

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

The Impact of Leadership Skills on Project Success in Communication in project management.

Introduction

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Theories of leadership have evolved. Leadership theory began in the 1930s and 1940s, focusing on leaders' characteristics such as physical appearance and personalities. In the 1940s, the behavioral school of studies, which concentrated on leadership tasks, arose. The idea was that leadership could be taught rather than being a natural trait. The contingency school emerged in the 1960s, and it was concerned with the appropriateness of various leadership styles in various leadership circumstances by matching a leader's characteristics to the leadership situation. In the 1980s, the innovative and charismatic school emerged, focusing on organizational change through the advancement of vision, charisma, respect, and trust. Before 2000, the emotional intelligence school (Müller and Turner, 2010) appeared.

This paper looks at leadership in general, project management skills and responsibilities, project manager communication skills, project management leadership communication, and leadership communication. Contact is important for project execution and management, as well as communication between the construction project team and stakeholders, as part of leadership.

2. Literature review

Leadership styles.

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The following leadership styles have been chosen as well-known leadership styles in the field of business management (Smit and Cronje, 2002). Although the study does not specifically address leadership styles, they do have an impact on communication efficacy, so a review of leadership styles is necessary. Depending on the case, the models may be used individually, selectively, or in combination.

- McGregor's theory X and theory Y style

Theory X and Theory Y are two basic approaches to managing people suggested by McGregor. The average person, according to Theory X, would do anything to escape work and obligation, and therefore must be directed and compelled to work (Burke and Barron). According to Liu, Fellow, and Fang (2003), theory X is either employee-centered or people-oriented. Theory Y suggests that team members appreciate their work and will take ownership of implementing and directing the project's goals.

Members of the team will handle and operate on their own (Burke and Barron, 2007). Liu et al.

(2003) define production-oriented theory Y.

- Behavioral leadership style

This leadership style distinguishes between two basic leadership styles: task-oriented and people-oriented or relationship-oriented. The mixture of the two elements is determined by achievement, motivation, willingness, and ability to take responsibility, education, and experience (Walker, 2007). The effectiveness of this leadership style is determined more by the situation in which it is used than by the style itself. The behavioral leadership style implies that in a contact environment, such as when task problems are being addressed, relationships must be prioritized for the conversation to be effective.

The project manager's communication skills.

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Any organized human activity's survival is primarily dependent on man's ability to interact with others. Indeed, it is difficult to imagine a company in which employees work in isolation without the aid of contact. It's critical to figure out what skills are required to interact effectively for the project's benefit.

There are three types of skills: cognitive, technological, and communication skills.

The knowledge base of the field is related to cognitive abilities. Technical skills are specialized practical and manipulative techniques that are required in the profession, particularly during the project planning and implementation stages. (Odusami, 2002).

Individuals with good communication or social skills can communicate efficiently with clients and other professionals (Hargie, 2007). The project manager must form cooperative relationships with project team members, create a positive environment for communication, recognize project participants to ensure engagement, and use an acceptable leadership style (Odusami, 2002). Dick (1997) adds two more skills to the list: interpersonal and emotional skills. Emotional skills include the ability to make good choices in tough situations, accept responsibility, and show bravery. Having the ability to connect is an example of interpersonal skills. Without emotional skills, interpersonal skills may not be used efficiently, and technical skills may be lost without interpersonal skills. According to Katz (Odusami, 2002), all project managers must have the same level of proficiency in each skill. Communication is an important life skill, according to Covey (2008), and "the most important qualities a project manager learns are communication skills," according to Heldman (2011). These comments reaffirm the importance of communication skills.

Speaking is the most common mode of communication because it is instant, spontaneous, and can be used in a variety of situations. Verbal contact, on the other hand, is often misunderstood (Elder, 1994). During a construction project, the majority of contact can be spent speaking and listening, with less time spent reading and writing. Speaking, listening, reading, and writing are all communication actions that require skills to be used effectively.

3. Results and discussion

Writing and speaking skills, for example, are two key skills that project managers need to communicate effectively. From emails and memos to plans and reports, managers must be able to organize and compose efficient and complex communications and documents. Managers must be able to compose and communicate in a manner that is appropriate for a leader. They must be able to prepare and present oral presentations. These are basic communication skills. Listening is one of the managerial communication skills that project managers need to be able to communicate effectively. Listening is an important skill in any case, but it's especially important in the managerial ring because successful management involves paying attention to what others are thinking. Leading meetings, as well as team formation and construction, can be included in the managerial ring.

Being a mentor, for example, is one of the organizational communication qualities that project managers need to be able to communicate effectively. Effective communication is dependent on how the team and external stakeholders are led. Leaders will find that, as they move into higher levels of an organization, they become the project's face to the public.

4. Conclusion and Recommendations

The project manager who has the team's confidence and can get them to work together will be able to communicate effectively. To achieve project goals, project team members must communicate, exchange, collate, and incorporate information and expertise.

A project manager communicates not only with words, but also with his or her personality, which involves attitude, behavior, and personality. Allowing team members to take ownership of

their work and expressing the vision would improve the formal flow of knowledge in all directions, including upward, downward, horizontal, diagonal, and lateral, resulting in effective input. As a result, project managers who empower their teams to take ownership of their work will get more out of them, and communication will be more successful.

The Behavioral, Fiedler, McGregor's Theory X and Theory Y, Sloan or Visionary, and Situational leadership styles are the ones that a project manager will use during the execution of a project if they have characteristics like allowing team members to take responsibility for their work, building confidence, cooperation, and teamwork, and sharing the vision.

This means that a project manager must summarize the situation to adapt a style to the circumstances, implying the Situational leadership style. The Situational Leadership Style is the best style for a project manager to use during the execution of a project because it adapts a style to the situation, encouraging team members to take responsibility for their work and engage in decision-making. This shows that the project manager has confidence in his or her team. These are the qualities of a construction project manager that will improve successful communication and form the foundation of a leadership style.

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