# COVER PAGE AND DECLARATION

| | |
|---|---|
| | **Master of Business Administration (M.B.A.)** |
| **Specialisation:** | |
| **Affiliated Center:** | |
| **Module Code & Module Title:** | |
| **Student's Full Name:** | |
| **Student ID:** | |
| **Word Count:** | |
| **Date of Submission:** | |

**I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.**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

**DATE:** _____

Assessment

Google LLC

## Contents

## Executive Summary

Leadership is known as the process through which the executive could direct, provide guidance, and influences the behavior of other individuals towards accomplishing specific goals. Out of the many leadership styles, Google practices Democratic Leadership and drives for better decisions by including the employee viewpoints. Based on critics of the current leadership practice, it showed a delay in the **decision-making** process and did **not act as an efficient idea during the crisis.** This led to proposing a new leadership strategy plan – Affiliative Leadership. This will cover the current organizational challenges and bring in new ways to concentrate on the creation of a harmonious working environment through effective communication and increase production efficiency and establish emotional bonds. Employees are benefitted from freedom of expression of opinions, feelings, and creative ideas. With regards to the organizational culture, Affiliative Leadership is to help the people towards growth and development through the setting of goals, opportunities, and recognition. Moreover, adopting the 21$^{st}$-century technologies have led to increased efficiency in the communication methods by use of a community of practice and will lead to growth in business.

## Introduction:

Google is considered to be a multinational technological organization of America specializing in the services related to the internet and the products inclusive of the technologies of online advertisements, cloud computing, software, and hardware. This is known as one among the Big Five business entities of the information technology of America and the company's rapid growth is being inclusive of products, certain acquisitions, and partnerships as well (C. Wolcott & J. Lippitz, 2020). The company is seen to offer services that have been designed for work and productivity. Along with this, Google follows certain leadership styles that help employees to achieve their goals and accelerate the company to reach heights. This report will assess and critique the current leadership styles to curb all flaws and seek more betterment in the existing market.

## Discussion:

## Leadership Practices of Google:

A leadership style is the approach of a leader to provide necessary directions, work for implementation of plans and motivate every individual within the organization. The variance in leadership styles tends to affect the effectiveness and performance of the organization. With regards to transformational leadership, it is considered to be a strong predictor for employee job satisfaction. The process of social influence is such that the leader seeks to provide opportunities for the subordinates in participating with an effort for reaching the goals of the organization (Sagepub, 2021). Such a leader is the individual who carries certain specified objectives and understands the complexities of the existing needs of the organization in the rapidly changing global environment. For instance, in case the task is highly structured and the leader is in possession of a good relationship with the employees as this will help the organization to increase their effectiveness. The effectiveness of the relationship could be measured in terms of the role and influence on the performance, leadership behaviors, and attitudes (Asrar-ul-Haq & Kuchinke, 2016). Research has found that a high leadership index is not been related to the past records of performance but are in association with increased potential of the enhanced performance and the organization's high reputation by pointing to the direction of the influence of utmost importance for the complexity in the behavior and the leadership dynamics at a perceived level. The mechanism of the leadership styles that affect the innovation of the team

within the private research center is seen to center the investigated relationship within different styles of relationships and the innovation of the team with the mediating effects of the knowledge sharing and the communication of the team. Throughout history, it is also great leaders are seen to have emergence with certain leadership styles in particular by providing the directions, implementation of plans and deal in motivating people. This can be in a broad classification within the leadership categories such as (IMD, 2021):

- Authoritarian: This leadership style is seen to allow the leader in imposing certain expectations and deal with defining the results. The leader can show this to be successful within the situations at the time the leader is in possession of much knowledge within the team. This is also considered to be an efficient strategy within the time-constraint periods and creativity tends to be sacrificed owing to the limitations imposed on the team.
- Participative: This style is seen to be rooted within the democratic theory and such essence has led to involve the members of the team within the process of decision making. This will help develop the feeling of inclusion in the team, increase engagement and stay motivated for the purposes of contribution.
- Delegative: This is also known as laissez-faire leadership wherein this style focuses mainly on the delegation of initiation to the team members. It is also considered to be such a strategy of utmost success if in case the team is deemed competent, followed by taking responsibility and prefer for engaging in work of an individual. Though, there might be certain disagreements within the members that might split and lead to the division of a group, followed by lower morale and poor motivation.
- Transactional: The leader follows the usage of transactions between the leader and his followers inclusive of rewards, punishments, and other relevant exchanges for the completion of the job. Herein this case, the leader is seen to set certain precise goals and the members of the team are to be rewarded for coping with compliance.
- Transformational: There is inspiration by the leader such that the vision is followed, leads to encouragement, and empowers for the achievement. The leader is to act as a role model for the vision as well.

In such regards, Google is seen to follow the Democratic Leadership such that it could drive for better decisions by the inclusion of every employee. Such effectiveness has been proven within

the workplace and has helped team management, increased engagement of employees and is been improving the management within the performance. Google believes in the two components that act as a need for existence in form of participation and making decisions in a shared form. This tends to establish a fair atmosphere and ensures every employee feels valued at work and be more engaged with the members of the team (STU, 2018). Participative leadership lets every employee of the organization work for their decisions and such a leading style could be witnessed across the different contexts like that of schools and the business entity to the governments. The members of the group in Democratic Leadership are inclusive of the group members that have been encouraged for sharing the ideas and opinions irrespective of the fact that the leader tends to retain for the final stay over the decision (NawoseIng'ollan & Roussel, 2017). It is also suggested by various researchers that efficient democratic leaders tend to possess certain specific traits of character in form of honestly, intelligence, courage, and dependence on the personal preference of the consideration as it is an important quality to lead people. For instance, Google has been a shining illustration in form of participative leadership at work within their democratic process that deals with the process of decision-making. Every employee is seen to participate in the process of decision making by holding insightful discussions and has looked forward to brainstorming in the making of important decisions of the company. In being one of the prominent leaders in technology, Google possesses and utilizes the happiness of employees and their productivity that goes together. The innovative 20% rule of the business entity is seen to allow the employees every week on the projects beyond the core interests that has led to some of the best practices within the industry like that of Gmail (Malik & Srikanth, 2021).

Critique leadership practices of Google:

A democratic leadership style is considered to be one of the most participative types. The leaders are seen to empower the members for making the decisions and retain full responsibility for their actions by fostering the collaborative environment wherein every individual should feel that they are participating in challenging conversations without fearing retribution and judgment from other members of the team with the variance in their point of views. With this, a democratic leader adheres to their responsibility for making the necessary decisions that are being made (Rosenhead & Friedland, 2019). The leadership style has also been shown to be the most effective style and leads to increased productivity, along with better contributions from the

members of the group and the participation in an increased form among the existing groups. Democratic Leaders look forward to inspiring the trust and respect from the followers who tend to admire owing to the reasons that make decisions on the basis of morals that are to be derived from the values by making such relationships to establish a strengthened moral ground (Qadri, 2016). In the context of all the positive impacts of the Democratic Leadership style, this is also seen not to maintain perfection leading to various shortcomings and affecting the organization's effectiveness. This will lead to a slower pace in the process of decision-making. This is so possible owing to the fact that many people tend to contribute to a single process of **decision-making** (Jarrahi, 2018). First and foremost, with the involvement of ideas of many employees, the pace tends to slow down and is involved within the decisions that are too collaborative within their approach, along with the feeling that every individual has been involved in everything. This could also lead to the initiation of certain wrong decisions and it becomes one of the reasons that many individuals hesitate at the time they are faced with a certain choice. It would lead the individuals to inculcate the habit of the fear of failure and might worry the group members to think about. Secondly, this might **not act as an efficient idea during the crisis** as it tends to consult with the team members in such times when the leaders are seen to be unable to tacking the emergencies (Wardman, 2020). It is obvious that the crisis situations lead to lack of confidence as this could prevent from making certain quick decisions without the necessary consultations. This could affect the members of the group to take in the information, followed by certain processes and such information who has had been different than they would generally lead to, in times of crisis. Thirdly, Democratic Leadership might show a lack of expertise as such emphasizing techniques might have higher probabilities for misguiding the choices that do not solve the issue as it holds at the business level (Blanchard, 2018). In doing so, the employees might be in difficult situations and set back their professional growth in case it is made to make certain decisions on the matters as they are in no such experience. This can lead to a sudden fall in productivity as it can decline and lead to a slower production in the times, along with increased costs of operation and their issues of performance. Therefore, this can show gaps in skills affecting the ability of the company to maintain its competitiveness in the global market. Lastly, this could also lead to **dealing with rejection** wherein every team member is to put a forwarding effect and the time to provide for an input. Such opinions might be insightful and not be helpful. Leaders in the Democratic style is to make some of the tough decisions about their

chosen approach. In possession of such rejected ideas on such level could damage the morale and enthusiasm of the employee (NawoseIng'ollan & Roussel, 2017). Increased rejections could also lead to an increase in anger, anxiety, sadness, and depression. The performance of an individual could be reduced with regards to the performance on challenging tasks and contribute to aggression and poor control of impulse (Weir, 2021). Therefore, some of the executives struggle with the democratic leadership style owing to the fact that they have been used to making the decisions by themselves (Thoroughgood & Lunsford, 2018). The team members can easily find the structures of the option by making certain challenges so that they have been told the reasons to be done. Many such direct reports have been to do more of the important work for the organization and the direct manager so that there can be a feeling of discontent within the place. In case the manager uses the ideas of the person without providing any recognition of the individual, there is a higher probability for the problems with the subordination, along with a higher level of turnover of the employee or the refusal to participate within the process of decision making for the future (Chief, 2019).

Proposal of new leadership style:

Evaluation – Current and Revised Leadership Style

Currently, Google is following the Democratic Leadership style wherein they share information through which that affects the work responsibilities. The opinions of the employees are also taken prior to making the final decision. It engenders Google to trust and promote their team spirit and cooperation from the employees. This allows creativity and helps the employees to grow and develop. But, Democratic Leadership is seen to create certain negative emotions and leads to procrastination as well. This has acted as one of the dangerous traps as it tends to defer to the team for the ideas (Balivada, 2020). Certain situations like that of the crisis moment make the decision for the entire team at the moment as the leaders rely on the framework of leadership. This might find them to be in a procrastinating situation that is more often owing to the wait in order to tell the good ideas. Therefore, procrastination also leads to deadlines being missed. Such consequence has been shown to affect payments and damage the reputation of the business organization. In such context, the goals of the organization and the individual seem to be missed and seriously affect the success of the business (Haesevoets & Van Hiel, 2016).

The suggested style is Affiliative Leadership as this is such leadership that is concerned with people coming first. This approach is considered to be close and personal that, if in case the leader is seen to practice such style, he believes to pay attention and support the emotional requirements of the team members. Such leadership tends to connect him or her to the team and this can be possible through better communication and effectively using the network of the organization style. This will help to encourage harmony and form a collaborative relationship with the teams (Steinmann & Maier, 2016). This is particularly useful in order to smooth the conflicts within the team members and reassure the people during stressful times. Such leadership will help the manager to choose the use of affecting the team's emotional, mental, and physical health. As there is a positive or a negative effect, this seems to positively impact the employees as well. Affiliate leadership seems to create effective teams through proper communication measures like that of increase in efficiency as the tasks would be done in a fast manner and maintain a higher standard (Goleman, 2017). This will help the employee to bring in the opportunity for asking questions and clearing their concerns with regards to the challenges faced by them in the first place. With this, the wastage of time is reduced, along with the efforts and resources. Furthermore, the organization will witness a boost in innovation through the presentation of thoughts and ideas. It also allows for the establishment of such ideas in order to produce a creative result in an increased form. There will be more creative with their work such that it helps for building more enthusiasm towards an acknowledgment of new ideas. Affiliative marketing will also increase the morale of employees by giving them more freedom for expressing their opinion, feelings, and their creative idea. It is also that the workers are to feel valued and vital towards the organization wherein they are in possession of an increased autonomy by boosting the desire for a good performance and contributing towards more work (Craft, 2018).

## Company Culture:

As the Affiliate Leadership style is most effective in situations wherein it needs to rebuild trust, they are also to alleviate the tension of the conflict in the team. This style looks forward to curbing the issues the team faces due to high pressure in terms of workload and stress. The leader is seen to play an integral part in resolving the conflicts between the diverse and conflicting groups and the individuals. Affiliative leadership enables the leaders in developing strong teams that enabled them to maintain a healthy and friendly environment at work. Now that the trust and

harmony of the working environment are at high focus, the affiliative style is in possession of a high impact on the wellbeing and the ownership in the experience of the workplace (Wynn, 2019). Such leaders tend to open the channels of communication and put more stress to build relationships. This will combine the groups for delivering the common goal. The consequences are seen in the organization that it witnesses higher collaboration levels. In its entirety, Affiliative leadership helps to boost the sense of belongingness within the organization. Therefore, as the entire focus is on the individuals, affiliative leadership tends to focus on the performance of the organization (Goleman, 2017). It also impacts the agile situations in a negative wag and there is been no focus on the quick making of decisions or being nimble. With the implementation of affiliative leadership, Google can be helped to evoke emotions for boosting ownership, well-being, collaboration measures, and maintaining trust. It shall be the duty of the leader to identify the correct situations such that there can be the adoption of the style. The positive traits should be recognized by the individuals as well. A leader who is successful enough tends to avoid harsh judging of an individual. Lastly, the leader in the affiliative leadership will ensure that it is of utmost importance to remember prior to the transformation of the team and the entire organization (Taylor, 2018).

## 21st Century Company Technology

The role of communication within an organization is to control the happenings between the employer and the employee for the purposes of motivation and balance the requirements and organizational goals for the process of decision making. Currently, this has become an essential need for every leader to master communication skills and does not have any option instead of any requirement for achieving greatness. The leader is to communicate and the members' performance within the organization relies on the leader's discretion (Muller, 2017). It is of utmost importance for the leader to harness the skills of communication as this is to build the relationship (Ayub & Manaf, 2016). It shall be the duty of the chief executive to put special emphasis on the communication in form of the capability of management to have been much serious. The implementation of the strategic instrument should be such that it is to maintain clarity and repeatedly send them messages that effective communication is being essential for the success of the business and the advancement of the career. It is of utmost importance to consider communications to be serious and this is considered to be a powerful and indispensable communication through the messages. This is to require consistency and inclusion of the

compensation incentives by promoting good practices of communication (Majluf & Abarca, 2021). Furthermore, there should be a mandate of the holistic assessment of the communications status quo within the organization and ensure that every individual within the organization is at the level of who has the responsibility for some form of communication. The usage of communication should be to establish the culture of the organization by focusing on a small number of clear and embraced values. By constantly investing in sound investment, the values should be properly communicated and employees should be essential to a healthy environment for communication (Wharton Partners, 2021). This is a part of the 21$^{st}$-century technologies and has positively impacted in terms of effectiveness in the communication system of the organization owing to its ease in the access and an instant availability for talking to any individual is what the technology is seen to make technology be an integral part of the environment at the workplace. There could be a high contribution in the organization towards productivity in form of Email, conference and video calls, and chatbot messengers (Stoeckli & Brenner, 2018). Google is expected to witness the transparency with regards to new trends within the business organization that will ensure the business motivates the employees to lead to quick problem-solving and establish effective means of communication within the team members. Thereafter, Google will be benefitted to save time and costs by the data analysis through the availability of digital records that tend to provide great ways for the data analysis on the basis of old records of communication. This will simplify the process and provide automation for the rigorous tasks that tend to require much staff and time. Communication based on technology also allows an easy way to share and retrieve information by the use of cloud storage and resulting in a fast and agile communication system (Sermet & Demir, 2018).

Existing networks in Organization:

Networks in an organization tend to bring many changes in terms of combined working and collaboration for a common purpose. This acts to share an important source of information that is seen to help in establishing the determination of operations and the accomplishment. Google follows the process of a community of practice as this is such a group that interacts with people who tend to share the concern of discipline along with a set of problems and passion for the specific task. It looks forward to coordinating and collaborating to deepen the knowledge and

expertise by focusing on the particular challenges or the opportunities wherein no participant commits to each other beyond the specific work (Pelaez & Stevens, 2018).

The combination of collaborative leadership strategies to the community of practice framework creates such an atmosphere for the practice of shared learning by the use of inquiry and dialogue among the groups that would initially not come together. The members of the community tend to engage in joint activities and discussions and are highly collaborative. Information and knowledge are shared by members as this will help the individuals to be in regular learnings. This will enhance the success of the community of practice (WNA, 2021).

## Conclusion:

Summing up the above facts, it is seen that Google had been practicing the Democratic Leadership style wherein the group members take a participative role within the process of decision making. However, Google fell short in meeting their expectations which led to issues like procrastination and creating certain negative emotions. Keeping this in mind, Google is suggested to exercise Affiliative Leadership by focusing on the creation of a harmonious working environment and building emotional bonds. This requires much empathy and is in possession of the ability to build the relationship through the various range of communication styles as seen in this report. This will help to establish harmony and focus on conflict resolution by focusing on the needs of the members.

References:

Ayub, S., & Manaf, N. (2016). Leadership: Communicating Strategically in the 21st Century. *Procedia - Social And Behavioral Sciences*, *155*. doi: 10.1016/j.sbspro.2014.10.330

Balivada, M. (2020). *The Procrastinator's Mind: Why We Procrastinate and How to Overcome It?*. NotionPress.

Chief. (2019). 22 Advantages and Disadvantages of Democratic Leadership Style. Retrieved 17 February 2022, from https://connectusfund.org/8-advantages-and-disadvantages-of-democratic-leadership-style

Craft, J. L. (2018). Common thread: The impact of mission on ethical business culture. A case study. *Journal of Business Ethics*, *149*(1)

Goleman, D. (2017). *Leadership that gets results (Harvard business review classics)*. Harvard Business Press.

Goleman, D. (2017). *Leadership that gets results (Harvard business review classics)*. Harvard Business Press.

Haesevoets, T. & Van Hiel, A. (2016). The impact of decision timing on the effectiveness of leaders' apologies to repair followers' trust in the aftermath of leader failure. *Journal of Business and Psychology*, *31*(4).

Majluf, N., & Abarca, N. (2021). *Sensible Leadership: Human Centered, Insightful and Prudent*. Routledge.

Müller, R. (2017). *Project governance*. Routledge.

Pelaez, N., & Stevens, M. T. (2018). A community-building framework for collaborative research coordination across the education and biology research disciplines. *CBE—Life Sciences Education*, *17*(2).

Sagepub. (2021). Leadership: What Is It?. Retrieved 17 February 2022, from https://www.sagepub.com/sites/default/files/upm-binaries/33554_Chapter1.pdf

Sermet, Y., & Demir, I. (2018). An intelligent system on knowledge generation and communication about flooding. *Environmental modelling & software*, *108*.

Steinmann, B., & Maier, G. W. (2016). Need for affiliation as a motivational add-on for leadership behaviors and managerial success. *Frontiers in psychology*, *7*.

Stoeckli, E. & Brenner, W. (2018). Exploring affordances of slack integrations and their actualization within enterprises-towards an understanding of how chatbots create value. In *Proceedings of the 51st Hawaii International Conference on System Sciences*.

Taylor, R. L. (2018). *Military leadership: In pursuit of excellence*. Routledge.

Thoroughgood, C. N & Lunsford, L. (2018). Destructive leadership: A critique of leader-centric perspectives and toward a more holistic definition. *Journal of Business Ethics*, *151*(3).

Weir, K. (2021). The pain of social rejection. Retrieved 17 February 2022, from https://www.apa.org/monitor/2012/04/rejection

Wharton Partners. (2021). How CEOs Can Adopt a Modern Approach to Communication. Retrieved 17 February 2022, from https://knowledge.wharton.upenn.edu/article/how-ceos-can-adopt-a-21st-century-approach-to-organizational-communication/

WNA. (2021). Communities of Practice and Collaborative Leadership The Pathway to a Wisconsin Hypertension Action Plan. Retrieved 17 February 2022, from https://www.wisconsinnurses.org/wp-content/uploads/2018/05/Community-of-Practice-Final-5_20_18.pdf

Wynn, S. C. (2019). What research says about leadership styles and their implications for school climate and teacher job satisfaction.

Asrar-ul-Haq, M., & Kuchinke, K. (2016). Impact of leadership styles on employees' attitude towards their leader and performance: Empirical evidence from Pakistani banks. *Future Business Journal*, *2*(1). doi: 10.1016/j.fbj.2016.05.002

Blanchard, K. (2018). *Leading at a higher level: Blanchard on leadership and creating high performing organizations*. FT Press.

C. Wolcott, R., & J. Lippitz, M. (2020). The Four Models of Corporate Entrepreneurship. Retrieved 17 February 2022, from https://sloanreview.mit.edu/article/the-four-models-of-corporate-entrepreneurship/

IMD. (2021). The 5 Leadership Styles you can use & How to implement each in 2022. Retrieved 17 February 2022, from https://www.imd.org/imd-reflections/reflection-page/leadership-styles/#1

Jarrahi, M. H. (2018). Artificial intelligence and the future of work: Human-AI symbiosis in organizational decision making. *Business horizons*, *61*(4).

Malik, A. & Srikanth, N. R. (2021). Elevating talents' experience through innovative artificial intelligence-mediated knowledge sharing: Evidence from an IT-multinational enterprise. *Journal of International Management*, *27*(4).

NawoseIng'ollan, D., & Roussel, J. (2017). Influence of leadership styles on employees' performance: A study of Turkana County, Kenya. *International Journal of Business and Social Science*, *8*(7).

NawoseIng'ollan, D., & Roussel, J. (2017). Influence of leadership styles on employees' performance: A study of Turkana County, Kenya. *International Journal of Business and Social Science*, *8*(7).

Qadri, M. A. (2016). The Concept of Applied Leadership in the Contemporary World. *Journal of Education and Practice*, *7*(4).

Rosenhead, J. & Friedland, B. (2019). Complexity theory and leadership practice: A review, a critique, and some recommendations. *The Leadership Quarterly*, *30*(5).

STU. (2018). What is Democratic/Participative Leadership?. Retrieved 17 February 2022, from https://online.stu.edu/articles/education/democratic-participative-leadership.aspx

Wardman, J. K. (2020). Recalibrating pandemic risk leadership: Thirteen crisis ready strategies for COVID-19. *Journal of Risk Research*, *23*(7-8).