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Table of Contents

Introduction.....	2
Evaluation of Chosen Organisation’s Current Leadership Practices.....	2
Critique of its Leadership Practices.....	3
Suggesting a New Leadership Style Strategy Plan for Organisation Based on Critique	4
Chosen New Leadership Style with Justification	4
Strategy-2: Effective Communication:	5
Strategy- 3: Listening to the Investors-.....	5
Benefit of the new strategy:.....	6
Departmental communication plan that utilizes the 21st century technology:.....	7
Enhance Customer Experience:	7
Chosen Communication Plan with Justification	8
Detailed summary of the network that exist within Lego and how could be better utilized by the leadership:	8
Conclusion	10
References.....	12

Introduction

Leadership is the art of harnessing the potential of human resources to accomplish a common goal. A masterful leader deftly coordinates team members to achieve specific objectives, regardless of the circumstances; it is why the exercises to determine organizational direction are invaluable they equip managers with the tools they need to implement change effectively.

Lego has held a steadfast commitment to leadership for years, prioritizing the interests of the collective over financial gains. Their approach is reflected in their unwavering embrace of democratic leadership. Ole Kirk Kristiansen, the company's founder, established the Lego Group in 1932 to create opportunities for all. This is the essence of democratic leadership, bringing all members of an organization together. Today, the company is owned by Kjeld Kirk Kristiansen, the founder's grandson, and has been passed down from father to son.

Evaluation of Chosen Organisation's Current Leadership Practices

The democratic leadership style proved to be a game-changer for the organization. By featuring a snapshot of the final product on the packaging, customers fell in love with it even before they opened it. This leadership style puts customers first and understands their perspectives, creating products that could be used interchangeably. In addition, the team realized that they could learn from their past mistakes and accomplishments to keep improving.

The management believed that the necessary resources, tools, and lessons were always available but needed to be accessed. To empower customers to create their unique creations, they provided step-by-step instructions that guided them through the process. Removing the fear of experimentation and iterating quickly is essential to accelerate innovation. Leaders playing creative games must encourage and reward fearless investigation, learning, and experimentation. Gluing different people, experiences, and perspectives under the banner of "open collaboration," the Lego innovation process can move faster, further, and more freely, resulting in unique and creative designs with Lego. The democratized leadership promoted creative freedom and imagination, spurring numerous set-specific parts, including various tools and weapons, flip-up configurations, and cockpits. As a leader, it is essential to encourage and motivate employees to be creative and take risks even when dealing with significant changes.

Critique of its Leadership Practices

Despite achieving the best from democratic leadership practices, Lego faced difficulties. For instance, the element of uncertainty was always there. On the off chance that pioneers settle on these required choices without talking with their group, the colleagues might ponder when, or on the other hand, they will ever be counselled for future necessities. The leader was put in a "lose-lose" situation as a result. Either they lost confidence because their team needed clarification on the approach being used, or they lost time discussing all the ideas with their team and receiving feedback on each idea (Peabody & Turesky, 2018). Compared to other leadership styles, democratic leadership still requires more time to achieve consensus (Dahlgard & Anninos, 2022). This is because everyone can offer an idea or voice his/her opinion. Before dismissing any idea, a thorough discussion is required. As everyone tries to develop the best solution and get on the same page, the discussions can slow down productivity in larger teams. The popularity-based administration style functions admirably when there is sufficient opportunity to foster an instructive data set from a whole group of direct reports (Peabody & Turesky, 2018). The time it takes to get feedback from each employee increases the time it takes to put resources into use, which is a problem in an emergency. Because they are so accustomed to involving their team or fellow managers' input, even leaders tasked with making an immediate decision in the situation may find it uncomfortable to do so. Therefore, they have become so accustomed to making decisions independently, some executives have difficulty adapting to democratic leadership, since they are so accustomed to being told what to do, team members may find the structures of this option challenging. There may already be discontent among direct reports as many direct reports believe they perform more critical work for the organization than their direct manager (Grimard, 2019). There may be issues with insubordination, higher employee turnover, or a refusal to participate in future decision-making processes if the manager always uses one person's ideas without giving that person credit.

With democratic leadership, everyone is involved in decision-making, which encourages people not to take responsibility for failure. When something unexpected happens, several people will be blamed, but the structure does not start with the person who made the wrong suggestion. An

organization may struggle to survive if no one steps up to fix the problem, even though everyone, from the executive team to the leadership to the frontline workers, can have a say in the process.

Suggesting a New Leadership Style Strategy Plan for Organisation Based on Critique

Recently, a significant surge has been there in interest in utilizing entrepreneurship to aid in the growth of organizations. This spans the debate on how to make entrepreneurship socially, environmentally, and economically sustainable, including social enterprise (Shepherd & Patzelt, 2011) and social innovation (Howaldt et al., 2014).

Chosen New Leadership Style with Justification

Strategy- 1: Clearer Vision for a Sustainable future:

We need leadership, entrepreneurship, and sustainability to bring about societal, economic, and educational transformation for a bright and sustainable future. However, the exact definition of leadership for sustainable enterprise and the means of its development still needs to be clarified. While concepts like "institutional entrepreneurs" (Davidsson, 2015) and "ecopreneurs" (Johnson & Schaltegger, 2019) have been alluded to, there seems to be a lack of new insights into the human dynamics through which sustainable entrepreneurship can be realized. Although there are several examples of leadership development, this gap in conceptual development needs to be filled.

To make strides towards a better future, we need to bring new concepts and inventions to life, creating opportunities for socio-economic and environmental change in both the present and the future. These business opportunities generate value on multiple levels, including social, ecological, technological, cultural, and aesthetic spheres. More and more communities are recognizing the significance of these factors, which have a broader scope than simple financial and economic metrics. For example, financial gains from sustainable businesses could be invested back into the project or the community. Let us make sustainable goals a reality with creativity and determination!

Strategy-2: Effective Communication:

Personal relationships are built on mutual respect and trust, this entails a commitment to speak what you mean, to hear what others have to say and to speak honestly and openly. A dedication to a strong work ethic, ethics, and honesty, as well as adherence to the beliefs, rules, and standards of Nestlé and applicable laws. Indra Nooyi, the former CEO of PepsiCo, showed how much she appreciated her staff by sending handwritten letters to their parents. Abraham Lincoln, the 16th President of the United States and a visionary leader, surrounded himself with highly competent individuals even though there would be disagreement regarding the presumptions. People like Wesfarmers CEO Rob Scott, Woolworths CEO Brad Banducci, and Commonwealth Bank CEO Matt Comyn have been glad to fill out Team Australia's midfield over the past 18 months. “Corporate Australia” did its part to continue the economy moving. At the same time, the state and federal officials tried their best to guide the country through the worst crisis in recent memory by reassuring employees, calming anxious customers, promoting vaccines, and maintaining business operations. The earlier expectations of the corporate sector for utilizing the pandemic disaster as a springboard for reform—or, to use the admittedly pretentious phrase, "an opportunity to build back better"—appear to be dead in the water. For business leaders, getting back to something resembling pre-pandemic normality would suffice. While the SMEs have suffered the most from lockdowns—and, this must be noted, have recovered the fastest during reviving—the corporate sector has demonstrated a certain level of quickness that even multiple chief executives appear to have been startled by.

Strategy- 3: Listening to the Investors-

Organizations have invested the entire year bolstering balance sheets, vending off unneeded commercial divisions, cutting expenses, expanding automation and digitization, and resetting plans, helped by the tailwinds of cheap interest rates and enormous stimulus.

In a broader sense, the business has had difficulty adapting to a shift in investor and community expectations that have continued through the crisis. The issue that enveloped Rio Tinto after it decided to desecrate a revered "Aboriginal site" in Juukan Gorge in Western Australia in May 2020 is the best illustration of this.

Investors, accompanied by the Australian Council of Superannuation Investors, which symbolizes the largest industrial super funds in the country, reacted angrily to Rio's original internal probe,

which cleared senior management, including former CEO JS Jacques. Louise Davidson, the chief executive of ACSI, who will debut on the corporate Power list in 2021, eventually defeated Jacques and chairman Simon Thompson in Rio.

More broadly, Comyn has transformed CBA's market leadership in Australian banking into something that appears to be close to dominance by aggressively expanding business lending, building market share in mortgages, and attempting to transform CBA's banking app into a digital ecosystem across shopping, utilities, and financial services.

Benefit of the new strategy:

Media attention is necessary for today's business landscape, and there is no denying it. Even the second-richest person in Australia, Andrew Forest, believes in injecting drama into his endeavours to garner attention. Macquarie has invested in infrastructure and renewable energy for a long time, but it is now more critical than ever as the world's energy needs have shifted. At the Chief Executive Women's annual dinner, Wikramanayake spoke about essential values such as diversity and mental health, revealing that her spouse is a stay-at-home dad.

Leadership is a multifaceted concept, and the organization approaches it through holistic methods, including leading for success, managing for results, developing talent and teams, and competing and interacting with the external environment, among others. According to Lego, authentic leadership comes from motivating employees to contribute to the growth of the organization and the community without reliance on formal power. ACSI, for instance, raised investor protests that eventually forced the resignation of CEO JS Jacques and chairman Simon Thompson, which came after the harassment incident at AMP.

In any organization, to affect change, one must intervene in the environment by analysing how even the most minor adjustments can impact the function of the whole. Rather than causing turbulence or disruption, such interventions can act as a repository for valuable information. Nestle prefers to motivate and inspire their employees to contribute to the organization and society instead of relying on formal power. This approach establishes credibility and elicits commitment from every employee. The company prioritizes data utilization and analogy, and intuition as decision-making guides rather than relying on statistical analysis.

When empowering Indigenous peoples, plans must give them greater control over their healthcare, education, and overall well-being. In addition, such communities need help with decision-making, including more secure land. Ensuring their land rights can go a long way in their development, and it is the duty of society at large to raise awareness and educate the public on these issues. People must also educate themselves on consumerism and the many policies that foster exploitation, as this is crucial in formulating workable strategies for uplifting these people and communities.

Departmental communication plan that utilizes the 21st century technology:

There will be certain benefits for a company when they go for Inter-departmental communication like: Data transparency ensures that the company's employees can access all the data for effective risk management ("Introduction: Global Land Grabs: Investments, Risks, and Dangerous Legacies," 2011). It is so because the data will provide the departments with better predictability. With increased departmental communication, Lego can ensure a more welcoming environment for its employees (Kalogiannidis, 2020). As a result, there will be more motivation for better productivity by the company. There will be an increase in trust among employees of all the departments. The employees will gain ideas and be exposed to all sorts of knowledge from all the departments, which will help them to trust themselves with the help of effective communication using several platforms such as teams, zoom, internal platforms, ERP systems, secured internet, and communication access.

A tactical method of transmitting messages internally is a powerful tool that can guide employees toward behaviours and actions that generate desired business outcomes. This method must align with an organization's primary business objectives and should be revised annually to support organizational strategies rather than an impromptu approach or as an afterthought. When this approach is truly strategic, it receives the same attention and resources as an external plan. In combination, they work towards successfully communicating a unified message for the entire organization.

Enhance Customer Experience:

This presents a fantastic opportunity for businesses already promoting personal advantage to humanize their brands further, beginning with better responsive interactions with customer service on social media platforms. Facing Changes in the Market:

Chosen Communication Plan with Justification

Although the process of communicating a transformation's plans and objectives to other departments may appear to be straightforward, it is not. When an IT department uses technical jargon, it must communicate more effectively. As a result, other departments may experience confusion, resentment, and frustration with IT. As a result, employee cooperation can be reduced, project progress can be slowed, and company culture can be affected.

Detailed summary of the network that exist within Lego and how could be better utilized by the leadership:

Leadership in intra-organizational networks has been studied across various disciplines, such as interpersonal networks, organizational networks, and multiple alliances. However, there are multiple approaches and concepts used to analyse this topic. Previous work on inter-organizational networks has identified them as social infrastructures through which three or more entities accomplish multiple joint activities. Therefore, they should monitor each other's activities carefully to ensure mutual benefits accrue to everyone. Despite this, some researchers must pay more attention to the interplay between leading organizations and other network members. There are different ways and types of leadership networking, which we can describe as follows:

1. A social impact network: is a network of interconnected individuals and/or organizations collaborating to solve a specific social issue by constantly adapting and generating continuous activities and results. It is a platform for achieving multiple, ongoing positive outcomes instead of just one. An example is a Coalition that addresses homelessness, bringing together agencies, non-profits, employment groups, and public health advocates.
2. Cohort Network: which is often a short-term model in which associates, colleagues, peers, or other groups participate in exchange and learning activities. For example, a leadership

cohort network brings together leaders from all three sectors for six months to share skills and knowledge across organizations.

3. Community of practice: is an interaction between people who share a discipline, concern, set of problems, or passion about a specific topic. They loosely coordinate and episodically collaborate to deepen knowledge and expertise by focusing on particular challenges or opportunities; there are usually no participant commitments to each other beyond specific work. Unlike a cohort, this network is ongoing, and members come and go over time.
Impact of New Leadership Style on Company's Culture
4. Associations: where a group of people or entities formally join, meeting eligibility and participation standards, pool resources, obtain services from staff, and shape the entity's activities. Associations focus more on serving members than member-to-member relationships. Many associations like the American Bar Association and the National Conference of State Legislatures exist.
5. Alliances: as individuals, organizations, parties, or states temporarily align to achieve a specific desired result which is often narrow in purpose/scope. Once the effort is completed, the alliance disbands. The Colorado Wolf Alliance is an example of this, as it disbanded after successfully advocating for the reintroduction of the Gray Wolf to Colorado.
6. Regenerative Networks: intentionally add value to the more extensive system they serve and evolve their value-generating capabilities over time. Regenerative networks can create new solutions, skills, and practices through system dynamics like emergence, evolving considerably from their beginning. Food Solutions New England is an example of this. A six-state network focused on improving the food system.

Different forms of organizational networks are more effective in achieving specific objectives. For example, cohort networks or communities of practice are recommended for those seeking a

learning network. Meanwhile, alliances are more suited for those advocating policy or project changes, whereas associations are best for serving the network members. Finally, for complex problems which require a systems approach, regenerative networks and social impact networks are more effective.

Conclusion

The vision of Lego is the eye-catching, ambitious leadership approach that depicts the company's future. It is both long-term and quantifiable. The best method to encourage enduring commitment to the organization's vision, mission, and goals is to recognize and celebrate the efforts of individuals and teams when they surpass expectations and generate exceptional results. It is the way that quality develops through time and how it holds up in the face of pressure and high production rates. For Lego, the transactional theory was conceived at the advent of the Industrial Revolution to ensure the increment in business productivity. The leadership strategy always significantly impacts how the top management hierarchy maximizes the organization's effectiveness. These management leaders of the organizations give importance to the structure and utilize their power to enforce the law to motivate the employees to put in their best efforts (Blackburn, 2019). Per the prevailing principles, workers are rewarded for achieving their destined targets. The idea believes that the employees follow executive orders. The transformational theory of management opposes the interaction of management, and the workers of an organization are beneficial for the business. As per the principle of transformational leadership, efficient leaders motivate their team members to perform beyond their capabilities. The team members' leaders should originate a long-term vision and motivate them to achieve the same. Transformational leaders work as inspiration to boost the employees' morale, which helps enhance their productivity at work. Such managers are great at leadership, for example, and hence are the motivation for the team as well as other staff members.

A Contingency hypothesis is that there is no ideal strategy for managing an organization. The best plan for a company's success must consider internal and external factors. The standard assumption states that the ideal candidate should fit the ideal situation. This viewpoint contends that the situation determines if the leader is effective. The theory says it is unavoidable to have challenging situations no matter how efficient a leader is. It brings light to the very fact that the leaders are aware of the very fact that it is both the internal as well as external factor that determines their decisions. According to this argument, a leader's efficacy depends on the situation. According to the theory, challenging events will always occur regardless of how effective a leader is. The fact that leaders are conscious of how both internal and external factors may affect their success is emphasized. The theory also opposes that leadership as a trait is unaffected by time and is meant for all businesses, irrespective of the matter in which the leaders work. The Ultimate cornerstone of the leadership philosophy is the extraordinary leaders that emerge as a consequence of the situation.

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