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ENGM 116

**Leadership and the Management of Project Risk, Quality
and People Assignment 1 2023**

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Introduction

The Dyson Electric Car Project will be reviewed critically in this document, drawing on academic research and published literature to address important issues in project management, team performance improvement, project quality influences, and the relationship between leadership style and team performance in the context of the organisation. The report will also examine how project managers may deal with quality and human issues within the framework of the organisation, as well as how the Dyson Electric Car Project's results would affect the company, its workers, and sustainability.

Regarding the Project

A unique electric car was to be created as part of the eagerly awaited Dyson Electric Car Project. The project began in 2017, and Dyson spent about \$2.5 billion on the creation of the vehicle. The business intended to produce the car in Singapore, with a target release date of 2021. With the business attempting to develop a car that would be more effective and have a longer range than existing electric vehicles, the Dyson Electric Car was anticipated to be a game-changer in the electric vehicle sector (Electrek, 2023). Better technology, including solid-state batteries and better aerodynamics, was also anticipated for the vehicle. Over 500 engineers and researchers worked on the project under the direction of James Dyson, the company's founder and CEO. Until just before the project was scrapped in 2019, the development was cloaked in secrecy, and information about the vehicle was kept under wraps.



Unfortunately, due to worries about the project's high production costs and the challenge of making the vehicle profitable, it was finally shelved (AUTOMOTIVE LOGISTICS, 2021).

The project's termination dealt Dyson a serious blow, and it is said that the business fired hundreds of project-related staff. Despite the project's discontinuation, the team's research and development work may still have an impact on sustainability and the market for electric vehicles in the future.

Important Concerns for Managing People in Projects

The renowned inventor Sir James Dyson oversaw the ambitious Dyson Electric Car Project. It sought to develop a cutting-edge electric vehicle that would transform the auto industry. Nevertheless, Dyson revealed in 2019 that the project would be shelved owing to budgetary limitations, despite spending \$2.5 billion on the car's research. Using the material that is currently available and active academic research, we will analyse how leadership and teamwork contributed to the project's failure in this critical review (Shibani *et al.*, 2022). The effectiveness of the leader is a key component of project management, and it frequently determines whether a project succeeds or fails. The project's impetus came from Dyson, whose visionary and creative leadership style was widely regarded. His leadership style, according to several experts, was lacking in transparency and clear communication, which may have contributed to the project's collapse. Dyson was infamous for making snap choices without discussing his staff, which resulted in a lack of commitment and buy-in from team members.

Any project needs a strong team to succeed, and the Dyson Electric Car Project was no exception. The grandiose Dyson Electric Car Project finally fell short due to financial limitations. However, it is impossible to ignore the importance of teamwork and leadership in the project's failure. The lack of transparency and clear communication in Dyson's leadership style may have contributed to tensions and conflicts within the team. In a similar vein, a lack of commitment and buy-in from team members may have resulted from ineffective teamwork (Marnada *et al.*, 2022). When beginning large initiatives like the Dyson Electric Car Project, these variables should be carefully examined. Recent academic research has highlighted the significance of strong leadership and teamwork in project management.

Ways to Improve Leadership for Improved Team Performance

Performance on teams is greatly influenced by effective leadership. Creating a feeling of purpose among team members, inspiring and motivating them, and offering clear direction and leadership are all qualities of an effective leader (Salcinovic *et al.*, 2022). Using recent

academic research and available literature, this paper will examine how to develop leadership to improve team performance in this part.

Create a culture that is inclusive and collaborative

Teams are more likely to perform at greater levels under the direction of leaders who foster a collaborative and inclusive culture. Creating an atmosphere where everyone feels appreciated and included, actively seeking out the opinions and ideas of team members, and encouraging open communication and feedback are all necessary to achieve this.

Provide clear direction and guidance

Project success is more likely for leaders who give team members clear instructions and direction. Setting specific goals and objectives, explaining expectations, and giving regular feedback and encouragement to team members are all part of this.

Encourage a growth mindset

Teams with leaders who encourage a growth mentality are more likely to perform at greater levels (Hildebrandt *et al.*, 2022). This entails motivating team members to accept challenges, learn from their errors, and constantly advance their abilities and knowledge.

Cultivate emotional savvy

Effective leadership requires emotional intelligence as a vital component. High emotional intelligence makes leaders more adept at comprehending and controlling both their own emotions and those of others. As a result, they are better able to establish trusting bonds with team members and develop a culture that is friendly and encouraging.

Develop trust

Effective cooperation is fundamentally dependent on trust. Team performance is more likely to increase under leaders who develop trust with their members. This entails being open and truthful, keeping your word, and displaying a high standard of integrity.

Lead by example

Team members are more likely to be inspired and motivated by leaders who set a good example. This entails exhibiting a strong work ethic, continually demonstrating a dedication to the team's aims and objectives, and modelling the behaviours and values they demand from their team members.

Provide opportunities for learning and development

Team performance is more likely to increase under leaders who offer opportunities for learning and growth. This entails giving team members access to opportunities for coaching, mentoring, and training as well as motivating them to accept new tasks and responsibilities.

In brief, strong leadership is a major factor in team success, and there are numerous approaches to strengthen leadership to raise team performance. Higher levels of team performance are more likely to be attained by leaders who cultivate a collaborative and inclusive culture, give clear direction and guidance, encourage a growth mindset, develop emotional intelligence, establish trust, set a positive example, and offer opportunities for learning and development (Jaroliya and Gyanchandani, 2022). Leaders may develop a healthy and encouraging team culture that allows team members to reach their full potential and complete successful projects by concentrating on five key areas.

Factors that Can Impact the Quality of a Project

The success of a project depends heavily on its quality. A project's quality is determined by how well it achieves its goals, caters to the needs of its stakeholders, and is finished on schedule, on budget, and to the necessary standards (Sharma *et al.*, 2022). This section, which draws on recent academic research and the body of available literature, will address some of the most important aspects that can have an impact on a project's quality.

Management and involvement of stakeholders

The management of stakeholders is an important component that might affect a project's quality. Stakeholders are people or organisations who are interested in the project and have a say in how well it turns out. Identification and comprehension of stakeholders' requirements and expectations, the creation of plans to manage those expectations, and good communication with them throughout the project are all necessary for effective stakeholder engagement.

Project management and planning

Effective project management and planning are crucial elements that can affect a project's quality. This entails setting clear project goals, putting together a thorough project plan, assigning resources, and controlling project risks. Monitoring progress, controlling

adjustments, and making sure the project is finished on schedule, on budget, and to the needed standards are all part of effective project management.

Resource allocation and management

The management and distribution of resources effectively are crucial elements that can affect a project's quality. This entails allocating resources to the project, such as staff, tools, and financing, and managing them skillfully to guarantee that they are utilised properly.

Communication and team dynamics

Communication within the team and team dynamics are important elements that can affect a project's quality. Effective team dynamics involve fostering a friendly and cooperative work environment, encouraging open communication, and giving team members chances to advance their knowledge and abilities (Pegoraro *et al.*, 2022). Making sure team members have the knowledge and tools they require to carry out their responsibilities successfully and keeping them updated on project developments are all part of good communication.

Project governance and control

Critical elements that can affect a project's quality include effective project governance and control. This entails developing procedures for project monitoring and management as well as defining project governance organisations, such as project steering committees. Along with making sure the project complies with applicable laws and standards, effective project governance also includes identifying, evaluating, and managing project risks.

Monitoring and controlling quality

Critical elements that can influence a project's quality include quality control and assurance. In order to achieve this, quality standards and procedures must be established and strictly followed throughout the project. Regular audits and reviews are also part of quality assurance, which help to evaluate the project's quality and pinpoint opportunities for development.

The success of a project depends heavily on its quality, which can be affected by a variety of factors. Critical elements that might affect project quality include effective stakeholder involvement and management, project planning and management, resource allocation and management, team dynamics and communication, project governance and control, and quality assurance and control. Project managers can enhance the quality of their projects and

raise the probability of project success by concentrating on these areas and putting effective management techniques in place.

¹ **The Impact of Leadership Style and Team Performance**

In the context of the workplace, leadership style is a crucial variable that might affect team performance. According to research, a team member's motivation, work happiness, and performance can all be significantly impacted by the leadership style a leader chooses to use (Benitez *et al.*, 2022). Using recent academic research and the body of available literature, we will analyse the effect of leadership style on team performance in this section.

Transformational Leadership

Transformational leaders inspire and drive their people to perform at higher levels, which is a hallmark of this leadership style. The skill of inspiring and motivating colleagues to reach their objectives and give their best effort is a trait of transformational leaders. According to research, transformative leadership is favourably correlated with job performance, staff motivation, and job satisfaction.

Transactional Leadership

A leader who uses rewards and penalties to drive their people is said to be using transactional leadership. Clear expectations, goal-setting, and feedback-giving are skills that transactional leaders are renowned for being able to impart to their followers (Donate *et al.*, 2022). According to research, transactional leadership has a favourable relationship with job performance but a negative relationship with job satisfaction.

Laissez-faire management

Laissez-faire leadership is characterised by leaders who don't actively engage in the process of leading. Laissez-faire leaders give their team members responsibility while offering little guidance or support. Laissez-faire leadership has been linked in research to lower job satisfaction, lower staff motivation, and lower job performance.

Servant leadership

Servant leaders put their followers' needs before their own, which is a hallmark of the leadership style known as servant leadership. The capacities to empower colleagues, encourage collaboration, and establish friendly and encouraging work atmospheres are all

traits of servant leaders (Sneed, 2022). According to research, servant leadership is favourably associated with job performance, staff motivation, and job happiness.

Team performance

The success of a firm can be impacted by the performance of the team. Collaboration, communication, and the capacity to work cooperatively to achieve shared objectives are necessary for effective team performance. According to research, team performance is favourably correlated with job performance, employee motivation, and job satisfaction.

As a result, in the context of the workplace, a leader's chosen leadership style can significantly affect how well a team performs. Team performance has been found to be positively impacted by both transformational leadership and servant leadership, whereas transactional leadership and laissez-faire leadership have conflicting results. A company's ability to function well as a team is essential, and executives who place a high value on teamwork, communication, and a positive workplace culture are more likely to see their organisations operate well as a team. Leaders can implement tactics to enhance team performance and raise the likelihood of business success by understanding the effect of leadership style on team performance.

Methods Used by Project Managers to Address Quality and Human Issues

In the context of the business, project managers are crucial in handling challenges related to people and quality. In this section, some approaches of project managers have been taken into consideration, which are as follows:

Clearly expressed words

Addressing human and quality challenges in a corporate setting requires effective communication. Team members can be informed of their roles and duties, the project's goals and objectives, and the deadline for completing tasks by project managers (Shamim, 2022). Clear communication may promote teamwork, lessen misunderstandings, and guarantee that everyone is working towards the same objective.

Employee motivation and Engagement

Project managers might try to deal with human difficulties by concentrating on staff engagement and motivation. This may entail fostering a supportive work atmosphere, offering chances for professional growth, and thanking team members for their contributions.

According to research, motivated and engaged staff are more likely to execute at a high level, improving project outcomes.

Quality control

By putting in place a strong quality management system, project managers can handle quality challenges. This can entail creating quality standards, keeping track of performance, locating and resolving problems, and constantly improving procedures (El Khatib *et al.*, 2022). In order to ensure that the project satisfies stakeholder expectations and that the final outputs are of a high calibre, quality management can be used.

Risk management

By employing efficient risk management procedures, project managers may solve concerns with people and quality. This may entail recognising potential risks and creating backup strategies to deal with them. By minimising the effects of unforeseen problems, effective risk management can assist keep the project on track and help it achieve its objectives.

Forming a team

Project managers can try to solve human problems by encouraging team-building exercises. This can entail cooperative games, off-site retreats, or other activities that strengthen teamwork (Shaour, 2022). According to research, team-building exercises can boost trust, enhance communication, and result in improved project outcomes.

Project managers are crucial in resolving quality and human issues in the context of the firm. Project managers can utilise a variety of techniques to deal with these problems, including clear communication, employee engagement and motivation, quality control, risk management, and team building. Project managers may raise the likelihood of project success, boost team morale, and foster a healthy work environment by concentrating on these tactics.

Results of the "Dyson Electric Car Project" and their impact

A highly anticipated project that sought to revolutionise the electric car market was the Dyson Electric Car Project. Unfortunately, the initiative was ultimately scrapped, and its effects have been extensively analysed. Using the literature and academic research that is currently available, we shall evaluate the implications of the Dyson Electric Car Project's results in this part.

Impact on the Market for electric vehicles

It was anticipated that the Dyson Electric Car Project will upend the electric vehicle market by providing novel technologies and features. Even though the project was ultimately scrapped, the team's research and development work may still have an effect on the sector (Dezeen, 2023). For instance, Dyson might sell or licence its technology to other businesses, sparking developments in the field of electric vehicles.

Dyson's financial influence

The Dyson Electric Car Project ⁷ required a large investment from the business; estimates place the project's cost at about \$2.5 billion. The project's abandonment undoubtedly had a considerable financial impact on the business because Dyson apparently let go of hundreds of project-related staff. It is unclear, nevertheless, how the project's cancellation affected the company's overall financial performance.

Effect on staff morale

Employee morale was probably negatively impacted by the Dyson Electric Car Project's demise, especially for those who were working on it. The project's discontinuation may have left workers feeling demotivated and dissatisfied because it was much awaited and had the potential to revolutionise the electric vehicle sector.

Reputation of Dyson

The Dyson Electric Car Project was a large-scale initiative that attracted the attention of the public and the media. The project's cancellation might have harmed Dyson's reputation, especially in terms of its capacity to complete significant projects. The company has a solid reputation for innovation and design; therefore it is important to keep in mind that the cancellation of the project is not expected to have a substantial long-term influence on the company's reputation.

Impact on sustainability

In terms of lowering carbon emissions from transportation, the Dyson Electric Car Project has the potential to significantly advance sustainability. The team's research and development efforts may potentially have an impact on the creation of sustainable technology in the future, even though the project was ultimately shelved.

The corporation, its employees, and the electric vehicle market were all significantly impacted by the Dyson Electric Car Project's discontinuation (Electrifying Ltd, 2023). Despite the project's failure, the team's research and development efforts could still have an impact on the sector and sustainability going forward.

Conclusion

The Dyson Electric Car Project was a very unique and ambitious project that sparked a lot of interest in the electric car sector. The project's critical evaluation emphasises the significance of strong leadership and collaborative teamwork, the necessity of addressing quality and human issues in project management, and the effect of project outcomes on the business and sustainability. Although the project was ultimately abandoned, the research and development carried out by the team may have a long-lasting effect on the sector and help progress the technology of electric vehicles. All things considered, the Dyson Electric Car Project is a useful case study for project management and creativity in the car sector.

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