COVER PAGE AND DECLARATION

Master of Business Administration (M.B.A.)	
Specialization:	General Management
Affiliated Center:	CEO Egypt
Module Code & Module Title:	MGT560 – Leading Organization
Student's Full Name:	Ahmed Hassan Dahab Mohamed Abdou
Student ID:	EIU751804
Word Count:	3520
Date of Submission:	10/3/2021

I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.

E-SIGNATURE: Ahmed Hassan Dahab

DATE: 10/3/2021

Index: **Page No.**

Introduction:

Leadership is the fine art of inspiring a set of people to behave into reaching a mutual goal. In a corporate perspective, that can mean guiding employees & colleagues with a plan to fulfill the company's demands.

What Is Leadership?

Leadership demonstrates the first principles of your capability and readiness to motivate other people. Efficient leadership is consists of sets of ideas—both genuine & copied—which are effectively transmitted to others in a manner that engages them enough to behave as the leader needs them to behave.

A leader stimulates others to perform while at the same time guiding them in the way they act. They should be charming enough for others to pursue their instructions, and they should have the critical thinking skills to know the best manner to utilize the resources at an organization's disposal.

In this assignment, we are going to evaluate and criticize the leadership styles of the organization as well as recommending the best leadership techniques to be practiced and applied in the company.

Executive Summary:

As a consultant, we went thru a full analysis for the leadership practices of the organization and how it affect positively and negatively the performance of the employees and the organization in general.

We are going to evaluate and pinpoint the weakness point of the current leadership style incorporated and how to use more effective leadership practices that can lead to total improvement in the morale of the employees and more engagement in the company's future.

In addition, we are going to propose a new effective communication plan to be introduced and implemented to have a better transition transformation for the change.

Finally, we will discuss how to better optimize the current available network resources for better leadership future for the organization.

First Question

Leadership practices:

A. Challenge the process

leaders thrive on & get knowledge from hard times & difficult circumstances. They are willing to take risk and consider failure – where is not resulted by poor performance – as a beneficial opportunity to educate & innovate. They are also quick adopters. They look for things that seem to succeed & then claim that they are developed. They confront 24/7. *(Adair, J. E. (2002). Inspiring leadership: learning from great leaders. London: Thorogood Pub).*

This exercise proposes that we must not be satisfied to do 'business as usual'. As a leader you have to:

  i.   Ask For tough occasions to change, develop, transform, and enhance at a individual and corporate level
  ii.   Test, seek risks, & convince others to do so. Build a philosophy where people feel capable of learning from the associated mistakes
  iii. Take Into consideration which part of your company's work you want to confront – even these parts that appear to work out. Do you adopt ideas you want to apply & let others to express theirs? Are you ready to be a risk taker & let others to do the same?

B. Inspire a shared vision:

The Persons are inspired & stimulated the most not by threatens or recognition, but by ideas that secure their inspiration. This is not at all about owning a vision, but conveying it efficiently so that other people receive it on board. Excellent leaders are future-orientated & always look to empower others by excitement, eagerness & passion. They seek to get people on board with this attitude of mutual purpose. *(Adair, J. E. (2009). Not bosses but leaders: how to lead the way to success. London: Kogan Page).*

They will:

  -   Build a dream of a rising & dignifying future in which people feel empowered by the orgaisational or management vision.
  -   Engage other people in this mutual dream by reacting with their values, concerns, aspirations & dreams.
  -   It's simple to focus very much on articulating the ideal phrases for a vision & mission statements, and not devote much time on living it. Can you recite your organisation's mission? How difficult do you attempt to spread it with other employees?

<u>C. Empower others to act:</u>

Leaders don't try to do it themselves; they rely on others to get the job done. They don't accomplish this by simply repeating the vision word. Inspiration and motivation are insufficient. People must trust in their ability to act before being motivated to put their ideas into motion. The importance of collaboration and liaison-based work cannot be overstated

As a leader you will need to:

- Promote cooperation by promoting cooperative goals and building trust between leaders and team members, as well as between teams.

- Encourage others by sharing knowledge and energy, as well as strengthening their decision-making and point of view.

Who in your team or organization wants help and motivation to take action? What would motivate them to take action? Do you have a systematic approach to helping people improve their self-confidence and competence?

<u>D. Model the way:</u>

Modeling entails being prepared to lead first, demonstrating the manners you want someone to adopt before asking them to do so. People would believe what they see and hear from their leaders, not what they hear from them. Great leaders should be able to show the requisite methodology, specifically:

- - Set a good example for others by behaving in ways that are compatible with your and your company's values.
- - Set small goals for individuals and teams to achieve, then build on them to maintain momentum. *(Goleman, D. (2004). Primal leadership: learning to lead with emotional intelligence. Boston, Mass.: Harvard Business School Press.)*

<u>E. Encourage the heart:</u>

When people are passionate about what they're doing, they act the best. Leaders ignite their followers' passions by sharing their own stories and passions. They take pride in their accomplishments, no matter how insignificant they might be. They take on challenging tasks while taking into account the effects of others. They:
- search for and acknowledge individual and team contributions to each project's progress.
- Appreciate achievements by the team and individuals.

F. Lead yourself first:

The first stage to leadership is to realize first how you naturally lead. Are you an optimistic, outgoing leader that appreciates giving recognition to keep morale high? Or are you a tolerant leader who seeks quality & believes praise is to be deserved? When deliberately improving your leadership approach, the objective should be to realize who you are & what makes you flourish. Once you know your leadership preferences, you can adjust course as needed when talking to individuals on your team. *(Northouse, P. G. (2015). Leadership: theory and practice. Seventh edition. Los Angeles: SAGE Publications, Inc.)*

G. Be curious about your team:

The greatest leaders I've ever met have an limitless curiosity about the people who support grow their business. Taking a real interest in our team members permits us to realize what makes them tick. How was their background? What do they love doing when they are not on the clock? What are some of their personal objectives outside of your company?

Try to get to know them as much as they are open to revealing. Recognizing your team's motivations let you to cope and direct your methodology toward those inspirations & provide them work that supports them to grow. *(Northouse, P. G. (2021). Introduction to leadership: concepts and practice. Fifth edition. Thousand Oaks, California: SAGE Publications, Inc.)*

Second Question:

From our observation, the leadership approach being enforced in the organization is an old school style where the one man show approach is clearly applied within the top management as well as within each department.

A culture of top to bottom instructions is dominant inside the organization, employees are not engaged in the company's vision which makes them a set of depressed Do-ers with no motivation or loyalty to the organization.

Also the communication method is too outdated and not effective at all to get the employees engaged enough in any change management decisions. The vision is not communicated well to the team members, the teams are working individually not in a group spirit. And As a result, the motivation is missing among the company and the resources is not utilized as it should be for the benefit of the company.

Third Question:

A.

I will suggest in the beginning to adopt the ***Participative leadership style*** as we want to incorporate a new motivating culture where all the components of the company feel engaged and loyal to the company as well as taking part in achieving the vison of the company by participating in the decision making processes.

We will start the change management process thru going into several steps to facilitate the communication between the top management and team members as follows:

1. Gather consensus from top management and recognize the key market forces that will determine the leadership strategy.
2. Obtain commitment and participation from the senior leadership team. Assist them in determining how the leadership plan will be implemented into the society.Evaluation & update the strategic plan to define new leadership conditions for the future. This involves doing an environmental inspection to identify best practices & competitive advantages.
3. Evaluate the most significant factors for success and how the final results will be calculated. Business results are aided by key drivers.
4. Evaluate existing leadership processes in order to identify differences between current and future demands.
5. Develop an execution plan that defines the tools, financial plan, support, time frame, urgencies, and processes needed to keep the leadership strategy on track. Define the leadership growth processes required to sustain the leadership strategy.

B.

There are several ways to influence the organizational culture thru your leadership attitude or style:

1. Readiness Assessments:

A change management team or project manager uses tests to determine the organization's ability to adapt. Organizational evaluations, culture and background trends assessments, individual assessments, supporter assessments, and transition assessments are all examples of readiness assessments. Every approach gives the project team insight into the tasks and opportunities they might face during the process of changing

2. Communication and Communication Planning:

Many leaders feel that their work is done if they collaborate openly with their workers. There are, however, far too many explanations why workers can not initially listen to or comprehend what their leaders are saying. Actually, you might also be aware that messages must be repeated 5–7 times before they are ingrained in the minds of employees.

For example, creating awareness of the need for change and fostering a desire among workers is the first step in adjusting to change. As a result, the aim of the initial communications is to raise awareness of the business justifications for change as well as the danger of not changing. Similarly, interactions should be designed to convey the appropriate messages at each stage of the process and at the perfect time.

As a result, communication preparation begins with a detailed examination of the listeners, key messages, and the timing of certain messages. The project managers or change management team must create a communication strategy that reflects on the needs of frontier staff, supervisors, and executives. Depending on their role in the change's implementation, each audience has unique information needs.

3. Sponsor Activities & Sponsor Roadmaps:

In times of transition, corporate leaders and executives play an important role as sponsors. The change management team should create a strategy for sponsor activities and assist key business leaders in putting it into effect. According to study, sponsorship is the most significant factor in achieving success.

Avoid Confusing the Notion of Sponsorship with Support:

While the organization's CEO will support your idea, this is not the same as the plan being supported. Senior business managers must participate actively and visibly in the process,

building an alliance of support among other leaders and clearly communicating with employees. Unfortunately, many seniors are unaware of the benefits of sponsorship.

4. Change Management Training for Managers:

Managers and supv. play a critical role in change management. Finally, the leader has a greater impact on an employee's willingness to improve than anyone else. Unfortunately, leaders can be the most difficult people to convince of the need for reform, and they can also be a source of resistance. The encouragement of managers and subordinates is vital for the change management team and corporate sponsors.

Once managers and subordinates are on board, the change management team must devise a plan for preparing managers to mentor their workers effectively through the change. They'll have to provide leadership instruction and guidance, such as how to use individual change management approaches for their subordinates.

5. Training Development and Delivery:

Training is the cornerstone for raising awareness of the transition and building the necessary skills to succeed in the future state. One of the first roles of change management is to ensure that those who are affected receive the training they need at the appropriate time. This ensures that training can only take place after multiple steps have been taken to ensure that affected workers are aware of the need.for change. Change management and project team members can create preparation constraints based on the skills, experience, and behaviors required to implement the change. These training constraints will serve as a starting point for the training community or project team when developing and implementing training programs.

6. Resistance Management:

Employee and superior resistance is normal, but it can be addressed ahead of time. Relentless opposition, on the other hand, can be intimidating to a project. The change management team requires to define, recognize & assist leaders manage resistance throughout the organization. Resistance management refers to the procedures and methods used by managers and top management to handle employee resistance with the help of the change team.

7. Employee Feedback and Corrective Action

Managing change is not a one-way street; employee engagement is a critical and essential component of change management. Employee input during the introduction of a transition is an integral part of the change management process. Change managers should assess the feedback and take corrective steps based on it to ensure that the changes are fully embraced.

8. Recognizing Success and Reinforcing Change

Early acceptance, milestones, and long-term gains must all be remembered and celebrated. Individual and community recognition are essential components of change management in order to improve and implement change in the organization. Continued acceptance must be monitored to ensure that workers do not revert to their old working habits.

9. After-Project Review:

The after-action review is the final step in the change management process. You should take a step back from the whole program at this stage to evaluate milestones and crashes, as well as identify process improvements for the upcoming project. This is part of the organization's ongoing change management improvement, which contributes to change aptitude in the long run.

The areas or components of a change management program are among these factors. They develop a change management scheme in tandem with the change management process. These elements are effectively used by good project managers to ensure project performance, prevent the loss of top performers, and reduce the negative impact of change on efficiency and a company's customers.

C.

The first step in managing change is to raise employee awareness of the need for change and to create an appetite for it. As a result, the initial communications are typically designed to raise awareness of the business justifications for change as well as the possibility of not changing. Similarly, interactions should be designed to spread the right messages at the right time at and point of the process.

As a result, contact preparation begins with a detailed review of the listeners, key messages, and timing for certain messages. The change management team or project leaders must develop a communication strategy that prioritizes the needs of frontline workers, managers, and executives. Each audience has unique information requirements based on their position in the change's implementation.

i. Friendly Videos: the top executives should prepare short friendly videos containing brief messages and spreading it thru the intranet of the company in a periodic basis in order to prepare them to the transition change management phase.
ii. Whatsapp Group: gathering the employees in a whatsapp group and texting them regularly with motivating and preparatory texts in a daily basis to keep them involved and engaged with the leadership of the company.
iii. Zoom App: invite them each Thursday for a 30 min. online zoom meeting where you can all employees & executives interact together virtually to share ideas & opinions.
iv. Facebook: Publishing fun contents
v. Twitter: publishing core contents.
vi. Linkedin: Publishing discussions threads.

D.

there are some studies that had come to a conclusion that there are 3 different forms of networking inside an organization.

- Operational networking means more efficiently completing the activities of others. It entails cultivating stronger bonds with colleagues whose network membership is obvious; their positions mark them as stakeholders.
- Personal Networking: In an individual's efforts to learn and pursue resources for personal development, personal networking brings together like-minded people from outside the company.
- Strategic networking aligns networking tools to achieve business objectives. At this point, a leader develops the kind of network that will help him unleash and focus on new business opportunities. The ability to network at this stage turns out to be a crucial leadership criterion.

Companies typically understand the value of networks and establish initiatives to help them. However, these systems normally only speed up operational networking. Industry groups, likewise, have official contexts for personal networking. Unfortunately, this has the unintended consequence of giving grant administrators the impression that they know how to network and are doing so effectively. The result for organizations' leadership development programs, according to a sidebar, is that teaching strategic networking skills would benefit their future leaders as well as their business goals. Leaders can better utilize these networks in many ways including but not limited to:

1. Getting work done in a timely manner
2. Getting Work done in high quality.
3. Raising up the teamwork spirit.

References:

Adair, J. E. (2002). Inspiring leadership: learning from great leaders. London: Thorogood Pub.

Adair, J. E. (2009). Not bosses but leaders: how to lead the way to success. London: Kogan Page.

Burns, J. M. (1979). Leadership. New York: Harper & Row.

Bernier, L., Brownsey, K., & Howlett, M. (2005). Executive styles in Canada: cabinet structures and leadership practices in Canadian government. Toronto, Ont.: University of Toronto Press.

Blau, G. M., & Magrab, P. R. (2010). The leadership equation: strategies for individuals who are champions for children, youth, and families. Baltimore: Paul H. Brookes Pub.

Cashman, K. (2008). Leadership from the inside out: becoming a leader for life. 2nd ed., rev. and expanded. San Francisco, CA: Berrett-Koehler Publishers.

Cook, S. (2009). Leading for Success: Unleash Your Leadership Potential to Achieve Extraordinary Results. Ely: IT Governance Pub.

Cooper, D. J. 1. (2003). Leadership for follower commitment. Oxford ; Boston: Butterworth-Heinemann.

Goleman, D. (2004). Primal leadership: learning to lead with emotional intelligence. Boston, Mass.: Harvard Business School Press.

Gosling, J., Sutherland, I., Jones, S., & Dijkstra, J. (2012). Key concepts in leadership. Los Angeles ; London: SAGE.

Glanz, J. (2002). Finding your leadership style: a guide for educators. Alexandria, Va.: Association for Supervision and Curriculum Development.

Kouzes, J. M., & Posner, B. Z. (2011). The five practices of exemplary leadership (2nd ed.). John Wiley & Sons.

Kouzes, J. M., & Posner, B. Z. (2017). The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations. 6th ed. Somerset: John Wiley & Sons, Incorporated.

Lambert, L. (2003). Leadership capacity for lasting school improvement. Alexandria, Va.: Association for Supervision and Curriculum Development.

Martin, A. M. (2013). Empowering leadership: developing behaviors for success. Chicago, Ill.: American Association of School Librarians.

Northouse, P. G. (2021). Introduction to leadership: concepts and practice. Fifth edition. Thousand Oaks, California: SAGE Publications, Inc.

Northouse, P. G. (2015). Leadership: theory and practice. Seventh edition. Los Angeles: SAGE Publications, Inc.

Owen, H. (1999). The spirit of leadership: liberating the leader in each of us. San Francisco, Calif.: Berrett-Koehler.

Pfeffer, J. (2015). Leadership BS: Fixing Workplaces and Careers One Truth at a Time. First edition. New York, NY: Harper Business, an imprint of HarperCollins Publishers.

Peus, C., Braun, S., & Schyns, B. (2016). Leadership lessons from compelling contexts. First edition. Bingley, UK: Emerald Group Publishing Limited.

Pendleton, D., & Furnham, A. (2016). Leadership: all you need to know. Second edition. London, [England]: Palgrave Macmillan.

Priest, S., & Gass, M. A. (2018). Effective leadership in adventure programming. Third edition. Champaign, IL: Human Kinetics.

Raelin, J. A. (2003). Creating leaderful organizations: how to bring out leadership in everyone. San Francisco, CA: Berrett-Koehler.

Sowcik, M., Andenoro, A. C., McNutt, M., & Murphy, S. E. (2015). Leadership 2050: critical challenges, key contexts, and emerging trends. First edition. United Kingdom: Emerald.

Walker, R., & Aritz, J. (2014). Leadership talk: a discourse approach to leader emergence. First edition. New York, New York (222 East 46th Street, New York, NY 10017): Business Expert Press.