COVER PAGE AND DECLARATION

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<u>Panda Leadership</u>

<u>Introduction</u>

Prentice defined leadership as "achieving a goal through directing human assistants" and a successful leader as one who can understand people's motivations and enlist employee engagement in a way that aligns individual needs and interests with the group goal. He advocated democratic leadership that would give employees opportunities to learn and grow - without creating chaos. While his language is in some passages dated, Prentice's notes on how leaders can motivate employees to support the goals of the organization are timeless notes, and they had remarkable insight.

Leadership is achieving a goal by directing human helpers. A man who successfully organizes his human assistants to achieve certain ends is a leader. A great leader is someone who can do this day in and day out, and year after year, in a variety of circumstances. He may not possess or show power; It is never permitted to use force or threat of harm in his dealings. He might not be liked; His followers may never do what they wish out of love or admiration for him. He might never be a person of color; He may never use memorable devices to intimidate his group's purposes or to focus attention on his driving. As for the important issue of setting goals, he may actually be a man of little influence, or even of little skill; As a leader he can only carry out other people's plans.

Why should you pay attention to leadership style?

An organization's leadership style finds its reflection in the nature of that organization as well as in its relationships with the community. When a leader is suspicious and upholds his authority, others in the organization are likely to behave similarly when interacting with colleagues and the community. However, when the leader is cooperative and open, he will most likely encourage employees to follow the same positions and will work in cooperation with other organizations.

So, what contributes to defining the organization, in various ways, is the style of its leader. When the organization wants to be true to its philosophy and mission, the style of its leader must be consistent with them. A democratic organization may be in chaos if its leader is an autocrat - or an authoritarian. A leader who cares only about profits in an organization built on the importance of human values may undermine its purpose. For this reason, it may be essential that we recognize our own style as leaders and the styles of others we recruit as leaders, in order to keep our organization on the right track.

Leadership concepts and methods

We have all known and seen different types of leaders. One timeless picture from the twentieth century is that of hundreds of thousands of Germans cheering enthusiastically for their leader in the wonderful and terrifying Nazi propaganda film "Triumph of the Will," which was directed by Leni Riefenstahl in 1930 (just before the Nazis seized power). On the other hand, [US President] Franklin Roosevelt consoled a nation paralyzed by the economic depression [after the crash of 1929], saying that "we must fear nothing but fear itself." As for President John F. Kennedy, he raised the enthusiasm of a generation when he invited them saying, "Do not ask what your country can do for you. Ask what you can do for your country." These examples all represent - for a variety of purposes - great agitators who spread their magic through their speeches. Our perception of leadership tends to be limited to such examples, but there are also other types of leaders: Gandhi seated while spinning in a dusty Indian courtyard; John Lewis and other "Freedom Riders" who were violently beaten in Mississippi; Vaclav Havel who refused to take revenge on the ex-communist bureaucrats in Czechoslovakia [after the collapse of the communist regime]; And Nelson Mandela in prison on Robben Island - these, too, are driving pictures.

<u>About Panda</u>

The headquarters of Panda Retail Company is located in the Kingdom of Saudi Arabia, which is one of the major retail chains in the Middle East and the largest retail chain in the Kingdom with around 200 stores in 44 cities. Its clause operates two types of stores; Hyper Panda (supermarket) and Panda supermarket. With more than 120 million customers visiting our stores every year, we operate 4 major distribution centers in the Kingdom with a fleet of more than 650 trucks to deliver 70,000 items of food and non-food products to our stores. Since 2009, we have also provided in Panda, more than 400 of our brand products to serve our customers as a trusted retailer in a number of food and non-food categories. More than 20,000 employees work with dedication and commitment to fulfill the shopping needs of our customers.

<u>Panda Leadership</u>

Panda's executive management includes a strong team of retail experts, working with them and supported by a diverse group of managers and employees who work with unrivaled enthusiasm and dedicated to creating continuous and competitive value for our customers. The executive management team has long experience and wide talent, and some of them have an average of 30 years of experience in the retail industry, and they work in effectively leading the company towards more growth and success and achieving the goals of Panda's partnership with societies. In Panda Market, leadership is represented in the central style, as the decision is not limited to one person, but a group of executive leaders are the ones who make the decision and it is applied to the entire organization.

Advantages of corporate centralization:

Ease of coordination and standardization of policies and practices between different departments.

Optimum economic operation of the available capabilities.

Centralizing decisions at higher management levels ensures fewer errors and fewer risks.

Centralization refers to the process in which activities that involve planning and decision making within an organization are focused on a specific leader or position. In a central organization, the decision-making powers are kept in the head office, and all other offices receive orders from the head office. The headquarters of the executives and professionals who make critical decisions are located in the head office.

Critical thinking about Panda's leadership style

Centralism can be seen by some as dictatorship, employees cannot contribute to the decision-making process of the organization, and they are just implementers of the decisions taken at a higher level. Top management plans every course of action and subordinates follow instructions. When employees face difficulties in implementing some decisions, executives will not understand because they are only the decision makers and not the implementers of the decisions. Problem solving becomes very difficult in such circumstances because the decision maker and implementer are different people. Centralized management resembles a dictatorial form of leadership in which employees are only expected to deliver the results as defined by the top executives. The result of these actions is a decrease in performance because the employees lack the motivation to implement the decisions taken by the top managers without the input of the lower level employees.

The executives of an organization are under tremendous pressure to formulate decisions for the organization, and they lack control over the implementation process. Executives experience a lack of time to oversee the implementation of decisions. The top management directs the day to

day operations, and the subordinates have to report directly to the top management. The employees depend on the information sent to them from above, and there would be a loss in working hours if there was a delay in moving the records. This means that employees will be less productive if they need to wait for long periods of time for guidance on their next projects. This type of (central) leadership leads to a lack of employee loyalty, employees become loyal to an organization when they are allowed to take personal initiative in the work they do. They can present their creativity and suggest ways to perform certain tasks. However, in centralization, there is no initiative at work because the employees perform the tasks that the top executives portray. This limits their creativity and loyalty to the organization due to inertia at work. The subordinates are given the instructions that they need to follow without questioning the decisions of the top management. In centralization, subordinates are intimidated from giving their inputs or suggestions.

Also among the problems that arise when applying central leadership and management are:

Lacks the ability to adapt to change: The central organization operates in a traditional manner whereby the top management is rather strict with its policies, methods and techniques. Thus, it creates a barrier to the adoption of modern and improved practices for organizational growth.

Overburdening of top management: All planning and decision making work is carried out at the highest level of management, they control even the day to day operations. For this reason, management becomes overburdened and unable to focus on business expansion and growth.

Poor Upward Communication: Subordinates are supposed to follow instructions while their suggestions and comments are given the least amount of attention. All this hinders upward communication in the organization.

<u>Our Suggestion to Panda about leadership style</u>

How do we choose and develop a leadership style?

What kind of leader do we want to be? But perhaps even more importantly, how can we be most effective as leaders? What kind of leadership styles will be most beneficial for our organization and allow us to achieve the best we can as leaders? The leadership styles we describe in this section are not the only ways to look at leadership. As we discussed earlier, most real leaders use a mixture of methods, and there are others that we have not really covered here.

It is possible that Alexander the Great was a born leader, but to what extent do we resemble Alexander the Great? We have to be honest ... it's unlikely, isn't it? Almost all leaders, even great leaders, have to learn to lead, and they have to develop their skills over a period of time. We can do the same, especially if we have a clear idea of what leadership we believe is, and if we have good role models to learn from. Bandah Hyper can start implementing two leadership approaches that may be most appropriate for them:

Democratic method: the democratic leader understands that there is no existence of the organization without its members. He views his position and those of others in terms of responsibilities, not in terms of standing, and he often consults others in making decisions. However, although he seeks the opinions of others, appreciates them, and takes them into account, he sees himself as the ultimate responsibility for making decisions. He accepts that authority also means that responsibility rests with him. It is true that he sees the organization as a cooperation project, but he knows that in the end he must face the consequences of his decisions alone.

Democratic leadership calls for the participation of employees and others, not only in making decisions, but also in crystallizing the vision of the organization. It allows everyone to express

their views on how to work on things, and how to direct the organization. It enriches the organization's potential by introducing everyone's ideas. But even so, the final decisions about what to do about these ideas are left in the hands of one person.

Effects on the organization: In its emphasis on equality of status, democratic leadership may encourage the establishment of good friendships and relationships within the organization. (In more hierarchical organizations, mixing of administrative staff and officials is unlikely, for example, while such mixing often occurs in the organization under democratic leadership.) It helps to make people feel valued when asked for their opinions, and feel so more and more when those opinions are incorporated into a final decision or policy.

What the democratic leadership does not necessarily do - although it can - is to make staff directly concerned with the organization and its goals. It is true that everyone may be asked about his ideas or opinions, but not all of them are used or incorporated into the work of the organization. When we do not really discuss the ideas, and come up with a general agreement resulting from them, it is more likely that a sense of ownership will not arise among workers. Consequently, democratic leadership may have some shortcomings of autocratic leadership - such as a lack of adoption - without the advantages that result from quick and clear decision-making in the absence of a consultative process.

Collaborative approach: The collaborative leader tries to involve everyone in the organization in leading it. It is really the first among equals, in that it may initiate discussion, indicate problems or issues that must be addressed, and follow the organization as a whole, instead of following up on one specific action. But decisions are made through a collaborative discussion process and

some form of agreement, either by majority or by consensus. To this end, the collaborative leader attempts to enhance confidence and teamwork among the employees as a whole.

A cooperative leader has to give up the need for control, power, or status if he is to be effective. Its aim is to enhance the cooperation process, and to empower the group - of workers and others concerned with an organization, or individuals and organizations participating in a community initiative - to control the vision and actions of the organization. He must trust that people will make good decisions if they have all the relevant information ... He should make sure that they have this information, and provide the facility that guarantees these good decisions.

Implications for the organization: Collaborative leadership comes as close as possible to ensuring that members of the organization adopt its vision and decisions, as they are directly concerned with its status. It is the closest to the goal of "servant leadership" that we discussed in the previous section (see Chapter 13, Section 2: Servant Leadership: Accepting and Maintaining the Call of Service), and it is the closest to reflecting the concepts of equality and empowerment stipulated in the philosophy and messages of many grassroots and community organizations. . It thus eliminates the great deal of mistrust that we often find between core center staff and officials. In addition, collaborative leaders, in general, foster relationships that bring employees closer together that increase communication and mutual enrichment in their work, and that lead to more effective ways to achieve the goals of the organization.

On the negative side, management in order to build a cooperative organization may be neglected. More specifically, cooperative decision-making can be upsetting. It depends on the group whether the discussion of ideas goes to great lengths, and resolving petty disagreements about the trivialities of politics can take hours.

Collaborative decision-making may be democratic - based on majority vote after debate - or consensus-based, with a number of possibilities between voting and consensus. Making decisions by reaching consensus is particularly difficult, because it requires everyone's consent before a decision is taken. A single determined person can disrupt the process indefinitely. Even in the best of cases, the consensus process can take long periods and sap the patience of everyone involved. Although they are not impossible to implement, they do require a real commitment to the optimal model of consensus and a lot of patience. In practice, true consensus is often used for decision-making in collective organizations that are very different from cooperative organizations such as Bandh, and which often involve everyone in leadership. Democratic and cooperative styles present better possibilities for transformational leadership. Both allow for input or input from everyone, and both encourage participation in achieving long-term goals. While it may be difficult for a highly motivated and charismatic leader to operate in a collaborative manner, it can also be very satisfying. There is one point of view that needs to be mentioned, stating that the collaborative approach may be the most successful for an organization with a transformational management, due to the high level of ownership of the vision. And, as previously mentioned, David Chrislep and Carl Larson, in fact, consider collaborative leadership and transformational leadership to be essentially one style of leadership. Finally, our approach should be consistent with our organization's goals, mission, and philosophy. As we mentioned earlier - and in several other "Community Tool Box" sites - an organization cannot remain true to its mission if its internal structure conflicts with its guiding principles. An organization that dedicates itself to empowering the target group, for example, must also empower its workers. For most grassroots and community organizations, this consistency implies the use of a variety of democratic or cooperative methods.

<u>Develop a communication plan</u>

Building an effective plan for internal communication, whether in the governmental and private sectors or the nonprofit sector, is the main concern now to confront the repercussions of the Coronavirus (Covid-19) crisis.

According to the report issued by the Analytics Unit at W7Worldwide for Strategic and Media Consulting, business leaders have a great role to play in highlighting their humanity, compassion, and concern for their employees during this crisis; This requires the various sectors to face increasing challenges in strategies, methods of communication, and interaction with internal cadres in light of the uncertainty of the future, and the prevailing feelings of anxiety due to the crisis of the "emerging coronavirus"; More efforts must be made to create an effective internal communication plan; To build confident and transparent leadership. (To read the report: click here)

The report stated that most employees look at such times to their chiefs, executives, or supervisors. To communicate with them and reassure them about the continuation of the workflow, and the ability of their institution to overcome the turmoil resulting from the current crisis.

The report emphasized the need for the director or chief executive to prepare a plan for internal communication based on pure facts. To guide his employees with a realistic road map to face the new changes caused by the emerging coronavirus.

The guide, issued by the Analytics Unit at W7Worldwide for Strategic and Media Consulting, included 7 steps; To help governmental, private and civil institutions in interacting with their employees during the health crisis that struck various regions of the world and which we believe is the most appropriate for Hyper Band to apply during the coming period, which are as follows:

(1) Active presence and constructive communication: It is necessary for the CEO to be actively present among his colleagues through constructive communication. To eliminate the stressful, anxious atmosphere.

(2) Participation: the different employees of the organization or sector must be involved in the formulation of the internal communication plan; This will make it more effective in conveying leadership behaviors to situations that require a rapid response.

(3) Optimism: The employees should be provided with reassuring optimistic awareness based on information from reliable official sources.

(4) Two-way communication: between the leadership of the organization and subordinates, either directly, or by using virtual "video conferencing" techniques.

(5) Clarity and transparency: clarification of the company's policies in disseminating information, preferably in succession through internal communication channels, and the rate of re-publication depends on the importance of the information. As this helps to familiarize the team members with their expected roles, and the desired results of them during the crisis; To avoid the potential for lost productivity or poor work.

(6) Appreciation: Take care to appreciate employees; It is one of the most effective ways to build confidence and increase enthusiasm.

(7) The essential role of influential leaders in these difficult times through rethinking and planning for the next stage.

Conclusion

After a good familiarity with leadership styles within Band Market, we concluded that leadership is good and can be improved by combining two coherent styles of leadership within a band with the existing central one. There are two disadvantages if we analyze situational leadership: First, if the work culture in this country or this sector motivates ineffectively, then only employees by salary and / or work position in this sector and / or employees are imbued with a stressful job: the position that is In it, the employees are a little powerful because the root of their motivation is insufficient. Second, employees may be more motivated, but if they come from other companies with authoritarian leadership styles, they will not be motivated to start. The advantage is that the goals are provided by the employees themselves and they may have greater participation and responsibility in the work process and this effort is proportional to the expected. On the other hand, if the values of the company culture, brand image and goals are supported by effective internal communication tools, then the process of changing attitudes and motivation in employees is almost foolproof. We consider that social improvement in this business context is, at first, occurring from a cultural point of view, taking into account recent studies and leadership theories, if investigated and it appears that humanizing work and human conditions for business human tissue from participatory leadership methods has more benefits. More economical. What is to be expected in recent times is when the state acts and passes legislation in its favor.

It is a pity that our civilization gives preference to material and economic matters, however, the privilege does not yet lie in the people, who are the source of wealth and who everything must be ready for optimal development. In this regard, it is desirable to continue spreading a humane corporate culture that believes that the main value of the company is the human fabric that composes it; This is the approach we have insisted on in previous publications and in which we

have strongly called for changing more advanced paradigms, as people are more likely to develop their potential.

The leader inspires others to act while at the same time directing the way they act. They must be personable enough for others to follow their orders, and they must have critical thinking skills to know how best to use the resources at the organization's disposal.

The attractive view provides the basis for driving. But it is the leaders' ability to motivate and inspire people that helps them achieve this vision.

For example, when you start a new project, you likely have a lot of enthusiasm for it, so it is often easy to get support for it in the beginning. However, it can be difficult to find ways to maintain your vision inspiration after the initial enthusiasm fades, especially if the team or organization needs to make major changes in the way you do things. Leaders recognize this, and work hard throughout the project to connect their visions to the needs, goals, and aspirations of the individuals.

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