

Everyone's Smart University

Project (Spring 2021)

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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. (خيارية).

{اكتب أسماء فصول وأقسام (البحث / المشروع) الخاص بك، وناقش بإيجاز ما ستكتبه في كل قسم}.

كل التوفيق لكم جميعاً.....

Dr. Sara Adel

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CHAPTER I

INTRODUCTION

1.1 Introduction of Leadership in General

Leadership is the process of actions and operations, creativity, and emotions of mind, body, and soul. A leader is the one who inspires (Self/Others) for the fulfillment of the mind, body, nature, and the activities of the environment to a particular purpose in business, career, and life.

What leadership is Not:

- Leadership has nothing to do with seniority.
- Leadership has nothing to do with titles.
- Leadership isn't management.

What is leadership in eye of respected business thinkers of our time?

Warren Bennis: "Leadership is the capacity to translate vision into reality."

Bill Gates: "As we look ahead into the next century, leaders will be those who empower others."

1.2 Introduction of Selected Leadership Skills in General

- **Inspiring Motivation:** For a leader to be successful, they must motivate those around them to achieve more, go the extra mile and do better in their work.
- **Communication:** Being open to discussing issues, solving problems or forming objectives with employees are all vital elements of good Leadership.

- **Positivity:** Positivity can provide the extra support that employees need during stressful times. Excellent skills in empathy and friendliness, as well as the ability to effectively manage conflict and stress
- **Trustworthiness:** When employees believe in their leader's integrity, it is beneficial for the honesty and accountability in the workplace as a whole. A trusted leader is a far more effective one
- **Responsibility:** As a leader, the responsibility for both failures and successes should be on your shoulders. This means taking full ownership for the actions of yourself or your team, as well as being willing to accept blame and seek solutions when required
- **Time Management:** A leader's responsibility isn't just in managing workplace relationships. It's also vital that they take a view of the bigger picture when it comes to the completion of work, especially managing timelines and schedules. Providing realistic deadlines, communicating them clearly and understanding the need for flexibility are vital.

1.3 Leadership style in organization:

Most of the leaders in today's industry adapt leadership roles as they see fit. In that order, there is no specific formula which predefines a certain leadership style, or type of a leader for that matter. Following are Top 5 Leadership styles Used in Most of the Organizations.

- **Laissez-Faire Leadership:** Laissez-Faire is a French word that means 'let them do' and if you want to translate it into English, it's 'let it be'. From these meanings, you can conclude that in this leadership style, the managers or team leads delegate the responsibilities to the actual people working or the team members. This helps the team to get the work done on their own terms as quickly as possible without any interference.
- **Coaching leadership:** Coaching leadership style is part of the 'types of leadership styles' hierarchy. These leaders are patient because they know that results are not achieved overnight. Coaching leaders are realists, as they are aware of uncertainty and adversity.

But more importantly, they are prepared to overcome those setbacks to help others during the project workflow.

- **Servant Leadership:** Servant leaders are humble. They lead by example and tend to put their company and employees' need ahead of personal agendas. These types of leaders are rare because they practice power-sharing modes of authority. A servant leader will push you to new levels of skill, responsibilities and vice versa
- **Strategic leadership:** In Laymen's terms, Strategic leadership is a manager or a team member's ability to charter a vision for the team and the company. When they envision the strategy, they would easily persuade the other team members to follow the same strategy with the help of the right strategies and tools
- **Democratic Leadership:** Democratic leaders foster discussion, participation, and different creative tactics. Since they are not entirely autocratic, they encourage their fellow team members to take initiative and outperform wherever that's possible.

1.4 Effectiveness of Servant Leadership Style:

Servant leadership in the workplace means the qualities of a servant leader listening, persuasion, intuition and foresight, communication, pragmatic measurement of outcomes are applied in employee–customer relationships as well as manager–employee relationships. Employees need to stay connected to customers and industry developments, listen and remain receptive to clients, and practice empathy by taking the point of view of a customer.

When a company employs servant leadership across the board it can help the business run more effectively and efficiently. A good example of this is Johnson & Johnson (J&J), whose mission statement puts the needs and wellbeing of the customer first. This means that J&J's upper management takes the time to serve employees and develop leaders who believe that what is good for the customer is good for business. That, in turn, motivates them to create products of high quality and value. Examples of servant leadership style:

- The Pacesetter Leader expects and models excellence and self-direction, sets high standards for performance, and is focused on doing things better and faster
 - Example: Jeff Bezos, founder of Amazon
- The Authoritative Leader moves people toward a new set of shared goals, articulating where a group is going but not how it will get there
 - Example: Martha Stewart

1.5 Objective

- Understand how organizational and personal missions, values, and ethics align
- Understand the organizational work flow: your role in the overall process of serving the organization
- Know the Core Leadership competencies and structures needed for success
- Understand the impact of leadership

CHAPTER II

Literature Review

2 Leadership Style Review:

For a leader to be effective among his followers is to consciously explore one's personal mastery of different approaches and adapt to various approaches based on the situation for effectiveness as a leader. Task and relationship behavior is central to the idea of the leadership style of individual leaders and their effectiveness depends on how they use their styles to the situation [1]. Leadership style is a key determinant towards the success or failure of the organization and is the behavioral approach of the leader to provide motivation and direction to his people [2]

2.1 Servant Leadership

While servant leadership is a timeless concept, the phrase “servant leadership” was coined by Robert K. Greenleaf in "The Servant as Leader", first published in 1970. Chanakya, 4th century BCE, wrote in his book Arthashastra: “the king (leader) shall consider as good, not what pleases himself but what pleases his subjects (followers). The king (leader) is a paid servant and enjoys the resources of the state together with the people”. Servant leadership can be found in many religious texts, though the philosophy itself transcends any particular religious tradition. Servant leadership is based on concepts taken from religious faith [3] Larry Spears (2010) identified ten characteristics of servant leaders (i.e. Listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of others, and building community in the writings of Greenleaf. Joe Iarocci (2017) author of Servant Leadership in the Workplace, identifies 3 key priorities (developing people, building a trusting team, achieving results), 3 key principles (serve first, persuasion, empowerment) and 3 key practices (listening, delegating, connecting followers to mission) that distinguish servant leadership in the workplace context. Joseph J. Iarocci, Servant Leadership in the Workplace: A Brief Introduction (Atlanta: Cairnway, 2017), Yukl (2011) clarifies the primary concern of the leader should be to develop, mature and protect followers/team members. “The servant leader is also more concerned with the “have-nots” and recognizes them as equal (Greenleaf, 1996). A servant leader focuses on the needs of others, especially team members, before they consider him as part of themselves. By leading the team members to higher engagement, more trust and stronger relationships is built. Brown (2006) put forward value-based servant leadership and transformational leadership styles are appropriate for academic institutions. The major

difference between the transformational leadership and servant leadership is based on the focus of the two kinds of leadership. It is debated that transformational leaders focus on organization and organizational goals, whereas the servant leaders focus on followers [4]

Democratic Leadership

In this style decision making is decentralized, the leader includes his followers in the decision-making process of planning and execution. The leader is concerned with maintaining group effectiveness and encourages members to express their ideas for task accomplishment. While democratic leadership sounds good in theory, but often is bogged down in its own slow process and workable results usually require an enormous amount of effort [5]. Democratic leadership style stimulates more organizational citizenship behavior among the employees. Bureaucratic leaders believe in the policies and process. They are driven by the organizational policies and practices to execute the tasks. They are committed to procedures, systems and believe the same from their followers. Certain aspects of leadership like motivating and developing people are ignored by bureaucratic leaders [6]

CHAPTER III

CONCLUSION

Through literature study, leadership has been identified as an important subject in the field of organizational behavior. Leadership is one with the most dynamic effects during an individual and organizational interaction. In other words, the ability of management to execute “collaborated effort” depends on leadership capability. Though a specific definition about leadership and its style is a complex task and studies has shown that there is no universally accepted definition. Leadership is about the influence the leaders have over their followers and is being looked at a complex and dynamic, evolving to be more holistic and increasing researcher’s attention to examine how leadership causally impacts outcomes and how it can be developed. Over a period of time researchers have studied and proposed many theories on leadership traits, behavior, and style but there is nothing called as perfect leadership style or practice

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