

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

Instructions:

- ☐ آخر 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

The Impact of Leadership skills on Project Success in Petrochemical industry organization

1.Introduction

Leadership skills now include learning how to keep an office secure, productive, and harmonious as workplaces continue to develop into more diverse and inclusive environments.

Savvy business owners are perpetually concerned about their companies' future. We want to make strategic decisions that will pave the way for a profitable and prosperous future. However, the future of your company is dependent on how you handle conflict resolution—that is, how you plan for ways to manage conflict in the workplace. As a business owner, resolving conflict in ways that nurture your company's culture and keep your employees on task must be part of your leadership skills (Michalowicz, 1).

I've learned a thing or two about confrontation, strong leadership and management skills, and long-term productivity over the years.

2.1 Leadership

The practice of inspiring a group of people to work together for a common goal is known as leadership. This can involve leading staff and colleagues with a plan to meet the company's needs in a business environment (Ward, 2).

Leadership captures the essentials of being able and prepared to inspire others. Effective leadership is based upon ideas—both original and borrowed—that are effectively communicated to others in a way that engages them enough to act as the leader wants them to act.

A leader inspires others to act while simultaneously directing the way that they act. They must be personable enough for others to follow their orders, and they must have the critical thinking skills to know the best way to use the resources at an organization's disposal.

In business, leadership is linked to performance, and any leadership definition has to take that into account. Therefore, while leadership isn't intrinsically linked to profit, those who are viewed as effective leaders in corporate contexts are the ones who increase their company's bottom line.

2.2 Theoretical Concepts of Leadership

Leadership theories are schools of thinking that attempt to understand how and why people become leaders. The theories emphasize the characteristics and attitudes that people may use to improve their leadership abilities (CFI, 3).

Leadership theories have aided in the formation and shaping of today's government to a large degree. Many elements of these ideas may be used to develop one's leadership abilities.

Leadership can be described in a variety of ways. Some leadership theories attempt to explain what makes a leader special, while others attempt to explain how great leaders emerge. According to the Great Man Theory, one's innate characteristics contribute to great leadership. The Situational Theory advises leaders to adapt their leadership style to the situation at hand, while the Behavioral Theory focuses on developing the skills needed to be a successful leader.

Leadership ideas aren't limited to the past. They are principles of practical recommendations that can be implemented by a wide range of people, from executives to community leaders and government officials.

2.3 Leadership Styles:

2.3.1 Laissez Faire Leadership

Trust is the foundation of laissez-faire leadership. People who have a lot of freedom to make choices and work on projects on their own are also the most relaxed with laissez-faire leaders (STU, 4).

Laissez-faire leadership can be summarized as follows: Do whatever you want as long as the job is done correctly.

Building a strong team — and then staying out of the way — is the secret to success for a laissez-faire leader.

Laissez-faire loosely translates to "let it be" or "leave it alone" from its French roots. In practice, this means that leaders allow their subordinates to complete tasks in the way they see fit, rather than imposing rigid policies or procedures.

2.3.2 Transactional Leadership

Someone who values order and structure is a transactional leader. They are likely to be in charge of military operations, large companies, or multinational programs that require

rules and regulations to meet deadlines or transport people and materials in an orderly manner. A transactional leaders do not fit well in environments that appreciate innovation and new ideas (STU, 4).

Transformational leadership is often contrasted with transactional leadership. Self-motivated people who work well in an organized, driven environment are essential for transactional leadership. Transformational leadership, on the other hand, aims to empower and encourage employees rather than commanding them.

Transactional leadership is results-oriented, follows an organization's current structure, and evaluates performance using the organization's incentives and penalties scheme. In an organization, transactional leaders have formal authority and responsibilities. This type of leader is in charge of keeping things on track by overseeing individual success and promoting group performance.

2.3.3 Transformational Leadership

Transformational leadership is a management style that encourages, inspires, and motivates workers to evolve and create change in order to help the business succeed and influence its potential success. This is achieved by executives leading by example with a clear sense of organizational culture, employee ownership, and workplace freedom (White, 5).

Transformational leaders empower and motivate their teams without micromanaging; instead, they trust their workers to make choices in their areas of responsibility. It's a management style that encourages workers to be more flexible, think ahead, and come up with new solutions to old problems. Via mentorship and preparation, employees on the leadership track will be prepared to become transformational leaders themselves.

2.3.4 Authentic Leadership

Self-actualized people who are mindful of their talents, weaknesses, and feelings are authentic leaders. They also show their followers their true selves. They don't behave one way in private and another in public, and they don't hide their flaws or errors for fear of appearing weak. They also understand that self-actualization is a never-ending path (Kruse, 6). They are willing to prioritize the organization's mission and objectives above their own personal interests. They work for the sake of getting things done, not for their own influence, money, or ego. Authentic leaders don't only lead with their heads; they even lead with their hearts. They aren't afraid to express their feelings, be vulnerable, and interact with their colleagues. This isn't to say that genuine leaders are "soft." In reality, direct communication is necessary for good results, but only when done with empathy; directness without empathy is cruel.

2.4 Decision-making

Any decision made at any level must consider the competing interests of those who will be impacted by the decision, and therefore dispute resolution is an important part of the decision-making process. The decision maker's ability and leadership qualities determine how well disputes are resolved (MSG, 7).

After all, every decision is ultimately an allocation of mutual resources among the various groups, and it must balance conflicting interests. The argument is that in every organisation, there are limited resources that must be distributed among competing groups, so the decision maker must ensure that all of the needs and concerns of the various groups are considered when making the decision.

Since most decisions have an emotional dimension, decision makers must be particularly responsive to the needs of those who will be influenced by the decisions. Consensual decision-making guarantees that the majority of the interests of various communities are heard and considered. However, since each party has its own agenda, decision-making by consensus can not be possible in real-world organizations. As a result, decision-makers must ensure that their decisions include some level of consultation and some level of overriding of individual agendas. The explanation for this is that, while individual needs may be considered, decision-makers must keep the organization's interests in mind and proceed accordingly. This is necessary to prevent individuals and organisations from hijacking the decision-making process in order to further their own agendas. In most organizations it is common for the decision makers to elicit as much information as possible from the individuals and then only take the decision so as to provide balance and grievance redressal to the affected parties.

2.5 Leadership Skill for Conflict Resolution

In a variety of situations, conflict can arise between people or within groups. Since people have such a wide range of differences, a lack of conflict may indicate a lack of successful interaction. Conflict should not be viewed as either good or bad; rather, it should be viewed as a necessary component in the development of productive relationships between individuals and groups. The means and methods used to resolve the dispute will decide whether it is constructive or destructive. Conflict has the potential to generate constructive opportunities and progress toward a shared goal, but it also has the potential to destroy relationships and result in negative outcomes.

Many leadership coaching programs address conflict resolution, but they may not adequately emphasize the importance of good conflict resolution skills in leaders. Here are five key skills that help leaders with conflict resolution, so their teams and their organizations can perform to their fullest capability. Conflict resolution skills can turn a good leader into an exceptional one. It's not easy, and nobody enjoys mediating conflict, but sometimes leadership demands it. Leadership coaching can help leaders develop and sharpen their conflict resolution skills.

3.0 Methodology

The team's debates and agreements regarded process adequacy assessment requirements as part of the Process Design Package (PDP). This caused to the extent of the process adequacy assessment requirements to be carried out during PDP by the technology licensor. The project is considered schedule-driven to meet certain government regulations on energy efficiency targets. Therefore, the team should collectively agree on the best path forward solutions to mitigate potential risks for satisfying process equipment integrity at completion and testing through a series of meetings. However, the manufacturing and licensing team tried to maintain strategic relationships with the licensor for future technical support by accepting whatever the licensor proposed. The technology licensor proposed only high-level process assessments for 30 years plants. Simultaneously, the business team focused on meeting certain departmental KPIs and stick to the project calendar by moving the project progress ahead. Whereas the project team was concerned to have full compliance with the PDP requirements based on previous experiences and lessons learned for similar project nature. Finally, the entire team agreed to accept the licensor proposal for performing high-level assessments during PDP. The remaining process adequacy assessment requirements rolled over to the basic engineering contractor due to the project's urgency to kick it off.

The team did not act as cohesive when handling the conflict, which-resulted in different department objectives. Therefore, the confusion prevented the team from achieving an effective outcome.

The conflict could have been better managed by the team and team leader if the following tips for dealing with workplace conflict were considered:

1. Knowing more about the other participants and collect as much information as possible (Ramirez, 8).
2. Objectively describe the conflict from my viewpoint(CCL, 9).
3. Add momentum to the team discussions to develop different solutions to the problems (CCL, 9).
4. Build trust among the team to encourage them to handle the conflict positively (Lencioni, 10).
5. Ask each member to describe their assumptions and list of facts (Mattson, 11).
6. Suggest breaking into small groups to separate existing alliances (Mattson, 11).
7. Encourage all concerned parties to seek a win-win situation (Ramirez, 1).
8. Grant a voice to the participants to provide a quality idea for solving a conflict.
9. Come up with an action plan (CCL, 9).
10. Celebrate conflict resolution with the team (Mattson, 11).

4.0 Results and Discussion

According to the TKI assessment, my prevailing behaviors in handling conflict are competing and collaborating mostly because of the project-type environment (TKI, 12). During project execution, if certain targets must be met and urgent issues need to be addressed, then the best conflict mode is competing(TKI, 12). While dealing with project sponsors and affiliates, the best conflict mode is collaborating to have a win-win solution (TKI, 12).

As revealed by TKI, my conflict management style contributed to the conflict by not acknowledging the other conflict behaviors towards identifying possible solutions. Also, I should understand that my preferred style of dealing with conflict (Davidson, 13). Additionally, I should handle the conflict situation in a constructive way to create diverse methods of thinking and solutions to difficult problems (Mattson, 11).

I do not think there is a good answer to whether the conflict is "bad" or "good" (Ramirez, 8). If we consider that conflict in life is inevitable, we have to deal with conflict constructively to explore new ideas and learn other perspectives (Ramirez, 8). Furthermore, we do not aim to prevent a situation from happening again but to minimize its impact.

5.0 Conclusion

In conclusion, leadership is an integral part of human life. Leaders are evident in families, in schools, in workplaces, in social groups, and in one's life. Indeed, everyone must be a leader of his own life as he matures into an adult and make decisions for himself.

Leaders must be bold but they must also have good judgment. They must be able to communicate effectively and they must be capable of empathy. They must demonstrate emotional intelligence skills and be reflective so that they can consider multiple points of view and see how both they and their followers can benefit from objective criticism.

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