

Everyone's Smart University

Project (Spring 2021)

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Master	Thursday 18 / 03 / 2021.	(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 20-05-2021 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)

The Impact of Communication skills on project success in SSP Company.

Omar Alghamdi, May 17, 2021
Everyone University

Introduction:

Projects are existing everywhere in our life, with the increase of population in the world the demand for the projects become obvious. We cannot find any single project that is not required a team or at least interaction between different parties. Leadership styles and skills are very essential to be adopted for every professional manager and any person who wants to influence the people. Three types of leadership styles will be discussed in this research paper. These three leadership styles are existing in SSP company. One of the core skills that increase the probability of success of the project is communication. Through many years till these days, a lot of researches and studies were written and many experiments conducted to understand how humans are communicated and how they send the messages they want to communicate efficiently to be interpreted correctly by the receiver. In addition, what are the factors and variables that affect and influence the interpreting of messages from the

receiver? This study will discuss the impact of the communication skills from different leadership styles on the success of the project in SSP.

Literature Review:

Leadership:

There were many theories started from the late 1800s to describe leadership till these days. According to a study by **(Kemal M. Surji PhD, 2015)** the definition of leadership is based on factors that create influence and divided into ten dynamic behaviors obtained from the ten letters of the word "LEADERSHIP". *"The ten dynamic behaviors that must be inherent to have influence are **L**: listen, **E**: enthusiasm, **A**: aspiring, **D**: decisiveness, **E**: empowerment, **R**: responsible, **S**: supportive, **H**: humble, and **I**: inspiring as well as a **P**: planner"* **(Kemal M. Surji PhD, 2015)**. Leadership defined as: *"LEADERSHIP: Is a position to Listen with Enthusiasm, having an Aspiring mind to be able to make a Decisive action, Empower and Encourage others in a Responsible, Supportive and Humble manner by Inspiring the team to achieve set goals as Planned."* **(Kemal M. Surji PhD, 2015)**. The leadership has five levels by John C. Maxwell that have been explaining the way for many leaders which are **(Kemal M. Surji PhD, 2015)**:

- Level 1 is position: leaders must go beyond that toward level two to build a relationship.
- Level 2 is permission: which is the level where the leader shows caring about his team and involves the team in the decision making it is the first step toward leadership.
- Level 3 the production: where the leader and the team produce the result together.
- Level 4 people development: while people moving from level 3 to level 4, they developed by reproduction.
- Level 5 the Pinnacle: depends on the experience and skills which allow the leader to achieve the Pinnacle.



Communication Skills:

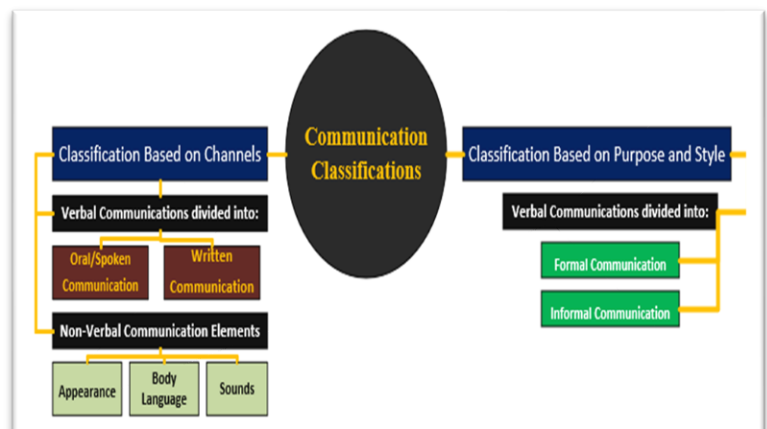
To understand communication, we need to know where the word Communication came from. According to (Wilbur & Donald , 1973) It

is derived from a Latin word is “Communis” which means “Common” which established a “commonness” with someone. One of the scholars defines communication as:

“We all use language to communicate, to express ourselves, to get our ideas across, and to connect with the person to whom we are speaking. When a relationship is working, the act of communicating seems to flow relatively effortlessly. When a relationship is deteriorating, the act of communicating can be as frustrating as climbing a hill of sand” - Chip Rose, attorney, and mediator (Wilbur & Donald , 1973).

Communication has different classifications based on different factors (Wilbur & Donald , 1973):

- Communications based on channels: divided into two types: Non-verbal and verbal communication.
- Communication-based on Purpose and Style: Non-Formal and Formal Communication.



For Communication There must be a consideration for important factors when the media (channel) selected:

- I. The Reliability: whether the message will reach the destination or not.
- II. The receiver: level of education and age.... etc. must be considered.
- III. The Nature of Relationship with the receiver.
- IV. Confidentiality and cost: The nature of the message must be considered whether is it confidential or not. In addition, the cost of the selected media.
- V. Speed and Availability: is the message urgent or not? Is the selected channel available with both the sender and the receiver? Based on those factors we will select the appropriate channel.

Autocratic Leadership style:

Autocratic leadership is one of the leadership styles that characterized by controlling the actions of the team members through the leader's commands based on his beliefs and judgment not encouraging the participation of the team within the decision making (Cherry, 2020). This type of leadership is useful in crises or in emergencies that need quick response or action (Armstrong, 2012). Leaders who use this type of leadership style have to be careful when they deal with their efficient employees because

that may reduce their providing of suggestions and make them more closed up. (Yazdanifard & TT Haswiny , 2013)

Laissez Faire Leadership Style:

The leader in the Laissez-Faire leadership style gives the team members the authority to make decisions instead of him. The leader in this style doesn't help his team to decide because the leader has no clear goals for his team regarding the work that needs to be done and the leader doesn't believe in his supervisory capacity. (Bass, 1985). This type has its pros and cons. If the team members were having a fair experience and qualified this style will works fine. On the other side, if they were not, it will cause a lot of issues. (Yazdanifard & TT Haswiny , 2013).

Democratic Leadership style:

This type of leadership style has another name, participatory or collective leadership. The leader involves the team members in the decision-making (Cherry, 2020). In addition, the decision-making is not centralized in this leadership style and the good quality of decision is valued and rewarded (Albert , Samuel, & Abednego, 2014). Since this type of leadership is depending on the contribution of team members there is a chance of making a poor decision by team members (Nwokocha & Iheriohanma, 2015). This may have a negative impact on the organization.

Democratic leadership looks good as a theory in general but is often stuck with a slow decision-making process that taking more time and effort (Nwokocha & Iheriohanma, 2015). Although that may lead to new ideas and better innovative solutions to problems (Sadia & Aman , 2018).

Communication Skills and Leadership styles:

Every type of leadership style has its communication method. The communication method of the leadership style either will enhance the success of the projects or make them fail.

A) Autocratic leadership style:

According to (Yazdanifard & TT Haswiny , 2013) In this type of leadership style, authoritative communication is used more by the leader. The orders are coming from the top to the bottom and given in a certain manner by the leader in this style to show directions to the team members. This way knowing as the Eiffel Tower Culture. The conversation is initiate by the leader and the response of the team members is hardly taking into account. Most leaders with this type are most probably to have a high task, low relationship manner. The longer time taking for the information to reach the team member is considered a disadvantage for this type.

b) Democratic Leadership Style

According to (Gastil, 1994), The performance of democratic leadership is defined in terms of three different aspects, allowing the team members to participate and input in the decision-making process, empowering team members, and distributing responsibility among them. (White, 1982), stated that “democratic communication is the result of a dialectical tension between social factors including the concentration of a social power and complementary factors causing the distribution of that power.” Communication in this style plays a significant role in drawing out the collaboration and reaction of the team members. According to (Yazdanifard & TT Haswiny , 2013) Leaders in the Democratic care about team members and most likely have a high task- high relationship or low task-high relationship approach which opposite the autocratic style. Usually, Leaders are seriously focusing on team members understanding and executing the work. Both Democratic and autocratic leadership does not forgive employees when they fail to see the importance of the task assigned to them.

C) Laissez-faire Leadership Style

According to (Yazdanifard & TT Haswiny , 2013), Laissez-faire considered being the freest leadership style among the three basic styles. The leader in this style providing the information of the work that needs to be done without strategies and solutions to the work needed to

be done, letting the employees taking what they see it suitable. Leaders in this style having low task-low relationships with team members. Comparing this style with democratic, leaders with Laissez-faire style are paying less attention to the team members feeling and emotions.

Methodology:

The communication skills within each of the three basic leadership styles in the SSP company for different participants in different work positions and authorizations in the company were investigated. Three managers with different positions were chosen, the first manager with an autocratic leadership style has a CEO position, the second manager with Laissez-faire leadership having an operation director position, and the third manager democratic leadership having a Line manager position. The method was adopted in this study is a qualitative- approach using questionnaires for structured interviews through email with participants having different years of experience and positions from four different departments within the company. Participants were selected randomly. The sample size (Number of participants) was 35 participants. The estimated time for the questionnaires to be completed is around 6 minutes for each participant. The type of questions where multiple choices and the result of the structured interviews were gathered using a google form to avoid bias when

answering the questions. The result data of the interviews were grouped according to similarity-in themes to make sense and help drive meaning from it. Each theme was analyzed to gain a deeper understanding of participants' perceptions. Usually, the structured interview has limited scope because the respondents are forced to select from the provided answer options but they provide a good understanding of participants' perceptions and emotions within a short time.

Result and Discussion:

The result of the data was showing a significant relationship between the success of the projects and the Leadership style adopt by managers of the projects. Most recipients show that they prefer democratic leadership in the workplace for the reason that they can interact and feel they are part of the team with the manager regarding the work that needs to be done. For the autocratic leadership style, some recipients consider it more suitable within the high level of the organization where there are a low physical and communication within team members or within the situation like crisis where there is no time and actions need to be taken immediately and followed. Often At a high-level autocratic leadership style will enhance the system of the company by reducing the control and compliance risks. On the other side, Laissez-faire was considered the best for some

participants due to the freedom that provided this leadership style. Generally, Democratic is the best leadership among the three leadership styles considering the communication skills that impact the success of the project in SSP company.

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