needs, which breaks down basic human needs into five categories: physiological, safety, social, self-esteem and self-actualization.

The aim of the research is to demonstrate the usefulness of the motivation skill on the leadership on the success of the projects.

2. Literature Review and Conceptual Framework

2.1. Leadership

Leadership is considered to be such an essential function in organizations that it has attracted many researchers. (Bass ,1985) illustrated that rules of the relationship between leader and followers are as old as 1500 years. That is why a great number of leadership theories exist. Many studies have found that effective leadership is related to positive outcomes.

Effective leadership is a fundamental factor for organizational success. A successful leader provides guidance for the organization toward achieving desired goals (M. Cetin, M. E. Karabay, and M. N. Efe, 2012). Therefore, organizations need to have efficient leaders to lead and motivate their employees in their daily operation so that they can achieve the organizational goals. Burns, 1978 explained the manner in which a leader controls a group is a leadership style. Theorists have suggested a number of leadership roles are essential for innovation (M. Cetin, M. E. Karabay, and M. N. Efe, 2012). Leadership has been defined in terms of traits, behaviors, influence, interaction styles, and role relationships (Yukl, G. 1994)

There is growing evidence that leadership is a key factor in promoting performance of teams (T. M. Amabile, E. a Schatzel, G. B. Moneta, and S. J. Kramer, 2004). leadership requires providing a clear vision then sharing it with followers, and providing possible tracks to achieve that goal (Bedeian & Hunt, 2005).

Leaders

Leaders establish a culture that promotes knowledge, encourages people, and builds loyalty to the organization (J.-T. Yang, 2007). A leader encourages followers toward self-sacrifice for achieving certain set of goals. and greater cause . An effective leader has the ability to produce energetic atmosphere and take risks when necessary to attain the vision (Yukl, 2002).

A good leader does not only devote himself or herself for attaining the goals of organization, but also keeps interactions with followers such as keeping in mind the prior conversations and attentiveness to followers individual needs. The leader keeps an eye on followers' assigned tasks and notice if they need extra help and support to accomplish the tasks. Ideally, the followers should not perceive that they are being monitored by the leader (Avoilo & Bass, 2002).

2.2. Leadership theories

Leadership theories focus on the traits people can adopt to increase their leadership capabilities. That is why a great number of leadership theories exist: there are about 65 classification of leadership (Northhouse, PG, 2004). The different views of leadership are as many as the characteristics that distinguish leaders. Most research today has shifted from personality-based theories to a situation theory that reflects skills and characteristics of the leader.

This paper discusses leadership from an important perspective noting that motivation is one of the most dominant skills required for a successful leader. The early part of the 20th century, marked eight main leadership theories (Charry, 2012).

Even the new emerging theories can be classified as one of Charry's eight major types: The Great Man Theory, Trait Theory, Contingency Theories, Situational Theory, Behavioral Theory, Participative Theory, Relationship/Transformational Theory, and Skills Theory.

2.3. Leadership styles

Leadership styles are the approaches a leader uses to motivate his or her followers. Leadership styles should be chosen and adapted precisely to fit different organizations and situations, leadership style is a prominent component of any successful organization. (T. Elkins and R. T. Keller, 2014)

Autocratic Leadership Style, Bureaucratic Leadership Style, Charismatic Leadership Style, Democratic/Participative Leadership Style, Laissez-Faire Leadership Style, Transactional Leadership Style, Pacesetter Leadership Style, Coaching Leadership Style, and Transformational Leadership Style.

2.3.1. Laissez-Faire Leadership Style

Laissez-faire is a French phrase for "let it be". It describes leaders who allow followers to work on their own. They avoid making decisions, they give the team full freedom to do work and set deadlines. Laissez-faire leaders allow their followers the power to make decisions about their work. The laissez-faire approach is characterized by the avoidance in decision making (Bass, 1990).

Mr. Faris Al Otaibi, an Energy Workshop Series Coordinator in KAPSARC, is an example of Laissez-faire leaders. He gives his team resources and advice, but he doesn't involve directly. He monitors the performance and gives feedback regularly.

His style has led to high job satisfaction and increased productivity. He usually acknowledges his team members with the tasks they are required to do. He also uses the motivation skill to encourage his followers to perform effectively. He uses financial as well as psychological motivators. He often praises, rewards and compliments good performance. The advantages are that employees feel unwatched all the time, they manage their time and do their best to follow his direction and achieve the organizational goals. The disadvantages are that sometimes the team members cannot manage their time or lack knowledge or skills. It has caused disastrous consequences one time when some of the employees got behind the track and wasted much time without accomplishing the required tasks. The employees also commented that some motivators did not meet their needs. That is why Laissez-Faire Leadership Style is considered the best and the worst style at the same time if employees cannot manage time.

2.3.2. Transactional Leadership Style

Transactional leaders make it clear for the team members that their needs will be satisfied once they meet the standards of the organization and fulfill their duties. Followers complete tasks, achieve job duties and get rewards in return. Leaders can punish them if their work doesn't meet appropriate standards. Mr. Fahd Al Turki is an executive manager in KAPSARC. He controls and guides the followers and shows the team members the tasks they have to accomplish and only when they accomplish their tasks and achieve their duties, they get rewards in return. He makes clear that they will only be rewarded when they fulfill their tasks well. He uses various motivators for good employees who perform effectively. He rewards them once they act appropriately and do their duties. He punishes them when they don't perform efficiently. The punishment can be psychological or financial. The advantages of Transactional Leadership Style are that the followers are motivated to fulfill their duties to get paid and rewarded. They do not lag in doing their tasks so as not to get punished. But the disadvantages are that the leader is usually subjective not objective in giving rewards or forcing punishment. Employees would feel unfair when punished or unfairly rewarded. Sometimes the management delays the rewards even after the tasks are accomplished.

2.4. Motivation Skill

Motivation is a power that moves the person to action, and continues him or her in the course of action already started toward attaining a goal. Leaders display the way and help their employees to follow it through empowering and including them (Gill, 2012).

Motivation skill helps a leader to convince others to act for the success of the organization. Motivating followers to carry out their jobs as required is a prominent

leadership skill. Individuals have different motivational drive, so they need various motivation from person to another and from situation to situation.

There are three key elements for motivation:

Energy, Effort, and Persistence

There are many benefits of a motivated workforce such as: cost saving, increased quality, Reduced turn over, speed to market and contributing to a better society

2.5. Leadership and Motivation

Leadership is practiced when a person leads, directs and keeps an eye on a team and encourages them to act in the appropriate way to achieve organizational goals. Using motivation can be a great help to the leader to inspire employees to do their best at work (Drucker, 1954). Choosing the right motivator is very important because people have different needs in different situations. A lot of studies have shown the strong relationship between leadership and motivation. People tend to follow a leader only when that leader makes sure to meet their needs in return for their hard work (Locke & Latham, 1990). Both styles discussed in this study use motivation to encourage employees.

Motivational Leadership Theories:

There are many theories discussing what makes employees do -and keep doing- more effort in work over time. Those theories determine a set of “tools” to positively motivate employees (Grant & Shin, 2011). Some of the theories of motivation are; Maslow's Hierarchy of Needs, McGregor's Theory X and Theory Y, Herzberg's Two-Factor Theory, McClelland's Three-Needs Theory,

Some of the modern theories are; Goal-setting theory (Locke & Latham, 1990), Equity or Expectancy theory (Vroom, 1964), Job Characteristics Model (JCM; e.g., Hackman & Oldham, 1980; Oldham & Hackman, 2005)

Motivation is intrinsic as it is driven by an interest in the task itself, while external motivation is based on outside reward and punishment. (Ryan and Deci, 2000)

Types of motivators: there are two types of motivators (Grant & Shin, 2011)

- Intrinsic Motivators such as Autonomy / Interesting Work, Purpose, and Mastery / Exploration.
- Extrinsic Motivators which include Money / Power, Recognition, Interpersonal Relationships.

Motivation is important because it allows a leader to meet and even exceed the organizational goals. It is a crucial skill in leadership.

3. Methodology

The research approach adopted in this study is the Qualitative method. The Qualitative method has been appropriate in this study because the study explained concepts and gathered in-depth insight into theories and previous researches. Qualitative method is used here to display how individuals, settings, subcultural and scenes cause different amount of effort at work. Direct observation and interview have been used as well to gather information about motivational leaders. The study also discusses the results of previous researches with two type models of leadership styles that apply motivational skills to promote followers.

4. Results and Discussion

The study includes the research results with two examples of different styles of leaders who apply motivational skills. The observations have covered the following themes

- Laissez-Faire Leadership Style and transactional style of leaders.
- organizational goals
- Subordinate assistance

The observation and research study result reveal that not one style of leadership can be handled by itself. The same as motivation, not a fixed motivator can be used all the time for all employees. The leaders in this study have used two different styles of leaders, yet they used similar set of motivators for their followers. The point that different situations may require different motivators. Both managers marked that the employees have improved their performance and increased amount of effort done at work when they are rewarded in the right way. The Laissez-Faire Leadership Style is good for more freedom and be less watched all the time. However, Transactional Leadership Style depends on - do to get paid- the manager makes it clear that they have to achieve their work before they get rewarded.

Regarding their use of motivation, physiological, social or psychological needs when met, employees improve and even develop themselves. By taking a sincere interest in their employees, recognizing their basic needs and taking steps to meet them, the leaders inspire and motivate employees.

They work hard to make sure the organizational set of goals, mission, vision and objectives are accomplished. Their decisions regarding motivation must be within these rules. Appreciation and rewards are important motivators that influence a person to

achieve the desired goals, however deciding what motivator to give in each single scene is more important. Sometimes, rewarding behavior can be with appreciation, certificate or letter. If a certificate is the award, it should mention the particular act or the quality for which the individual is being rewarded.

They added that being a role model is a key motivator that influences employees in reaching their goals, it is a must that they should set a good example to ensure their people to grow and achieve their goals effectively as he does. They assured that involving their employees in planning and important procedure not only motivated them, but also lead to better performance, commitment, excellence and creation by everyone as they would feel part of the organization. "Team spirit is the soul of the organization", they declared, " nothing can be done by one person only, it needs the whole team working together to achieve the desired goals. Any challenging job accomplished reflects the soul of achievement among employees.

Both of them are efficient leader and are self-motivated.

Conclusion :

This paper has discussed the conceptual review of leadership, leader, and motivation. Leadership is a key element in any organization. Leaders show the way and help followers pursue it through the special abilities to influence , motivate, and enable others to contribute toward the effectiveness and success of the organization.

Motivation is a crucial leadership task, as motivation turns an employee's knowledge, skills, and abilities into actual work and job performance. Motivating others is not an easy task. Setting goals, expectancy, beliefs and incentives, work design and autonomy —all these and many more factors play an important role in motivating employees. Individuals differ in needs, what motivates one employee might not motivate another.

This study also identifies the different theories of leadership (traditional and modern theories) and motivation, the types of leaders, elements of motivation, types of motivational theories and an example of a successful leader. It also explains the relationship between leadership and motivation as one of the key skills required for a good leader. Different types of motivators; Intrinsic Motivators including autonomy, purpose, and mastery and exploration. And extrinsic motivators which include money, power, recognition, and interpersonal relationships. There is a strong relationship between leadership and motivation since different motivators usage can help a leader control and manage the leader's task.

Limitations and risk items:

There is a variety of motivators, every situation and every individual needs a different motivator. This point was missed by both leaders. They couldn't use the appropriate variety of motivators in different situations. Even the same employee may require different type of motivators depending on situations and subcultural needs. Both of them usually use financial rewards to motivate employees. They missed that employees are sometimes better motivated by praise, being consulted in work decisions and fulfilling the goals. Those limitations derived from lack of sufficient background about employees. The risk item come from the wrong way in dealing with some not all situations which were caused by inappropriate motivator or in the case of Laissez-Faire Leadership, gaps between tasks and time for accomplishment is caused because some employees cannot control their time as well as lack of regular follow-up by the leader.

Recommendation:

- The first recommendation is that both managers recognize their own identities better, the managers should have a strong urge to do anything to achieve their and their organizational goals. Once they became self-motivated, only then they can motivate others to achieve their goals as well as the common goals of the organization.
- Being subjective in motivation, they look unfair. Sometimes they mis choose the appropriate motivator, so they should keep themselves objective as much as they can.
- Sometimes the manager himself is affected by some emotional aspects or unfair decisions or limited ability to change the rewarding routine of the organization. That is why a *group of executives* or responsible managers should meet and decide together the motivation and the type of motivator or punishment that is to be applied over employees.
- It is recommended also each leader apply a mix of various styles as a leader because it is difficult to stick to one style in different situations.
- Another recommendation is to establish a database for employees which includes not only personal information but also social and psychological needs and circumstances to decide which is the best style to apply with them as well as the type of motivator that can motivate them.

- Laissez-Faire leader must set a limited time for every single task as he or she is to supervise only. Another solution is to break down each task into many smaller tasks that are to be accomplished in certain direction decided by the manager.

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