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I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.

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1- Introduction

I work at one of food company in kingdom of Saudi Arabia, specifically in the field of poultry production and distribution on both the domestic and gulf market.

The company was established on 1980s with limited and simple capabilities and with few employees.

And now, 40 years later it has more than 1500 staff members and many departments that work simultaneously, the pace of work became faster, and the daily operations now are more complex. Today the situation in the area and the world became different than yesterday, where working methods have developed because of modern technologies and communication between the employees became easier. Today, operations should be better coordinated and more focused and employees need to be constantly in touch to ensure smooth and efficient workflow and decision making.

The company now is required to develop an efficient and more flexible leadership style more than ever before to bring it in line with the changes, where the classic style is no longer useful.

2- The current situation and the leadership practices

It is important that there are criteria and metrics for the selection of qualified and skilled leaders for any company, and that did not really happen when the company was founded.

Where the selection of leaders depended on weak and simple criteria that could not be relied upon in the long term for the company's development and success.

That led to authoritarian and weak leadership caused in a lot of failures and kept the company in the bottom for long time because of their wrong practices, below I will explain some of the bad practices of current leadership and their impact on business:

2.1- Lack of vision: leaders without vision will fail, leaders who lack vision cannot inspire teams, motivate performance, or create creativity.

Lack of vision kept the company in insulation from the modern technologies and the food industry developments for long time, with no purpose but to survive.

It made all the staff confused and disoriented. No training for them, no improvement of their knowledge, they were like a machine.

Actually, our leadership does not have a clear vision, we just produce and sell.

never set our goals for the next one year, have no contingency plans and do not know where the company will be in 5 years. We are going with closed eyes!!

2.2- lack of character or integrity: A leader who lacks leadership charisma or morals will never be a role model for his team, nor will he be able to guide the team to success.

He and those around him will remain weak, he will plunge the company into a cycle of conflicts and problems that never end.

Lack of leader character led to many separate and conflicting entities into the company, and corrupt employees who care only for their own interests.

2.3- Lack of performance: Poor performance and constant failure clearly indicate the weakness and ineligibility of the person to be a good leader.

Over the past 40 years, the weakness of the company leader has been reflected in the inability to do some important things for the company such as:

- Increase employee's productivity.
- Increase the company's market share.
- Create a good working environment.
- Organizing work through specialized departments.

In general, the company failed when all conditions were conducive to success.

2.4- Stop learning: an unsuccessful leader is one who only content with what he knows or what he learned in school, and he is not trying to develop his knowledge and learn more.

Unlike the successful leader who is curious to learn everything new, develop his skills and learn the new types of administration.

In fact, this approach affected the company's employees as they never have an opportunity to join training programmes to develop their skills or learn about the modern work techniques.

2.5- Lack of communication skills: the leader who lacks communication skills will cause a damage in the short term and on the ultimate objectives for the company.

The high cost of poor communication skills is reflected in:

- Wasting the time in inefficient conversations and side conversations that talk around the topic and avoid the core of topic.
- Lack of action: Where many plans were made, many meetings but no action happened on the ground.

- Reduced productivity: lack of communication skills with employees or wrong selection of conversation way leads to negative effect on their productivity, then they will lose the passion and desire to work.

2.6- It is all about them: If leaders do not understand the concept of "service above self," they will not earn the trust, confidence, and loyalty of those they lead. Any leader depends on his or her team's desire to be led by them. Excessive ego, pride, and arrogance are not positive leadership traits. True leaders take responsibility and give trust, not the other way around.
This approach has created a community of selfish employees, who do not care about the business interest.

2.7- Lack of human emotions: You rarely find a successful leader who lacks kindness, compassion, empathy, and humility. The human emotions are essential features for the role model leader.
I do not know why the expression of kindness and sympathy feelings from the leader towards the staff was considered a kind of weakness, or as means to exploit the leaders from staff?! this kind of feelings was almost forbidden!

2.8- One size fits all leadership style: A successful leader needs flexibility and smoothly that can accommodate permanent changes in the business, "My way or the highway" leadership styles do not play well in today's world, and it will lead to the slow death of the company.
This stubborn approach has caused a lot of avoidable losses.

2.9-Lack of focus: A successful leader needs a high level of focus on himself, his employees, the business, and the wider world in order to be able to make better decisions.
Failure to focus makes the business like a rudderless ship in the middle of the ocean.

2.10- Death by comfort zone: Weak leaders prefer to stay in the comfort zone, are satisfied with the current situation, do not seek change for the better and are not interested in innovation. Tendency to survive rather than grow or evolve will result in failure at end.
Many years have passed without new products being invented, the same products on the shelves that customers see every day, it is getting boring and customers are turning away.

2.11- Not paying attention to the consumer: earning customer loyalty is one of the most important objectives of any company, where the successful leaders focus on the customer satisfaction and needs to ensure continuity and growth of the business.
They involve him in innovation, planning and improving the quality of products and services.

Requiring a customer to buy what you produce without researching their preferences and interests is a false pride and a fatal sin for business.

2.12- Lack of investment in the work team: A leader who does not invest in his team will find himself fighting alone in time of crisis.

Spending some money on training programs, motivation of employees and choosing qualified people is not a loss but a great investment for future, aid the survival and growth of the business. And lack of interest in the team is not just going to make the company weak but will create future enemies for you.

2.13- Lack of responsibility: Real leaders are always up front and take responsibility for failures. They do not take credit for themselves in success but share it with their team.

The real leader who says we did it, not I did.

When the leader takes responsibility, everyone will follow.

2.14- The stupid culture: The leader should not allow anyone to cross the door of the company, this will make the company in a dire state.

A successful leader who works to attract the successful and qualified people and disseminate a culture of success, strength, excellence, and serious work, he is going to creates motivational working environment where the success will be the company culture.

2.15- Lack of appreciation: Appreciation and gratitude at work is an innate need for the employee-Like food- to grow and save his passion. A successful leader cannot simply ignore the outstanding performance of his employees, nor can he consider it just as work against the salary. when an employee does an outstanding or hard job, then you ignore it, believe me he will not do it again with the same passion and quality.

2.16- All decisions by one person: At the same time that a successful leader builds independent, specialized, and integrated departments to organize work and make participatory decision-making, it is different in our case where all decisions are in the hands of one person, he is the chief, financial manager, production manager and planning manager. Even if those exist, they would be symbolic.

All of these practices, plus a lot of bad habits that have pushed the company over the edge, made it necessary to switch to another style of leadership to put the company on the right track and make it a part of the new world.

3-Propose a new leadership style strategy plan

3.1- Evaluate the current leadership style: based on bad practices practiced under the current leadership style, we can evaluate this style through three major aspects that summarize the results of current leadership bad practices.

3.1.1- Clarity of Thought and Communication: the current leadership has failed to adopt a clear vision or strategic thought for the company.

For many years, no ideas have been put on the table to discuss with the team and meetings were rare. it was rare to consult departments managers on the work topics, everyone had to take orders then execute. as well as the current leadership failed to devote sufficient time for internal communication which led to big mess in the workplace.

No connection between leadership and departments and the departments themselves
chart source made by me
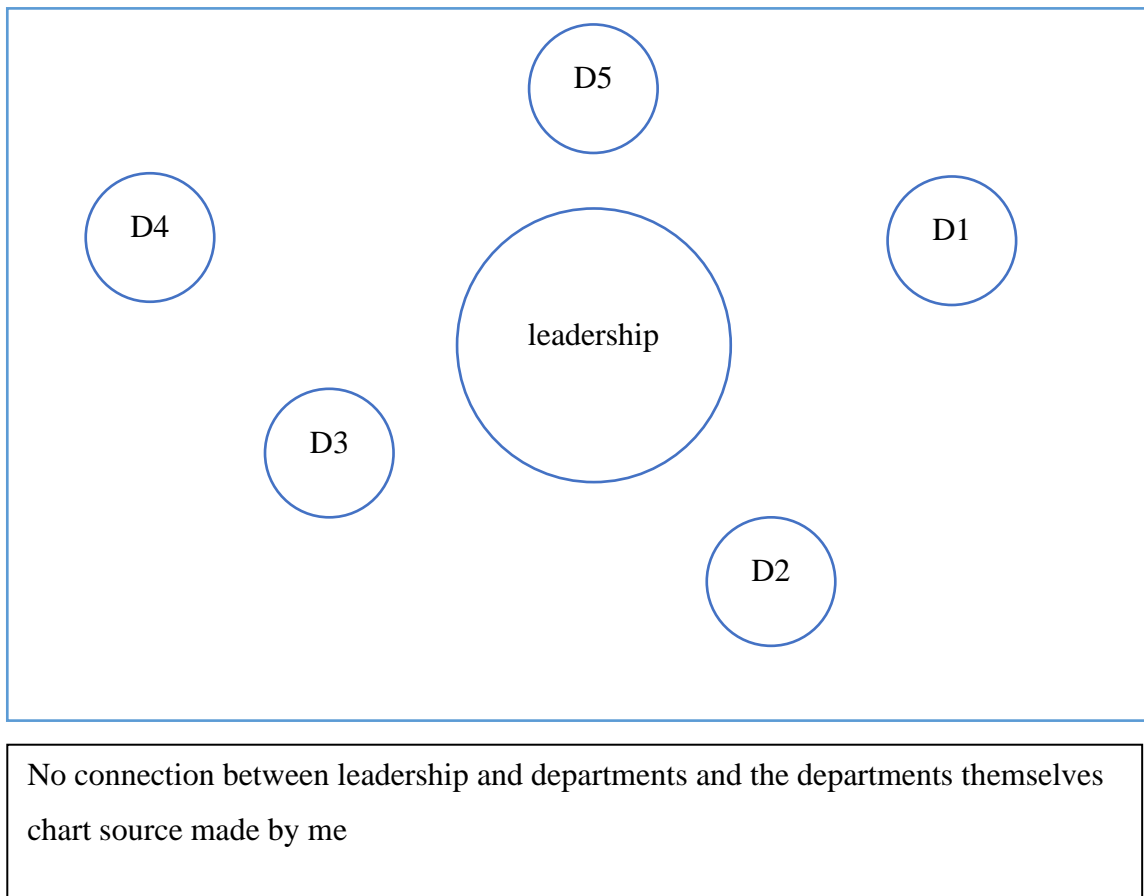
3.1.2- Judgment about People: The current leadership has failed to attract qualified and experienced people.

Often, Staff were being recruited based on personal relationships or based on the personal circumstances for employee that allow the company to exploit employee need to work to limit the benefits granted to employees.

3.1.3- Personal Integrity and Commitment: Often, the current leadership did not have the courage to admit mistakes and failure, kept itself out of criticism and surrounds itself with an aura of perfectionism. Moreover, giving priority for personal interest over business interest, favouring some employees based on personal relationship and lack of transparency, which led to lack of trust between the leadership and employees.

3.2- The new style of leadership and its impact on the company culture:

In fact, Leadership styles are in a continuum, ranging from authoritarian on the one hand, to laissez-faire on the other, with a variety of styles in between.

A wise leader knows how to move from one mode to another according to the exigencies of the situation. So, we will revise the new style based on required practices and advantages that leader should have, then its impact on the company culture.

	Practices and advantages	Rationale and Influencing company culture
1	Articulate and implement a clear Vision	have a vision and value will allow for the company to know where will be in the future, how customers and stakeholders perceive them. Sometimes, both vision and value can get lost in the day-to-day activities of keeping a business running, but strong leaders will ensure that employees are reminded of the organization's vision and values and reminded to implement them into their daily actions.
2	Dealing with the team	**Knowing the Team**: It is important to understand the strengths and weaknesses of everyone in the workplace in order to effectively manage team inputs and outputs and ensure the best use of human resources, which is necessary for success of vision and the growth of company.

		Pushing People to be their Best: Through stimulation whether this is in monetary form via salaries and bonuses, or through appreciation, praise, and boost morale of employee. Which leads to increase employee loyalty to company and makes them feel like they are part of this big family and push them to sacrifice more of their time and efforts to perform their duties. Certainly, this will be in the interest of business in the end.
		Believing that employees are the key to success: Great leaders surround themselves by strong and qualified people who can work well as a team and are able to work in different circumstances to achieve the vision and goals of company?
		Helping the team focus: By leading with positive directions and building effective communication between team members to achieve a defined goal. Making sure that team stays focused on the goals, keeping them motivated and helping them to be at their best to achieve those goals.
		Earn the respect of the team: showing the respect, empathy, and interest to team members allow the leadership to build strong communications channels with them, to understand their needs and problems in the work.
		it makes the employee feel like he is a part of the company system, not just someone doing his duties against the salary. In fact, this leads to the coherence of the company and increases the passion of the employees to perform their jobs.
3	Encourage strategic thinking and innovation	It makes the decision-making process participatory; all will share their thoughts and prepares all to be leaders. It will give more value to the work and high quality of results. It allows the work to be done smartly instead of spending a lot of time and efforts.
4	Communication skills	It is a basic function for the leader, as he should have a high level of ability to communicate with all levels, within and outside the

		company, with individuals and groups both. and he should have an elevated level of culture to communicate with all easily. Effective communication leads to present the company vision well and easily to the departments, and distribution of missions among them well. It speeds up meet the goals, solve the problems, and makes all work as one team.
5	Character and Charisma	**Belief in oneself and the ability to make hard decision**: a leader should have faith in himself, capabilities, and thoughts to be a role model for his team, when the team sees their leader is excited to achieve the company goals, they will follow him with the same passion. as well as leader should have ability to make hard decision in the critical situations, it is Integral part of the leader's job. Decisions taken by the leader will not affect in himself or employee only, they affect in their family and friends as well. **Ethics, integrity, and responsibility:** when leader has ethics, integrity, credibility, and sense of responsibility, will have a positive impact on the attitude of those who follow him. Corruption will be reduced, focus of achievement of goals will be increased and the business interest will prevail over the personal interest. All of this would enhance the company's good image and increase customer confidence.

3.3- Propose a new communication plan: Although there are a lot of modern technologies that we can use to build an effective communications network, the current leadership has not had one, being mostly limited to a few meetings or direct instructions which has resulted in the company being distracted and making poor decisions.

The new techniques of communication include websites, live video, social media technologies, and email communication. And to ensure the optimal use of these technologies, necessary equipment such as computers or laptops, servers, mobile phone, and networking must be provided.

3.3.1- Meetings and workshops: It is necessary to hold meetings and workshops periodically or as needed so that leaders and department heads can follow up on the implementation of plans, assignment of tasks and get the latest updates.

Meetings may be face to face, by conference call or virtual through new meeting software such as: Zoom, Microsoft Teams, Google Meet, etc... which allow meeting many people from different places in one virtual place.

3.3.2-Email: there are many benefits of using Email in the internal and external communication such as:

- It is almost free; you need to be online only.
- It is quick and efficient where you can send your message, instructions, thoughts or required actions by one click and to many people.
- Easy to use, and all employees can use it regardless of their skills or experience.
- It is a good reference where all messages sent and received can be safely and easily stored and searched, no need to back to people or paper notes.
- It is available anywhere and anytime as long as you have internet.
- It is eco-friendly where no more of paper.
- It allows sending message under different classifications like high importance, low importance or regular, so team could take action accordingly.
- It allows messages to be allocated for specific person or group for easy communication with various levels.

3.3.3- Social Media Platforms: Social media platforms allow people in company to communicate through diverse ways like text and voice chatting, video calls and create groups for example: Marketing group, top management group and etc... to ensure of continuing follow up works, discussion of thoughts and solve problems, furthermore communication with external parties.

3.3.4- local network: it is a group of computers and peripheral devices that share a common communications line or wireless link to a server inside the company, it allows employees to connect to internal servers, present their works and thoughts, receive, and send requests, and import and export data.

3.3.5- Employee Surveys: It is a mental communication kind that allows leadership to find out what employees really think about policies or the new training methods at the company.

and to ensure they feel comfortable to freely share their opinion, and how they are satisfied about workplace. It is great start for changing.

3.3.6- Local news centre: employees do not have to read long email threads or various group conversations to find out what is going on at the company. we can simplify company information in a centralized news centre so employees are always up to date about social media campaigns, new hires, achievement numbers, and any new projects the company is working on.

3.3.7- Emotional communication: A great leader shares those who follow him in their happy and sad events and makes them feel like he is one of them. This will be reflected in more loyalty, belonging and passion on the part of the employees towards the company.

3.4- How to improve the use of existing networks within the company:

Leadership networking is about developing and using your networks to build strong relationships and alliances in service of company's vision.

There are three major types of networks within the company that I will mention following:

3.4.1- Operational Network: it is a group of useful people who leadership need them to accomplish the company's vision and goals by performing their tasks, and often it includes heads of departments and employees and even the suppliers and customers.

The purpose of this network is to ensure complete coordination and cooperation to conduct the tasks assigned to them successfully.

It is important to maintain its strength through continuous communication and cooperation between members and always supported by qualified people.

3.4.2- Personal network: A group of people who have a personal relationship inside or outside the company, and who can work together to develop their knowledge and skills. Personal relationships would allow leader and employee alike to increase professional awareness and culture, learn new knowledge outside their work field and look at things from another angle. Furthermore, the Personal Relationship provides information, advice, and support that you may have missed within the operational network then establishes a strategic relationship.

3.4.3- Strategic Network: It is a group of leaders, influencers, and entrepreneurs in different field that who have information sources, strategic thinking, and new orientations.

it is important to build a strong relationship with these people to open up new business horizons, develop leadership methods and strategic thinking and move out circle of functional objective to strategic business. The key to a good strategic network is leverage and the ability to integrate information, support, and resources from one part of the network to achieve results in another.

4-Conclusions:

- The current leadership followed an authoritarian style to manage the business and ignored the other styles.
- The current leadership lacks a lot of modern, successful, and ethical practices, which has resulted in poor performance and team inefficiency.
- The company has suffered for a long time because of these practices and has not been able to set a clear vision nor achieve any success.
- A new multiple style of leadership has been proposed.
- The new style encourages healthy leadership practices on the different levels.
- A new communication plan has been proposed that includes 21st century technologies.
- It was explained the networks that supposed to be exist within company and how can use them to develop the business.

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