

Everyone's Smart University

Project (Spring 2021)

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Section	Date	Course Code
Master	Thursday 18 / 03 / 2021.	(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ آخر 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

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. (اختياري).

{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 Skills on Project Success in Sejeltech: A Case study of Team Management among Training Teams in Global Distribution System Department (GDS)

1. Introduction

After the management revolution, the concept of leadership has been developing dramatically. However, while leadership has been developing, team management has been such a matter to reach project success and organizational objectives. As a matter of fact, the team may be a formal/informal group of individuals collaboratively working together to accomplish a goal. Additionally, the team is managed by a leader whose leadership styles are a key factor to attain the goal and project success by enhancing, motivating and provoking his team to perform their job more effectively and efficiently. Sejeltech as a leading company providing IT solutions to its clients is focusing on teamwork and team management by leadership to accomplish results and success in its projects. Therefore, how could team structure, development and needs be associated with leadership styles and thus assure a successful project delivery within the organization?

2. Literature Review and Conceptual framework:

Scientists for several decades studied the distinguished relationship between teams and therefore the leaders whose responsibility is to create and develop a great team environment where everyone supports the opposite. A successful team includes factors like common goals, clear planning, effective leadership and so on. Leaders, adopting different leadership styles must acknowledge and understand the theoretical fundamentals of team management such as team structure, team development stages and team needs. Dr. Kathleen K. Reardon, Dr. Kevin J. Reardon, and Dr. Alan J. Rowe argued in "Leadership Styles for The Five Stages of Radical Change," that, "Leaders usually use various styles and sometimes a mixture of two or more styles," and that they additionally claimed that "Style patterns, nevertheless, don't have to be constant. Leaders can actually choose the best style based on situations" (Reardon Et Al, 1998).

2.1. Team Development Stages

Dr. Bruce Tuckman developed a novel structure of team development that displays the

Forming-Storming-Norming-Performing stages about which each group must go through to achieve a superb performance. Firstly, in the forming stage, the team first meets and gets together, yet the advantages and productivity are simply like that when working independently. After a period of time, the storming stage starts when disagreement spread out amongst the team so productivity will obviously decrease. For instance, each member wants to play the higher rule and decides what others should do. Then, the team will reach the norming stage and begin to work together more productively than the previous stage by accepting others' viewpoints. Finally, trust will occur amongst the team and their work becomes more efficient. Leaders, on the other hand, must choose the effective leadership style upon managing their team in each stage. However, as "The developmental phases of groups: Does it get any better than Tuckman?" says: A popular development theory was presented already in the 1950s. Warren Bennis and Herbert Shepard (1956) presented a theory with two developmental phases and six sub-phases. To move from one phase to the second displays that the affirmation will probably change from authority to emotion and at the same time from role to personality. They also defined that each phase is divided into three sub-phases. Researchers have come to seven various perspectives of the stages like feeling, themes, roles, structure, activity, movement and defense mechanisms (Lauri Salonen, 2012). This great instance gives an idea that Tuckman's model was the base of other developed models over time such as McGrath's model, Hare's model and virtual group model.

2.2. The Team Needs

The team needs theory is considered as a reflection of the hierarchical needs of Maslow. Theoretically, the bottom need at the underside must be satisfied before jumping to the following need (Trust, managing conflicts, Commitment, Accountability and Achieving results respectively). First, trust is the foundation of every relationship among people, friends and team. In fact, it's hard to reach everyone's trust, so leaders should express their trust first, creating a trustworthy environment, engaging the team for team-building activities and eventually preventing and protecting the trust environment from any undesirable actions. Next, to succeed in a positive conflict, trust must be satisfied. Otherwise, leaders should focus on the primary cause of the conflict which affects the progress of work. Leaders should, in addition, use a proper conflict resolution technique

to reach consensus. Problem-solving, compromising, avoidance and smoothing are examples of conflict resolution techniques leaders should utilize. After that, although leaders set the example of commitment (Pacesetter leadership style as an example), they will fail themselves and therefore the team by not committing to the vision. Therefore, trust, conflict management, well team structure, clarity, motivations are key factors to commitment and gain commitment. Then, teams must respect their responsibility towards their leader, themselves and members to achieve results. Additionally, trust and commitment must be admitted so that accountability can be reached. Therefore, leaders can assign responsibilities to their team effectively by using a famous tool like the accountability matrix tool which illustrates levels of accountability such as responsibility, accountability, support, consulted and informed (RASCI). Lastly, by satisfying all the previous needs, the team is a result-oriented team due to the actual fact that members have a transparent vision and a goal to accomplish.

2.3. Situational Leadership and Team Management

When leaders adopt different leadership styles based on the situation they face, they are considered situational leaders. It's an effective way of leading due to the fact that it focuses on the followers and fulfilling their needs. Therefore, according to "Project Management Leadership: Building Creative Teams," Blanchard and Heshey stated that the situational leadership style is defined based on leaders, how much directive or supportive they are; moreover, the development level of the team will follow four behavior types with consideration of supportive behavior against directive behavior as shown below:

Telling "Directing": leaders tell their followers how and what to do. It's helpful for followers who are inexperienced yet are enthusiastic and committed to their job. They need direction and supervision to get them started.

Selling "Coaching": leaders sell their thoughts and ideas, so followers would buy into the process. It's good for followers who have some competence but not committed to the work. They need direction and supervision due to a lack of experience. They also need support to build their confidence, and participation in decision-making to build their commitment.

Participating “Supporting”: leaders allow their followers to get more active in making decisions by offering less direction. It’s useful for followers who have competence but are not confident or motivated. They don’t need much direction as mentioned above because of their developed skills but leader support is necessary to enhance their confidence and motivation.

Delegating: leaders in this stage keep their hands-off and give a space for followers to make the most decisions as well as responsibilities. It’s perfect for followers who have not only competence and commitment but also the ability to work on a project by themselves with little supervision or support from the leader (Rory Burke and Steve Barron, 2014).

This specialized write-up explicates that the leader should put on more effort to understand the development level of his followers and focuses on his relationship between him and his teams.

3. Methodology

A practical observation approach is conducted in this study for GDS training team in Makkah. As a member of the training team, I could closely observe and study the teams’ needs, behavior, personality, difficulties, structure, stages of development during the working lifetime. By involving with the team in the field, observation would be a quick, easy and precise way to monitor, investigate and take notes of any unusual actions and conditions to be analyzed to come up with a solution and beneficial results. Furthermore, a sample size of 4 trainers and their leader were directly observed during meetings, workshops and in the field for data gathering by taking notes. However, some personal data can’t be identified by observation, so a questionnaire method or face-to-face meeting could reveal any hidden details. According to the research aim and theoretical studies mentioned earlier, results were analyzed and documented.

4. Results and Discussion

By observing, meeting and questioning the trainers and their leader, the following outcomes were figured out regarding the effect of leadership on team management. The most likely team structure used in Sejeltech is the Top-Down team structure. Team leaders are mostly the one who takes the final decision specifically in serious matters and trainers should follow his lead. Nevertheless, sometimes another team structure is used,

the Interdisciplinary team structure. For instance, when developing a user guide for GDS, each member has a specialty in a special area such as designing, translating and presenting so that the decision is made by everyone. In detail, our leader, in the top-down structure example, was adopting the autocratic and pacesetting leadership styles especially when it comes to sensitive decisions so that he takes all responsibility for achieving the task and making sure everyone follows his values with high performance. On the other hand, during the team development stages, the leader adopted also different leadership styles. To illustrate, in the forming stage our leader is more coaching style by motivating and encouraging the team to improve their skills and productivity. Otherwise, he uses an affiliative leadership skill during the storming phase where it's suitable for conflict resolution and building a trusting environment by getting close to the team and being more emotional. In fact, as per the team needs, trust and managing conflict must be achieved in this stage to reach a healthy workplace and move to the norming stage where the team starts to accept each other and work more productively and achieve commitment. In the performing stage, our leader is leading by visionary and charismatic style since the team reaches accountability and works more efficiently towards the vision created by the leader. Actually, our leader is motivating and influencing his team to get the best out of them to finally succeed.

To conclude, I believe being a leader in Sejeltech requires adopting and differentiating between different leadership styles according to the situational leadership theory, team behaviors and needs, and even how urgent a task should be completed in order to manage teams more effectively and efficiently to finally achieve project success. I strongly would say that Sejeltech is also using a matrix organizational structure where upward, downward and horizontal communication is used, and the leader, project manager as an example, is responsible for the success of the project by sharing and using experts from different functional departments. In fact, when the leader gets clear communication outlines, it will be easier and obvious for him to manage his team and reaching them faster for effective participation and decision making. Hence, leaders must be capable of adopting several leadership styles to closely manage the team and raise their needs to the top level to finally succeed in his team and his organization.

5. References

1. Salonen, L. "Boost Your Team Individuality: A New Perspective on Group Development Over Time." (2012).
2. Reardon, Kathleen K., Kevin J. Reardon, and Alan J. Rowe. "Leadership Styles for The Five Stages of Radical Change." (1998).
3. Burke, R. and Barron, S. "Project Management Leadership: Building Creative Teams." (Second Ed.). John Wiley & Sons, Ltd. United Kingdom; 2014