# Leadership Skills

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## *Overview*

Project of expanding participation through civil society (participation) is a three-year project designated for promoting civil society participation. The project is financed by the U.S. Agency for International Development and implemented by Mercy Corps & Partners including the American Inter news, the International Center for Not-for-Profit Law (ICNL), Mercy Hands for Humanitarian Aid (MH) and the Public Aid Organization (PAO).

Moreover, the Project aims at pushing democratic systems in Iraq to become more participatory and vital; as the civil society always deepens social and political participation scheme among citizens. The project , during its phases,  will focus on initiatives animating at: Expanding the area of  citizen active participation in the democratic, economic and social development in Iraq, improving institutional and organizational capabilities of main groups of  civil society originations , increasing the impact of the civil society on public policy decision making, enhancing legal , enabling and regulatory framework in which the civil society works and building based on the  nine year collective experience in assisting the Iraqi civilians who suffered  losses from the warfare.

## *Chapter I*
## *Leadership Requirements and Components*

Leadership involves three main factors: Influence: ability of making changes or conviction. Power: ability to make things happen or achieving enjoyment; it is linked to self capabilities rather than position. Legal Authority:  the right granted to the leader to freely act and to be obeyed.

Therefore, Leadership factors depends on existence of groups of individuals, agreed-upon objectives to achieve and presence of a leader of  influential personality, administrative thinking, decisive decision making and  ability to affect the group behaviors effectively.   Essential responsibilities of a leader are not result of appointment , special considerations or even money; indeed, they are created by special capabilities or talents on which the leader depends , and are  supplemented with previous experiences, strong thinking, broadmindedness and tolerance to build excellent skills enabling her/him to confidently control and monitor. Indeed the leader must hold essential responsibilities at the organization he/she manages in order to fit such position. The leader responsibilities are divided into two sections:
## *One: Formal Regulatory Responsibilities*

## *Two*: *Ethical Behavior Responsibilities*

Formal Responsibilities involve considering fundamentals of administrative organization to let matters timely and significantly carry on; such responsibilities include:

1- Planning: Setting policies and strategies, defining long-term and short-term objectives; setting related plans, and determining resources, substantial and human potentials. In order for the leader to be able to accomplish his/her duties effectively and successfully, he/she has to clarify the objectives of the institution for his/her staff, listen to their views, and to identify their personal goals, not to obtain their commitments and obligations to take part in the completion of all roles and plans .. I concluded that successful leadership is based on individual personal convictions and which grasps sympathy and cooperation willingly and satisfactory; this does not happen often unless individuals felt that achievement of the organization's plans and objectives is reflected to achieving their goals and self ambitions as well, though such ambitions in which individuals feel respect, value and consideration their opinions and roles.

2- Organization  Any division of labor and allocation of responsibilities and functions between the individuals and the distribution of workers by the talent and expertise, capabilities and ambitions Distribution is only successful if the right man is in the right position; imposing him/her to take into account experience, specialization, capability and effectiveness of individuals. The most successful approach to ensure the strongest organization is the distribution on the basis of committees, bodies and independent groups that have the power of thinking and planning by an open consultation scheme. Director still has the advisory and monitoring role; as at this stage he/she ensures a great focus on the most important management, ensures individuals achieving their aspirations and respecting their views, and as this approach also plays a significant role in pushing workers to take part eagerly and satisfactory and ensures their commitment to achievement of goals to avoid more supervision and anxiety as result of chaos and lawlessness.

3- Coordination among work parties, directing everyone' to follow the organization's first goal, urge highest standard of performance efficiently and effectively; therefore the director shall overcome obstacles that face the coordination and preventing its accomplishment, success, from personal disputes,

or lack of conviction of the others who believe in individualism or feel difficulty to overcome to accept collectivism and coordination, and the other obstacles of coordination and cooperation.

This requires permanent communication with staff, orientating them to objectives of the organization and continuously reminding them to motivate and encourage them to cooperate; or in short words, he/she must work on creating spirit of integrated and united team for the same goals and ambitions.

4- A leader must form a network of horizontal and vertical communications to convey information, ideas and decisions, reviewing work progress and overcome difficulties or familiarize them to engage everybody in the work atmosphere and to understand its requirements.

5- Supervision and Follow-up Follow up of tasks and plans by the director; directly or by the media, ensures continuity and business success, also ongoing follow-up is an approach of reward and punishment and a tool for reform, development and evaluation.

It is also considered a heavy duty to discover great potentials of that dispassionate, to stimulate dispassionate and promote efficient and enthusiastic person and other great benefits. It is not to say that the task of continuous follow up by the director is

one of the most influential tasks on achievement and successes.

Elements of managerial leadership are a number of elements that makes a director a leader who has intellectual, spiritual and administrative impact more than others so that individuals voluntarily respond to him/her and accept responsibility, position, rights and duties. The most prominent factors of leadership are as follows:

(1) Authority is the right of leadership and the ability to influence; that is, ability to give orders and instructions to subordinates to influence them - according to difference administrative concepts -, that functional management in its impact on others depends on other decisions and orders issued from high management, and likeness of reward and avoidance of punishment stimulated in each individual. While proactive management depends on instructions, guidance and convictions arising from chairpersons' discussions, consulting the staff, and feeling of affection, responsibility and achieving aims tended in hearts of individuals. Therefore, managerial leadership is mainly established on a number of basics are as follows:

a. Functional or social role of a director;

b. Knowledge, experience and wisdom of the director; and

c. Strong personality and qualities of greatness and influence of the director. Some may conclude that money and the ability to pay are another essential factors for the ability to influence; which can be true in some cases, but it does not constitute for us an administrative leadership voluntarily responded by individuals, also it does not achieve coherent and permanent works and lasting effects..

Therefore, we divided the leadership particulars into the above mentioned three factors because they are the most powerful and influential and which create influential leader personality.

**Perhaps it is appropriate to go into some details related to the particulars mentioned above:**

## First: Authority of functional or social role

An authority resulted from power of the role of the director, and in official circles it often arises from career-based hierarchy in authorities , functional position grants authority and the active role of the director, other than social and cultural institutions, they arise from the extent and importance of the role of the director; we may find a person of lesser position has much more remarkable impact than the strongest position, exercise of this power arise from the chairman's right to address his subordinates; including the following:

- What needs to be done (i.e. determining the role).
- Defining beginning and ending time.
- Approach of performance (i.e. how it was implemented.)

You can observe that everything in this management depends on the director. Essential point lies between a successful and unsuccessful director, and who enjoys higher level of success; as while the successful director confines authorities and decisions in his/her hand does not involve any with his subordinates, the second unsuccessful director distributes roles and engages others in his/her decision as he/she considers them his/her consultants and actual assistants; not as being as machines which must be only obedient. Therefore, success of the first director is limited to his/her strong personality  and importance and severity  in monitoring work nature, so glory is rendered to him/her first and foremost in the victories; and the failure depends on his/her opinions and decisions Functional manager exercises his powers according to the following stages:
Thinking and planning - shooting orders - setting functions and defining how to perform- continuously monitoring execution - and possibly impose penalties if the roles were not implemented well, as well as rewards for good performances.

While the second director makes a team from staff , and from a machine from work pushed by everyone, and everyone has a role in its activation and revitalization and some power, and shares glory and success ..And the approach of exercising the authority.

## Second: Experience and knowledge Authority

It is the authority of an expert or veteran knower, some call it knowledge and wisdom power, because it is based on the right of authority must be granted to consultant or who is subject to the virtue of knowledge granted to him/her; in fact it authority of science; it is clear that science and its trials dominate all fields of life and human minds and souls. Naturally, a man surrenders to specialized veteran scientist. Since then specialization administrative theory arose, and considered that the laws, regulations and knowledge grant the administrative leader his/her powers and the ability to influence.

Cognitive power is the most important criteria which leads organizations to success; so it should be provided in the two wings of work: directors and staff, and it is very essential for functioning of the overall structure in the organization, because it initially constitutes willingness to evaluate individuals depending on their experience and competence, whether they are chairmen or

implementers. Therefore, it is based on the conviction and logical response to the decision. Thus, characteristic of the chairman of this authority is rationalism because it is established on believing in the facts of science and legitimacy of the chairman who is aware of its criteria and methods. Perhaps one of the examples that illustrate what we want to are as follows:

- A doctor at a hospital and an engineer at a lap and an officer at camp. Importance of education lies in the organizations that aspire to success; it is not enough for director to be fully aware of his/her if he/she create a generation of interested individuals in the different fields, in order to lead his organization in a scientific manner and ensure its survival, continuity and success by the presence of enough experts for performance, this can be only achieved by setting a plan for education and working on in addition to other activities and functions, then vaulting them with practical steps as a delegation of roles, distribution of powers and granting opportunities for others to participate in the opinion and decision.

### Third: Strong Character Authority:
This authority considers strong influence of a director on subordinates; such influence can be exercised only if the director holds a special position

in the hearts of his/her staff due to his/her many qualifications which all believe that these qualifications outweighed the others, such as:

- Ability to judgment (right vision and ability to make decisions).
- Delicate sense.
- Noble morality.
- Justice.
- Sincerity and integrity.
- Love and emotional care (politeness).
- Dedication to work (care for public interests) and others (participation in their pains and hopes).
- Logical thinking and implementation (experience and planning).

And any other psychological, mental and administrative large attributes that make others spontaneously respond to him/her, it is clear that these particulars are easy to talk about, but it is in the site the most complex things and the most difficult as well, for it requires hard work, patience and self-control, so it is inherited only in greatest humans; and they are few.. Such leadership is called an inspiring leadership as it has a control based on dedication and loyalty, making a director as a hero, a pattern which enjoys sacred or respected character, and based on his/her considerable psychological abilities or wonderful heroic achievements.

In spite of the presence of such kind of leadership in many organizations; especially social, it suffers from real crises in three directions as follows:

**First**: Reactions resulting from failure of such leaderships strongly arise and can cause fall of organizations and individuals as well; for what it creates of frustrations if the holy image of that director damaged in the eyes of his friends.

**Second**: The most fit for this theory are organizations in the underdeveloped world -tyrant- as nature of tyranny makes a leader a director of inspiration and symbolic character and positions him/her at a sacred status which cannot be punished or even touched, indeed everyone is trying to seek his/her adulation and gain his/her affection and satisfaction, it is clear that is only exercised through false veneration and exaltation.. Therefore, danger of this type of management is that it may end that such director gains absolute idolatry, individuals to a punch of flatterers, criteria of submission and differentiation will be loyalty rather than scientific and efficient skills, and finally the nature of work becomes a machine and a bridge for aspirations and desires of such director, if it is not initially reckoned.

**Third**: It 'is a type of leadership that may not be repeated and will continue no more - also if such director retired, got sick, replaced or died, etc. so the

arduous task lies in devoting ideal qualities of individuals, increasing number of idealist leaders in the organization, and this is will not happen unless we set hard and continuous educational  processes or transformed leadership to a group, body or team mutually strengthens itself by consultancy, open discussions and decentralized relationships among individuals .

Consequently, specialists of the science of management introduced a new approach they find it fit the today's changes and transformations and proposed another opinion for the authority of the director and considered based on three elements:

(**a**) Management through information Collection, analysis and publishing of information from inside and outside the organization, official and non-official information and written and verbal information.

(**b**) Management through human resources Exercising leadership and creating human relationships and work teams.

(**c**) Management through work performance it is applied through implementation of tasks and activities by strong concentration, follow-up and success of performance. A director is ideal when he/she combines those elements.

## *Chapter II*

## <span style="color:red">*Difference between Management and Leadership*</span>

Speech about leadership is historical, while talking about management began only in the recent decades; however, leadership is a branch of the science of management. Management is built on four key operations: Planning, Organizing, Directing and Controlling
• Leadership focuses on three key operations:

*A) Determination of direction and vision.*
*B) Mobilization of forces under this vision.*
*C) Motivation and galvanizing actions.*

• Leadership focuses on emotions; while management focuses on logic. Leadership is totally concerned with choosing the right work; while management looks into details "to choose the right way to work." In addition, they are common in goal setting and creating the right atmosphere to achieve such goal, and then making sure that completed work is performed according to specific criteria and foundations.

*There are seven theories of leadership:*

1) Theory of functional leadership which focuses on studying tasks and functions of leadership and related standards. it also addresses distribution of leadership tasks and responsibilities. "Guidance, Decision-making, Planning, Coordination".

2) Contingency Theory: connects between leadership behavior with situation and surrounding circumstances; so whoever fits for leadership at a specific stage may not appropriate for other stages and different circumstances. This theory is based on the following elements:
a) Leader characteristics
b) Followers characteristics.
c) Situation characteristics and nature of the case.

3) Trait Theory: focuses on the leader personality and characteristics, standards are varied in determining these characteristics from one society to another. There are five types of trait leadership:
❖ Physical characteristic: health, height and width
❖ Cognitive characteristics: intelligence, culture, looking into future, etc.
❖ Social characteristics: the art of dealing, wining the others, good communication, etc.
❖ Emotional characteristics: emotional maturity, self-control ...etc.

❖ **Appearance characteristics: good appearance, Common sense, etc.**

4) Interactive theory: Leadership is a process of social interaction based on the following dimensions: Attributes + situation elements + organization characteristics. This theory addresses essential criterion revolves around the ability of the leader to interact with the elements of the situation, specific tasks, members of the organization and leading everyone towards the desired objectives successfully and effectively.

5) Transformational Theory Transformative leader of a clear vision and mission, his/her role is to promote surrounding individuals to a civilized scheme, and manages his followers with meanings and values.

6) Principle Centered Leadership Theory Works to achieve efficiency and effectiveness fairly and gently, deepens sense of the meanings and high standard purposes behind work and combines between achieving the organization's goals and objectives of individuals.

*There are a number of leadership styles; formal and informal:*

**a. Negative Leader**
* Does not perform the functions of leadership; and grants subordinates unruly freedom at work;

* Lacking of interest of work and workers;
* Does not achieve any goals; and steals job satisfaction of his/her staff; and
* Frequent conflicts and disputes.

### b. Formal Leader
* Very interested in work and results.
* Lacking of emotions and relationships with employees, and uses power and control;

### c. Sociable Leader
* Greatly interested in the human element in terms of care and development;
* Actively seeks to eliminate the aspects of the dispute between staff; and
* Poor in working, production and achieving goals.

### d. Pendulum Leader
* Fluctuates in styles; sometimes takes care of people and relationships, and sometimes interested in work and production;
* Practicing halfway style; and
* This method fails in achieving balance in achieving goals.

### e. Integrated Leader
* Cares about the human and work dimension, greatly interested in people and relationships as well as work and production;

* Team spirit and atmosphere of teamwork dominate the groups and constitute an important focus in the culture;
Keen to satisfy human needs;
* achieves effective participation of staff; and
* Derives his/her authority from the goals and hopes, connects individuals to the organization and focuses on change and renewal.

### f. Authoritarian Leader
• Confidence in subordinates is very low;
• Focus on the stick and carrot methods;
• Weak intervention and communication between superiors and subordinates; and
• Use of stringent control methods.
This pattern is used in crises and sensitive decisions.

### g. Group–oriented Leadership
• High level of confidence in subordinates and their abilities;
• Adopting the approach of incentives based on effectiveness of o participation;
• High degree of intervention between chairmen and individuals as well as communication of all kinds; and
• Participation of all in improving work methods and evaluation of results.

This pattern is used with skilled and experienced employers and in cases of training.

### h. Laissez-Faire Leadership
• Confidence in subordinates is low.
• Humanitarian considerations are set related to the achievement of justice among all individuals with the common interest of the organization; and
• Looks like father leader who believes in using his parental authority.

### I. Democratic Leadership
• High degree of confidence in subordinates;
• Relatively less degree of participation by subordinates; and
• Allows individuals to present their views on some things; but the final decision is made by the director.

### j. Negative Leader
• Non-interested in work and human relations;
• Ineffective and has negative impact on the organization spirit; and
• One of the biggest obstacles against advancement of work and employees.

### G. Complimented leader:
• Prioritizes human relations above all considerations; and

• Lacking of efficiency as a result of his/her desire to gain trust of others.

## l. Autocratic Leader
• Prioritizes his/her interest in work over all considerations;
• Weak effectiveness because of obvious neglect of human relationships; and
• Individuals work with him under pressure.

## m. Action-Centered Leadership
• knows the advantages of interest of both sides, but is unable to make a decisive decision;
• Medium solutions are his/her style of work; and
• His/her focus is on the immediate pressures, such as anti-fire or ambulance policy, nor put any consideration for the future.

## n. Bureaucratic Leadership
• Non-interested in work relationships or individuals relationships;
• Literally follows the instructions, rules and regulations;
• Very limited impact on morale of the employees; and
• Shows a high degree of efficiency as a result of following instructions.

## o. Development – oriented Leadership

• Trusts the individuals and works on their skills development, and creates a work climate to achieve the highest degree of saturation of the staff incentives;

• High degree effectiveness due to individuals connection with him/her and work; and

• Successful in achieving a level of production but his interest in workers affects achieving some of the goals.

## p. Benevolent Autocratic Leadership

• Works to gain obedience and loyalty of his subordinates to create such environment that helps perform so;

• His/her effectiveness is coined in the ability of motivating workers to perform what he wants without resistance.

## q. Managerial Leadership

• Directs all energies toward required work in the short and long term;

• Sets ambitious performance and production levels;

• Achieves high standard goals;

• Understands diversity and variation in individual capacity and deal with it on that basis; and

• His/her effectiveness is shown through his/her interest in working and staff.

Guidance and support theory defines leadership patterns as:

### a. Directive Leader Informational
• High level of guidance degree, while support degree is low;
• Supervises the very details and observes monitoring and control; and
• Practices this behavior with new staff who are low experienced   high commitment.

### b. Supportive Leader Participant
• Praises and encourages employees and listens well to them;
• Plays the role of facilitator and assistant for works execution; and
• Practices this behavior with high efficiency employees and with medium-level commitment.

### c. Delegating Leader Delegating
• Grants employees freedom to take on responsibilities;
• transmit problems to them to take appropriate decisions; and
• Practices this behavior with high efficiency employees and high-level commitment.

### d. Chairman Leader Consultant
• Simultaneously directs and assists;

• Provides subordinates with instructions and illustrates them and helps them implement them; and

• Practices this method medium efficiency employees and low commitment.

Note: For more on this theory, please refer to the book: Leadership and the one-minute Leader

### E. Upon Consideration of its methods:
1- Authoritarian Autocracy     2- Democratic     3 - Laissez - Faire Leadership

## *Chapter III*

## *Leadership Duties*

1. Transforming Group results to objectives and achievements.

2. Motivating and pushing individuals to achieve the organization's goals and their personal objectives.

3. Ability to deal with direct and indirect changes and effects to the organization and individuals.

4. Looking ahead and planning with regard to the organization and its goals, plans and members.

5. Supporting elements of the four management functions.

6. Preparing a new generation of future leaders.

7. Encouraging and challenging to adopt ideas, methods and changes that come in favor of the organization.

**As for discovering leadership factors, they pass through six basic phases:**

Identification Stage: Identifying a group of people and studying their reality in all respects.

Experimentation stage: Testing and filtration of the selected group in the previous stage; so that they are under surveillance and observation through different daily practices and situations, and their intellectual and technical and humanitarian capabilities.

Assessment stage: Assessment of the group based on previously specified criteria, where deficiencies, excellence and disparities of capabilities are discovered.

Rehabilitation Phase: From the above mentioned, weaknesses of characters will be observed, and, therefore, training programs will be determined as per the practical need. Experienced and innovative trainers are selected for such programs.

Assignment Stage: After training and rehabilitation, a group of them will be selected for leadership positions varied in terms of level and importance for certain periods to put everyone on the edge of experience.

Empowerment Stage: After these elements granted the chance in terms of practice and experience, basic features of the leader in each one of them will be sparkled; then tasks will be delegated according to their ability and suitability.

**As for the methodology to be followed on preparation and creating leaders are as follows:**

1. That such matter is of the organization's strategy and main objectives.

2. Adoption of special programs and occasions for training of leaders and leadership education.

3. Providing necessary leadership curriculum.

4. Encouraging debate and discussion through specifically designated leadership conferences.

5. Granting the opportunity to participate in leadership positions, and taking responsibility and feeling it practically.

6. Ejecting leadership with most promising factors.

7. Enduring young leaders, as the daily suffering and theory of accumulation are sufficient for completing the industry and improving formation.

8. Obliging all leadership levels to identify alternative qualifications.

**Leader possesses a number of arts to be utilized in his/her work; including:**

**1) Art of shooting orders:**

• Is it necessary? Does it have the right to issue "powers" to these members, "supervision".

• Purpose of matter is policy of men and to take advantage of their abilities; not showing off or arbitrarily.

• Appoint the person in charge after the shooting orders directly; select the available time and select assistants and resources.

• Let you order be clear, complete, concise, accurate, and be sure of yourself when shooting it.

## 2) Art of Communications:

We are greatly in need of extensive course on the art of communications before starting to talk about leadership.

• The most important communication skills: Listening, where listening to employees and informing them of what is going is the best ways to close the commitment gap and make them feel belonging.

Recent study included rules of successful communications which are included under the English word (Human Touch); that is, any human touch as follows:

1) L: Listen to him
2) R: Respect his/her feeling.
3) M: Motivate his/her desire.
4) A: Appreciate his/her efforts.
5) P: Provide him/her with news.
6) T: Train him/her.
7) G: Guide him/her.
8) U: Understand his/her uniqueness.
9) C: Contact him/her
10) H: Honor him/her

## 3) Art of reprimand:

• Provide necessary remarks without delay, but with calm tone and sober.

• Reprimand, however, after fully investigating truth and its concomitants, and avoid provoking previous wounds.

• Reprimand which is not appropriate with the error gives a negative result.

• Ask the mistaker: What should he/she do to avoid this error in the future? And reach with to practical solutions.

## 4) Art of Handling Rumblings:

• Avoid situations that create problems.

• Welcome the complainant and listen to him/her and do not reject the complaint directly, then listen to the other point of view.

• If you decided to do something, do it, otherwise the complainant explains the reasons for keeping his complaint.

## 5) Art of Rewarding and Encouraging:

• Praise successful performances, acknowledge achievements of individuals and always encourage your assistants.

• Treat them as experts in what they perform and accept innovative ideas.

• "Culture of Praise" within your organization must be consolidated.

• Assign distinguished persons with the most important tasks and responsibilities.

• Remember that how many great geniuses are broken down because they did not find a good director fairly praising; at the appropriate moment, wisely encourages and cares in a manner promoting enthusiasm.

## 6) Art of observation:
• Order is one thing, but execution is everything, qualities of the leader and his/her ability appear only when the monitoring execution.
• The leader has to recognize good works, and should not hesitate to draw attention towards the errors.
• Friction with truth with all its advantages and disadvantages provides the leader with a better idea than hundreds of reports.

## 7) Art of Punishment:
• Punishment should be appropriate with fault, faulty and the surrounding circumstances.
• Do not combine punished in one task, gathering generates power, power of evil is destructive.
• Do not punish team leader in front of his/her subordinates to avoid falling the principle of authority and the chain of leadership is destructed.
• Do not discuss a troublemaker in front of the others.
• Change of type of work is a part of punishment, blaming, discarding the stimulating the punished..etc.

**8) Art of Cooperation with the Other Leaders:**
• Remember that the objective of work is not to serve trivial people or purposes, indeed to serve the ideals samples that everyone shares obstacles of their achievement.
• Significant desire for mutual understanding is a must .
• Your criticizing to other leaders must be neatly and constructive.
• Monitoring mistakes of the others should not be your top priority or otherwise you will lost your job.
• Do not leave room for exacerbating misunderstanding at short minutes as long as the idea is shared.

**As for the leader skills, they can be summarized as follows:**
• Most important characteristics of the leader are:
1) Inherited Characteristics: As thinking, planning, creativity and the ability to imagination.
2) Humanitarian Skills "Social": As relationships, communication and motivation.
3) Technical Skills "Specialized": As solution to problems and decisions making.
• Characteristics of leaders committed to principles: As Stephen Covey proposes in his book "Leadership in the light of principles".

- ❖ They are constantly learning: Reading, training, courses, listening.
- ❖ They are racing to provide services: Look into life as a message and mission not as a profession; they feel heavy burden and responsibility.
- ❖ They feel positive energy: A leader should be cheery, pleasant, energetic, with bright face, smiley, good-natured, with quiet face, frown and glower only in specific situations, optimistic and positive. His/her energy is devoted for supporting weak and detaching negative attitudes from strong.
- ❖ They trust others: Leaders do not exaggerate in reaction to negative behavior or human weakness, know that there is a big difference between potentials and behaviors; as people have hidden potentials, and adopt the right track.
- ❖ They live balanced life They are socially active, culturally distinguished, enjoy good psychological and physical health, feel they are valuable, do not fall into captivity of titles and properties, they are far from exaggeration and division of things into conflicts, and rejoice at the others achievements, and if they fail; they saw this failure as the beginning of success.
- ❖ They see life as an adventure: Safety stems from their inside; not from outside, so they are proactive to initiatives, eager to creativity,

considers life events and people meeting as the best opportunity to explore and gain new experiences; they are the pioneers of the new rich life experiences.

❖ They are integrated with others: Integrate with others, improve any situation in which they enter, work with others as a team to fill shortfall and make use of advantages, and do not hesitate to assign tasks to the others because of their strengths.

❖ They train themselves to self-renewal: They train themselves to exercise the four dimensions of the human personality: Physical, mental, emotional and spiritual. They exercise sports, read, write and think, they are patient and  rain on the of listening emotionally to others, there is no time at their life more than devoting to training of the four dimensions of the human personality.

**With regard to the seven habits of managerial leaders as studied by Stephen Covey in his famous book:**

❖ Choose your response: This trait relates to the extent of self-knowledge and knowledge of the motives, inclinations and abilities, so do not let anything or anybody controls of you, be subject not object; be primarily affecting not always influenced, do not escape from responsibility,

and this will give you a degree of freedom and the more you exercised this freedom you will become quietly selected for your reactions, and be clutching of reins of response based on your values and principles.

❖ Your objective should be clear when starting a mission: Start with focusing on that objective, as you need to launch your imagination to soar away from the past captivity, prison of experience and shortness of memory.

❖ Prioritize things: Are linked to the ability of exercising and controlling management; so do not let stream of life stronger than you; set your affairs and focus your attention on valuable and important things even not urgent for the time being. Such leaders have prominent and powerful roles in their lives.

❖ Think on the basis of win - win theory is to believe that the success of someone does not mean failure of the other; try as much as possible to solve problems for the benefit of everyone, such trait is associated with rich, open-minded and knowledgeable mentality that follows the mentality of abundance not mentality of scarcity.

❖ Get ready to understand, and then get ready to be understood: This trait is associated with respecting the opinions of the others; it is wrong

to listen for answer and response, but indeed for understanding and empathy.

❖ Mark work nature as partnership with others: We complement each other because of differences among us, participation attitude is the win-win attitude; not win- lose attitude.

❖ Whet your abilities: It means continuous improvement and renewable birth; otherwise one remains stuck with no progress because he will inevitably delay.

## Leader General Skills

❖ Calm & Self-control
❖ Knowledge of cadres.
❖ Faith in task.
❖ Feeling power.
❖ Intuition, Initiative and decision making.
❖ Discipline.
❖ Effectiveness.
❖ Humility.
❖ Realism.
❖ Gentleness and kindness.
❖ Good heart.
❖ Decisiveness.
❖ Justice.
❖ Respect of the human being.
❖ Idealism.
❖ Knowledge.
❖ Prediction.

The approach within which leaders and their teams work affects the trends adopted by leaders, there is no better than the ideal method of leadership, the whole matter relies on the situation and the factors affecting the degree of appropriateness of the approach are: Organization type, nature of the mission, characteristics of group, and most importantly, the leader personality . The approach to accomplish tasks in a manner (authoritarian / controlling/ procedural) may be the best in cases of emergency or crisis, or when it possesses the power, official support and task with relatively good structure. In these circumstances, the group will be more willing to guide and inform them what to do. While in mysterious or non-structured situations, where results depend on the group that works well with a sense of common goal, the most interested leaders to maintain good relations (Democratic / Skilled / transformative) will be probably more able to achieve satisfactory results.

However, commentators such as Charles Handy assert that the past heroic leader knows everything can do everything and can solve all problems, but now post-heroic leaders became at the top; such leader asks how it can be solved in a way of enhancing the ability of other individuals to deal with the problem.

## *Chapter IV*

## *Selection of Leadership and Leadership Problems*

Methodology of selecting administrative leaders relatively varies according to the applicable administrative systems or prevailing in the country or organization; cultural background and level of awareness and way of dealing plays significant role in appointing the appropriate method for that, and the politics practiced by ruling regimes in the countries are reflected directly and significantly on application of relationships and the natural managerial methods. Democratic countries often exercise open, tolerant and flexible systems, while dictatorial regimes practice a completely different method. But for the time being, closed authoritarian regimes are rejected for being inconsistent with human culture and level of their development and promotion. Indeed, it is considered a flagrant violation of human rights on expressing his opinion and achieving his ambitions and self-respect, methods of selecting leaders crossed through different stages of development, until reached more creative and scientific new curriculum, which significantly rely on specializations, competencies and long experiences in addition to self capacities which the leader enjoys. There are different

## ways to select leaders shared by organization and systems; are as follows:

1. Old Methods: It is called traditional methods, at times not too long decades it was the dominant way in the management, but now it is gradually disappearing ways, but some of them are still in force in many organizations; especially those that work in Third World and developing countries or those operating in dictatorial countries.

2. Epitaxial Appointment: Means that influential persons and decision makers hold appointment of officials and leaders, and have the absolute choice to appoint what they desire. The most prominent criteria that are observed in appointment is personal trust in the candidate and specific standards, without being bound by group standards and views. This method also prevailed in developed countries until the nineteenth century, especially in England, where the winning party in elections distributes responsibilities and roles, and appoint its supporters for key management positions, without considering competencies but to the extent which is consistent with loyalty to the party.

Such method was also in the United States, but was abolished in England in 1855 by a decree provides that selection process should comply with

competencies. Also canceled in the United States after more than a decade, where the famous merit a law passed in 1883. But this method still prevails in underdeveloped countries, as it is notable in distribution of administrative capacity and political authorities; that the standards of the personal views of the director or loyalty to party or family is the dominant, competencies come at the second place, and perhaps in-depth vision to the tyranny world and observing distribution of positions and responsibilities are enough for us to prove it. Of course we do not mean that efficiency standards do not prevail in underdeveloped countries; but we mean that main responsibilities of leadership such as ministers, senior managers and decision-makers in those countries are often beyond efficiency standards, but are subjected to the freedom of selection of older officials; and whoever remains without them who they are making decisions and those who bear responsibility of execution only; subjected to competencies and specialists. Many democratic countries sought that demand,  great appointment has become subject to political and partisan narrow characteristics on the other criteria' account, especially in multi-party system countries, and therefore, this method is not free of major defects which do not encourage its adoption or acceptance, especially such times at which the level of human

consciousness has developed, scientific and methodological methods became the criteria that should be followed by everyone, and as that the dominant voice should be referred to is the voice of peoples, and prioritizing the public interest to personal interests, and private views that are held by some of its members or leaders.

Administrative conditions get worsen if social or class positions became the only criterion of selection of leaders and presidents, as this criterion brings us back to the era of the Pharaohs; where selection is performed within special class; that belongs to the classes of princes and nobles, and as applied in English, French and Japanese departments to the course of the twentieth century (2) , and for the time being it is still applicable in some succession and family countries, but it is not consistent with foundations of scientific management,  principles of democracy, respecting human being and his/her right to equal opportunity. Therefore, changing such approaches rationally is a necessity, otherwise, results of which will accrue to everyone with grave consequences.


3. Election: Such approach represents the open-minded method  which is often in followed in democratic/ Shura regimes in selecting political leaders or administrators; historically this method

dates back to the era of Greek civilization if election is the method used in selection of rulers, army leaders and members of the chamber of deputies. Presently, such method is applied in the United States and France, where selection of mayors depends on who has great powers as being administrative heads in their governorates, and it depends on the free opinions of community in the political systems and desires of individuals and workers of parties and organizations, so it only comes with the most efficient and whom is better for leadership- mostly- in their point of view. This method is flexible and temporary, as presidents and leaders are changeable and replaceable if proven incompetency or due to electoral cycle. However; it has some disadvantages, as concluding electoral cycle every few years may exclude most qualified administrative leaders or bring inexperienced compared to his/her predecessors; and thus lack of the basics of stability and permanence in filling positions could hinder progress and growth. Such disadvantages, if measured to interests resulting from their benefits, are easy and acceptable, and we can overcome them if we tried to combine efficiency and selection by initially making nomination on the basis of efficiency and enhanced the level of awareness among individuals in order to elect only whom has

qualifications and high-level management competencies.

There are a number of problems that a leader may suffer from; including: Lack of group discipline, hesitation and fear of guidance, low level of obedience, non-achievement of objectives reasonably, or even achievement at an unacceptable time, survival of individuals negative characteristics or their increase, weak interaction with the organization activities, discarding other points of view and survival of non-growing group (quantity and quality).

Such problems may result from: Impact of parents' raising on personality formation, effect of surrounding environment and school, non-conviction of set targets, dislikeness of assigned work and lack of performance, lack of role models of previous leaders, lack of incentives from the organization activities, accumulation of errors without reporting and hastiness of assigning leader before its preparation .

For how to overcome the problems aforementioned, a leader may   listen to different points of view, collectively make decision , gain individuals and their trust as well, identify advantages of individuals and invest their energies, individual meeting and openness in an atmosphere of tranquility, associate with leaders and take advantage of their expertise, continually follow up assignments , adopt approach

of incentives and appreciation, breed a another generation of leaders, set alternatives in each assignment and program.

**There are a number of leaders who are driven to pitfalls so that their personality involves:**
• Authoritarianism.
• Compromising.
• Arrogance, self-conceiting and criticism rejecting.
• Absence of objectives and priorities shattering.
• Contradiction of acting with undertaking.
• Exclusive possession of something rather than individuals.
• Appointment of the weak deputy.
• Loss of role models in the leader personality.
• Stopping to develop talents and the renewal of personal knowledge on the pretext of high position.
   • Regionalism:
• Permanent driven behind individuals and their desires.
• Rebel against president.
▪ Checklist leadership


✓ **Mission:**
   • What is necessary to be done and why?
   • What are the necessary results achieved and at what time frame?
   • What are the problems to be overcome?
   • To what extent these are these problems direct?

- Is there a dilemma?
- What must be done now to deal with this dilemma?
- What are the priorities?
- What are the pressures that can be used?

### ✓ **Individual**

- What are the strengths and weaknesses?
- What is the best possible ways to stimulate him/her?
- What are the tasks he/she masters?
- Is there a space for increasing flexibility to develop new skills?
- How efficient performance is he/she in achieving goals and meeting performance standards?
- Are there any areas that require skills and competence development?
- How can I support individuals with types of support and guidance they need to improve their performance?

### ✓ **Team**

- How well-organized team will be?
- Does team work well together?
- How can a commitment be achieved and team motivated?

- What are the works efficiently performed by the team and what are the other works it doesn't perform efficiently?
- What can I do to improve the team's performance?
- Are team members characterized by flexibility and the ability to perform different tasks?
- Is there a space to grant the team powers so that they can assume greater responsibilities of setting standards, monitoring performance and taking corrective action?
- Is there a space to encourage the team to work together to produce ideas for improvement?

✓ **Are you a leader?**

1- 1. Do you use your powers and apply your authority?

2. Do your subordinates feel safe and strong beside you? "Napoleon can take us with him to the end of the world" one of his soldiers said, "If my people don't like me, I will leave" de Gaulle.

3. Do you characterized by permanent vitality and activity, high level of sacrifice and distinctive talents?

4. Do you characterized by attending in every time and place?

5. What is the social service value you consider? Do you know what the needs of the people around you are?

6. Do you have the ability to mental concentration?

7. Do you have the ability to solve problems and make decisions?

8. Do you have a broad horizontal culture + specialized vertical extension? Opinion leaders.

9. Which comes at your top priorities: Winning hearts or wining positions?

10. Do you recognize error and always track your deficiencies?

 • **Leadership strength sources and their impact:**

1. Coercive Power.  2. Rewarding Power.   3. Legitimacy and Legal Power.  4. Technical Strength. 5. Admiration Power.

 • **Types of people in terms of power and influence:**

1. Who does not have authority nor influence "follower".

2. Who has authority and does not have influence "position".

3. Who has no authority and has influence "unofficial leader".

4. Who has power and influence "administrative leader."

# *Chapter V*
# *Management*

Management   is the effective and efficient use of human, physical and financial resources; information, ideas and time through the administrative processes of planning, organizing, directing, monitoring and controlling in order to achieve goals. Resources include:

## Human Resources: Individuals who work in the organization.

- Physical Resources: Everything exit in the organization; buildings, equipment and machines.
- Financial Resources: Every amount of money that is used for conducting works and          long-term investments.
- Information and ideas: Include numbers, facts, laws and                                    regulations.
- Time: The available time to perform works.

## Leaders Characteristics:

A - Management is a human activity aimed at achieving specific results by utilizing available resources and developing new recourses; and this requires performing a number of basic functions by the manager, such as setting goals to planning,

organizing, resource development, coordination and guidance to the control, follow-up and evaluation of performance.

B- Administrative functions are not separate but interrelated, that is, success in achieving any function depends on the efficiency of the performance of the rest functions, and it is an integrated system that seeks to achieve goals.
Therefore, deficiencies in the performance of a function adversely affect the whole system and on the process of achieving goals.

C - administrative activity is not only concerned with the present problems, but extends to future periods that need to predict as a basis for decision-making and adoption of work methods; taking into account past experience

D - administrative work is inseparable from surrounding environment conditions; it directly affects the management capabilities, and the basis of selecting methods and ways of working; administration is then a societal phenomenon that constitutes a part of the society, it is a community-based sub-system on what occurs to the community of global or local changes affect the management at organizations as a part of such society.

# Administrative Functions

## First: Planning

### Q: What is planning?

It is a process of taking decisions related to human resources, their use and development, and it is a continuous process that includes defining how things are going to answer the following questions.

1. What do we want to do? (Pre-specify the target)
2. Where are we now? (Analysis and assessment of external and internal environment and characteristics of the human element)
3. What are the factors of success and failure?
4. What are the available alternatives to achieve goals when there is an obstacle?

By planning we will determine course of things that individuals, departments and organizations will perform for upcoming days, months and years.

### What is the importance of planning? or why Planning?

The importance of planning as follows:

1. Helps improve human resources.
2. Helps improve the use of human resources (more production with fewer costs).
3. Helps determine future needs of the organization.

4. Helps to identify integration and interdependence among different human resource management programs.
5. Shows the strengths and weaknesses in the quality of human resources management.
6. Helps achieve integration and interdependence between the various human resource management programs.

## Planning Types:

− Strategic Planning - (long-term): Focuses on public affairs for the organization as a whole, and begins and directed by the highest administrative level.

− Tactical Planning - (medium-term): Aims largely at implementation of strategic plan at the middle level management.

− Operational Planning - (short-term): Focuses on planning requirements for completion of the responsibilities by directors, departments and administrations.

## Second: Organizing

Q: What is an Organizing?

Describes relationships between activities and authorities and is an integration of human resources

through formal structure shows the functions and powers and answers to:

- − What does organization work?
- − What are the advantages of organization?
- − Why organization?

**Organizational process makes achievement of previously specified objective of the organization in the process of planning a possible thing. In addition, it adds more advantages, which are: -**

1. Clarifying work environment: every person should know what to do. Assigned tasks and responsibilities to each individual and department, and general organizational division must be clear, quality and authorities' limitations must be specific.

2. Coordination of work environment: Chaos must be at its lowest level; also removing obstacles should be carried out. Connection among different work units develops and improves. Also, instructions concerning interaction between the staff should be identified

3. Formal structure for decision-making: official relationships between chairman and subordinate should be developed through organizational structure. This will allow moving orders neatly through decision-making levels.

## The five steps in organizing process:

1- Respecting plans and objectives: Plans set the objective and activates for the organization, and must seek to accomplish, that is, it defines goal and work that leads to achieve it, is possible to create new departments and give new levels to some old departments, also plans may cancel some necessary departments. New departments may arise among levels of decision-making, as organization will establish a new structure for relationships and retrieve present applicable relationships.

2- Identify activities necessary to accomplish the goals: What are necessary activities to achieve specified organizational goals?

A list of missions to be performed must be prepared from ongoing business tasks (which is repeated several times) ending at tasks that are performed for once.

3- Activities Classification Managers are required to complete three operations: -
   - Examination of each activity was determined to find out nature of (marketing, production, etc ...);
   - Setting activities in groups based on these relations; and

- Designing essential parts of the organizational structure.

4- Delegating work and authorities: Concept of quotas as a base for this step is the parent of organizational work at the start of departments, nature, objective, tasks, and management performance must be first determined as basis of the power for this task plan in the beginning and during the organizational process.

5- Design levels of relationships: This step determines the vertical and horizontal relationships in the organization as a whole, horizontal structure shows who is responsible for each task.

The main structure performs the following:

Manages work relationships among working departments and makes the final decision under control (as the number of subordinates under each manager is clear).

As a summary of organizing a process in the organization: that all the units composing the system work in harmony with each other to implement tasks and therefore achieve goals efficiently and effectively (effectiveness).

## Third: Guidance

Guidance: leadership, inspiration and guidance of employees towards achieving corporate objectives.
As a leader who guides, you should: -

- – Know all the facts about the situation;
- – Think of impact of your decision on the task;
- – Take into account the human element when you make the decision; and
- – Make sure that the decision that has been taken is the right decision you had to take.

As a person who directs activities of others you should also: -

- – Delegate preliminary tasks to all employees.
- – Make orders clear and concise.
- – Follow up delegated persons or shot specific orders; whether written or oral.

## Fourth: Follow-up

Organized and continuous process to assess work progress for a specific period of time.
Q / Why follow-up and what is its significance?
A process of follow-up of which has a great significance; including:

- – Ensuring that the project is on the right track;

- Used for management of implementation processes, through follow-up reports;
- Measuring variables, quantity and quality of performed works ;
- Reducing the cost of the evaluation process, where the assessment depends on the follow-up reports; and
- Playing a role in decision-making to change the course of action.

**Q / What are the elements that are focused on by the follow-up process:**
- Program - Project - Activities.
- Inputs - Processes - Outputs.
- Results - Influence.

**Q / What are the elements that must be included in the follow-up report?**
1. Project Summary
2. What you found
3. Conclusion (comparison)
4. Recommendations

## Fifth: Oversight
Oversight process depends on the assessment and then evaluation of the employee performance or the worker in the organization or institution, including

identification of regulatory standards, performance measurement and problems diagnosis and treating them by proper decisions.

Performance assessment is the process of evaluating competencies and aims at analyzing performance of individual for identifying strengths and weaknesses; however, correction is correcting or repairing performance according to the evaluation findings.

## Q / What are the proper practices in assessing performance?

Proper practices in assessing the performance depend on:

- – It is a pre-planned administrative process.
- – It is a positive process.
- – It does not include completion of duties only.
- – It's a permanent process.

## Q / What are the best uses?

1- Identification of deficiencies in the organization's policies;
2- Determination of the employee performance level in the organization; and
3- Identification of strengths of the organization's policies.

## ✓ **Administrative levels**

A foundation is mostly divided into three levels (administrative levels), from the administrative perspective; each one has its nature, which means the way in which the administrators are distributed, and usually an administrative division is divided as follows:

- ■ High Level Management: which is mostly represented by managing director or board chairman;
- ■ Medium level Management : represented by department managers
- ■ Executive Management, sometimes called "Operational Management": represented by supervisors.

## ✓ Decision Making

■ Importance of Decision Making: is the core of the administrative management process, as we mentioned, it is an overlapping process in all management functions and their activities, as when the management exercises planning function, it takes certain decisions in every stage of the plan, goal or policies setting, preparing programs or identifying appropriate resources or adopting best ways and methods of operation, and when management establishes appropriate regulation for its different functions and multiple activities ; it takes decisions on the organizational structure, its

type, size and foundations of departments  division and the individuals it needs to perform  different works, scope of proper supervision and lines of authority, responsibility and communication.  . When the manager holds leadership office, he/she takes a series of decisions; directing his/her subordinates and coordinating their efforts or consulting their motives and motivate them to good performance or solve their problems, and when the management performs oversight function, it also makes decisions on identification of appropriate standards to measure work results, adjustments that will be made to the plan and correcting the errors, if any, and so the process of the decision-making takes place in a continuous cycle with the continuation of the administrative process itself.

## ✓ Stages of Decision Making

**First Stage**: Problem Diagnose: among the important things that a manager should consider to identify the main problem and its dimensions, is to determine nature of the situation that resulted in the problem, importance level of the problem, and should not confuse its symptoms with causes, and appropriate time to resolve it and take effective and appropriate decision.

**Second Stage**: Data and information collection: Actual understanding of the problem and proposing suitable alternatives to solve it requires relevant data and information collection in connection with the problem, so that an effective decision depends on the ability of the director to get the maximum amount of accurate data and neutral information that are chronically appropriate from different sources, then determine the best ways to get them, and analyze them by accurate analysis.

Compares facts and figures and comes out with indicators and information to help /her reach the right decision.

**Third Stage**: identifying available alternatives and straighten them. The number and kind of alternative solutions depend on several factors, including (organization position, its applied policies, followed philosophy, physical capabilities, time available in front of the decision maker, manager attitudes, and the decision-maker and his/her ability of logical and creative thinking, which is based on innovative thinking, which is based on perception, expectation and ideas helping to classify frequent alternatives; arrange them and reaching a limited number of them.

**Fourth Stage**: Choosing the right alternative to solve the problem, comparison between available alternatives and choosing the most appropriate alternative according to objective criteria and considerations upon which a director depends.

**Fifth Stage**: Follow up a decision execution and its correction, decision maker must choose the right time to announce a decision until the decision brings best results. When the taken decision is applied and its results are shown, a director evaluates these results to see the degree of effectiveness and success in achieving objective of the decision for which it was taken.

Follow-up process provides the decision maker and their assistants with the ability to consider accuracy and realism on analyzing during the implementation process,; helping to detect deficiencies, identify their causes and suggest ways to solve them.

o **Types of administrative decisions**

■ **Traditional decisions:**

A- Executive Decisions: related to recurring simple problems , such as those relating to the attendance and leave, distribution of work , absences, vacations and how to deal with complaints. This kind of decision can be immediately decided as a

result of the experiences gained by the manager and the information he/she has.

B- Tactical Decisions: frequent decisions, although they at the top of the executive decisions, detailed and more technical, they are entrusted technicians and specialists.

### ■ Non-traditional decisions:

Vital Decisions: related to vital problems that require to be resolved large scale mutual understanding, discussion and exchange of opinion. In facing such kind of problems, a director; the decision maker, at the invitation of his/her assistants and advisers of the administrators, technical and legal experts to a meeting to analyze the problem, seeks involvement of all concerned persons in the decision of all the parties in a conference, and grants them freedom of discussion with strengths and weaknesses.

B- Strategic Decisions: They are unconventional decisions, related to strategic problems, and are of multi dimensions, with great depth and complexity. Such types of decisions require in-depth research and careful, specialized and extensive studies dealing with all hypotheses and the possibilities and discuss them.

o **Rational decision**

■ Rational decision is that achieves effectiveness: Here we shall note that if the administrative decision represents  core of the management process and its essence; efficiency represents the core of the administrative decision and essence, and that the fundamental criterion that distinguishes between personal or non-administrative decisions and administrative decisions is to what extent it is close or far from the ultimate goal of management including achieving effectiveness; and for defining effectiveness, the following basic factors must be met:

**First: Legal**, is assumes that the decision be taken in accordance with the applicable legal conditions and agreed upon in the region.

**Second**: efficiency, means achieving the required goals by the best conditions, whether these conditions are related to the required quantity, quality, cost or time, etc.

**Third**: creativity and development: such condition ensures the continuation of the organization in the future and it is not limited to ensuring efficiency at the present, and that the effectiveness of

management or its decisions depend on its ability to ensure this demand and to what extent this demand is prominent in the practical fact.

**Fourth**: connection of organization's goals, workers' objectives and surrounding community objectives.

o **Rational Decision Standards:**

■ First - efficiency standard , this means the ability of the administrative decision to achieve the set goals by the best quality, lowest cost and less time, and that the administrative decision will be only taken at less quantity and time.

■ Second - safety and security standard, and this means that the rational decision is the one which cares for requirement of safety that may be sometimes very important and that its ignorance may lead to grave consequences. As establishment of plant of petrochemical toxic materials, hazardous radiation or similar other hazards in central inhabited communities may be appropriate for considerations of efficiency that may be reduction of costs of transportation of manpower,…. etc but it is unacceptable in terms of safety standards and it is prohibited and that considering safety standards must firstly observed.

■ **Third**- acceptance standard which has two sides until rational decision and its activities are achieved; and they are:

A. Workers acceptance of the decision and the potential excitement, their acceptance may represent the most important conditions necessary for their commitment to accept the decision, to defend it and support it.
B. Society acceptance of the decision; especially who gets benefited from the decision or the affected persons positively or negatively.

o **Exercise:**
Do you have the ability to make decisions: If you answered the following questions correctly, you have the minimum ability for this, and if you could not; then you will have to work on developing this capability and increasing your administrative knowledge:

**Answer with Yes or No duty - honestly and impartially**
−  Do you establish your decisions on full knowledge of the facts?
−  When you are hesitating in a matter, does this hesitation appear to your subordinates?

– Do you often tend to postpone your decisions?
– Do you fall a lot on your decisions after being taken and decide after something else?
– When you make a decision or proceed to take it, do you have doubts about its correctness?
– After taking a decision, do you follow it up to ensure that the responsible for its implementation know what is required from them?
– When an employee bears responsibility for implementing a decision, do you authorize him/her to implement it?
– Do you tend bigotry to your opinion or be biased for an idea of someone when you make some decisions?
– Do you fear accountability from top management when your decision is contrary to the views of some directors or employees?
– Are you ready to bear responsibility for failure if you made a wrong decision?

- **Twenty-eighth: Successful director**

Successful Director: someone who has the ability to communicate in an ongoing social process for investment of available resources and facilities at best investment to reach a certain goal by (planning, organizing, guidance, follow-up, control).

- ▪ **Roles and responsibilities of successful project manager must involve:**
- – Pre-planned - creating a complete image for the beginning and intellectually end of the project;
- – Reviewing the project priorities;
- – Creating a functional work plan (acceptable to work within);
- – Constantly updating the work plan;
- – Use of an appropriate management style;
- – Achievability - if he/she cannot achieve by him/herself, he/she shall depend on the input of the other members;
- – Measurable - achievement by expectations;
- – Leadership Skills;
- – Sustainable good work communications;
- – Decisions;
- – Development of performance standards- achievement of results;
- – Information control - setting a control system on the project; and
- – Consideration of alternatives;

- ▪ Twenty ninth: Target (identify intelligent target)

Definition of an objective: Is the purpose to which individual or group seek to achieve it in a specific period; Types of Goals: short-term, long-term and medium-term;

## Types of Goals:

Short-term goals: Are those goals which set by individual for a specific period of time as a day or several days, or such goals are achievable in a specific time period, usually those goals are the initial elements to reach to the medium and long-term goals. Medium-term goals: Those goals which are hoped to be achieved at a relatively long period of time; as several months, or such goals are achievable at the second part of the project.

Long-term goals (strategy): Those goals that are sought by individual to achieve it within a long period of time as several, and in the case of long-term goal organizations, these goals are sought by the organization to achieve at the end of the program; on the long run.

PURPOSE: Means the ultimate purpose of work which was started by an individual or group of individuals, and this is what organizations seek to achieve through the work being done on the long run.

### Intelligent Goal:
*Specific*
*Measurable*
*Attainable*
*Realistic*
*Scheduled*

## Q / What does a specific goal mean?

If goals are specific and clear: They are achievable, the phrase "I will implement a an excellent graduation project", the goal here is not exactly specified as it should be, whereas the phrase" I will implement a graduation project the electrical circuits on the human body, this chapter is supervised by Dr. "x"    and demonstrates the validity of the theory "y", is much clearer and the target is completely identified.

## Q / What does a measurable objective mean?

That a goal is measurable a correctable on a regular basis, measurable to achievement and progress, measurable to the extent of deviation from the goal to apply any corrective action that will correct planned track, and measurable to the extent of approaching center of the goal to enhance vigor and motivate it.

## Q / What does an achievable goal mean?

That goals of a submitted project must be achievable, for example, if we delivered a project involving enhancing awareness in women in all the governorates of Kurdistan; such a project is non-achievable under such circumstances and in such a time.!

But if we said a project of educating pregnant women in Banslaoh complex. Such a goal can be achieved through the project.

## Q / What does a realistic goal mean?

That the realistic goal is that goal which is consistent with reality in which the project exits; in other words, that the submitted project must hold ability of implementation, for example, if the project of (elimination of illiteracy in Iraq), such a project non-achievable within a project of a specific period of time, but we can say (to announce a literacy course in a number of villages in Arbil).

## Q / What does a scheduled goal mean?

Our goals should be associated with a timetable through which those goals can be achieved. Open period goals are usually difficult to achieve, but those of a specified time frame can help in proper planning. It is preferable to be set in the context of the time period of the project for each stage if the performed works will be done on multiple stages.

# Goal Tree
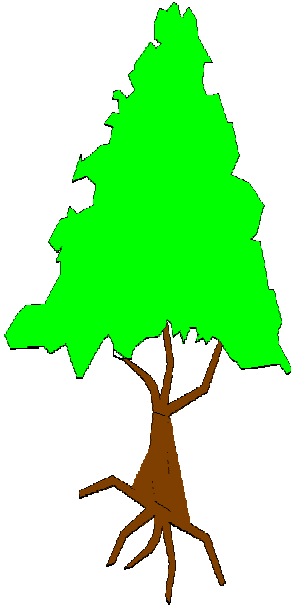




### *Goal Hierarchy:*

‒ Can be used to clarify project requirements (demands).

‒ Can be used to clarify requirements to meet project requirements (demands), and this can be used as a tool for collaborative planning between beneficiaries and other groups.

‒ Subsequent evaluators can measure the project's success in achieving its objectives by providing

advice to evaluators and assist in their achievement.

– Helps ensure successful and appropriate project design through obtaining inputs and criticism by individuals or those whom are affected by the project.

– Provides an easy way to deliver goals of the project to all participants in the project.

## Team and Teams' management



Team: Team is a group of people who have different backgrounds and personalities contribute to play a variety of roles. These people inject their applicable knowledge and skills consistently into framework of rules and regulations in order to achieve the common goal; successful completion of the project. As it is the case with sports team, actions of team members rely on each other and

thus, success of the whole team depends on the performance of all its members.

## Q / What are the advantages of effective teams?

- Common sense of goals and commitment;
- Agreement on roles and responsibilities;
- Mutual respect and trust;
- Expressive communication;
- Efficient measures to resolve disputes;
- Making decisions based on collective opinion;
- Well-defined procedures, processes and laws;
- Achievement of individual's goals along with team goals;
- Pride and enjoyment;
- Effective Leadership; and
- Effective administrative support;

## Ineffective teams properties (problems):

- Different views and priorities;
- Conflict of roles;
- Ambiguity of goals;
- Changing environments / continuous change;
- Changing / continuous variable environments;
- Absence of clarity and team structure;

- People's problems;
- Untrusty team leader;
- Lack of commitment of team members;
- Communication problems;
- Absence the support of top leadership; and
- Absence of protection at work.

**Team-building model:**
  ✓ Elements:

| Environment | Practical actions | Personal relationships | Roles | Goals |
|---|---|---|---|---|

  ✓ Process:

| Completion | Performance | Setting principles | Rushes | Formation |
|---|---|---|---|---|

# Time management



What is Time Management? Are these ways that help human being to take advantage of time and achieve goals and try to prove a balance among (tasks, desires and hobbies). Exercise / How is life divided during 24 hours:

- How does a new day start?

- How is the 24 hours divided?
- What is your most important work today?
- How do think of assessing your work?

## Management Timetable:

First: Important and fast, such as (official meetings, travel preparation, exams, and accidents)

Second: Important and not fast, such (values of life, establishing new relationships, education)

Third: Fast and unimportant, such as (non-official contacts, secondary work, accidental meetings)

Fourth: Fast and unimportant, such as (following up the TV to consume time, in vain call)

**Time Management Steps Obstacles stand against Time Management**
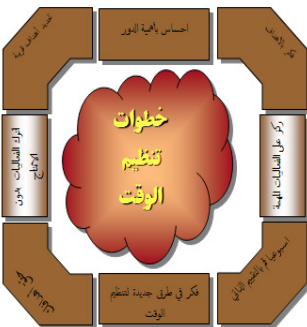


- Lack of specific objectives and plans;
- Laziness and performance delay;
- Forgetfulness;
- Taking time from others;
- Failure to implement works; and
- Lack of understanding with close persons

LEADERSHIP

DECISION
BUSINESS
PLAN
TEAM
VISION