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Leading Organization

MGT560

Carrier Engineering leadership practices

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1. Introduction:

Carrier Engineering Industries is 40 years company operating in more than 40 countries around the globe with more than 3000 employees. The company applying the national and international quality management system (ISO-9001:2015), and lean-6-sigma principles to minimize the waste and cutting all the non-added value operation and reducing the defects outputs.

The company following traditional managerial structure in controlling and running the day-to-day operation and a very bureaucratic decision-making style. PETRA decided to enhance their leadership principles and empowering the managers with state-of-the-art tools and knowledge to achieve and unveil the maximum potentials of the employees.

Carrier decided to create a workgroup from interdepartmental experts with me assigned as leader to review and recommend for strategies and built a leadership management style

2. Current practices:

For better understanding for the company leadership behaviors and managerial style, an assessment of current organizational management structure and operation rolling and decision making, and goals achievement conducted.

2.1.Employee participation:

Employee participation or engagement is a key factor for successful business, creating a space for company employees to join and explore their ideas and have the opportunity to lay down their thoughts and ideas on real work ground and challenge them to show the best of their inner hidden skills, will enable and empower the overall performance of Carrier operations.

With employee engagement, benefits can be retained and acquired:

- 1- Increase of productivity.
- 2- Improve the workplace morale
- 3- Better product/service.
- 4- Higher employee satisfaction and retention.

Employee engagement statistic shows in numbers how greatly and strongly employee participation has a deep and severe impact on business growth and efficiency (8 employee engagement statistics you need to know in 2022):



2.2.Delegation:

As known, many powerful companies using delegation as a tool to support its leadership style and empower individual's autonomous approach. It can help the company in preparing the second leaders' line in preparation for future employee retention cycle. Providing the clear road-path and proper training to the employee and showing trust on them in delivering the agreed-upon results with contentious monitoring will results in experienced and skilled personals capable of supporting the company vision and goals.

For leaders being delegating some of their roles to their subordinates, creating more time for them to utilize it in exploration and business development, which supposed always to be the number one task of any manager or leader in any company, when leaders need to follow all different aspects and tasks in a company

Companies uses delegation in many different forms, mainly by:

- Turning over control
- Provides the big picture
- Giving them the chance of tacking decisions.
- Allowing them to monitor activities

2.3.Training:

Of no doubts, employees often and in a very frequent planned schedule need training.

In most of the cases, companies focus only on technical aspects training and neglecting the managerial and behavioral change and the art of decision-making training assuming "good leaders are born, not made" which is clearly wrong. Training is the clear published company intentions in personals qualifying and setting the foundation for employee succession and performance developing.

With training, company can acquire of unlimited benefits including bellow mainly:

- Enhance employee performance
- Boost employee productivity
- Reduce employee turnover
- Improve company culture

Usually, companies looking for training as extra cost can be avoided and the easiest way to cut expenses.

2.4. Centralization / decentralization:

Organizational structure build-up and planning is a very complicating subject and usually its takes place in the beginning of every company establishment. Centralized / decentralized structure is a noticeably difficult to design due to the nature of resources and operational procedure needed for each structure.

With the many useful benefit coming from using a centralized structure, from cost saving, standardized work procedure. But it lacks to empowering leadership style and behaviors in the company. Its all based on hierarchical decision making and no enough space for team leaders in different locations inside the company to be able of taking decision directly with the need to refer back and take approval.

On the other hand, decentralization allows for more creativity and gives more empowerment to the team leaders among the company structure. And in most of the cases decisions can be made in quicker and responding to the changing challenges.

A comparison between centralized and decentralized structure in organization shows the pros and cons of each style (Alix Partners, 2016).

centralized Vs Decentralized model		
	centralization	decentralization
talent	low employee empowerment	high empowerment
	fewer career opportunities	greater career options
	easy talent deployment	difficult deployment across low performance units
organization	ease of adoption of best practices	hard adoption of best practices
	common performance metrics	difficult comparing performance across department
	slow decision making	speed decision making
	clear collaboration between departments	difficulties in inter-departmental collaboration
	ease of integration with external stakeholders	difficult to integrate with third parties
customers	less responsive	more responsive
	assumes one product fits ALL	encourage experimentation and innovation
	more economical in business running	can duplicate efforts

2.5.Feedback:

Leaders usually tends to build a trust and confidence among their team and giving them space and a room for self-decision making and being more creative, but they should constantly look for opportunities to deliver a useful information and need to come close with there team to monitor and provide a feedback message. Leader needs to be careful when providing feedbacks, to differentiate between personal and task-oriented feedbacks and avoid being micromanaging.

Feedback works also as a trust tool between subordinates and leaders who send their message in a clear but empathetic way. Leaders need to be possessing few skills to help in building a productive feedback communication:

- Being open to receiving feedback
- Building confidence among subordinates
- Clarity
- Listening to employees' answers
- Respectful

2.6.Trustworthiness:

In human nature, the relationship is reciprocal. There should be give and take for them to work effectively. If a leader seeking for a trust from their subordinates, then they must show a trust toward their team. As many leaders hesitate when it comes to trust on their team, since any negative results or outputs will eventually turn back on leaders and could jeopardize the all-project success. Overall, having a balance between trust and control is essential for building organizational trust.

Organization includes trust in its DNA will send the message to everyone, subordinate and leaders, that there is a room for everyone to put his inputs and try his way in solving and finishing their work and tasks as long as they still comply with the company policy and codes.

2.7.Flexibility:

Flexibility becoming increasingly a trait in a vast dynamic economic and social environment. Leaders who show flexibility, can update, and modify their approach in leadership in result to circumstances. And leaders adopt changes as they come and revise their plans to incorporate new challenges with eyes still in achieving goals.

Leaders need to realize that not all team members respond to instructions in the same expected way. Flexible leaders allow to be more effective in working with diverse work environment and ability of responding a variety of situations.

2.8.Motivation:

Leaders constantly seeking to unleash the best of their team to get the most of their capability. Managers need to have motivational traits and must understand the basic needs of employees, peers, and his superiors.

Leaders usually motivating by:

- Aligning between the subordinates needs and the company needs
- Appreciation and rewarding approach
- Role model and setting an example for employee
- Founding the team spirit and making sure that subordinates enjoy performing their duties as team and member of organizations.
- Showing support and making subordinates stronger emotionally and mentally.
- Creating the sense of importance and make employees feel how they performing an important task aiding in the company overall success.

2.9.Creativity:

With the use of creative strategies in workplace helps in developing new out the box solutions and inspiring others to solve problems individually and as a team member. With the creation of creative workplace:

- Adjusting the mindset in problem-solving
- Support of positive work environment and developing constructive work culture.
- Prepare your team to be ready for future changes
- Creativity innovate new business practices helps the company growth.

3. Situational - leadership practices Gap analysis.

Carrier company is a multinational company operating in over 100 countries around the world with a extremely diverse culture. The company have employee from all the 5 continents working side by side and handling different tasks together to finish it to planned quality and expectations. Such company culture creates an extremely complex leadership culture and style able to be communicating and resolving different situations and sometimes same situation with different personals.

Fortunately, Carrier company do have a long history in building leaders and empowering its employees. An analysis showing the strength and weaknesses in leadership practices applied in the company.

3.1. employee participation:

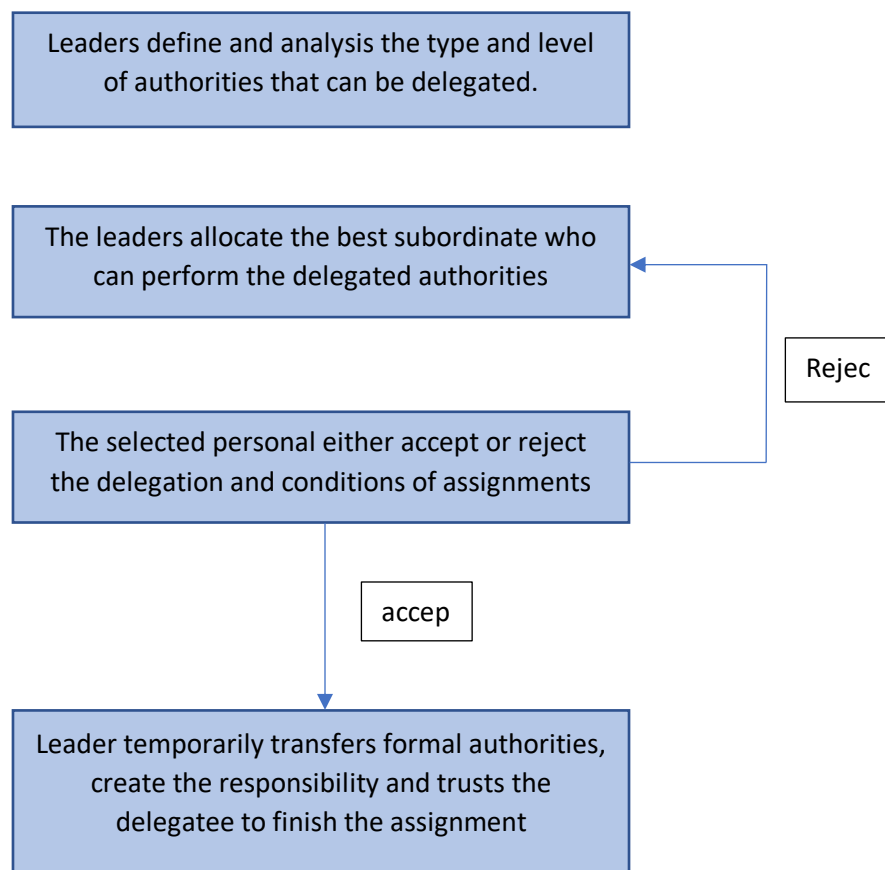
Unfortunately, in Carrier. There is no clear participation mechanism and lack of scientific approaches for enabling employees to join and put their inputs in different situations. No clear communication channels allow for the employees to share their ideas and have the chances in participating on the solution of day-to-day challenges. Bellow points summarize the current situation for employee participation in Carrier:

- 1- No communication channels
- 2- The un-ability of manager to convey consistent and clear expectations to their employees
- 3- Favoritism attitude in manager toward their employee
- 4- Micromanagement
- 5- Lack of rewarding system and excessive use of punishment acts.
- 6- Poor employee – manager relationship.

3.2.delegation:

having a multi-cultural company coming with challenges, leaders are more frequent traveling abroad for board of directors meeting or resolving international situations. In many situation the leave would be for weeks and months. Such situation require the leader to be familiar in delegating many, if not most, of his authorities to his dependance.

In carrier company, the leaders are prepared to be familiar in delegating part of their work/authorities to their subordinates, and a procedure with policies created in the company work system describing the process of delegation:



A delegation matrix created:

delegation of authority matrix - December 2022				
category	Approval limit	GM approval required	Legal Review	comments
production planning		not required	not required	discharging not delegated
production procurement	less than 10K\$	required	required	10K\$ in a week
production maintenance		not required	not required	scrapping a machine require approval

3.3.Training:

In Carrier company, training is an essential part of the business overall expenses. Training plan covers many technical and soft skills business-related topics, but also its investing in creating the next generation of leaders and developing the current leaders to upgrade their skills with the newest managerial values.

Due to high cost of leadership training programs, that's makes it only limited to the C-suite and top-level managers. But according to Carrier value of developing the next generation leaders, an internal training programs established to provide and transfer the skills and knowledge among the company.

An external training plan dedicated to the first line of managers and internal training focused on the new generations to acquaint them with the leadership skills as detailed bellow from the 2022 building a leader training action plan.

top management leadership training plan					
training program	internal/ external	provider	attendance	scheduled	comments
being a role model	external	academy	department and operation managers	semi- annually	
coaching	external	academy	operation managers	semi- annually	
ability to influence and negotiate	external	academy	top managers	annually	
being agile	external	academy	C-managers	annually	

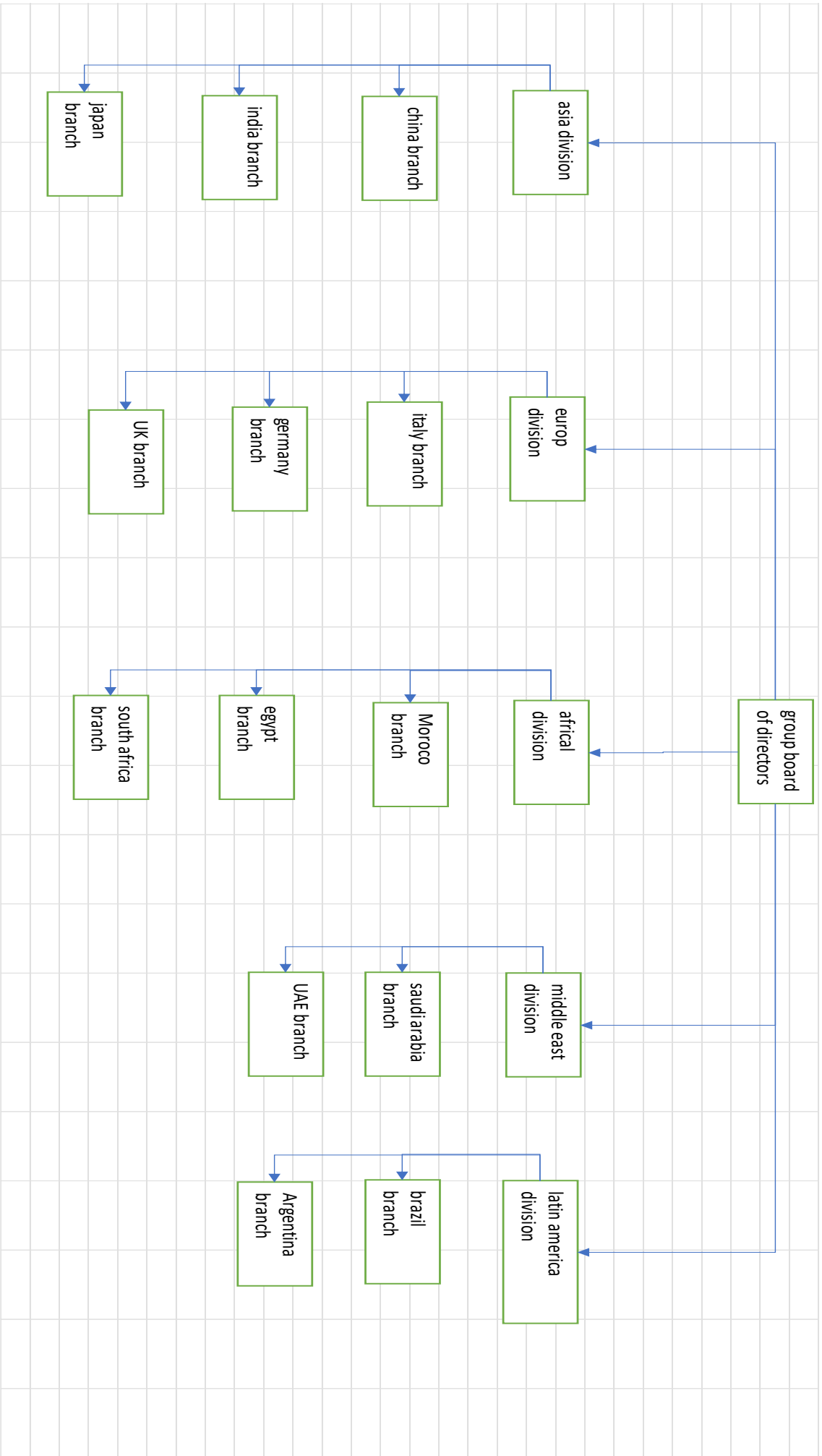
next generation leadership training					
training program	internal/ external	trainer	attendance	scheduled	comments
fostering collaboration and open communication	internal	operation manager	subordinate group supervisors	quartily	
empathy	internal	HR manager		quartily	
coaching	internal	operation manager		semi annually	
the art of decision making	internal	departmen tal manager		annually	

3.4. Centralization / decentralization

With carrier company, the organizational structure is extremely decentralized, allowing for each regional and local division to match with the local customer expectations and governmental and legal requirements.

The company HQ and top manager only meeting in regular to review the financial statement and customer satisfaction reports to ensure the overall compliance with the main company values and goals.

A decentralized structure planned for carrier showing how flexible and agile decision making in the company:



3.5.Feedback

In Carrier company, feedback is an essential part of leaders and subordinates is an essential contacts and communications channel. Regular and planned daily, weekly and monthly meetings with specific topics to be discussed including on-hand progress reports.

Meeting planned separately to cover all operational activity (accounting, production, material, quality). With the follow-up and feedback meeting, the leaders are identified themselves as member of the team and not an isolated person.

Leaders in Carrier expected to utilized feedback meeting in constructive and adding value to the company over all goals achieving.

Carrier have an ethics policy in feedback meetings which ensure leaders can get the most benefits out of their team without sending negative pressure on them. Ethic policy includes:

- Taking negative actions sometimes is accepted, without exaggeration.\
- Keep in mind leaders give space for discussion and provide feedbacks, but still you are a decisive, the ultimate decision making.
- Leader need to put himself in subordinates shoes to understand new ways of being less domineering.
- One on one meeting discussion needed in certain circumstances.

A procedure documented with lessons learned and MoM reports to be generated and documented

3.6.Trustworthiness

Leaders found to be inspiring and sending a motivational message to employee and helping them to succeed in objectives and goals achieving. Of course leaders mainly supposed to plan

and business developing and resources controlling and cost adjustment and reduction. But as a leader he must be able of inspire personals to follow the set plans and fight for it with all required powers. But, without being a real trustworthy leader you can motivate no body.

In Carrier, the company invest in building a trustworthy leader by assuring of company values and policy aligned with the employees and society cultures and expectations which also matching with the regulatory requirements. Carrier always assuming leaders who stand for principle and have the ethics of helping others.

Carrier building trust in the leaders by continually:

- 1- Organizational support, by hosting a town hall where top leaders answer questions about the changes
- 2- Inclusive decision-making by asking employee's input.
- 3- Fair treatment
- 4- Fair resource allocations
- 5- Fair processes

3.7.Flexibility

“Great leaders are flexible” a slogan Carrier send it to leaders in first day of taking role and responsibility to remind them how everyone can be right, and goals can be achieved in many different ways. and finding the right balance between different opinions is a skill that Carrier continuously seeking in their leaders.

But unfortunately, this is nothing more a slogan in most of the time. Top managers usually don't infuse the operational leaders understanding and input in any strategical planning, they just keep stubborn to them self without any acceptance to others. Plans strategies coming from top managers usually out of discussions leaving leaders stuck shorthanded.

A review procedure required for strategic plans considering obstacles and operational leaders feedbacks. Leaders and managers required to continuously to:

- Look for opportunities to be more flexible
- Listen to the advice of others
- Check leaders progress

3.8.Motivation:

In Carrier, motivation take only one or two forms, rewards, and appreciations. Surly it's a sensible action which leaves a noticeable change on subordinate behaviors. But unfortunately, it has a limited impact in period. Carrier need to encourage more motivational styles:

- Encouraging in being part of decision making
- Creating a role model leader
- Personal career development for employee based on work efficiency.
- Provide training

3.9.Creativity:

With more than 100 years of experience and operating in more than 100 country, Carrier value the creativity in thinking and encouraging finding out of the box solution. The company main requirements in hiring leaders is how creative and ability of to solve complex problems.

Carrier appreciating and supporting creative leaders by:

- Never stop learning
- Throw out the rule book
- Embracing new talents
- Meeting new and different people

- Don't settle for status quo
- Setting challenging targets to achieve.

4. Leadership style:

Traditionally, Carrier committed with the democratic leadership style in rolling the controlling the operations and the business, allowing for a non-limited space for ideas sharing and opinions presentations which support the employee engagement process. In the present day's and the more complicated and complex company cultures, especially for a multi-national, diverse cultural and international company like Carrier. With more than 60,000 employees worldwide, company need more than just a democratic leadership style. Its not enough and sometimes it can be a burden for considering only this style in leadership.

Of course, a democratic style comes with a huge benefit for both, the company and the employees, but it has limitation that makes it losing it glow.

Advantages of using the democratic leadership style can include:

- Team members are often more dedicated to their work
- Subordinate willing to work harder because they know that they will share the credit
- Reducing the amount of internal politics
- Higher loyalty among employees

A very fascinating and needed advantages that every manager looking for, but a few Dis-advantages makes the need for another supportive leadership style to be mixed with democratic style. (bookboon.com, 2010)

- Less competitive environment since everyone share the credit.
- Slow decision making, everyone need to be consulted.

- On many occasions, democratic leaders should take a decision alone without consultation, which will create a resentment.
- Performance may falter
- Employees may think that they work harder than the leader.
- Leaders can feel overwhelmed (indeed editorial team, 2022)

Carrier company built its policy considering mainly the manpower resources as its biggest assets. And investing on them with unlimited conditions.

4.1.evaluation and revision:

Current company policy:

(Carrier: corporate policy manual, 2020) Carrier Operations shall effectively manage all aspects of Manufacturing & Logistics to ensure effective performance of the inflows and outflows of Products that meet or exceed our customer's expectations. Carrier Operations will accomplish this management by developing, implementing and maintaining the Carrier Operating System, consisting of five major elements:

1. Customer Experience
2. Goal Alignment & Deployment
3. Lean & Quality
4. The Carrier Way
5. Carrier Next

As part of implementing the Carrier Operating System, Carrier Operations shall also develop, implement and adopt manufacturing and logistics procedures and standard work based on global best practices which must be followed to ensure compliance with this policy.

Carrier Policy rephrasing: to cover leadership trait and human resources development and succession and empowering the leaders' potentials by including a 6th element in the operation policy:

6- empowering personals and discovering the potentials inside them.

After hundreds of years of operations, more than tens thousands of employees, and being available in more than 100+ country, require a new leadership style that can breakthrough and insure the uniqueness in Carrier principles and operations and products/services.

Transformational leadership

A **transformational leadership** agreed to be the new style beside the democratic approach as carrier management approach.

4.2.Explanation and analysis.

The company agreed to adopt the transformational leadership approach in the vision and operational procedure and training/ development plans. Leaders selected also according to their ability of creating a shared vision and a bond between the employees.

Reasons for why transformational leadership is needed:

- 1- Shortage of talent in the market
- 2- Unify the efforts
- 3- Shared vision
- 4- Instilling passion
- 5- Uncovering the potentials in personals.

Transformational leadership is a style places emphasis on change and transformation. Leaders who adopt this approach strive to inspire their subordinates to achieve more than ever thought possible by uncovering their individual potential. Adopting this style required because of:

- A focus on the future, by always looking a head and thinking about what needs to be done to achieve the company goals.
- A focus on change and consider it in the company DNA and necessary for organizational success. Ensuring that their followers are also comfortable with change and are able to adapt to it.
- A focus on people, by looking for the potential in each and every one of the followers and leaders strive of develop their followers so that they can reach their full potential.

4.3.Departmental communication:

Understanding the importance of communication among employees and within organization and how critical for leaders to use the proper communication channel can help in elevating the overall company knowledge transfer and follow and control.

The company identified 4 types of communication utilized in internal and external needs.

- Internal upward
- Internal downward
- Internal lateral
- External

For departmental unique and state of the art communications, Carrier plan to re-structure its internal channels

1- Internal upward communication study:

Building a strong bond between the subordinate and the supervisor helps in insuring the employee are considered and counted as an valuable asset with inputs supporting and helping the progress of the company achievements. upward communication increase trust and improve workplace procedure and help managers identifying areas for self-improvement.

Example of upward internal communications:

- Focus groups
- Company regular meetings
- Suggestions boxes (or alternatively suggestion WhatsApp contact group)
- Automated Feedback program without contact person.

2- Internal downward communication study:

With downward communication ensure the clarity of message from leaders to employees and assuring the recipients taking actions in accordance with the communicator's expectations. Effective downward communication insure better coordination, improved morale and individual performance.

Examples of effective modern downward communications:

- Emails
- ERP system with notification
- Circulating emails
- Meetings

3. Internal lateral communication

The horizontal communication represents almost the majority of carrier and company internal communication. It's the daily running operation from finance, quality, production, procurement....etc. With weak lateral communication can results an extreme damage and loose of resources and time in the company business and flow of work.

Horizontal communication can be among employees from the same team or department or in between employees of different departments. In both cases the company still need an effective communication channel.

Examples of lateral communication:

- Mobile based apps: to allow for quick information sharing
- Clouds based storage drives
- Automated machinery with smart solution gives auto notifications
- Microsoft team apps, to eliminate the physical burden of attending meeting among physically apart employee
- Direct messaging software to enable immediate situation sharing and getting feedback.
- Shared access platform which enables multi employee working on the same project to have access and make update on same time.

4.4.Effective Leadership networking:

Leaders needs to develop and build an effective network in a way that builds a relationships and strengthen alliances in favor of organizations work and goals. For leaders to have the ability of inducing and influencing others in informal ways do have far more effects on organization and business success than solely exercising the positional and hierarchical power. A well-built and maintained professional network can be one of the most powerful tools for professional leaders to use in their leadership. (Janice K, Brinton Milward, Gail MacKean, Ann Casebeer and Ronald Lindstorm, 2014)

Carrier company is 100+ years old company, leaders possess skills and networks usually not found in any other company:

- Most of the leaders and managers of Carrier usually coming from inside the company it-self by promotions and job advancement
- Leaders mostly served in many different departments which make them connected and networked with most of the operation leaders.

In Carrier, different types of networks exist:

- 1- Operational network: involves people from the company useful to leaders for fulfilling current activity and responsibilities. This represents the daily contacts for the routine activities.
- 2- Personal network: This are the similar-mind likely people from outside your own organization who aid and provide support. They found though mutual interest.
- 3- Strategic network: focus on future and company challenges and strategical development. It's a highly complicated networking scheme, it requires a strong interpersonal skills and ability to communicate seeking support, convincing, i.e stakeholders, shareholders.

In the modern organizations and companies, the management became more relying on involvement and sharing, the ability of finding and allocating answers and seeking support from the right person is a main concern for every leader. many problematic situations can be solved in few steps if you just have the right info which is already available with the person next to you.

Carrier network can be effectively utilized to:

- Source a talent to the company
- Keeps a connection with the industry dynamic changes so keeping up with the industry

- Strategic plan changes, by having connections with the company powerful shareholders and industry regulators it can clear the path on front of any leader and show him in exact where should we be heading.

In carrier networking is embedded in the culture and daily activity. A clear organizational structure shows the hierarchy and capabilities within inside the company, with regular formal and informal open communication channels allows for every person exploring peers.

Most of Carrier employees are coming from similar industries, which lead to a high potential of personal network which can be utilized in the favor of the company.

Carrier created a social alumni gathering the current with previous (retired and non-retired) employees and leaders which can create a huge potential for personal networking and opening to new opportunities support the company objectives and goals.

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