

## Everyone's Smart University

### Project (Spring 2021)

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## PROJECT LEADERSHIP

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### The Impact of leadership skills in organization success

## 1. Introduction:

This research paper will speak about the Leadership styles and skills in General, focusing on Autocratic leadership style & Conflict resolution leadership skill and the impact on the organization success.

The paper will demonstrate live example of the Autocratic leadership style and how it is reflected on the team performance as group as well as the individual productivity.

From the other hand, it will discuss the effect of such style on the organization success in longer run.

## 2. Literature Review and conceptual frame work

### 2.1 Leadership definition:

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. Managers have a leadership responsibility. Project managers are often selected or not selected because of their leadership styles. <sup>[1]</sup>

It is defined as the ability to create a common vision, which the individuals recognize or adopt as their own, and persuade them to realize it. <sup>[2]</sup>

### 2.2 Leadership historical review:

Leadership theories developed over time. It started originally focusing on the leader natural personality or “personal traits”, such as physical appearance and personalities. Then the behavioural school of studies developed, which focused the assumption that leadership may be learned and was not a trait people were born with. After that and with the world changing, the contingency school came up, which was concerned with the appropriateness of different leadership styles in different leadership situations by matching the personal characteristics of a leader to the leadership situation. The visionary and charismatic school originated in the 1980s and focused on organizational change, through the development of vision, charisma, respect and trust.

### 2.3 Leadership styles:

Leadership styles can be classified in six broad categories. These styles are directive, pacesetting, participative, visionary, coaching and affiliative. <sup>[4]</sup>

Further two styles were added, namely bureaucratic and laissez faire. <sup>[5]</sup>

- The authoritarian/directive/commanding/autocratic style (which is the paper subject ) is characterized by dominance and total control by the leader. This style of leadership would not be effective in motivating employees.
- The pacesetting style is characterized by meeting challenges and goals.
- The democratic/participative style is characterized by participation of the team in decision making and such a leader would probably hold frequent meetings, but would also survey employees and establish methods to obtain employee input. Employee input and survey results will assist the leader in knowing and understanding the environment better.
- The transformational/visionary style inspires the team with a shared vision of the future. This style of leaders would probably be very visible in the organisation, speaking frequently in public, hold frequent meetings and sending out statements that motivate and provide guidance to all the employees and by doing so improve communication effectively.
- The coaching style emphasises a strong, mentoring culture and probably places importance on training and development sessions and on management's responsibility to develop others, thus enhancing employees' effectiveness through skills and knowledge.
- The affiliative style creates harmony by connecting team members, both one-on-one and in small groups. The characteristics of these styles determine how a project leader deals with team members and influence the effectiveness of communication with the team.

## 2.4 Leadership skills:

On the other hand, according to PMP guide book, leadership skill involves the ability to guide, motivate, and direct a team. <sup>[3]</sup>

Skill is defined as an ability and capacity acquired through deliberate, systematic, and sustained effort to smoothly and adaptively carry out complex activities involving ideas (cognitive skills), things (technical skills), and/or people (interpersonal skills). In leadership, there are many skills that make an essential part of leader's skill portfolio. After attaining knowledge, and having the right attitude, skills are what closes the circle in becoming a competent leader. The ability to lead effectively is based on a number of key skills, which are closely related to and often overlapping one with another.

Leadership skills such as prioritization, team management, embracing accountability, conflict resolution, motivation, communication, and influencing is essential to the leader and are directly impacting the leader success

## 3. Methodology :

### 3.1 The authoritarian/directive/commanding/autocratic style:

The autocratic style is one in which a single person takes control and makes decisions, directing others in his or her chosen course of action.

The actual case study we have is a Projects Director who was adapting the autocratic leadership style, despite the fact that he was task oriented, quick decision maker and achieved good results in the short term.

However, he was extremely task oriented so he didn't care about the team needs, ignored all of their recommendations and concerns and didn't respect the cultural differences that the team had.

With time, the team felt de-attached and isolated which impacted vitally the individual performance and motivation, which caused significant failure and project loss.

Loosing team loyalty cost the organization negatively not only due to performance decrease, but also several good employees have left due to this ignorance & arrogance, which increased the company turnover.

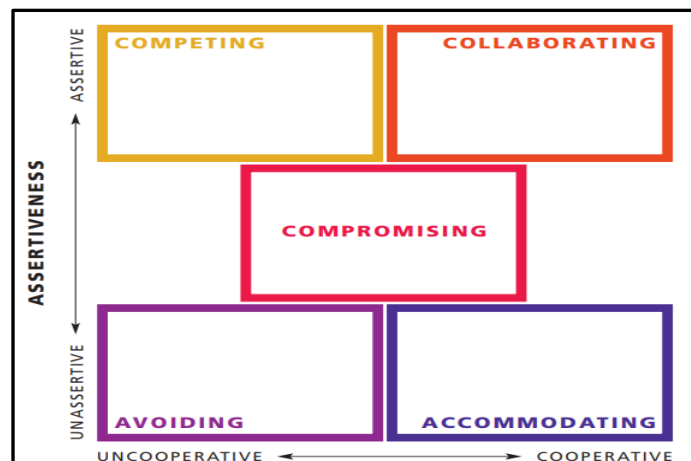
In the below table we will demonstrate the main pros and cons of this leadership style:

| The authoritarian/directive/commanding/autocratic style |                               |                                                        |
|---------------------------------------------------------|-------------------------------|--------------------------------------------------------|
| S.N                                                     | Pros                          | Cons                                                   |
| 1                                                       | Quick decision making         | Ignoring team needs and their share of decision making |
| 2                                                       | Good for emergencies          | Low team /individual performance on the long run       |
| 3                                                       | Good result on the short term | Increase the company turnover cost                     |
| 4                                                       | Task oriented                 | Can't be implemented permanently                       |
| 5                                                       | Close monitoring              | No motivation and bad influence on the employees       |

### 3.2 Leadership skill, Conflict Management:

The Thomas-Kilmann Conflict Mode Instrument (TKI) assesses an individual's behavior in conflict situations—that is, situations in which the concerns of two people appear to be incompatible.

In conflict situations, we can describe a person's behavior along two basic dimensions\*: (1) assertiveness, the extent to which the individual attempts to satisfy his or her own concerns, and (2) cooperativeness, the extent to which the individual attempts to satisfy the other person's concerns. These two dimensions of behavior can be used to define five methods of dealing with conflict<sup>[6]</sup>. These five conflict-handling modes are shown below:



On the other hand, our Projects Director was using FORCING as Conflict-resolution Techniques / Approach, in which Authority figure resolves the conflict/makes the decision, forcing all parties to end their conflict.

Such approach was led to team stress, the workplace became very toxic and employees lost their interest to work and trust in the management which was reflected accordingly to their productivity and loyalty.

#### 4. Results and findings

From my personal point view, Autocratic leadership style shall be used temporarily and on crises on emergency cases, otherwise it will led to organization loss on long run.

conflict management is one of the most difficult leadership skill, leader shall have the ability to listen, understand, analyse and adapt how to resolve the conflict based on the issue, the personnel, and the impact on the project.

#### 5. References:

1. (Kerzner, 2001).
2. (Bennis 1985).
3. The PMBOK® Guide.
4. Barrett (2006a), and Müller and Turner (2010).
5. Kerzner (2009)
6. “Conflict and Conflict Management” by Kenneth Thomas in The Handbook of Industrial and Organizational Psychology, edited by Marvin Dunnette (Chicago: Rand McNally, 1976). Another valuable contribution in this field is the work by Robert Blake and Jane Mouton in The Managerial Grid (Houston: Gulf Publishing, 1964, 1994).