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# Leading Organization

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## Leading Organization

## Leadership Critique

## European International University

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Leading Organization

### **Abstract**

Do you have the ability to persuade someone of something, to persuade them of something, to persuade them of something, to persuade them of you are a leader if you can do this.

In this project, I will select my organization and write a report that details its leadership techniques, as well as critique of those methods and why. Proposing a new leadership strategy will lead to improved communication among the company's leaders, personnel, and departments, which will help the business grow. Evaluation and review of the organizations present leadership style and how to improve or develop it to aid its growth. The impact of the new style on the company's culture, as well as the use of 21st-century technologies to improve departmental communications.

## **Leading Organization**

Leadership has existed from the time of the hills and mountains, and it can be found in everything around us, including animal groupings, insects, bees, and humans. Every organization should have a leader who will oversee and direct the members.

Leadership has numerous definitions, but they all revolve on the idea of influencing and persuading people to accomplish what you want and how to achieve it. Being a leader necessitates certain traits and skills, such as the ability to communicate effectively and make the greatest use of available resources. There are two types of leaders: excellent and terrible; nonetheless, both are still in charge. Many instances of both types of leaders can be found throughout history; some built enormous empires, while others destroyed them.

To be an effective strategic leader, one must engage in relationships that are focused on the sharing of ideas, information, and responsibility for successful results (Hitt & Ireland, 1999).

Successful leadership strategy is required for a successful organization; characteristics of successful leaders allow, assist, encourage, and motivate each member of the organization to work as if they were running their own business, and they will do everything possible to contribute to the organization's success.

Regardless of a leader's style, listening to his members' personal problems and trying to find a solution helps members feel safe as they work from home. When a leader allows them to share their thoughts and ideas and tries to give them the feeling of importance and that they are really important and effective members for the organization, this will increase their innovation and help the organization succeed.

## **1- Organization's leadership practices**

DTS Company is a trading company that deals in agrochemical products. Three years ago, I was hired by DTS top management as an organizational leadership consultant to create a report and review for its leadership strategy, as well as to develop a leadership strategy that better incorporates faster communication between departments.

For this evaluation, I had to interview and listen to the majority of the employees, supervisors, and the human resources manager and some of his staff for a week, and then I made the following observations and deductions:

It was extremely dissatisfied with the company's leadership procedures and manner.

-CEO leadership style was authoritarian, autocratic, and forceful, with the CEO believing that his decisions and style are the only correct, and that all employees should do as he says with no right to dissent.

-Company management and supervisors do not let their employees to participate or share their ideas, nor do they allow them to demonstrate their talents and abilities.

-Management has a tendency to hire inexperienced people with low pay in order to save money, and to give them as many responsibilities as they can handle in order to lower the number of employees.

-They lack a training structure to grow their staff, which would contribute to organizational progress; instead, people seeking to better their abilities seek external training and pay for it.

-A lack of motivation system causes significant employee turnover since they are continually looking for new possibilities to further their careers. This has a negative influence on those who remain under their guidance and causes the work cycle to stall.

-Company policies are unconcerned with the welfare of employees, which leads to disloyalty.

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-A poor or non-existent communication system between supervisors and employees, as well as across departments, in which managers do not provide feedback or appraisals on employees' performance but instead assign new tasks and expect them to be completed.

-Feeling uncomfortable, under pressure, and unappreciated leads to a lot of unfinished work and disregard of responsibilities, which eventually leads to job loss or firm dissolution.

-Supervisors have no concept how to express their vision with their employees; they do not coach or advise employees on how to do the correct thing; they simply want to get the task done without any inspiration or encouragement; and they have extremely weak teamwork.

-Employee with the capacity to do tasks; rather of encouraging him, they assigned him more and more responsibilities as long as he can complete them, resulting in high dependability.

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By speaking with employees and negotiating with them, I discovered that the majority of them are highly skilled and have many ideas to improve the company and move it forward, but that they became so depressed as a result of the leadership style and practices that did not allow them to share their vision and ideas, that they were only able to carry out their daily duties without innovation or improvements.

## 2- Organization's leadership practice critique

CEO and upper management members have an autocratic and forceful leadership style:

-The CEO, who is also the owner of DTS, and senior management members follow an authoritarian work culture in which they make all work-related decisions.

- The CEO is the source of autocratic leadership, and all dealings within the company must go through him. The employer is in charge of the decision-making process, laying out policies and procedures to achieve objectives, work undertakings, and relationships, as well as determining compensations and rewards (Mullins, 2010).

-Instead of encouraging staff with awards or bonuses, the HR department threatens them with salary cuts or even termination if they don't get the task done.

-Previously, the CEO would become involved in new initiatives and businesses without conducting market research and without discussing the pros and drawbacks of the firm with qualified personnel.

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Because it is managed by a self-willed individual, the company has a habit of stressing status and corporate behavior through a well-defined division of labor and a high level of task specialization, allowing it to achieve a high degree of decision making, even if the workers are not in agreement with such decisions (Wonk and Alberto, 2014).

-Due to the stress, employees are hyper-focused on completing their tasks, which has a detrimental impact on their interactions with one another.

-According to estimates, 90 percent of all process problems may be traced back to departmental barriers; this means that poor communication is to blame for disputes and inefficiency (Hand and Develin, 1993).

-According to Maslow's hierarchy of requirements, which was published in 1943, employees and workers'



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behaviors are not impacted by the amount of money they would receive, but there is a need for internal necessities such as food and shelter.

Self-esteem, safety requirements, and self-actualization are all aspects of love and belonging. In the DTS Company, a lack of these needs has a detrimental influence on productivity, performance, and employee innovation, creativity, and growth.

Poor communication and a lack of shared information and vision:

DTS Company has inadequate communication between the CEO, senior management, and department members, as well as communication between members of the same department and across departments within the business. CEO and procurement manager caused a \$100,000 loss due to a purchasing order decision made at the wrong time of the season because they did not consult marketing and sales, who have a complete picture of the market. CEO and PM believed that by making this decision, they would be able to provide enough inventories and spread the product throughout the market, and they did not consider the available inventory and the proper time for this product in particular.

The CEO and top management used to make a lot of decisions without sharing their ideas and information with their employees, assuming that they were always correct and did the right thing, despite the fact that the company had highly skilled employees with high competencies who could contribute to the company's growth. Because the market has many rivals operating in the same area, top management should increase the number of meetings to debate and share the ideas and opinions of all members and negotiate the best of them in the interest of building the firm and moving forward.

"No one can play a Symphony on a Whistle." It Requires an Orchestra to Perform." (H.E.Luccock) because group products rely on cooperative, individual efforts rather than interdependent cooperation, co-acting groups can be separated from teams (Hackman & O'Connor, 2004).

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Teamwork is impossible to achieve without the necessary infrastructure, which allows for dependency in relation to a compelling, attainable shared purpose and team-level benefits (Millward, Banks, & Riga, 2010).

Employees that is unmotivated:

Any company that has bad working conditions and is unable to properly encourage its employees will have a group of employees with low morale (Gittel J.H, 2009).

DTS management used to be uninterested in motivating its people. They never offered them a pay bonus, nor did they inspire or appreciate their performance; they simply wanted the job done and threatened them with wage deductions or even termination.

When employees seek for their rights and adequate remuneration for that extra working labor, they are often told that the nature of the job requires it. When employees ask for their rights and suitable compensation for that extra working work, they are told that the nature of the job requires it. Workers experience stress, despair, dissatisfaction, and exhaustion as a result of working situations like these.

Because it is tough, pressure may be considered as a good aspect that encourages creativity and improves performance. However, stress is often viewed as a bad since it results from placing too many expectations on workers, giving too much responsibility to them, and providing them with insufficient relaxation time (Mullins L.J, 2010).

DTS has a high personnel turnover rate:

All DTS workers are waiting for an opportunity to quit the firm and go on, therefore they just use DTS as a mode of transportation. Employee turnover has a negative influence on DTS since they always depart after learning the nature of the job and how to accomplish it; as a result of this turnover, DTS management is forced to acquire new personnel.

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Employees and wait for them to be taught and learn the nature of their jobs; this procedure takes time and effort, and it also results in a lot of work errors. DTS management should take this issue seriously and investigate ways to reduce turnover and increase staff loyalty, which will aid in the firm's development and advancement; otherwise, the company will quickly lag behind.

Employee turnover is highly connected with bad wage and weak competitive reward systems, recruiting and training procedures, and uncertainty about the future in any firm (Urbancova and Linhartova, 2011).

After speaking with the executive manager, I assumed that DTS Company paid high salaries in comparison to its Agro-chemical competitors in the market. However, after reviewing market reports and studies, we discovered that DTS pays the lowest salaries in comparison to other companies in the same field, which is also one of the major reasons for high employee turnover.

As employees consider the rewards provided by their employers to be inadequate, they are less likely to desire to put out their best efforts in their professions, and as a result, their motivation is dampened, resulting in turnover over time (Lunenburg, 2011).

**3- New leadership style strategy plan includes better communication  
and more effective use of the organization's network**

A- An assessment of DTS Company's existing leadership style and recommendations for improvement.

DTS leadership style is an autocratic style that lets the CEO and top management to make all work-related decisions and issue orders to their subordinates, which has a bad impact on the company's growth and its employees. This authoritarian style created a significant communication gap between the CEO, senior management, and employees, and is often regarded as the primary cause of departmental communication breakdowns. Due to a lack of communication between the CEO and his or her personnel, the firm suffers from a lack of creativity and productivity, as well as high staff turnover and the loss of valuable chances. The CEO and senior management of DTS Company should take the following actions to increase communication: Reduce the communication gap between them and their employees as much as feasible.

If an employee's growth, self-actualization, and expectations are not met, he will revert to a need to meet relational needs such as communication, exchange, and engagement (Alderfer, 1972).

-Employees should have access to information and be guided in a strategic manner to assist them in doing their duties effectively.

-Give their workers the sense that their ideas and opinions are valued and always welcome.

- Managers should develop and communicate performance goals for each employee, as well as keep employees up to date on the company's aims and expectations (Peter and Jane, 2010).

Employees' objectives and requirements.

CEOs and top management should excite their staff by asking them questions about their wants and

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ambitions, which will aid in the development of more effective communication methods between them.

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What can we do to assist you in achieving your objectives?

-Can you tell me why you wish to resign?

-Which component of your job makes you less productive?

Workers will be more committed and productive if you ask them these kinds of questions and show real interest in listening to their answers. Their turnover will be substantially decreased, and they will be more ready to accomplish anything you want them to do to make the firm more successful (Peter and Jane, 2010).

DTS's culture is shifting.

-CEOs and management members must alter their conduct with their workers in order to inspire them to execute their jobs without fear of being fired.

-They must create a more friendly climate within the firm that allows employees to feel as if they are working on their own business, which will encourage them to be more inventive.

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Changing an organization's culture is a complex and challenging task since common values, elucidations, and beliefs are difficult to change once they have been established (Cameron and Green, 2004).

The CEO and top management should participate in a leadership development programme.

-They must be educated and trained in the following areas:

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-Leadership, leadership styles, and leadership qualities

-Teamwork and communication abilities

-Conflict resolution, decision-making, and problem-solving B- A leadership style that will have an impact on the DTS culture.

My chosen leadership style for DTS revolves around democratic and participative styles, where democratic style makes the leader people-oriented and focuses on human relations and teamwork, and participative style encourages and guides his employees to take responsibility for setting goals, policies, and solving problems, resulting in increased productivity and job satisfaction. The leader can communicate and negotiate with his working group about his own analysis of issues and solutions, as well as their criticism and comments, in order to reach a final conclusion. This approach is more useful in planning since it aids in overcoming resistance and increasing motivation. Meetings with the management team and staff to discuss regulations.

This will promote communication between management and staff by allowing employees to express their ideas, which will aid in corporate progress, as well as talk about their personal issues and anxieties, which will increase their sense of belonging and loyalty. This will also assist the management team in changing their perspectives on their employees, as they are the company's most valuable asset, and they must keep them motivated and inspired. As a result, the company will become more powerful and influential, staff turnover will be reduced to a minimum, and they will be able to achieve the company's goals and achieve more consistent success.

□

DTS's culture has shifted.

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While the CEO and management team modify their conduct, this will help to enhance employee motivation and enable them execute their duties more effectively without stress, threats, or fear. It will also transform the corporate climate to be more friendly, allowing workers to do their best work.

C- A more effective departmental communication strategy that takes advantage of 21st-century technology.

DTS company has two points of sales located on the country's borders, in the Wafra and Abdally areas, where all agricultural farms are centralized, and the head office is located in downtown, so DTS always has a communication problem between the head office and the selling points, which appears to be the company's major problem. As a result, they must enhance their usage of technology in order to improve contact with their selling points and keep them informed. Aside from the main office, there is a lack of communication that should be improved to allow employees to communicate directly with management and receive constant updates.

Messaging and chatting are two options.

Managers can send instant messages to workers who used to work at border selling points to keep them informed of new information and vice versa; this approach is an efficient and quick way to interact with them. Chat applications are also a quick and simple way for them to exchange files and papers and have discussions about their ideas. Intranet software is an alternative to sending emails.

It is a gateway that allows a firm to centralize all vital data, information, files, papers, daily duties, orders, and so on, and then grant each employee exclusive access to these data in his or her permission area.

Ticketing software and complaint monitoring will make it easier and more flexible for staff to conduct their jobs.

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This is one of the most widely utilized tools nowadays, and it is employed by businesses to assist consumers in dealing with their inquiries or concerns.

Employees can file a case, and it will be submitted to the proper personnel for treatment and resolution.

D- A detailed explanation of the organization's networks and how they will be better utilized in the future.

In DTS Company, there are three sorts of networks: LAN, Intranet, and social media and networks.

LAN (local area network) (Local Area Network)

Permits DTS head office computers to connect to one other, allowing for quick data uploading and sharing between departments, saving money and time. However, this LAN only allows this within the DTS Company building.

Intranet

It is an internal web page used to deliver information to employees within the firm; these web pages can only be seen by employees within the organization, which implies that no one outside the organization, including corporate employees, may access them. Intranets were created to make data and information sharing easier within a company.

Using Social Media

Social media is an online service that may be used by individuals and organizations to encourage data exchange, discussion, and negotiation. Its biggest feature is that it can be used from anywhere because it is based on the internet.

The following are the social media networks that DTS used:



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### Groups on Whatsapp:

DTS has two Whats App groups, one for employees and managers to communicate with each other about all updates and changes to work on a daily basis, and the other for DTS to market their new arrival products, product specifications, mode of action, and how to apply, as well as give customers the ability to ask about their concerns or complaints.

### Facebook (Facebook)

DTS has an official Facebook page that is used to advertise products and deals, connect with consumers, monitor customer feedback, and make it easier to attract new customers. DTS does not have a Whatsapp number.

### Instagram:

It is Kuwait's most popular social networking app, with more than 90% of Kuwait's population using it. DTS uses it to engage with its customers, learning about their emotions and wants and attempting to meet those demands wherever feasible.

The following are some examples of how leadership may make greater use of networks:

### LAN to WAN conversion:

While DTS's central office uses a LAN, they should switch to a WAN (Wide Area Network) to allow access to personnel who operate at sales sites around the country's boundaries. DTS should utilize Facebook to create sponsored adverts in order to attract individuals who are still unaware of the company's commercial

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nature and may become potential consumers.

Instagram:

DTS may also use its low cost and large selection of items to create sponsored commercials that target certain places, ages, and genders that may be interested in and desire its products.

Mobile application and website:

DTS has to create its own website where they can post all of their goods, together with their specs and instructions for usage, so that consumers can readily access this information when they need it.

When clients want to pay online, DTS has to design a mobile application where they can sign in and purchase the things they want with an online payment.

### **Conclusion**

Leadership is the capacity to influence people, to know how to engage with them, to inform them about an idea and persuade them to act on it, to teach them in a way that ensures they will do their best, and to lead them along a route that is right or incorrect.

Any business seeking success and stability should frame its leadership strategy as a fundamental step.

Regardless of the many leadership styles, all of them are required based on the scenario, kind of work, and personnel with whom you must engage and lead. In some situations, an authoritarian leader is required, whereas in others, democratic or participatory leadership is required.

In the instance of DTS Company, we discovered that democratic leadership is the ideal style for CEOs and management to use, as it allows them to get the most advantages from their people's skills and abilities. A good leader is one who understands how to best utilize existing resources, particularly human resources, in order for the organization to progress in a way that supports the firm's goal and keeps it successful, developed, and stable.

DTS management should change their management style in order to be more successful and developed. They should increase their use of technology to facilitate employee tasks in a way that saves time and money.

They should also use technology to provide all of their customers' requirements easily and anywhere.

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