

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

The Impact of Leadership communication on project in ITAL Company

1- Introduction:

Communication in the organization for ITAL consult company is necessary in executing and managing projects, as well as for communication between stakeholders and the construction project team. The construction project manager therefore needs leadership skills to manage the project effectively.

Our research reviews leadership in the general project manager's skills and roles, the project manager's communication skills, project management leadership communication, leadership and communication skills, the research project and the conclusion and recommendations.

2- Literature Review:

2.1- Leadership:

Studies on leadership styles show that the personality of a leader, the maturity of followers and the needs of the environment determine the leadership style to follow. An effective leader will be able to adopt a style or combination of styles of leadership to suit the circumstances, these styles are effective in the right situation.

The chosen style of communication will be different from leader to leader and from project to project but communication with people remains an important part of leadership. Leadership can be defined as a style of behavior designed to integrate both the organizational requirements and personal interests in the pursuit of some objectives. Müller and Turner show that leadership styles can be classified in six broad categories. These styles are directive, pacesetting, participative, visionary, coaching and affiliative

2.2- Theory of leadership:

Some theories of leadership focus on styles of leadership. Breaking out leadership styles as transactional or transformational is very common. These two styles are included in numerous research studies.

2.3- Leadership style:

The following leadership styles are selected as generally known styles of leadership in the business management arena. The study doesn't discuss leadership styles as such, but leadership styles influence the effectiveness of communication and therefore a review of leadership styles is important. The styles may be applied individually, selectively or in combination, depending on different situations.

2.3.1- Life cycle leadership style:

Hersey and Blanchard developed the life cycle theory of leadership. The life cycle theory of leadership is a contingency approach. Hersey and Blanchard believe that leadership must adapt to the maturity of employees. Maturity doesn't mean emotional stability or age it refers to work maturity which is a desire to achieve a willingness to accept responsibility, as well as working knowledge and working experience. Effective leaders are neither pure task nor relationship behaviorists, but aim to achieve a balance between the task and relationship.

2.3.2- Behavioral leadership style:

This style distinguishes between two basic styles of leadership, namely a task-orientated style and a people-orientated or relationship style. Achievement, motivation, willingness and ability to take responsibility, education and experience

determine the mixture of the two elements. The success of this leadership style does not depend so much on the style, but rather on the situation in which it is used. The implication of the behavioral leadership style is that in a communication situation, for example where task issues are discussed, relationships must receive ample attention to bring the discussion to a successful conclusion.

3- Methodology:

The project manager performs various roles, but needs skills to attend to these roles. These skills include the following; communication skills; interpersonal skills; stress handling skills; problem solving skills; management skills; presentation skills and leadership skills include the ability to inspire or motivate the project team as well as the ability to develop people in such a way that the goals of the project are achieved.

In this research, the difference between leadership as a communication skill and communication as a leadership skill is defined as follows:

3.1- Leadership as a communication skill:

Steyn refers to leadership as functions to get things done through others in other words the project team. Leadership includes delegation, coordination and communication to all levels. Leadership is by definition therefore also a communication skill.

3.2- Communication as a leadership skill:

A leader must ensure that resources implement strategy, decisions and values, and should therefore inevitably possess strong communication skills, these skills are thus seen as integral parts of leadership skills.

The focuses are on the skills needed by project managers to communicate successfully. All the above-mentioned skills are important, but the project manager will not achieve anything without communication skills.

4- Results and Discussion:

As per below questionnaire that was sent to a selected group of quantity surveyors, construction managers, engineers, architects and project managers. The number of questionnaires sent out was 18. The total response rate was 80%. It is significant in respect of the reliability of the response rate that 72% of the responses received were from project managers. However, the responses from the project managers did not distort the response data. The purpose of the question was to determine the importance of characteristics that a construction project manager should possess to ensure successful communication. Further, to determine which characteristics are important for a project manager to communicate effectively with team members. The characteristics of a person may contribute to managing a project more successfully and these characteristics are indicative of the style of leadership. It is important to determine the leadership style of a project manager, because it influences the successful execution of the project, the cooperation between the team members and the cooperation between the team and the project manager. Table 1 shows the important characteristics and leadership style needed by a project manager to communicate effectively. Column1 shows the characteristics of a construction project manager. Columns2 to 7 present the responses in percentages, Column 8 depicts the average of the respondents' answers to the question regarding the characteristics of construction project manager and Column 9 the ranking in decreasing order. The none responses were not taken into account in calculating the average.

Characteristics of construction project manager	Response (%)						Average	Ranking
	None	1 Not important 5 Extremely important						
		1	2	3	4	5		
Developing trust, collaboration and teamwork	3.0	0	1.0	5.2	28.9	61.9	4.4	1
Allowing the team members to take responsibility for their work	2.1	0	1.0	9.2	42.3	45.4	4.3	2
Sharing the vision of the project with the project team	5.2	0	2.0	8.2	28.9	55.7	4.2	3
Task orientation	3.1	1.0	1.0	15.5	40.2	39.2	4.1	4
People orientation	3.1	0	2.1	14.4	43.3	37.1	4.1	4
Information disclosure to team members for decision making purposes	3.1	2.0	3.1	18.6	43.3	29.9	3.9	5
Allowing the team to take part in the decision making process	3.0	0	3.1	16.5	48.5	28.9	3.9	5
Setting challenges and goals for team members	4.2	0	4.1	9.3	54.6	27.8	3.9	5
Support for team members training and development	4.1	1.0	5.2	19.6	45.4	24.7	3.8	6
Realising individual needs of team members	3.1	0	3.1	27.8	48.5	17.5	3.7	7
Trusting the team to take a decision themselves	3.1	1.0	4.1	32.0	41.2	18.6	3.6	8
Following the rule book	6.2	1.0	13.4	33.0	33.0	13.4	3.3	9

The characteristic that a construction project manager should possess to ensure successful communication ranked the highest by the respondents is developing trust, collaboration and teamwork

All the characteristics are important to extremely important for a construction project manager to possess to ensure successful communication during the execution of a project. The characteristics the respondents rated as extremely important for a construction project manager to possess to ensure successful communication, are to develop trust, collaboration and teamwork (61.9%), sharing the vision of the project with the project team (55.7%) and to allow the team members to take responsibility for their work (45.5%). The characteristics that the respondents

rated as very important for a project manager to possess are to set challenges and goals for team members (54.6%), to realize individual needs of team members (48.5%), to allow the team to participate in the decision-making process (48.5%), information disclosure to team members for decision-making purposes (43.3%) and people orientation (43.3%). Following the rulebook (33.0%) is the only characteristic that is rated as an important characteristic by the respondents for the construction project manager to possess.

5- CONCLUSION:

The project manager that is trusted by the team and gets the team to work together will communicate successfully. Project team members need to collaborate, share and integrate information and knowledge in order to realize project objectives. A project manager does not communicate with language only, but also with character, which includes attitude and personality. Allowing team members to take responsibility for their work and sharing the vision with team members will enhance the formal flow of information in all directions, namely upward, downward, horizontal, diagonal and lateral, resulting in successful feedback. Thus, project managers who allow the team to take responsibility for their work will attain more from team members and communication will be more effective.

The results indicated a people-orientated approach towards the management of a project. The Fiedler leadership style states that team members trust leaders and clearly shows that work that is defined and communicated is effective. In the Sloan or visionary leadership style, leaders use the vision to give the life and work of the organization a sense of meaning and purpose, but maintain the focus on the vision. This leader enlists others by involving them, listening to them and clearly communicating with them.

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