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IMPACT OF LEADERSHIP STYLES ON PROJECT SUCCESS

Abstract

The article will ultimately study the impact of leadership style on project success. This will make it easier for the project team to achieve project success and goals. It will also help companies in the future to select and develop a leadership style for their employees. At the same time, in the future, it will be able to play the role of a base for the training program in training new leaders. This will help companies to successfully complete their projects. Successfully completed projects will lead to social economic development of construction companies. Therefore, it is intended to study the impact of different leadership styles on the success of the project. Because this is one of the important issues affecting the successful completion of projects

Keywords: project, management, leadership, styles, success, construction.

Introduction

The impact of different leadership styles on project success was selected for this study. The development of science and technology determines the development of business, and at the same time, various construction projects are implemented during this period. Also, the successful completion of these construction projects plays an important role in the development of business areas. Experience shows that successful completion of projects is not easy. The completion of projects can be successful or unsuccessful. And the completion of projects depends more on project management. Taking these into account, it can be understood that the choice of leadership style in project management is one of the important factors for successful project completion. Choosing the right leadership style helps the project team achieve its goals, which leads to faster development of construction organizations and other business areas [3]. Examining the impact of different leadership styles on project success will help address the issue of achieving project objectives in the future.

While researching this topic, directions such as project phases, project success, and leadership styles will be considered. Construction projects are divided into different phases during implementation, and these phases mainly consist

of strategy phase, planning phase, realization phase and closure phase. In addition, this study will consider that there are five levels of project success; process success, project management success, product success, business success, strategic success. This study will examine different leadership styles applied at different stages of the project considering project management success. Examples of these styles or theories are leadership theory, action-oriented leadership, situational leadership, authority [3].

This study will help companies to understand the application of specific leadership styles in different phases of their projects, and it will also make it easier to choose which style to apply during the execution of projects. In the future, the development of new leaders in companies and internal training programs can refer to this topic. Developed leaders will make it easier for the company to achieve its goals and complete successful projects.

Main part:

Many studies have focused on the impact of different leadership styles on the success of the project. This article will focus on the study of theoretical knowledge in three main areas. The impact of different leadership styles on the success of the project will be studied by comparing the considered theoretical knowledge. The directions to be studied are

mainly; leadership styles, project phase and project success. In addition, during the article, other aspects that may affect the success of the project can be considered.

Project success usually requires completing the project on time, within budget and with quality according to the requirements. The implementation of the set requirements leads to the achievement of the goals of the project and its success. Achieving these goals is not easy, so we need leaders who can manage the project team. From a leadership perspective, it is necessary to pay attention to how motivated or inspired the project team is to achieve the goals, which is an important issue in achieving the success of the project. Because the more motivated the project team is, the easier it is to implement the set requirements. Therefore, we need to find an answer to the question of how leadership is needed to inspire the project team to achieve project success. Burke & Barron (2014) found that there are several styles; Leadership theories, Action centered leadership, Situational leadership, Authority. They will be discussed in more detail later [3].

As for the design phase, every construction project has a beginning and an end. Different literatures and different companies structure these phases differently. Despite these differences, the main goal here is to better understand and see the duration of construction projects. After construction projects are ordered, an implementation plan is prepared by dividing them into different stages. This plan is prepared before the implementation of the construction project, making it easier to determine the time and resources that will be spent on the implementation of the project. Also, this planning helps to establish a project schedule by preparing the detailed objectives of the project in accordance with the project goal. All this creates favorable conditions for project stakeholders and implementers to discuss all phases of the project and implement the works. Alam & Gühl (2016) found that the main phases of the project can be grouped as follows; strategy phase, planning phase, realization phase, closure phase [1]. These stages will be discussed in more detail later.

The beginning and end of every construction project is an important factor in the successful completion of projects. Also, the success of the project is one of the most important issues for shareholders. As project shareholders are different, their expectations from this project are different. These shareholders can sometimes appoint their own expert in determining project expectations or project success. Expert communicates with shareholders and stakeholders by helping to clarify the needs and goals and benefits of the project and determine the success of the project. Taking all this into account, we can say that the goals and success of the project vary depending on the construction projects, their purpose, shareholders and stakeholders, and there are several different theoretical views. Bannerman & Paul (2008) found that these levels are as follows; process success, project management success, product success, business success, strategic success [2]. Success levels will be discussed in more detail later.

Leadership styles

Construction projects are not formed in a vacuum and depend on several internal and external factors. The project management leader should evaluate environmental aspects in a broad form and take into account their impact on the project. Managing projects requires different skills and abilities. Some of the project management leader's portfolio of skills are shown in the table below (Table 1) [3].

It can be seen from Table 1[3] that portfolio of technical, managerial, leadership and entrepreneurial skills are important skills for a project manager, and it would not be correct to separate one from the other or consider it more important. The table shows that essentially the project manager must be competent in all these areas because these are important conditions for the success of the project. Some of these skills may be more important than others in any given job, but they are not mutually exclusive. Due to their importance, they are connected to each other like a chain for the successful start and finish of any project, including project systems (Figure 1)[3].

Project Management Leadership			
Technical Management	Project Entrepreneurship	Project Management	Project Leadership
The project manager needs technical skills , together with product knowledge, to design and make the project or product. The focus is on solving technical problems, design solutions and design configuration arrangements.	The project manager needs entrepreneurial skills to spot and exploit marketable opportunities, to find innovative solutions to company problems, together with networking skills, to communicate with a wide range of useful contacts and stakeholders.	The project manager needs project management skills to set up the project management system, which will help plan and control the project throughout the project's lifecycle. The focus is on achieving the objectives outlined in the project charter.	The project manager needs project leadership skills to influence and lead the project participants, together with a vision, strategy and determination to drive the project. The focus is on facilitation, negotiation, influencing, networking and communication.
Technical skills Competency Product knowledge	Spot opportunities Solve problems Networking	Project charter Scope management Planning and control system	Vision Values Strategy

Table 1[3].

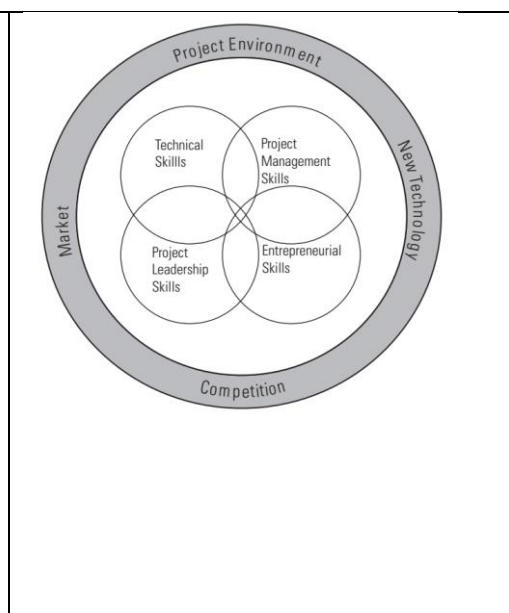


Figure 1 [3].

Here, mainly project management and leadership styles will be studied. Let's first look at what project leadership means.

Considering the above, it is necessary to look at how the leader behaves, and so what are leadership behaviors?

Burke & Barron (2014) found that "Leadership behaviors are what we do in response to how we interpret leadership theories within a particular situation" [3, p.70].

We will look at different Leadership theories and styles to understand this well and determine how our behavior shows a preference for task, team or individual well-being as a particular type of 'leader' [3].

There are several theories that suggest 3. different leadership approaches and styles. These leadership theories and styles are as follows [3].

1. These Leadership Theories;

‘Great Person’ Theory: This theory is based on the observation of some great leaders we know from history.

Trait Theories: This theory is based on great man theories and is believed to be based on internal qualities and traits.

Behavioral Theories: It is understood that leaders are characterized by their actions.

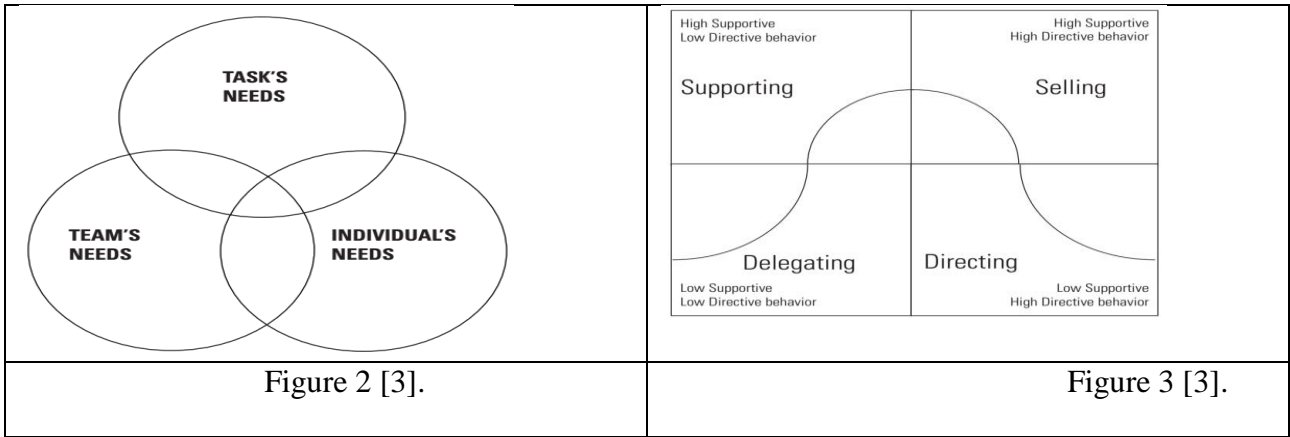
Contingency and Situational Theories: In this theory, it is believed that leaders are determined by external influences and situations.

Transactional Theories: Transactional leadership motivates and directs the employees under their control

Transformational Leadership Theories: This theory is to motivate and influence building relationships based on development and relationships.

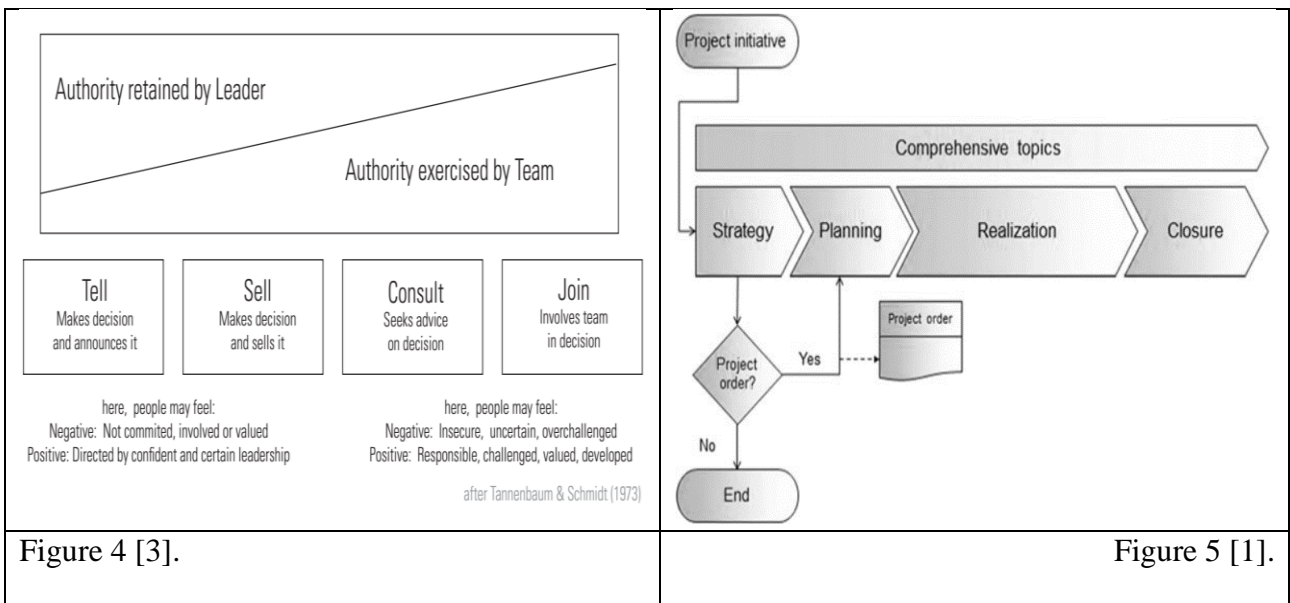
2. Action Centered Leadership; This is based on leadership action (Figure 2) [3].

Looking at the above, it can be seen that different theories and styles require different approaches. These approaches may vary depending on the scope of construction projects, the team, and project success. It is difficult to apply any method to all cases. Therefore, in order to achieve the success of the project, leaders can apply these methods in the implementation of various projects. The main thing is to understand which of these methods will be more effective and when, and then apply the appropriate method.



4. Situational Leadership; This style believes that different styles are effective in different situations, it is enough to be more flexible and able to adapt your style (Figure 3) [3].

5. Authority: This style requires a strong dependency from the follower (Figure 4) [3].



Project phase

Every project has a beginning and an end, and these chronological sequences can be divided into project stages. It is also possible to divide the projects into phases when structuring the execution time. Following DIN 69901 each project is divided into planning, realization and closure phases. Dividing the project into phases in project management creates a clearer picture of the work to be done. Alam & Gühl (2016) suggest that dividing the execution of projects into phases in this way; strategy phase, planning phase, realization phase, closure phase [1]. This can be seen more clearly from the graph below (Figure 5) [1].

Strategy Phase: This careful preparation of a project can be understood as developing initial ideas, defining products and goals, avoiding unnecessary risks and thinking about the successful implementation of the project.

Planning Phase: This phase can be understood as leading to a successful project completion by developing a detailed plan. Project planning shows how the project should be carried out in concrete terms.

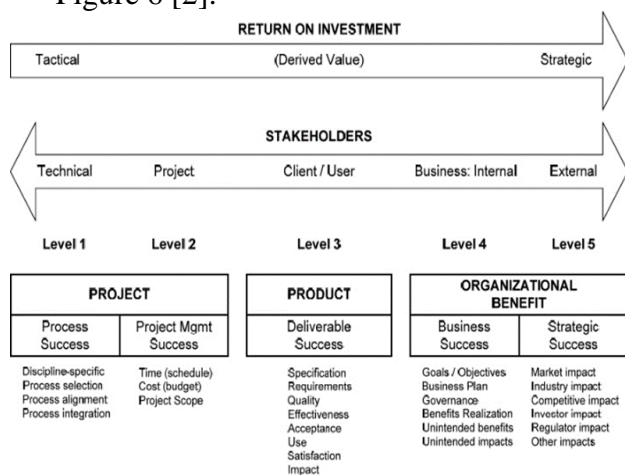
Realization Phase: Synonyms for the realization phase are mainly understood as the execution and implementation phase.

Closure Phase: The closing stage of the project is understood as the completion and as the realization of the main objectives.

Dividing projects into different phases helps us to treat each of these phases specifically. These approaches guide how managers behave in these phases and how they treat the team. In other words, managers can determine in which phase they can use the advantages of which leadership styles and help these phases to end successfully.

Project success. Bannerman (2008) found that the project success framework is an alternative way to the problem of defining project success [2]. This framework makes it easy to determine project success at different times by taking into account the viewpoints of project stakeholders. Key milestones in this spectrum are related to the project itself, the product produced by the project, and the organizational benefits derived from the investment. These levels are as follows; process success, project management success, product success, business success, strategic success (Figure 6) [2]

Figure 6 [2].



This study will look at defining project success mainly at the level 2 of project management success.

Level 2- Project management success: It is the completion and closure of successful projects according to traditional criteria, which

includes the completion of the relevant project according to schedule, budget, project scope and expected results. This means the successful completion of the project taking into account criteria such as time, cost, scope, and/or quality. These indicators can be taken as a measure of project management success [2].

Implementation of these parameters in the form of predetermined requirements results in the successful completion of the project

Problem Statement

Successful completion of construction projects is one of the important issues for the companies implementing construction projects. At this time, the motivation of the project team and the successful completion of the project become one of the main problems or points facing the leaders of this project. A well-motivated project team leads to successful project completion. For this reason, different leadership styles can be applied to better structure the work of the project team in different phases of the project, to determine the success of the project in advance, and to implement these issues [3], [1], [2]. Therefore, this article aims to study the impact of different leadership styles on project success and their application in projects. Because this is one of the important issues affecting the successful completion of projects.

Conclusion

The impact of different leadership styles on project success was selected for this study. Experience shows that it is not so easy for various companies to successfully complete construction projects. Construction projects can be completed successfully or unsuccessfully, and there can be many reasons for this. One of these reasons is how to manage the project in order to make the construction projects successful. Choosing a leadership style in the management of construction projects is one of the important factors for the successful completion of the project. The right leadership style helps the project team achieve its goals, which can lead to faster development of construction companies [3]. Examples of these styles or theories include leadership theory,

action-oriented leadership, situational leadership, Authority [3]. The purpose of the theme "Effect of different leadership styles on project success" is to investigate the effect of different leadership styles on the successful completion of the project during the project phases. Learning the impact of different leadership styles on project success will help project managers solve the challenge of successfully completing projects.

It is intended, that the results of this study will bring new insights of the leadership styles of managers working in construction projects. The results of this study will help businesses better understand which leadership styles are most beneficial for projects in their industries and can then be applied to selecting leadership development programs and selecting leaders based on specific qualities or characteristics. Finally, the study and discussion of this topic by managers will help to choose appropriate

leadership styles at different stages of the project. As a result, it will help project owners and construction companies achieve their goals more efficiently and effectively.

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LİDERLİK ÜSLUBLARININ LAYİHƏ UĞURUNA TƏSİRİ

Xülasə

Məqalə son nəticədə liderlik üslubunun layihənin uğuruna təsirini öyrənəcək. Bu mövzunun öyrənilməsi, layihə komandasının layihə uğuruna və məqsədlərinə çatmasını asanlaşdıracaq. Həmçinin bu məsləyə diqqət edilməsi şirkətlərə öz işçiləri üçün liderlik üslubunu seçmək və inkişaf etdirməkdə kömək edəcək. Eyni zamanda, gələcəkdə yeni liderlərin hazırlanmasında təlim proqramı üçün baza rolunu oynaya biləcək. Nəticədə, öyrənilən mövzu şirkətlərə layihələrini uğurla başa çatdırmağa kömək edəcək. Uğurla başa çatdırılan layihələr tikinti şirkətlərinin sosial-iqtisadi inkişafına gətirib çıxaracaq. Buna görə də müxtəlif liderlik üslublarının layihənin uğuruna təsirini öyrənmək və buna diqqət ayırmaq vacib amillərdəndir. Çünki bu, layihələrin uğurla başa çatmasına təsir edən mühüm məsələlərdən biridir.

Açar sözlər: layihə, idarəetmə, liderlik, üslublar, uğur, tikinti.

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ВЛИЯНИЕ СТИЛЕЙ ЛИДЕРСТВА НА УСПЕХ ПРОЕКТА

Резюме

в статье изучено влияние стиля руководства на успех проекта. Это облегчит команде проекта достижение успеха и целей проекта. Это также поможет компаниям в будущем выбирать и развивать стиль лидерства для своих сотрудников. В то же время в будущем он сможет сыграть роль базы учебной программы по подготовке новых лидеров. Это поможет компаниям успешно завершить свои проекты. Успешно реализованные проекты будут способствовать социально-экономическому развитию строительных компаний. Поэтому предполагается изучить влияние различных стилей руководства на успех проекта. Потому что это один из важных вопросов, влияющих на успешное завершение проектов.

Ключевые слова: проект, менеджмент, лидерство, стили, успех, строительство.