

COVER PAGE AND DECLARATION

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1 Introduction

An effective leader must have both trust and vision, and staff members must feel that the leader is actively collaborating with them to achieve sustainability and other important goals.

The goal of the leader's perceived effectiveness as a criterion is to show how the leader influences an organization through evaluations of its leaders. In other terms, a leader's performance in leading and influencing his or her activities to realize the goals is referred to as that leader's effectiveness. Only 10% of the 30,000 goods marketed annually by corporations in the production sector are reported to be successful, highlighting the significance of leadership style and knowledge exchange for organizations. Similar findings were made in the study carried out by (Cakir & Adiguzel, 2020) , who noted that the items given by businesses in the production sector had a success rate of 20% and lower.

While production businesses spend more than \$20 million on the marketing of the goods they sell, it is also claimed that their success rate is just 15% to 20%. (Nadler & Perreault, 2013)

In other words, in the industrial sector, only 10% to 20% of new products can remain on the market each year. This implies that hundreds of billions of dollars are lost on globally unsuccessful products.

The primary cause of this is due to every issue with leadership and information exchange within the company. Effective leadership ensures that organizational objectives are carried out in line with a vision and task.(Sudha & Shahnawaz, 2016), (Jung & Chow, 2003)

2 Organization Leadership Practices

The most important practices of organization leadership will be discussed and presented which we can define the leadership practices is any practice that offers direction to a team or organization; Thus, leadership practice is about how people set direction through the engagement of sensory stimuli.

2.1 Leadership Effectiveness

Leadership defined as the system of facilitating individual and collective efforts to apprehend and influence the humans to understand what is to be carried out and how and to realize the shared targets states that leadership is the process of social have an impact on that you possibly can get the help and help of others to acquire a commonplace objective. (Wisse & Knippenberg, 2005)

Effective leadership typically has a profoundly good effect on followers, who in turn have a favorable effect on social institutions. (Yukl, Effective Leadership Behavior: What We Know and What Questions Need More Attention, 2012)

Leadership effectiveness is supposed to inspire high levels of dedication and drive in workers, disclose personal sacrifice, and foster a desire for high-performance work.

characterized leadership effectiveness as the leader making sacrifices for the organization, avoiding conflicts of interest in the allocation of tasks, and providing a safe workplace environment, enhancing the desire of the staff to remain with the company, The leader demonstrates their commitment to the success of the company by selflessly serving others. (Çakı & Adiguzel, 2020)

2.2 Job Performance

All spoken, interpersonal, and interpersonal behaviors used at work are represented by leadership performance. The word "performance" is purposefully employed to conjure up the artistic aspect of leadership practice in order to engage participants' senses and emotions. The examples of performance that are discussed in the following paragraphs are ones that we think are crucial to leadership.

2.2.1 Critical reflection

Being accepting of other people's perspectives is a crucial component of collaborative leadership. Tolerating others is not the point of this. Because it merely refers to tolerating someone rather than cooperating with them to accomplish goals, the language of tolerance is

actually not useful when addressing how to exercise leadership with others. In order to open up to people in leadership, it is important to first examine one's own beliefs and methods as a professional and, maybe more importantly, as a person. This suggests a critical mindset that investigates the boundaries of one's worldview, tastes, and subject matter. (Connolly & Begg, 2005)

2.2.2 Constructive debate

The idea that British people are extremely courteous and dislike disagreement has some basis in reality. That's unfortunate since productive debate is necessary for excellent, strong, collaborative leadership and flourishes in it Without disagreement which Discussing employee ideas without diminishing the importance of the idea or the idea's creator is one of the fundamentals of smart leadership. (Heifetz, 1994)

2.2.3 Asking awkward questions

One of the most important aspects of leadership is questioning. Asking challenging questions causes people to refocus their thinking and disrupts the exercise's flow. When we are forced outside of our comfort zone, our bodies immediately sense discomfort, leaving us feeling overwhelmed, speechless, and with numb hands. and queries that raise doubts or point to more significant problems so the best way to determine the solutions to any issue is to move from asking questions only to having discussions in relaxed settings. (Keith, 2005)

2.2.4 Telling powerful stories

Managers frequently excel at making a strong case for their team. They can also articulate facts and logical arguments pretty well. Managers frequently fall short when it comes to telling stories that appeal to the emotional part of their businesses, which in many ways will be helpful to team members in using emotive situations to encourage them to produce, develop, and reach the objective.

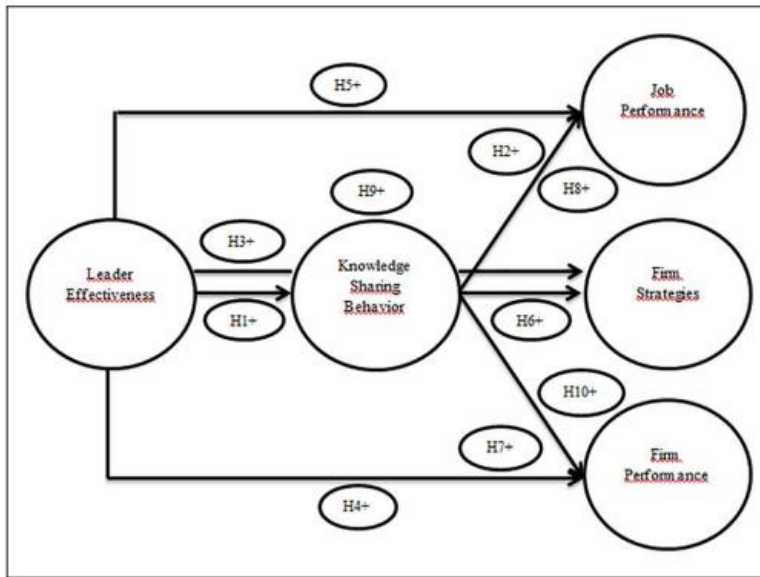
2.3 Aesthetic spaces of leadership

The practice of collaborative leadership, which stresses conversation, critical analysis, debate, and the creation of ideas, is one that organizational leadership is devoted to Everyone in the organization needs to speak up and participate in order to live out what they preach, It makes reasonable that the team would generate and discuss new ideas in this location, the informal breakout area in fact The conference room has evolved a distinct personality throughout time which People today are very connected to meetings and conversations from the past.

(Brigid & Owain , 2017)

2.4 Organization Strategies

should cautiously evaluate the strategic orientation's organizational structure specified the agency's approach as guiding principles for formulating acceptable strategies while managers deal with potential challenges in their own markets and organizational settings to avoid convert firm's strategy in this case to "aggression" with the employees company have to have regular manipulate and reward and control structures to achieve its desires successfully and correctly. (Li & Zhou, 2009)



2.5 Method & Measures

In addition to listening to all team members and creating a yearly questionnaire for all organization team members, leadership should also equip team members with the skills necessary to become second-class leaders in the future, as well as listening to all team members as following points:

- leader effectiveness, knowledge sharing behavior, job performance, firm strategies, and firm performance & Annual training and skills development.

- acquire the records of independent and dependent variables from yearly questionnaire.

- As a result of the annual questionnaires, the organization will know who can create a suitable work environment and develop the work team.

2.5 Technologies of leadership

As crucial as our deliberate actions as independent individuals are, the technology surrounding us can have a significant impact on how we exercise leadership. In other words, technologies can lead. This is not intended to suggest that technology can think and feel for itself, at least not yet. But I want to make the case that the majority of thinking on leadership, and even the majority of thinking in practice, tends to presume that we are independent thinkers who base our decisions solely on rational analysis. This is a flawed assumption. (bruno)

2.6 Key practice: aesthetic awareness

Leadership can be viewed as a naturally beautiful miracle; this is so true that we might consider how we react to different leaders as an aesthetic technique. We see that certain leaders may stimulate us physically by appealing to our senses through their imagery and language use. It is important to consider how much our senses are being manipulated when we consume the words or images of leaders. Consider how a leader may have been introduced at just the right moment to pique our interest, how certain wordplay may have been placed to motivate or frighten us, or how the timing of a statement or image of a leader may have been chosen to appeal to our emotions. (Brigid & Owain, Mapping the Aesthetics of Leadership Development through Participant Perspectives, 2018)

3 Critique the leadership practice of that organization

Within the framework of crucial organizational leadership practices that have been explored and presented in previous Barographs, research will be conducted at my company, Aliyah Executive Contracting Company (AECC), to determine how to modify problematic organizational leadership practices & spot at advanced ways for strong leadership practices.

Organization Leadership Practices	Description	My Comments & analysis
Leadership Effectiveness	organization team selfless work	The lack of dedication to work among most of company leaders and they are looking for the glory of someone unlike the required where the pressure to receive the typical incentives for moving up the corporate ladder fades away when selflessness is brought to the workplace and into the community. Instead, you get to enjoy seeing how others prosper with your assistance and prospective mentoring. It fosters trust when people witness your dedication to the organization as a whole. Selflessness is a crucial trait for leaders.
	High level of commitment	All employees are required to arrive and depart at designated times, but the company has established a strict system for attendance and departure using technology like the facial fingerprint system. This system is followed by large deduction in the event of an attendance delay, up to a deduction of the full day's wages if the employee is late for 30 minutes or more in the morning. The employee's sense of loyalty to the firm deduction as a result of the little delay without any consider to the adding value of any employee, and they failed to prioritize the company's interests but make coming in early the important issue for all team work without any looking at them tasks.
	motivation for employees	The absence of a motivational system or a motivational policy in the company, and it depends on each manager and his personal capabilities and abilities in motivating the employees who work with him.
	attitudes, norms, values and behaviors of employees toward the organization	bad Social Influences between company team work & HR manager due to aggressive work policy and Managers not helping employees against HR policies and only looking after themselves, this creates careless culture with some of Employees.
	vision of the future of the organization	The general future vision is known to all members of the company, but without any details, and the details are owned by only one person, who is the executive director of the organization, and it causes confusion for the employees.

	employees explain their perspective to the organization and how they are committed to the organization.	Exchange of views between employees and managers is not allowed and is not welcome
Job Performance	Constructive debate	Constructive debate between team members and leader happens in all time in work scope & tasks without any debate in company policy or CEO vision
	Asking awkward questions	I think asking awkward questions in public meeting didn't happen but it is happened in private meeting.
	Telling powerful stories	NO place for Telling powerful stories in company leaders' culture but CEO have this culture in his private meeting.
Aesthetic spaces of leadership	work environment's aesthetics	work environment is not comfort.
	stresses conversation, critical analysis, debate, and the creation of ideas	Ignoring ideas from employees at the low level of management and not showing any feedback to their ideas or thinking about implementing them or discuss them.
	meeting out off company building	only one time yearly.
organization Strategies	evaluation system	evaluation system happens by manager to his team members without any methods for evaluate organization by Employees.
	stated targets	No company targets sharing with Employees, only with C-class managers, it is not allowed to transfer it outside closed meetings.
	reward system	There is no specific reward system in the company and it is up to the personal discretion of the CEO.
	control structures	AECC has control structures which distribute it by departments and all departments under control by CEO.
Method & Measures	yearly questionnaire for all organization team members for recheck company progress rate & equipping	No system for that in AECC
	create a second-class leader in the future	every Manager did not have thinking to create a second -class leader also CEO did not give instructions for this.
	Annual training and skills development	NO company system for annual training, Employees rely on themselves to develop skills.
	knowledge sharing behavior,	The company relies on the principle of knowledge as needed, not good in all time.
	acquire the records of independent and dependent variables	No system for that in AECC

	from yearly questionnaire.	
	analysis of the annual questionnaires and the organization will know who can create a suitable work environment and develop the work team.	only used it in accept/Not renew annual contracts for Employees.
Technologies of leadership	Using Technologies for leading Team	company has IT Department & ERP system & big data center.
	Using Technologies for Team work behavior	No system for that in AECC
	Using Technologies for supervision	No system for that in AECC, only personal supervision
Key practice: aesthetic awareness	using leader for senses through their imagery and body language use and emotions.	some leader use emotions with them team members but all time.
	Using physical surroundings (room layout, objects)	using happy color in all company areas & Aesthetic images feel comfortable.
	The artistic gifts from leaders	Nothing for that by AECC leaders.

4 strategy plan for new leadership company style

In this section, we will assess the current leadership style at AECC and make changes to the current leadership policy that will help the business advance. We'll also discuss how to choose a leadership style that will work to improve the company's culture by enhancing departmental communication and utilizing networks.

4.1 An evaluation of the current leadership style in AECC

Leadership styles differ between managers starting from the CEO to department managers, and then we will determine the leadership style that controls the company which Leadership Techniques Used by Executives According to data from some surveys. (Cwalina & Drzewiecka, 2015)

4.1.1 Evaluate leadership style for CEO

Leadership style	Percentage of style shown in leadership organization
coercive	65%
Authoritative	10%
Affiliative	0%
Democratic	5%
Pacesetting	0%
Coaching	20%

From my above analysis, it is clear that what controls the CEO autonomously oversees policies and procedures and makes choices with little to no involvement or creative input from his team or subordinates.

We can say that the CEO practices authoritarian leadership, which is advantageous in particular situations where choices must be taken quickly and effectively. Authoritarian leadership, however, has several drawbacks

4.1.2 Evaluate leadership style for operation Manager

we found him is charismatic leader which he has his follower's loyalty which we can say operation manager has Democratic leadership style as per below analysis.

Leadership style	Percentage of style shown in leadership organization
coercive	10%
Authoritative	12%
Affiliative	10%
Democratic	40%
Pacesetting	15%
Coaching	13%

4.1.3 Evaluate leadership style for IT Manager

He has very high influence in his team member due to his high coaching way & funny person, he can listen to all members and authoritative leadership style .

Leadership style	Percentage of style shown in leadership organization
coercive	5%
Authoritative	35%
Affiliative	5%
Democratic	20%
Pacesetting	10%
Coaching	25%

4.1.4 Evaluate leadership style for procurement Manager

We can call procurement leader use pacesetting leadership style, also He is adored by his coworkers, but he exposes their flaws to upper management and appear to them he is the only one who has all the solution.

Leadership style	Percentage of style shown in leadership organization
coercive	25%
Authoritative	5%
Affiliative	15%
Democratic	5%
Pacesetting	40%
Coaching	20%

4.1.5 Evaluate leadership style for HR Director

With a simple analysis by me, we find that the human resource Leader is aggressive a person, , Keep perfect relationship with CEO and likes to set policies but he likes to make exception only from his side.

Leadership style	percentage of style shown in leadership organization
Coercive	65%
Authoritative	10%
Affiliative	0%
Democratic	0%
Pacesetting	15%
Coaching	10%

4.1.6 Evaluate leadership style for Chief Financial Officer

He comes out as a cheerful person who enjoys keeping things simple for everyone, even his coworkers. He enjoys teaching his team and keeping in touch with each and every employee.

Leadership style	percentage of style shown in leadership organization
Coercive	0%
Authoritative	5%
Affiliative	15%
Democratic	20%
Pacesetting	10%
Coaching	50%

4.1.7 Summary of Evaluate leadership style in AECC

We can say AECC leadership style is Authoritarian which Authoritarian leadership is most valuable in situations where managers are training or regulating staff that lack skills and experience but not useful with experience team or leaders.

As a result, I suggest the organization adopt two different leadership styles depend on construction company's structure (management head office team & construction sites team), The best leadership style in head office team will initially be combination between Pacesetting

& Democratic styles but in AECC construction sites leadership styles should be Authoritative style. (Sales, 2015)

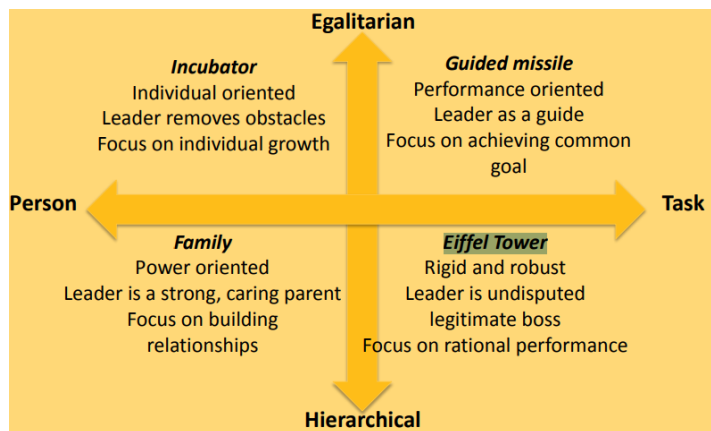
4.1.8 How to modify current leadership policy that will help the company to move forward

- appointing a general manager for the organization with experience managing contracting companies and a flexible, democratic mentality.
- To decrease the number of experienced employees leaving the company by changing HR company policy.
- Each team member's leader creates a training schedule for team.
- conducting evaluations for all employees every four months.
- Every 6 month the company's policies are evaluated by employees.
- Make a leadership evaluation for staff using a range of techniques, such as face-to-face, email, and anonymous feedback.
- Develop a rewards system plan with a transparent policy that is applicable to all employees.
- investigating employee culture from a specialist's perspective and developing a plan with department leaders.
- Discuss the leadership development program with the staff members involved weekly.
- Make a list of objectives and abilities for leadership growth for every leader monthly by GM.
- Mentorship programs, formal training, volunteerism, task forces, working groups, and committees are just a few examples of the many diverse techniques that may be utilized to produce leaders.
- After our modifying, we ought to develop a method for Calculate and evaluate the program's outcomes as previously said, the development strategy must be quantifiable in order for its success to be determined. (Andreev, 2022)

4.2 How chosen leadership style will influence the company's culture.

The culture of the organization depends on the individuals knowing that the culture is stronger than any policy of leadership and changing the culture of the organization is considered impossible, but we can develop it to suit the styles of leadership in the organization.

Regarding to Trompenaars's Cross-Cultural Organizational Cultures which AECC depend on to items achieve tasks & Hierarchical in company structure so the AECC culture is Eiffel Tower culture. (Smith & Trompenaars, 1996)



Eiffel Tower organization culture has main Factors as following:

- Employee relationships are viewed as playing a specific role in the mechanical system.
- An attitude toward authority is given to superior roles that are remote but strong.
- Learning and thinking processes will be logical, analytical, vertical, and logically effective.
- Human resources policies will influence attitudes about people.
- Rules and procedures should always be updated while managing change.

4.2.1 How our leadership style will influence the company's culture

The leadership style chosen will influence in organization culture as following:

- convert the Employee relationships from mechanical system to diffuse amicable connections arising from cooperative creative processes also targeted upon shared objectives.
- change an attitude toward authority which it will be attained by project group participants who work toward the desired outcome.
- Human resources policies will be to help & train company members to develop the skills.
- Learning and thinking processes will be the same but can add some Creative ideas outside the box.
- Rules and procedures can be changing to be improvise and attune.

5 communication plan that utilizes 21st century technologies

The methods of communication in 21st century is incredibly varied and simple to utilize. You can get in touch with anyone in the world with a smart phone. Additionally, you can simply review a company's business while managing it remotely. Additionally, a variety of programs, including sales of branches or warehouse, points of sale, and retailers, so we will review a communication plan as following:

- Weekly Top Management Meeting (CEO, Department Leaders, and Site Managers), which allows everyone to evaluate weekly progress reports and resolve any issues in front of all officials at any time that is convenient for everyone without being constrained to a certain location using google workshop or zoom applications.
- utilizing ERP system to easily connect all departments and measure all elements.
- Make a WhatsApp group for each department or project participant to facilitate quick communication and record-keeping.
- using oracle system for approval administrative issue & payroll account & easily review the attendance and leave of employees and leave balance.
- Make a WhatsApp group between CEO & C-class manager for fast action & solution and information sharing.
- sending daily reports through e-mail to all stakeholders regarding site development, labor, and equipment's.
- sending any creative ideas or complaints to the CEO or top management directly via email.
- A WhatsApp group is created whenever a new issue or topic needs to be discussed by more than two people in order to hasten discussions and approvals without having to wait for face to face meetings.

6 the networks that exist within the organization

Leaders typically advance through the ranks by virtue of a solid mastery of the technical aspects of their positions and a laser-like focus on achieving the goals of their teams, Many Leaders fail to recognize right away that solving strategic problems confronting the entire company will require relational, rather than analytical, work when they are asked to look outside their functional expertise, They also find it difficult to comprehend that discussions and interactions with a wide range of existing and potential stakeholders are vital to their new leadership roles rather than serving as mere diversion from their "real work", We observe some managers who struggle to overcome this fundamental reluctance for every manager who naturally builds and maintains a meaningful network. However, the alternative to networking is failing—either in pursuing or achieving a leadership position. I found in AECC that the three different but related types of networking—operational, personal, and strategic—played a vital role in their transitions.

6.1 Operational Networking

All leaders must establish trusting working bonds with those who can support them in doing their duties. It can be impressive how many and how diverse the participants are in such operational networks, which can include significant external parties like suppliers, distributors, and consumers in addition to direct reports, superiors, and peers inside an operational unit, all leaders must establish trusting working bonds with those who can support them in doing their duties.

Although operational networking was the form that came most naturally to the leaders we examined, nearly everyone had important blind spots regarding people and groups they depended on to make things happen which in AECC Each leader only considers his own group, and he does not anticipate forming connections with people from other departments or from outside the company to assist him in completing his work successfully. This is especially evident among managers, as he perceives it as a kind of taking part of their authority for the benefit of other managers, which delays completion of work and results in experience loss for leader & team.

so, my proposal to better utilize leadership network in the future between leaders in AECC, CEO Every six months, the CEO give instruction to train department leaders, emphasizing

the value of relationships between staff members of various departments as well as cross-departmental coordination which help to get work done efficiently, maintaining the capacities and functions required of the group by interesting in contacts internal and oriented toward current demands

6.2 Personal Networking

We have seen that once aspiring leaders are made aware of the risks associated with a too internal concentration, they start looking for allies outside of their organizations, They also become aware of the limitations of their social abilities, such as their lack of familiarity with professional fields outside of their own, which makes it challenging for them to connect with others outside of their immediate social circles.

I repeatedly observed AECC Leaders diverting their time and attention from operational to personal networking as they struggled to expand their professional contacts in ways that felt both natural and genuine to them, this is a crucial initial step for people who haven't often looked outside of their companies, one that builds a greater understanding of themselves and the surroundings in which they move.

Aspiring AECC leaders could come across individuals who spark fresh interests but fail to establish a rapport with the influential people at the level above them. Or they might gain greater power inside a profession but fail to use those connections to further the objectives of the company, Because of this, some AECC leaders who genuinely try to improve their networking abilities despite being aware of the necessity to do so may come to feel as though their efforts were in vain. As we'll see, unless a manager learns how to use their personal relationships to support organizational strategy, networking won't help them through the leadership transition.

Key contacts in a person's personal network are frequently optional, and it's not always evident who is important or how to establish inside-outside links, which personal networking will not help a manager through the leadership transition unless he or she learns how to bring those connections to bear on organizational strategy.

6.3 Strategic Networking

Leaders must start to be concerned with broad strategic issues as they make the challenging shift from functional manager to business leader, strategic networking connects the

aspiring leader to a network of contacts and knowledge sources that, taken as a whole, have the ability to help them realize their own and their organization's goals.

Leaders in the AECC should understand that managing participants with different affiliations, histories, interests, and incentives necessitates developing business-oriented goals rather than functional ones and navigating the coalitions and networks required to market ideas and compete for resources.

So, we need to convert managers to leaders in AECC because leadership is the capacity to decide where to go and to gather the people and groups need to get there. A leader's responsibilities include gathering stakeholders, assembling allies and supporters, assessing the political environment, and mediating dialogues between unrelated parties.

Also need to teach them that Leverage is the secret to a successful strategic network: the capacity to gather data, assistance, and resources from one area of a network to produce outcomes in another. Strategic networkers employ indirect influence, persuading one member of the network to persuade another member of the network to convince them to take the necessary action, Which The secret is to transform the operational network into a more strategic one rather than hiding within it. (Ibarra, 2007)

7 Conclusion

Although some people are naturally born leaders, anyone may acquire the necessary skill set with sufficient work. You must be willing to put in the effort if you want to advance in your career. Here are nine tactics to assist you progress your career and improve your leadership abilities.

A disciplined leader is effective to be a successful leader and encourage people to follow your example of discipline, you must practice discipline in both your personal and professional life, The level of discipline you exhibit at work will be used to evaluate your ability to lead, by consistently meeting deadlines, maintaining appointments, and concluding meetings on time, you will exhibit discipline at work. You may have a difficult time getting organized if you are inherently disorganized, but you can always start small.

Increasing your responsibility is a terrific method to improve your leadership abilities. While you shouldn't take on more than you can manage, if you want to advance your career, you should accomplish more than just what is required of you by your job description.

When necessary, a good leader has no trouble ceding control to someone else, When someone criticizes your reasoning, disagrees with you, or puts up their own ideas, you shouldn't feel threatened, Be open-minded and credit merit where it is deserved.

Being a leader doesn't need you to always be the center of attention. Someone who listens to others' opinions, thoughts, and suggestions is a key quality of an effective leader. To advance in your job, you must have strong leadership qualities, but as you can see, leadership is much more than just taking command.

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