

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس ٢٠-٠٥-٢٠٢١ 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 ١٢.
 - 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

Leadership through conflict

Abstract

Conflict is inevitable in project teams involving more than one person. Project managers and team members must manage conflict effectively for successful project delivery. The ability to manage conflict is considered as a core leadership competence and can help project teams to grow and advance. But, conflict management is one of the most difficult soft skills that someone can master and develop.

Conflict is the driving force for change. In general, conflict is divided in GOOD & BAD conflict. GOOD CONFLICT produces new ideas, solves continuous problems, gives opportunity for people to expand skills, allows creativity and improves performance. BAD CONFLICT, lowers team energy or morale, reduces productivity, prevents job accomplishment, creates destructive behavior, and fosters poor performance.

Also conflict can be Warranted or Unwarranted. Warranted conflict arises when team members DON'T agree with the stated goal. Unwarranted conflict arises when team members agree with the stated goal, but they DISAGREE about how to accomplish the stated goal. Most of the conflicts (80%) are unwarranted conflicts.

Conflict resolution is a six-step process:

- (1) Define problem,
- (2) Gather data,
- (3) Analyze data,
- (4) Choose best solution,
- (5) Implement solution, and
- (6) Continue to refine the solution.

Conflict Strategies include: AVOIDING (avoid the conflict and postpone the decision), COLLABORATING (try to meet needs of all involved), COMPETING (take a firm stand and use positional power to conform to one perspective), ACCOMMODATING (give in to others), and COMPROMISING (satisfy partially everyone).

Dealing with conflict effectively allows team members to master and develop one of the most difficult soft skills. This will make "leading through conflict" an easy and must have competence!

Background

Our ability to understand, communicate and influence others depends in large part on having a very good understanding of ourselves—how we prefer to interact and relate with others, our interpersonal strengths, what motivates or de-motivates us, and what actually happens to us when we are under conflict and stress. Understanding ourselves, our strengths and limitations, helps us to be more effective when communicating with others. The most crucial impact of this is to reduce conflict.

In order to understand ourselves and our team members' better, we must use a standardized inventory. To understand the differences and similarities between people, many different types of inventories can be used like DiSC Profile, Myers-Briggs Type Indicator (MBTI) and Strength Deployment Inventory (SDI).

Each one of these different types of inventories has its own particular strengths and limitations. One important key point is to differentiate between a “motivational model” and a “behavioral model”:

- The “behavioral model” focuses on patterns of behavior and characteristic traits that define a specific type of personality—this model is recognizing what someone does based on his personality.
- The “motivational model” looks behind behavior to understand what are the factors that drive behavior—this model is recognizing why someone is likely to do something based on his motivational value.

Conflict also is part of our lives. Based on research by H.J. Thamhain and D. L. Wilemon, “Conflict Management in Project Life Cycle”, the seven major sources of Project Conflict and Team Disagreements are (alphabetically):

1. Administrative policies and procedures
2. Manpower resources
3. Personalities
4. Project costs
5. Project priorities
6. Schedules
7. Technical beliefs and performance trade-offs

What is the Difference between GOOD Conflict and BAD Conflict?

But what exactly is conflict? According to dictionary, “conflict is a clash between hostile or opposing elements or ideas.” If we apply this definition to Human Behavior then “conflict is a disagreement between individuals that can vary from mild dissent to an emotion packed win-lose confrontation.”

In simple words, conflict is:

- Inevitable in any situation involving more than one person
- A consequence of interactions and differences in goals, viewpoints and needs
- Good or bad
- A result of differences in objectives, values, and perceptions
- A simple disagreement or confrontational
- A creator of competition
- An cause or result of change
- Something that needs to be managed immediately

Always “Conflict is a Driving Force for Change” and it is separated in GOOD and BAD.

GOOD conflict:

- Produces new ideas
- Solves continuous problems
- Gives opportunity for people to expand skills
- Allows creativity
- Improves performance.

On the opposite side, BAD conflict:

- Lowers team energy or morale
- Reduces productivity
- Prevents job accomplishment
- Creates destructive behavior
- Fosters poor performance.

“Warranted Conflict” Vs “Unwarranted Conflict”

In warranted conflict “team members DO NOT agree with the stated goal”. For example:

- We should have never been involved in this project!
- This work package is out of scope!
- There is no need to spend resources to do testing!

In unwarranted conflict “team members agree with the stated goal, but they DISAGREE about how to accomplish the stated goal”. For example:

- I believe that integration should be done before testing and not testing before the integration!
- I prefer to create the WBS instead of Jim!
- The quality control department should have helped us!

Research shows that in most cases, 80% of the conflict is unwarranted conflict.

Symptoms of Team Conflict and High-Performance Teams

The typical symptoms of team conflict are the following (in alphabetical order):

1. Absenteeism
2. Complaining
3. Filing lawsuits
4. Finger pointing
5. Gossiping
6. Hiding information that should be shared
7. Hostility
8. Not attending required meetings
9. Not completing work on-time or to quality goals
10. Not responding to requests for information
11. Not returning phone calls or e-mails
12. Passive/aggressive behavior
13. Physical violence
14. Verbal abuse

On the contrary the characteristics of a high-performance team:

- Has no prima donnas

- Communicates effectively with each other
- Works together to achieve mutual goals
- Shares the joy of accomplishment
- Shares the pain of not meeting goals
- Recognizes that each one is an accountable team player
- Has a balance of team members with the skills and abilities to meet mutual goals
- Helps each other and shares information
- Recognizes that the success of the group is based on the success of each individual
- Is able to deal with conflict
- Understands roles and responsibilities and respects each other
- It is aligned with the same goals and commitments

What Causes Team Conflict?

Team conflict can be caused by various factors. Some of these factors include the following:

- Poor communication or no communication
- Lack of problem solving skills or getting to “root cause”
- Lack of clarity in purpose, goals, objectives, team and individual roles
- Uncertainty/lack of resources and sources for help and support
- Poor time management
- Lack of leadership and management
- Team members bored, not challenged, not really interested
- Lack of skills and abilities in team members
- Personality conflicts
- Personal problems
- High turnover rates

Based on research by H.J. Thamhain and D. L. Wilemon, “Conflict Management in Project Life Cycle,” the seven major sources of Project Conflict and Team Disagreements are graphically shown in the exhibit below

Conflict Resolution Is a Six-Step Process

In order to resolve the conflict, a six-step process is proposed:

1. Define the problem—understand what the problem is
2. Gather data—collect data to support your problem definition
3. Analyze the data—analyze data to produce valuable information
4. Choose the best solution—amongst different options, choose the best solution
5. Implement the solution—the chosen solution must be implemented
6. Continue to refine the solution

Conflict Strategies

There are five conflict strategies: Avoiding, Collaborating, Competing, Accommodating and Compromising

More detailed:

1. Avoiding tries to maintain team harmony and smooth over differences, avoids frustration and aggression, and seeks to evade the conflict entirely.
2. Competitive approach uses force to make team members conform to one perspective. Take a firm stand and know what you want. Strategy is useful when a decision needs to be made fast.
3. Collaboration places an emphasis on mutual goals, joint benefit and inclusion of several views and opinions for a team solution. Try to meet the needs of all involved. Cooperate effectively and acknowledge everyone is important. Strategy is useful when there have been previous conflicts in the group or the situation is too important for a simple trade-off.
4. Accommodator conveys that the other party is accepted as effective and avoids blaming or trading insults. Not assertive, but highly cooperative. Accommodation is appropriate when the issues matter more to the other party. However, people are unlikely to return the position and accommodate at some later time, so this approach usually does not give the best solution.
5. Compromising tries to resolve the conflict with a solution that will partially satisfy everyone. This approach is useful when the cost of conflict is higher than the cost of losing ground, when strong opponents are at a standstill and a deadline is approaching.

Types of Conflict Resolutions

Whatever conflict we have, there are only three types of conflict resolutions. These are as follows:

- Win-Win: To reach a solution acceptable to anyone
- Lose-Lose: Everyone gets something that does not accomplish the goals
- Win-Lose: Power struggle where one party wins

The Thomas-Kilmann Conflict Mode Instrument

The Thomas-Kilmann Conflict Mode Instrument was developed by K. W. Thomas and R. H. Kilmann (1974, 2000). This instrument compares the assertiveness of the conflict strategy against the cooperativeness. According to Thomas-Kilmann Conflict Mode Instrument:

- Competing is a Win-Lose resolution technique
- Collaborating is a Win-Win resolution technique
- Compromising is a Lose-Lose resolution technique
- Avoiding is a Lose-Lose resolution technique
- Accommodating is a Lose-Win resolution technique

Discovering the Preferred Communication Style of Team Members

The Strength Deployment Inventory (SDI) was developed by Dr. Elias Porter in 1971 and is based on Relational Awareness Theory (RAT). RAT is based on the premise that one's behavior traits are consistent with what one finds gratifying in interpersonal relations and with concepts or beliefs one holds about how to interact with others to achieve those gratifications.

According to SDI, each one of us is a mixture of the following three motivational values:

1. The desire to be logical (self reliant)
2. The desire to be in action and
3. The desire to nurture

So, we can be grouped based on which of these values we build up our senses and self-worth. Also, we have two sets of perceptual circuitry that are measured by SDI:

1. One when things are going well (our comfort zone) and
2. One when things are not going well—mainly when we are under stress or in conflict (our stress zone)

Dr. Elias Porter stated: “The more personality theory can be for a person rather about a person, the better it will serve the person.” So, some of the advantages of SDI include, but are not limited to:

- Recognizes differences in relating styles
- Deals with differences in our behavior when things are going well vs. when we are under stress/conflict
- Addresses the underlying motivations for different relating styles
- Deals with what motivates and what demotivates us
- Gives a better understanding of what is going on when we are in conflict
- Offers a simple framework for understanding and recognizing the Motivational Value System (MVS) of other people.

The Seven Different Motivational Value Systems (MVS)

Using SDI, we can measure the Motivational Value System (MVS) of a person when things are going well and their Conflict Sequence when the person is in conflict or stress. This is a very useful tool for project managers to use it to understand their own style and preferences—then to recognize situations where borrowing another style would generate a better outcome. Also it can be used to understand the style and preference of their stakeholders.

The SDI is outcome oriented—it is telling us what the reason behind the specific behavior is. As it was mentioned before, according to SDI, each one of us is a mixture of three motivational values:

1. The desire to nurture (BLUE color—Its main concern is the protection and growth of others)
2. The desire to be logical / self reliant (GREEN color—Its main concern is for making sure that things are properly thought out)
3. The desire to be in action (RED color—Its main concern is for task accomplishment and achieving desired results)

Summary

Project managers spend 90% of their time communicating with stakeholders. Reducing conflict will greatly improve team performance. Discovering the MVS style of our stakeholder can greatly increase the communication because we hear messages

transmitted by others in our own way—interpreted by our own MVS.

Communicating with others and talking to their own needs—empathetic listening—allows us to build trust quickly and cooperate better. It allows the project manager to build a positive climate among the stakeholders, motivate team members to perform better and reduce conflicts.

References

1. Farris, W. (2001). Comparison of Psychometric Instruments – Strength Deployment Inventory, Myers-Briggs Type Indicator, Fundamental Interpersonal Relations Orientation, Neo Personality Inventory: Is the strength deployment inventory a valid research instrument for measuring motivational values in an individualistic and a collectivistic culture? Dissertation presented to the faculty committee of the School of Education at University of Southern California in Partial Fulfillment of the Requirements for the Degree Doctor Of Education.
2. Jennings Group. (2006). Leadership Institute Master Class: Leadership Principles—Winning through emotional intelligence Newtown Square, PA: Project Management Institute.