

Everyone's Smart University

Project (Spring 2021)

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Section	Date	Course Code
Master	Thursday 18 / 03 / 2021.	(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 20-05-2021 في تمام الساعة 9 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

The effect of coaching leadership style on team management

1. Introduction :

Leadership is both a research area, and a practical skill encompassing the ability of an individual, group or organization to "lead", influence or guide other individuals, teams, or entire organizations. Often viewed as a contested term [1] .

We can define leadership as being used in all matters of life, so the father may be a leader, the teacher may be a leader, and the agricultural worker may be a leader and leadership is a responsibility that may be affected negatively or positively in all relevant aspects, and for leadership to be effective, we must know the traits, styles and skills so that we can define the role of the leader And how effective leadership is in the aspects that affect it.

The team management skill was chosen because of the importance of this skill in organizing the practical relationship between team members and knowing the roles, tasks and challenges while adhering to the functional roles of each individual in the organization.

When I talk about leadership in my company, the conversation will be prolonged because of the large number of individuals in the company (Mobily Company), but I will summarize the conversation in the area of my administration in which I work.

As the number of personnel in the management of the infrastructure ranges between 50 to 100 individuals , The majority of the job roles are between maintenance and operation, which requires good management of individuals 24 hours a day in order to achieve appropriate operating efficiency that serves all groups of society without any interruptions in the quality of the network provided to customers , when talking about the leadership style in our management, it is without a doubt the coaching leadership style, Because this style relies heavily on individuals and also depends on productivity, the majority of leaders in our company put the individual among the priorities, as well as education and continuous improvement in order to make the work environment more positive.

When using the skill of team management, we will be able to have good control in managing the technical facilities in the company and we can professionally define responsibilities and tasks in order to overcome all individual errors and we will be able to achieve

excellent operating efficiency because the individual is a major factor in our field of work.

Our goal of research is to improve the work environment, develop team management, and try to find appropriate skills through previous studies using modern methodologies so that we can find solutions and results.

2. Literature Review :

When talking about previous studies that dealt with training method, one of the studies mentioned the following :

The Coaching Leadership Style is a relatively new and guiding leadership style. Instead of making all decisions and delegating tasks yourself, as is the case in the autocratic leadership style, the coaching leader takes the lead to get the best out of his employees or team.

A coaching leader must not be confused with a coach, but does have coaching skills. The leader has these skills when he is able to develop and improve the performance and competences of his employees.

The basis of the Coaching Leadership Style is the dynamic interaction between the leader and the employee. This gives rise to valuable insights and the achieved results are discussed and analysed. This is done by means of providing and receiving feedback, asking questions and conducting motivating conversations.

A good coach encourages the learning process of the coached person and promotes the responsibility and independence of the employees.

A coaching attitude of the leader ensures that the employees continue to work autonomously and independently without removing the initiative from them.

A good coaching leader has his employees perform their work independently, but still makes them feel supported and involved in their work. The independent aspect in coaching makes this style excellently suitable for independent teams.

As stated above, the goal of coaching is to develop qualities and competences. In combination with leadership, the goal is to encourage the employee's task maturity. A task-mature employee is sufficiently self-reliant, willing and able to perform tasks independently [2].

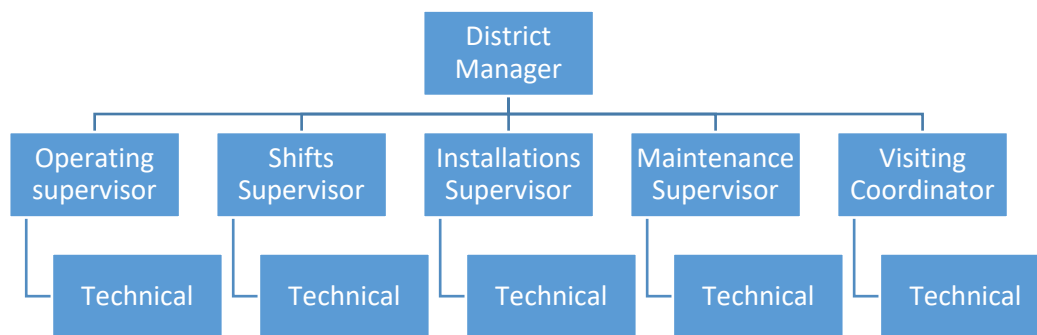
In one study, Bar Schwartz reported that A coaching leader must not be confused with a coach. A leader who leads with a coaching leadership style is able to have coaching-like conversations with their employees with a clear intention to develop and improve the performance, qualities, and competencies of their employees so that they can perform better in their role or future role in the organization. In comparison to a coach, the coaching leader should have a vision for the employee and will often have to combine their coaching with consulting or mentoring. A good coaching leader has his employees perform their work independently but still makes them feel supported and involved in their work. Besides, when the outcome of the coaching conversations suggests that the employee will not be able to be their best self in the organization, the lead might have to coach the employee to move on [3].

Some studies dealt with the influence of the individual or organization on leading the team and developing the team with the available tools and motivating them with the necessary skills to overcome the obstacles facing the team as well as the influence of leadership on resolving conflicts in the team as well as the influence of the leader on making the work environment good so that the team can perform well [4].

3. Methodology :

We will use some tools that will deal with developing team management on a personal level in my workplace at Mobily, and I will address many tools that help develop and build a good team.

- 1- Team structures : Because of the large number of employees in my company, the team building is important so that we can organize work and respect responsibilities and not skip tasks and because technical sites are of great importance in our work so that we can overcome obstacles , Since the manager in our organization is the first and last responsible, the use of the classic structure will be appropriate in our field of work , The reason is that the projects in our company are coming continuously, which leads us to the lack of sufficient time to complete the project, as well as because of the presence of other regulatory bodies such as (Huawei), which is responsible for installing 5G system , Then it is preferable to use the classic structure for the proper completion of the project . The following figure is a brief example of classic organization in my company (Top – Down Teams) :



- 2- Team Development stages : There are four stages that the team must go through to develop them, as mentioned by Dr. Bruce Tuckman [5]., and they are as follows :
 - A- forming : The team begins by meeting and defining responsibilities and tasks
 - B- storming : The team here starts with some disagreements and setting the rules as well as choosing management
 - C- norming : The team begins to understand the tasks and get to know each other, as well as the understanding between them and the productivity begins
 - D- performing : The team here starts to increase productivity and focus on the work done

- 3- Team Needs : We will use the Maslow hierarchy to determine the basic needs of the team .



- A- Building trust : The most important stage in building a team is to give confidence to all team members so that the team can give positive results by working in technical buildings and spacing the distances between them. Trust is an important factor in accomplishing tasks , (If a team lacks vulnerability-based trust, team members will not be willing to share ideas or acknowledge their faults due to the fear of being exposed as incompetent, leading to a lack of communication and the hindering of the team) [6] .
- B- managing conflict : We can manage conflicts with some methods that may help in resolving them in a healthy way, Such as problem solving, bargaining and avoidance in some situations, harmony, cooperation and coercion in some cases .
- C- Achieving commitment : In our field of work, commitment is required at all times and that each team adheres to the tasks and responsibilities and the leader must set an example in his work until we achieve full commitment >
- D- Embracing Accountability : Accepting results and being accountable to leaders are important elements in team development and building confidence in team members
- E- Focusing on Results : When overcoming previous obstacles, the team can at this stage focus on results with high confidence .

4. Result & Discussion :

After discussion by many colleagues in our company, views converged on team management in our organization and whether the coaching style on team management is more appropriate for the field of our projects, and everyone agreed that our management requires continuous education and guidance, but they had some problems in assigning tasks during team management and duplication in decision-making. On the management side, the requirements for resolving conflicts have not been implemented, and commitment to the organization has not been achieved. Through this research it was found that some leaders lack many important methods in managing the team to achieve the desired goals and because of the different cultures and regions the background varies in managing the team with the available methods .

1- Introduction	leadership in general and effect of coaching style on Team management .
2- Literature Review	Some previous studies that dealt with coaching style
3- Methodology	Tools that were used to support the research paper
4- Result & Discussion	Results of the research paper after using the tools
5- References	References used during the preparation of the research

5. References :

1-Western, Simon (2019). Leadership: A critical text. London: Sage. ISBN 978-1-5264-5951-0.

2-Janse, B. (2018). Coaching Leadership Style. Retrieved November 2018 from Tools

Hero:<https://www.toolshero.com/leadership/coaching-leadership-style>

3-Bar Schwartz (Executive & Leadership Coach, GERMANY) (2019) international coach acadmy <https://coachcampus.com/>

4-Business Dictionary. Team Management. [Online]. [Accessed 15 October 2014]. Available

from:<http://www.businessdictionary.com/definition/team-management.html>

5-Project Team Leadership and Communication by Samuel Malachowsky, 2018.

6-SamitiAlbania. 2011. Patrick Lencioni: Five Dysfunctions Of a Team.wmv. [Online]. [Accessed 15 October 2014]. Available

from:<https://www.youtube.com/watch?v=6sqvWEI1CVg>