



EVERYONE'S SMART UNIVERSITY (ESU)

Project Resarch (Spring 2021) Prof. Sara Ahmed

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Section: Master

Leadership Course

**My Leadership skills Impact on project
success**

**King Abdullah Medical City (KAMC)
Project**

Durat AlBahrian, Kingdom of Bahrain

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May , 2021

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1 - INTRODUCTION

1.1 Background about Project and Organization

My key role in this vital project was as a project manager of the consultant (**Saud Consult**) for the project of **King Abdullah Medical City** (KAMC) Project in the Kingdom of Bahrain. This mega project, being funded by a \$1-billion grant from the late **Saudi King Abdullah bin Abdulaziz Al Saud**, will come up over a sprawling one-million sq-m



area near Askar which has been donated by His Majesty **King Hamad**. The hi-tech medical city will consist of a 288-bed medical Center that is in compliance with the highest international standards and specifications in this field. It will also include a number of Research & Development (R&D) and excellence centers, as well as a college of medicine, making it a comprehensive center for medical education and medical services.

Since the project will employ more than 15000 Labor, technicians, engineers and employees. **Saud Consult (SC)** was selected for their long experience in leading role such mega construction work in different environments and cultures.

1.2 About Issue of Study

In previous researches, it was clearly explained the interest of both hard and soft skills as key aspects for success of project managers. Recent researchers (**Klaus, 2010**) have found new trends show and indicate that hard skills contribute only 15% to one's success, while 85% of success is due to soft skills.

This research attempts to fulfill the gap of empirical evidence, through identification of the relationship between soft leadership skills of the project management and project success. Moreover, it also targets to assess the theoretical leadership tools in a practical research. This type of assessment will depend on measuring the effect of two main leadership tools ; team management and team communicating; on the sense of success in my project in the early stages of implementation that may ensure the results or counter their out results.

1.3 Significance of the Study

The result obtained from this research will provide some valuable information about the soft leadership skills and how these impact project success. This in turn will assist the project managers not only in exercising appropriate skills needed for successfully influencing the

project outcome, but will also help them in understanding the relationship between soft leadership skills and project success.

2. Literature Review and Conceptual Framework

Leadership was defined as the use of non-coercive influences to direct the activities of the members of an organized group towards the accomplishment of objective (**Jago (1982)**). In that definition the researcher went to the effect of Charisma of project manager as the main source of his influence. While Shi and Chen focused on the concept that leadership is the ability to persuade others to accomplish pre-defined goals with zeal, enthusiasm and willingness management comprised of the activities such as planning, organizing and decision making etc. which are dormant cocoons until catalyzed by the leader through his power of motivation (**Shi & Chen, 2006**), which mixed up the hard and soft skills as one component. People are considered core elements in the successful delivery of projects. *“Managing people effectively influences many results of a project” (Belout, 1998, p. 23 as cited in Jetu & Riedl, 2012).*

Here in my study I agree with part of both above opinion. However I believe that project management personal leadership attributes and skills, which are considered as intangible factors has more impact in large scale of projects, especially those basic leadership ones.

The first is communication skills, including oral communication, written communication, and comprehensive skills (**Shi & Chen, 2006**). The second is interpersonal skills. This skill of being able to deal with people of different backgrounds, means skill of developing relationships with different kinds of people when needed. (**Brenton & Levin, 2012**)

Team-building and delegation skills, includes important skills for a project leader. These skills include team structure design skills, identifying the ability of different project team members, delegation skills and integration skills (**Deepa & Seth, 2013**).

According to **El- Sabaa (2001)**, the human skills of a project leader should include:

1. **Mobilizing** – project manager can mobilize the intellectual and emotional energy of his/her subordinates.
2. **Communication skills**
3. **Coping with situations**
4. **Delegating authority**
5. **Maintaining high self esteem**

In my research, I will depend on the basics that leadership skills of project manager has a significant effect on project success through handling project team and communications in between all members of project steering comity.

So I will focus on studying the following hypotheses to assess the impact of project management soft leadership skills on project success:

H1. The project manager's communication attributes +vely impact the project success.

H2. The project manager's interpersonal attributes +vely impact the project success.

H3. The project manager's team building attributes +vely impact the project success.

3 – Study Methodology

3.1 Study Objectives.

The research is aiming for investigating impact of soft leadership skills (communication, interpersonal, and team building) on project success.

3.2 Study Setting and Samples

I was encouraged to apply such study on my existing project to measure my own capacity to lead such huge manpower but it was not so applicable due to the size of the project and time schedule that were not been suitable to conduct this study. So I applied the study on my consultant manpower team for a project period of early implementation

The individuals (project Assistant Project managers(APM), SMEs in all disciplines of Engineering and project team members of Resident engineers and the remaining Support and technical staff) of my organization and similar organizations related to similar projects will represent the unit of analysis for this study.

3.3 Data Collection. The data collected for this study will be divided into two types of data:

Secondary data collected from the records of human resource (HR) departments and similar project managers from their own experiences.

Primary data collected through a designed structured questionnaire. Data was collected through answered questionnaire of 50 individuals who work in projects' team.

This questionnaire was sent randomly to individuals through the HR departments to avoid biasing with a pledge of confidentiality of information.

3.4 Data Analysis. Descriptive statistics, linear regression analysis

3.5 Instrument Development

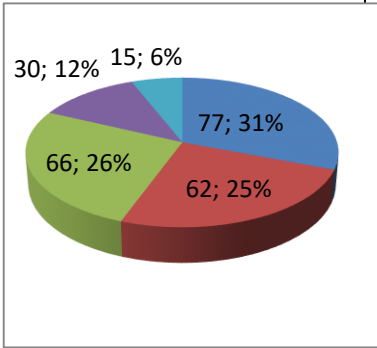
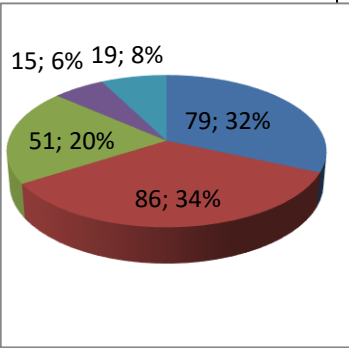
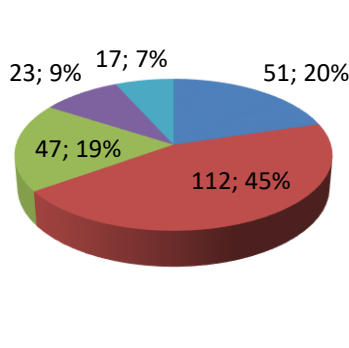
Questionnaire (15 Questions) adapted from previous research have been administrated to the study participants through mail (The questionnaire is given in the appendix). Each hypothesis has been measured on five point *Likert scale*, ranging from 1 = “has no extend” to 5 = “has a Very great extend” and in between (has great extend- Moderate extend- little Extend)

Questionnaire Test Analysis

S	Question	1	2	3	4	5	MEAN	SD
1	Selecting the team of project is a milestone of project success	2	5	7	17	19	3.92	1.01
2	Early storming between project's team is not an indication for team performing laterly during project	0	5	8	7	30	4.24	1.3
3	Increasing accountability of project's team due to leader Carisma has that much effect on project success	0	2	10	16	22	4.16	1.34
4	Both the leader and team members need to work on self development in order to work properly	3	3	10	15	19	3.88	1.22
5	Interpersonal experience is crucial to the success of a project more than Technical and professional expertise	10	8	10	16	6	3	1.2
6	Interpersonal effectiveness is key in accomplishing project goals and objectives	5	2	6	22	15	3.8	1.08
7	Effective communication and timely feedback leads to high performance	0	2	10	30	8	3.88	1.16
8	Different skills are required at different levels of management with conceptual skills at the top, people skills at the middle and technical skills at the lower levels	0	0	10	20	20	4.2	0.81
9	Project leader's experience is reflected by the quality of his/her work	0	0	0	35	15	4.3	1.48
10	Manager's past involvement and communication leads to effective performance of team of work	6	7	11	10	16	3.46	1.17
11	Project staff roles and responsibilities are clearly defined	9	11	13	15	2	2.8	1.4
12	Team members participate in projects decision making and control processes	1	6	28	8	7	3.28	1.42
13	The project progress reports are clearly distributed on the concerned team members	2	2	14	23	9	3.7	0.62
14	adherence between leader and team ensures satisfactory progress in	4	3	15	12	16	3.66	0.93

	implementation of work and high performance results							
15	There is a transparent and clear performance measurement and appraisal of staff	9	12	12	14	3	2.8	0.5

■ V. great extend
 ■ Great extend
 ■ Mod. Extend
 ■ Little Extend
 ■ No Extend

Leadership Skills									
Extend	Team building			Interpersonal			Communications		
	Q Series	Freq-	%	Q Series	Freq-	%	Q Series	Freq-	%
V. great extend	1	77	30.8%	3	79	31.6%	7	51	20.4%
Great extend	2	62	24.8%	5	86	34.4%	9	112	44.8%
Moderate extend	4	66	26.4%	6	51	20.4%	10	47	18.8%
Little Extend	11	30	12%	8	15	6%	13	23	9.2%
No extend	12	15	6%	14	19	7.6%	15	17	6.8%
Total		250	100%		250	100%		250	100%
■ V. great extend ■ Great extend ■ Mod. Extend ■ Little Extend ■ No Extend									
	Mean Value			3.62			3.76		
	SD Value			1.27			0.98		

4 - RESULTS AND DISCUSSION

4.1 Descriptive Analysis

Descriptive statistics of variables under study which was given shows that the mean value of impact for project communication skills, team building skills and interpersonal skills of project leader have been found greater than 3.6

Linear regression analysis was performed on three facets of project managers' soft leadership skills (communication, interpersonal and team building) with a view to measure their individual contribution reveals that project managers' communication, interpersonal and team building affect the project success.

Most important factor was the project managers' interpersonal skills whereas, Project Managers' team building skills have relatively less contribution.

This reflects that these independent variables of leadership skills of project management (manager) are significantly related with the dependent variable of project success.

Consequently, analysis affirms all hypotheses drawn by the study were confirmed

H1. The project manager's communication has a +ve impact on the project success.

H2. The project manager's interpersonal skill has a +ve impact on the project success.

H3. The project manager's team building has a +ve impact on the project success.

4.2. Discussion

This study was conducted to identify the project managers' soft leadership skills that must be exercised effectively that reflect on a great impact on project success and to find out the most associated skill between three main project managers' soft leadership skills and project success. This study includes 50 responds from 5 similar projects

4.2.1 Interpersonal Skills. First factor is interpersonal skills and its impact on project success has been measured. Interpersonal skills imply project managers' ability to deal, motivate and persuade people with varying backgrounds. Other task would be wrongly neglected which is developing the relation between leader and follower through the developing of added value concept and transformational style of leadership. The more proficient a project leader or team member is in developing associations with his or their peers, the sooner he will know their capabilities and limitations and accordingly can capitalize on them. Positive impact of interpersonal skills on project has also been established by this study, which is in line with earlier findings as has been highlighted in the preceding literature review. Moreover, it has also been established that team work causes 26.4% moderation impact on association between interpersonal skills and project success, which is quite reasonable and imaginable since the way of selecting project team may impact the quality of interpersonal relations and effects.

4.2.2 Communication Skills Second factor is communication skills and transparency of communications between leader and team and how much is it clear, direct and supportive and its impact on project success has been measured. In preceding literature, it has been established that if a leader is able to communicate clearly and conveys enriched task information to the team members, the expected outcome will be high team work effectiveness. Contrarily, if project manager is using a tactics and team members fails to grasp it, the likely outcome is not going to be as desired by the project manager. Earlier researcher has amply highlighted the need of project manager being a good communicator

My study shows that communication skills positively affect the outcome of a project, which is in line with the findings of the earlier research done on the subject, it implies that a project management equipped with better communication skills will be able to get the better job done from the team members and consequently will be able to positively influence the projects' outcome.

4.2.3 Team Building Skills. Third factor is team building skills and its impact on project success has been measured. Teams are an important tier in successful execution of the project. Project Teams are usually „cross-functional“ in nature and are a powerful means of dealing with complex assignments which may be difficult to do using other project organization forms. If a project manager is unaware of the complexities of team working with him, doesn't know about their abilities, he is less likely to draw optimum advantage from their capabilities. Moreover, owing to special chemistry of the projects; wherein a project manager as a leader is required to do a variety of tasks in time compressed environments during all stages of team work starting with team forming by selecting the right persons for the right roles, ability to correctly delegate the responsibility to team members assumes the storming caused by the diversity to reach by the team to the stage of forming and performing to achieve the goals of project success.

It has been established that team work causes 55.6% high extended impact on association between team building and delegation skills and project success, which is reasonable strong and merits attention by individual of the project relate organizations.

5. Conclusion

The objective of this study was to identify and assess the impact of project mangers' three soft leadership skills and project success which are communications, interpersonal and team building on project success It is hoped that results of this study will provide organizations and individual's related to projects with key skills especially soft leadership skills to focus and successfully execute the projects. According to theories people can adopt deferent styles as sometimes depends on the team features and the situation. There are several leadership styles adopted by me:

1. **Affiliative Leadership Style** (people come first)

For promoting positively, a harmonious workplace and team building

2. **Coaching Leadership Style**

Teaching and supervising followers improving skills and productivity by great communications

3. Democratic Leadership Style

Subordinates are involved in making decision as delegation while being accountable for all actions.

4. Pacesetting Leadership Style

Setting as an Example and rule model for the team which will lead to a team of high performance and high quality.

5. Transformational /Visionary Leadership style

Define clear archive goals using Management by Objectives approach , and encourage clear steps to communications and expressive. Combine best practices with motivation ability.

6. Charismatic Leadership style

Transform of followers' values, believes, improve the existing culture of the organization, and create the team chart.

These leadership styles were derived from the team building, interpersonal (soft) Skills which include team work, active listening, responsibility, dependability, motivation, flexibility, patience , empathy , decision making and the communications skills which effect the success of the project as the project now is 70% completion and the completion date will be 22 Dec., 2021.

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