



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Everyone's Smart University

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PROJECT LEADERSHIP

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1. Introduction:

To be an effective leader, one must be able to persuade others to endorse and carry out decisions that you and your community believe are important. Leadership does not happen without power. To put it another way, leadership is the act of manipulating results. People, objects, and events can all exert influence. Influence's strength and effectiveness can vary. The method a leader employs to persuade others may take several different forms.

Influence is characterized as a force exerted by one person (the agent) on another person (the target) in order to cause a shift in the target's actions, beliefs, attitudes, priorities, desires, and values and the ability to influence others' actions in a specific direction. A leader uses techniques or methods, which are real habits, to transform the perceptions, views, principles, or acts of others (Hall, & Barret, 2006).

Depending on the path of power, leaders employ a variety of strategies and pursue a variety of goals. For example, when a leader tries to influence others above or below them, this is a common occurrence. One of the most important factors in deciding on a particular influence strategy is the leader's goal (Hall, & Barret, 2006).

Research Problem: Several academic articles and books have been written in order to describe and fine-tune the idea of leadership styles and successful leaders. However, none of them has proven to be a reliable method of achieving the ideal outcome, instead of resulting in huge costs for many organizations and institutions. Many people consider leadership to be a position of power and authority, while others consider it to be culturally biased, and still, others believe it is a position of influence.

Research Aims and Objectives: For a better understanding of the analysis, consider the following objectives: To grasp the idea of leadership, consider the following. To comprehend the elements that make up an influential chief, as well as To learn how to influence leadership actions effectively.

2. Literature review:

2.1. What is influence?

The potential to influence others is a crucial leadership skill. Influence means having an effect on other people's habits, attitudes, beliefs, and decisions. Power and control are not synonymous with influence. It's not about using someone to get what you want. It's all about recognizing what drives employee commitment and using that insight to improve efficiency and achieve positive outcomes. (Kotter, 2008).

2.2. Leading by influence:

The capacity of a person to control, inspire, and encourage others to contribute to the effectiveness and success of the organization of which they are members is what true leadership is. According to Kotter (2008), successful leaders will use their controlling power on a regular basis but will vary the type of control they wield depending on the situation. Influence may be exerted in a variety of ways: overt or indirect, participative or autocratic, tangible or symbolic. (Kotter, 2008; Hall, & Barret, 2006). Here we will briefly consider each of these paths in the table 1.

Table 1. Paths to leadership influence

The path to influence	Using influence
Hard influence	Persuasion may be forgotten in times of turmoil or significant change or when time is of the essence, in favor of manipulation or oppressive demands. While this can lead to frustration, it can also be used to crush opposition and effect significant change quickly in some circumstances.
Soft influence	A professional leader would strive to use such tactics wherever possible, steadily guiding people toward their objectives through inquiry and persuasion.
Direct influence	Directly managing subordinate dependency entails interacting, inquiring, and persuading by face-to-face meetings, phone calls, or letters. It establishes a personal network and does not take up too much time for an effective leader.
Indirect influence	This can be accomplished in a number of ways, including using scheduled meetings to present your vision or demands. It could also be achieved by changing existing systems, such as implementing a new compensation scheme within the organization. Indirect approaches are more complicated and time-consuming than direct control, but they can produce more profound and long-term change.
Substantive influence	This is accomplished by the use of data to create logical arguments that will guide employees' behavior in a reasonable manner.
Symbolic influence	In terms of meeting places, for example, the symbolic element may require the use of architecture. It may also include the words you use, the stories you tell, and the way you present yourself to the rest of the company as a "role model." You may reasonably expect a degree of mirroring behavior from others if you dress, speak, and behave to the highest standards, for example.

Participative or autocratic influence	These methods are two ends of a continuum, and a professional leader will choose a strategy that falls somewhere in between the two depending on the task at hand. Your expectation of resistance, as well as the required pace of the change or target you're pursuing, are important considerations to consider.
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2.3.Types of Influence Tactics:

The Power Use Model predicts how someone would use influence strategies based on their "softness" or "hardness." This dimension is measured by how much discretion a technique gives the individual in deciding whether to yield or resist the control attempt: Individuals have less flexibility when using hard tactics than when using soft tactics. The use of harsh methods includes the following: (exchange, legitimating, pressure, assertiveness, upward appeal, and coalitions). These actions are viewed as more coercive, and the individual is pushed to comply. Soft strategies, on the other hand, are considered thoughtful and positive influence behaviors. Soft strategies, on the other hand, are considered thoughtful and positive influence behaviors. Soft tactics include the following: (personal appeal, consultation, inspirational appeal, ingratiation, and rational persuasion) (Raven, 2008).

Strong tactics give the individual being influenced less leeway in deciding whether or not to accept the influence. Soft tactics, on the other hand, give the person being influenced more leeway in deciding whether or not to accept the influence. Hard influence strategies may put a strain on the relationship between the influencing individual and the goal, especially if the action was unjustified (Gill,2011)

“Push” and “pull” strategies are two types of influence tactics. Both categories have the potential to produce outcomes. Push tactics are more likely to produce short-term results, while pull tactics are more likely to generate support rather than enforcement. (Raven, 2008).

The exact number of strategies is a point of contention among researchers. The table below, on the other hand, defines the most successful strategies and assesses their efficacy.

<i>Tactic</i>	<i>Definition</i>	<i>Effectiveness</i>
<i>Pressure</i>	Demands, threats, or coercion are used to get others to comply with a request or endorse a plan.	Low
<i>Assertiveness</i>	Making repetitive demands, setting deadlines for project completion, or showing disappointment toward people who do not meet requirements are all examples of behavior.	Low
<i>Legitimizing</i>	The aim of behavior is to convince others that, given their condition or status, they should	Low

	comply with the request.	
<i>Coalition</i>	Behavior enlists the help of others to convince them to do something or uses others' assistance as an argument to persuade them to agree.	Low
<i>Exchange</i>	If others comply with an order, or if others are reminded of a favor that should be reciprocated, behavior makes an overt or implied guarantee that they will receive incentives or tangible benefits if they do so.	Moderate
<i>Upward Appeals</i>	Prior to making a request of others, behavior seeks the approval/acceptance of others in higher roles within the company.	Moderate
<i>Ingratiating</i>	Before asking someone to do something, try to put them in a good mood or make them think well of them.	Moderate
<i>Rational Persuasion</i>	To convince others that a suggestion or request is feasible and likely to achieve task goals, behavior employs rational arguments and factual proof.	Moderate
<i>Personal Appeals</i>	By seeking a "special favor for them" or depending on interpersonal relationships to control their conduct, behavior seeks others' obedience to their request.	Moderate
<i>Inspirational Appeals</i>	By appealing to others' beliefs and ideals, or by increasing their trust that they will succeed, behavior allows an emotional request or suggestion that arouses excitement.	High
<i>Consultation</i>	Behavior enlists the help of others in making a decision or planning how to put a new policy, strategy, or transition into action.	High

Source: Hall, A., & Barret, L. (2006). *Influence: The essence of leadership*. The University of Nebraska-Lincoln, Extension: Institute of Agriculture and Natural Resources.

3. Methodology:

This research follows the descriptive approach. We concern with studying the impact of leadership skills on project success through collecting data from previous studies and literature. We will

provide further discussion about real situations from my workplace and apply the suitable influence strategy.

4. Results and discussion:

In this section, we will review two situations from real work experience with the appropriate solution and strategy to deal with:

Situation 1: I've heard from many credible sources that one of your department's top performers has been sexually assaulting a coworker. I'd hate to lose this employee, but I despise people who misuse their positions of power. I want the actions to stop until a lawsuit is filed against the company. In this case, rational persuasion and coercion are the most powerful. A soft or pull strategy will be unsuccessful in this situation. In this case, the person does not have an option. Now is the time to act. The aim of the power is to bring about a change in actions.

Situation 2: I was worried that the company's other managers don't fully comprehend the need to be more successful. Despite the fact that the company's profit and loss statement and other figures have been slowly declining, the majority of them do not see the need for reform. I'd like to encourage them to start a Total Quality Management program. In this case, the goal is to get workers to see the need for increased motivation in order to maximize profits. Personal and inspirational appeals can have the most impact because they result in long-term behavior improvement. The least successful tactics would be hard or push tactics, which could lead to a further drop in motivation.

We may infer from this discussion that a leader's ability to influence others is dependent on trust; in reality, our influence grows in direct proportion to the amount of trust in a relationship. We can conclude from this research how leaders effectively build trust and increase their influence with others:

- *Engage others and build a connection*

Leadership is not a one-man show. Others must be involved if you wish to affect them. Seek feedback on major decisions that would have an impact on them or the team as a whole. When making or introducing improvements, include staff early on. Building relations with others is another way for leaders to expand their influence. Make an effort to comprehend others' desires, motives, and beliefs. When you demonstrate a true dedication to what matters to someone else, you'll gain more clout with them because they'll see that your acts reflect a genuine concern for their well-being.

- *Clarify expectations and practice accountability*

Leaders must be able to enlist, persuade, and engage others in order to achieve great results. Leaders must, however, clearly define requirements before expecting employees to commit. Define the outcomes and make them transparent to others. Practice transparency after the findings

have been established. Keep yourself and others responsible for meeting the goals. When leaders fail to set clear goals and exercise transparency, they unwittingly contribute to and build a low-trust atmosphere in which mediocrity is the standard. This has a direct effect on the ability to affect others positively.

- *Share your passion*

One of the reasons for the importance of passion is that it generates momentum and ignites others. Passion has a contagious nature to it. It is impossible to fake passion. It has to be genuine and genuine. According to studies, one of the qualities that people respect most in leaders is their ability to think ahead. It is not enough for a leader to have a vision; he or she must be able to express it and elicit support from others.

- *Be open to influence.*

Influence should be mutually beneficial. Being open to influence yourself is one of the quickest ways to maximize your influence over others. This entails displaying genuine transparency. Be open to hearing what others have to say, as well as inviting and considering different points of view. Make use of the talents and knowledge of others. You will gain respect and confidence from others if you are available, and this will increase your influence.

5. Conclusion:

The ability to influence others has been described as leadership. A successful leader elicits followers' desire and belief in the vision and objectives expressed by the leader rather than coercing them into action. When power is misused, it can have disastrous consequences. Positive energy, when properly channeled, may bring about significant change by aligning individual behavior with community efforts to achieve results that develop exponentially. A leader who builds confidence and becomes a true driving force toward excellence by exerting a positive influence on others by concentrated and deliberate action will build trust and become a true driving force toward excellence.

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