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COVER PAGE AND DECLARATION

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Student's Full Name:	Ahmed Sabah Sardar
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E-SIGNATURE: Ahmed Sabah Sardar

DATE: 01 May 2024

EIU Paris City Campus

Address: 59 Rue Lamarck, 75018 Paris, France | **Tel:** +33 144 857 317 | **Mobile/WhatsApp:** +33607591197 | **Email:** paris@eiu.ac

EIU Corporate Strategy & Operations Headquarter

Address: 12th Fl. Amarin Tower, 496-502 Ploenchit Rd., Bangkok 10330, Thailand | **Tel:** +66(2)256923 & +66(2)2569908 | **Mobile/WhatsApp:** +33607591197 | **Email:** info@eiu.ac

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Introduction

According to (Grint, K., Jones, O. S., Holt, C., & Storey, J .2016) “leadership is defined by its alleged opposite: management. Management is concerned with executing routines and maintaining organizational stability – it is essentially concerned with control; leadership is concerned with direction setting, with novelty and is essentially linked to change, movement and persuasion” ,Human handling it’s not easy for all, so leading the organization and people it’s one of most important part for any business the core here basically relates to the basis of several aspects for the leader regarding the leadership, direction and influence of others to achieve the objectives of the institution these aspects relate to psychology and personality and be personal, Leadership involves many laws, most important of which are Influence Law, Relationship Management, Motivation Law, Mandate Law, confidence Law, Empowerment Law, and do not forget added value to others to feel important in terms of promotion, promotion and training, any gap happened in any one of mentioned above leads to making the distractive work environmental since influence is the ability a person has to change something by others by following the leader by using his knowledge to offer a new ideas and solutions for others , in this relationship its effective way to apply this law in the context of leading the organization, also motivation It is the source or motivation to do something to enhance oneself, and sometimes it happens by what generates the person’s spirit of belonging to the idea or action.

delegation is also a supporting skill for good leadership as it is a basic leadership skill as it transfers responsibility from one person to another.

Confidence also important for leadership since without confidence leads to ineffective leadership as its solid ground for leadership also the empowerment its so supported factor by transferring Power with their subordinates, giving them decision-making power.

Promotion, rewards and making the followers sense being important by giving access to highly important information, training and related features can lead to effective method in leading organization.

Describing an Organization's Leadership Practices:

Here, we chose XYZ company to go deeper with preparing a report on the leadership practices currently applied in the organization so, analyzing the current leadership practices for the selected organization requires data gathering as the first step.

After completing the collection of information in using different techniques such as surveying, monitoring, and interviews, and analyzing the information according to pre-established standards, it is also important that these standards are consistent with the organization's vision and strategic goals, so the result was as bellow:

a. Communication direction and strategy

1. While the key role of leader that to drive the business to its goals and objective which should be cleared to followers and to be pointed them accurately its applied in this origination as result orientation.
2. The leader conducting the sessions as implementing the communication, involving, engaging and patriating whole staff especially for those individuals lost the way to achieve day goals and feeling no value during day-to-day activities.

b. Motivates and Inspires

In this organization even the leaders are focusing on result higher than the sense of motivation and inspiration but there are some practices are applying like set a smart goal for each team member, celebrating achieving some milestones and the freedom to innovate and create is applied, but not to a large extent, but the cooperative culture at work among the leaders and team members also helps to create continuous motivation and mutual trust. There is one of the leaders who works as a guide. This is a healthy practice that exists in this institution, but from my point of view, I think this is a very sensitive practice that needs work. It is necessary, as it brings out all the latent energies of the employees and makes them work without feeling hard and tired, as it makes the majority of them work with happiness and satisfaction if this practice is applied more and periodic follow-up and listening to the feedback, and also the culture of the current institution has a major role in this aspect.

c. Sets Stretch Goals

Here in XYZ organization the practice of stretch goals is applied, but not in a broad way:

1. As it is used to some extent to ensure learning, continuous improvement, success, and to push hard to achieve the goals. It is true that you may not achieve the desired goal, but the goal is achieved because it may be characterized by ambiguity at times, as is applied in this institution, depending on the method followed in terms of choosing the goal idea, human resources, their possibility, and the goal itself and its type. And the method of follow-up and evaluation.
2. When these goals are followed, the employees' interpersonal skills improve, as working on the extended goals creates a shared cooperative spirit among them. In addition, they become involved and get to know more with the general culture of the organization. Here, the organization has withdrawn employees to its area and ensures the extraction of its employees' latent energies during the stretched goal journey.



Figure -1 stretch goals

d. High Integrity Inspires Trust

1. They have set a role model and have been known over the past years for integrity, honesty, accuracy, transparency, and equality among employees, and giving each person his right at the appropriate time. Also, the common language within the organization is characterized by professionalism and respect, as it is worked on and serious attempts are made to improve, where there is no mixing during serious times, and fun during rest times, where everyone has a place. Article: Focusing on creating cooperative opportunities to achieve business goals, short-term goals, or even long-term goals more than focusing

on competition here creates a wonderful psychological state for the follower and the employee, realizing that he is working in a healthy work environment rather than being in an intense competitive environment that may be overcome in... Sometimes competition is unfair.

2. As for the leaders, it was observed that they carry out some practices that would increase confidence, unite the team members, and bring them to the position of achievement, as they distribute working hours equally and appreciate those who have more, whether morally or materially, the method they follow to deal with problems, deal with immoral problems, and even admit their mistakes, follow and create an atmosphere Positive within work, all of these things lead to raising the level of confidence and inspiration, and as a result, transparency in work and the general atmosphere, thus achieving business goals.

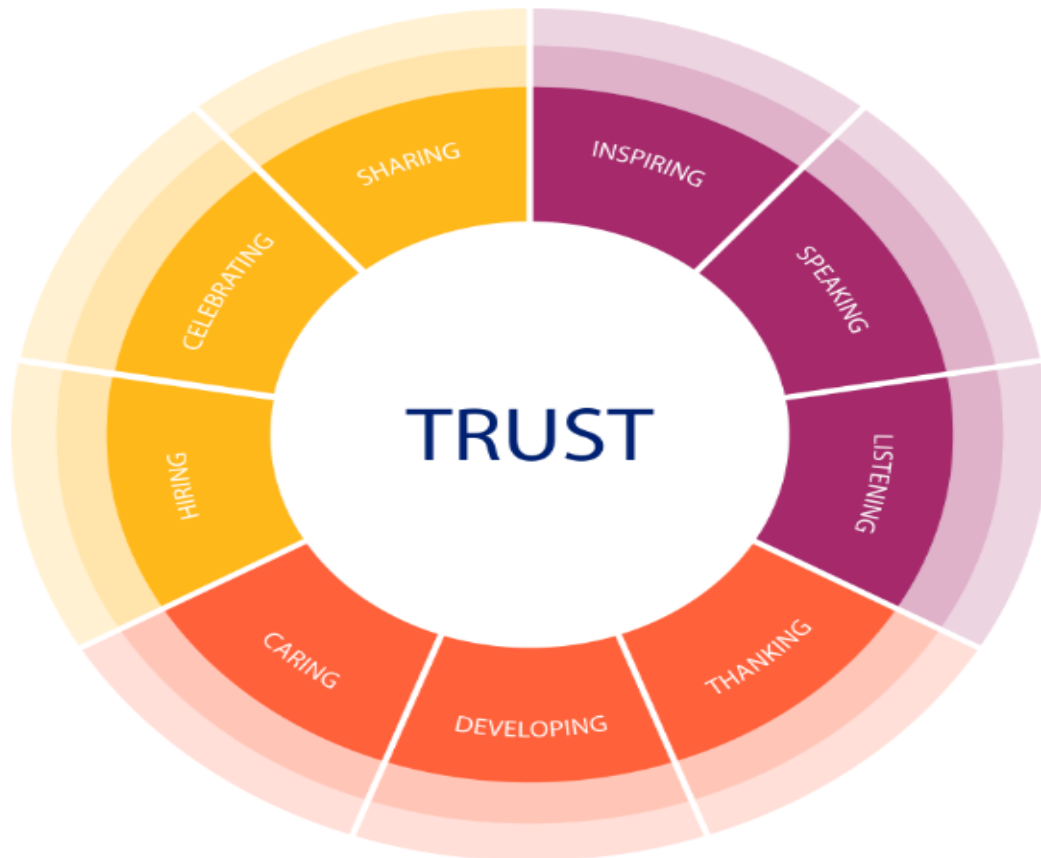


Figure -2 Trust

e. Helps Others Grow

1. Employee development is a vital component of XYZ's human resources growth. Some practices are implemented as leadership plans for leaders and the entire staff since quarterly training sessions are scheduled. We also have mentors who support the personal and professional development of individuals and who volunteer, donate, and raise awareness of business opportunities.

2. The cross-training in workplace and on job is applying which led to learning by doing, better team collaboration, increased internal mobility and motivating and engaging employees.

Critique the leadership practice of that organization

Any evaluation system needs to include standards and references that are reliable, hence the following are some references:

Leadership practice	Garde (1-5)	Domain			
		Growth & Values	Profitability	Strategic Objectives	Leaders' creation
Communication direction and strategy	3	Even people have been engaged in day-to-day activities the growth was not Somewhat unprecedented due to the environment, which was not serious, therefore there was no real added value and where it was closer to the form of marginal procedures	The profitability was not satisfactory over the near, as the focus in the strategic term, and as we mentioned the process of engaging was not serious for the leaders.	Since the objectives have clearly transferred to leaders and they got deeply insight so their goals were fulfilled.	With the presence of the new leaders, they gained leadership skills and directives, but theoretically more than being a process in addition to the reactions that were not at the appropriate time or sometimes it was constructive.

<p>Motivates and inspires</p>	<p>3</p>	<p>Both were good for new leaders, especially with smart goals and a mentor.</p>	<p>They did not have a significant impact because they did not participate actively in the decisions, yet they were highly motivated.</p>	<p>Their engagement with the strategic plan increases their level of enthusiasm and energy.</p>	<p>They gained the basics, which motivated them to do more by changing the company's policy, culture, and leadership style. They may have gained new leaders once they actually participated in decisions and assumed positions, even if they were not critical, within the upcoming leadership development plan.</p>
<p>Sets Stretch Goals</p>	<p>2</p>	<p>In light of practicing stretch goals, they have taken the first step in growth. We can say that growth is good, but even value requires more time in light of the current culture, which is characterized by being individualistic.</p>	<p>Effectiveness in profitability was not prominent.</p>	<p>A contribution was good. The extended goals are usually open. In their way to the goal, even if they did not achieve, they participated in the completion of some goals.</p>	<p>They applied bilateral work, such as body covering. In some cases, the leaders of the covers did not support the newcomers greatly, so the practice was not well monitored and did not achieve all goals.</p>

Helps Others Grow	3	As for the training aspect, things were good, but the problem was in its content, which led to not achieving the desired value.	Participation was not what was expected because the company focused on the profit side and avoided risks, thus avoiding the position of new leaders in critical matters regarding profitability.	The training and lectures focused on the basics more than the importance of strategic plans, so I think there is a misjudgment in the selection of curricula by the human resources leadership even the organization's strategic orientation, a shortcoming was noted in the technical aspect of the supporters.	As for personal skills and dealing skills, they achieved somewhat more than expected, given the nature of the strategic leadership style followed.
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Table -1 Evaluation the leadership practices.

New leadership style strategy plan

a. An evaluation of the current leadership style in the organization and a revision of the current leadership policy that will help the company

First of all, let us understand what strategic leadership is, in which it has a far-future perspective for envisioning events and planning, in addition to the optimal use of human resources and working to invest new leadership energies. Here in the case evaluation of the XYZ company, the leadership style is followed, as this style is characterized by incentives and rewards for competent employees and a comprehensive vision. Working to develop productive mindsets is strategic leadership based on the points mentioned below:

1. The prevailing leadership in the organization focuses greatly on the long-term goals and vision of the organization, in addition to the purpose of its establishment and establishment. Therefore, you always find leaders who have a long-term strategic perspective and the ability to predict a deep understanding of everything future related to the company. In this company, leadership is strategic.
2. The human capital management system has been prepared to accommodate numerous new leaders, including most of the operational and development departments in the company.
3. The communications system works widely and effectively, as the information arrives accurately and quickly, and the reactions are good, timely, and constructive, as the leadership deeply understands the state of the reaction of the leaders. It must come in a way that allows the recipient

to receive the information, even if it contains some kind of negativity, as the positive is put before the negative. Therefore, the method was followed within the institution, taking into account psychological and philosophical aspects and emotional intelligence in dealing.

4. Also, among the practices and trends within the organization is how to manage core competencies, encourage them to share their previous experiences with the new generation of leaders, provide them with complete comfort so that they do not think about leaving for competitors, create a general comfortable atmosphere for them and make them feel completely helped, and do not forget how it was done and how the culture was preserved. Effective organizational structure, where roles, responsibilities, departments, and role models were present, emphasizing professional ethics and honest, fair competition in terms of equality of treatment, opportunities, and fair evaluation were also present, and organizational controls were present, balanced, and clear.

Therefore, because of all of the above, it is the strategic leadership followed, in addition to the selection of leaders and their characteristics, as they are characterized by communication skills, strategic thinking, the ability to make critical long-term decisions, and show compassion to others, and also have commitment, ethics, and intelligent and positive thinking.



Figure - 3 Strategic leadership

In a XYZ company, let's briefly discuss the advantages and disadvantages of strategic leadership.

The advantages of strategic leadership in XYZ company.

1. The strong connection between the present and the future, where thinking is purely objective, where all the daily activities that occur during workdays are closely related to future goals, where nothing happens arbitrarily but has a reflection on the goals and vision.
2. With the wise and strategic leadership direction, we find that all departments are united and cooperative with each other, where there are no divisions or isolation at work. We find everyone working as one hand towards achieving distant goals, where joint cooperation is noticeable and greatly enhanced to refute differences, where everyone is united.
3. It is certain that all workers and employees will not be fully aware of the minute details regarding the strategic goals and direction of the institution, which generates purely linear thinking in them. Therefore, they have been created a general strategic framework for the strategic decision, where looking from above, reading all the details and linking them together, is where leaders work like this.

The advantages of strategic leadership.

1. We mentioned previously that one of the positive aspects is the clear and deep unity between the company's departments, but with just a comprehensive look and simple consideration, we will find that this creates a great difficulty in flexibility, as the tactical or executive change that may occur in any department will certainly have a major impact on the departments, which makes the process of change difficult, as it is necessary at that time. Engage all participants in the process.
2. Where day-to-day activities, management and direction are related to strategic goals, this may create a vacuum where leaders focus on solving problems related to the future and forget or ignore daily problems that occur outside this framework, which generates problems that may be secondary or marginal that may accumulate in the lower levels of employees, which It causes it to grow later.
3. There is another negative aspect to this type of leadership style, which is that it is directly affected by the leader's personality and characteristics. If he is open and accepting of risks and has a deep future outlook, then the growth of the organization will be good, but if the leader is conservative and fears risks and does not leave room for tolerance in accepting risks, then the growth of the organization will be affected. Negatively, as it is possible for him to miss many investment opportunities, including those where the decision stems from his personality and his influence by internal or external factors, especially since we are in an era in which external factors are many and have become significantly more accelerating compared to the previous century.

To move forward and make the strategic leadership style more effective and efficient, we will change it slightly in the prevailing policy, but before that, it must be taken into account that the new policy is essentially an improvement process for the apparent defects in this style, and also put in place some rules and directives that encourage effective and transparent communication between leaders and workers. The continuous leadership roles and roles should be of a diverse and comprehensive nature, in addition to creating a comprehensive system around the mechanism of employee feedback about the effectiveness of leadership and listening effectively to these responses and procedures that are in accordance with what was observed. Therefore, the review must focus on the following aspects:

1. Adding some rules and procedures that encourage flexibility in dealing with short-term decisions, as departments that do not have a significant impact on the decision can be bypassed to facilitate the decision and implementation process, and also try to avoid missing opportunities that may contribute to spreading the organization's brand and contributing to its growth.
2. Establishing laws that increase the bonds between employees, as we mentioned, may cause some side problems and the leader does not give orders to them because they affect the strategic aspect. Therefore, it is necessary to strengthen the bonds by arranging birthdays and making them necessary on a monthly basis, and also allocating minutes of work time for a simple gathering to break the work atmosphere and give a social character to the work. The relationship facilitates the process of solving problems.

b. Choose leadership style will influence the company's culture

A simple look at the shortcomings of the previous leadership style made us choose a Laissez-Faire style in addition to the external factors in our current era, where there are great challenges and new and rapid political changes that are occurring and human resources, where the rising generation has become a more open generation that loves freedom, creativity, modern technology and its entry into business, but the new style will affect the culture. The institution and leads to a change in it. Let's briefly talk about the new leadership style and culture.

1. It generates a new innovative culture in the organization where everyone does their job and the leader does not intervene except when absolutely necessary.
2. Developing a new talent management system, whether it's for internship, conducting training workshops for new graduates or internal training for periods, and selecting qualified participants.

The positive characteristics of this leadership style are:

1. In the previous style, we were facing a problem in decision-making. Now the decision-making process is faster and easier because there is no need to accompany everyone in the decision-making process, which

facilitates planning and implementation directly, especially with the presence of complete freedom for employees.

2. Employees working freely away from leaders greatly facilitates the learning and development process as there is no interference in decisions in a way that limits growth and development.
3. Motivation remains effective on an ongoing basis, as employees feel their value as they work freely and make decisions on their own and then implement them. Therefore, motivation will remain high, which contributes greatly to their growth as a result of their many continuous experiences.

c. A better departmental communication plan that utilizes 21st century technologies.

The rapid technological progress taking place today, especially after Covid-19, has brought about changes in enterprise communications plans, so we are developing a plan that takes this consideration:

1. Setting and detailing the goal in a way so that everyone feels that they are part of the goal and clarifying the implications of the goal. Then they feel that the returns will be shared for them and for the organization. A win-win situation.
2. Effective and valuable communication, where the information comes from whom and goes to the communication channel, and training employees on the path of effective communication to ensure that stakeholders obtain the correct information at the right time.
3. Eliminating barriers to communication. Encouraging the elimination of evasions and subtle distortions that could hinder the recipient in understanding the information.
4. Work to make leaders understand employees well, as communication involves a wide range of information, so it is necessary for them to deal emotionally intelligently with employees, understand them and adapt to them, and set deadlines for completing work.
5. Using a list of communications techniques that facilitate effective communication as it speeds up access to information at any time and also reduces attendance work and preserves information by building clouds storage, the most important of which are:
 - a. ERP system is a software system that is effective in managing the entire business, despite the license requirement, enables us to manage human resources, resources, sales, and other aspects.
 - b. MS Teams can manage meetings at any time and share files and reports where space is not necessary.
 - c. Let us not forget e-mail, media platforms, and paid messages, which are very useful in the marketing aspect and building smart meeting rooms.

The criteria for selecting leaders are very important, as their characteristics include communication skills, dealing with others, listening, negotiating, and analyzing data to produce clear and accurate information for the main stakeholders.



Figure -4 Communication skills

d. Summary of the networks that exist within the organization and how they may be better utilized by the leadership in the future

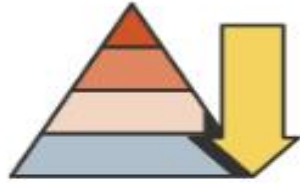
There are several types of infrastructure networks for organizations as shown in the figure below, where there are various internal forms, including hierarchical, peer-to-peer, or from the bottom to the top, the prevailing form within the company is the pyramid, where the vision and goals of the organization are conveyed in a clear and transparent manner, but it may cause difficulty in making decisions, isolation within the company, and routine that may cause boredom.

Now the peer-to-peer method is also a very effective method, as in our current era it is considered a flexible and modern method that transfers information easily and companies change quickly and achieve sustainability in competition.,

Therefore, we will merge the hierarchical method with peer-to-peer, enabling us to receive goals and direct them easily. It is true that change will be difficult at the present time, and with time and with a clear plan, we will implement the merger easily, although we may find opponents, like any change in any system, but we will achieve the desired goal.

Upward Communication

Information exchanged up the organizational hierarchy

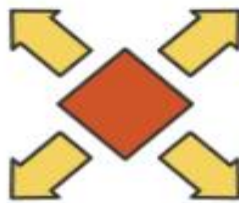
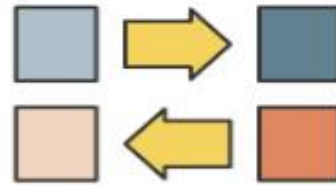


Downward Communication

Information exchanged from the top of the organizational hierarchy down

Lateral Communication

Information exchanged between peers or across teams



External Communication

Information exchanged with an outside organization

Figure -5 Communication methods

Conclusion:

In this world, where there is hustle and bustle in business, technological development, terrible time acceleration, and the era of openness, human resources remain the backbone, as managing it requires a special type of leadership traits that require intelligent mentalities that adapt to the changes taking place. If we look a little deeper into the approach, we will find that we are dealing with a very critical aspect of business, and they are the leaders. Where employees are complex, the matter is not related to positions, but rather people are the ones who created the leaders and the leaders are the ones who influenced their followers. Therefore, the matter requires smart, innovative, productive leaders who are good at dealing with the darkest circumstances according to (Nichols, A. L. 2016) "We are interested in the people value in others ". They have the ability to spread their ideas and innovation within the organization and make it part of the prevailing organizational culture within the organization. From these will fall. The most powerful institutions will collapse quickly as long as change continues in industries, politics, and the economy. They are required to be at the forefront and solve all difficulties. Change is not only at the level of systems, laws, and policies, but rather it requires a change in the mentality and culture of the followers, and this requires caution and clear plans.

The importance of creating new leaders for the rising generations is extremely important, as experience and information are shared with them, and we should not forget the role of the guide and inspiration, providing correct guidance, follow-up, and maintaining a high level of motivation so that we can all reach saved.

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