



EUROPEAN
INTERNATIONAL
UNIVERSITY



COVER PAGE AND DECLARATION

	Master of Business Administration (M.B.A.)
Specialization:	General MBA
Affiliated Center:	CEO
Module Code & Module Title:	MGT560: Leading Organization
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Student ID:	EIU2020792
Word Count:	5071
Date of Submission:	2023-11-22

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1 Introduction

(Levels), is a local Saudi company, specialized in contracting and furnishing for hotels and commercial projects. 2008 was their beginning, and they were able to prove their worth and ability through professional work which is based on quality and speed, within a short period of time. In (Levels) they have a very ambitious and efficient leadership vision that enabled them to work with the largest local and international companies. their headquarters is located in Jeddah, while their projects are extended throughout the Kingdom.

Leadership is related to many fields around the world. For example, one of the fields may be the leadership of society, religion, politics, and election campaigns. Therefore, leadership can be considered an art form that makes people do the things that the leader wants because they really want to do them. It also includes Leadership sometimes makes difficult and sound decisions, but these difficulties can be overcome by creating a clear vision to achieve goals.

- A domineering or coercive leader: He follows the method of immediately obeying orders, and this method is summarized by the phrase (Do what I tell you).
- Role model leader: He is characterized by his ability to smoothly self-direction and is summarized by the phrase (Do as I do, now).
- Trustworthy leader: He is characterized by excessive self-confidence and is summarized by the phrase (Come with me)
- Harmonious Leader: Follows the phrase “people come first.” Democratic Leader: Leaders of this style constantly ask (What do you think?).
- Trained leader: His leadership style is summarized by the phrase (try it, try it).

Leadership in business is the ability of a responsible person in the company to manage employees at all levels within the company, and manage materials within the company through planning, organizing, directing, and motivating in ways that ensure everyone’s commitment to the goal of

achieving the desired goals in a way that reflects the company's culture. People are usually in charge of Pioneers in leadership in the business world, executive positions; Such as CEO, chief operating officer, chief financial officer, etc.

An effective leader is defined as a person who has the ability to motivate and direct individuals and seeks to train them in order to achieve goals and move towards an inspiring future vision for team members and make it a reality. An effective leader is characterized by several characteristics, the most important of which are the following:

- Self-confident, persistent, and able to confront Facing difficulties and failed attempts.
- Able to communicate and interact strongly.
- Creative and innovative.
- Wise and reactive in times of crises.
- Able to keep up with changes, open-minded, and risk-loving.
- He is capable of insight and speculation about things, and is characterized by intelligence and acumen.
- Objective, humane, strong-willed, and knowledgeable about work.

1.1 Leadership Practices in Levels with Critique The leadership practice:

Levels had bad practices in its beginnings and is currently in the process of being corrected.

Some of these practices are listed below:

1- Using the word “developmental program” to refer to a training course: What is meant here is that the program is in fact a traditional or slightly modified training course, but for the sake of change, it is called a developmental program.

2- Leaders with the old mentality: Here, not only are the leaders of the organization, but also those

responsible for leadership development programs. These people remain inside a closed circle and do not show any flexibility to accept the changes and developments that occur around them. They are like dinosaurs within organizations, and you find them in high job positions - and perhaps grades. They are highly educated and possess multiple professional certificates - but they are a stumbling block within the organization.

- 3- Having an inflexible mindset (or underestimating the importance of a leadership mindset): Perhaps the most difficult part of developing a leader (yours or others) is understanding that one must change their behavior before they can change their leadership abilities. But to change behavior, mindset must be changed as well. Some leaders may have developed a strong and resilient mindset, and others may only be on the first rungs of the ladder when it comes to their courage and confidence as a leader. By addressing individual mindsets, it can reveal the root causes of unhelpful and ineffective behaviors, and each person's level is different. Therefore, leaders must constantly go beyond their comfort zones in order to become more effective.
- 4- The incompetence of those in charge of leadership programs: Believe it or not! There are many who use these programs, but they do not have the necessary competence for this task.
- 5- Safe repetition: What I mean by safe repetition is that those involved in leadership development programs resort to following the same mechanisms as those before them in order not to take risks. I understand this in the first months when assuming this task, especially if you are completely outside the department in question. But after that, one must have the courage to try and choose new development programs that achieve a high return on investment. The truth is that this problem applies to all development and training programs and training department

practices.

- 6- Weak budget for leadership development programs: As well as merging the budget for leadership development programs with the traditional training budget, which causes difficulty in choosing the most appropriate programs that achieve the desired goal.
- 7- Not looking at leadership development as an investment for the organization: Therefore, it does not think that when it invests one riyal in leadership development, it will obtain as a result of this investment an amount greater than the amount invested.
- 8- Desire for results without willingness to pay the price: You find many people who want to achieve many distinctive results through the effective implementation of leadership development programs, but they are not prepared to pay the amount required to implement such programs and are not prepared to allocate the time necessary for employees to devote themselves to these programs or to support them. To implement what they learned during it.
- 9- Lack of seriousness in working on leadership development: When we know that 80% of the training budget is wasted, it makes us question the efficiency, honesty, and seriousness of training departments in organizations.
- 10- Exaggerating the barriers to reaching the decision maker: After the end of many of our meetings with many decision makers in many areas, we are thanked for presenting the development solutions available to us, and introducing them to them, and that they were looking for such solutions for a long time but did not find them. The truth is that we find it an exhausting

challenge to reach decision-makers in organizations and their weak interaction or response. The inability to reach decision-makers by providers of distinctive and effective development programs and solutions on the one hand, and the failure of the same party to reach the program most appropriate to their needs on the other hand, leads to choosing wrong and ineffective programs.

11- Providing knowledge and personal relationships at the expense of effective solutions: Personal relationships and knowledge play an influential role in facilitating access to decision-makers and influencers, as well as completing contracts all over the world, but here in our local market we suffer that the percentage of this role is very high in a way that negatively affects the software market. Development and consulting.

12- The traditional method in tenders: I do not wish to expand on this point, but this method often leads to the exclusion of many of the most effective development programs with a return on investment, and these programs do not find an appropriate opportunity to present themselves to the concerned party in an optimal manner.

13- The trainer with theoretical experience: Many parties resort to bag trainers, and they usually read a reference and then come to talk about it, as they do not have pioneering practical experience as leaders themselves. The coach with theoretical experience is not limited to the bag's coaches, but also to the internal coaches of the same organization, as they also suffer from the same problem.

14- Trainers who are not fluent in the English language: We are faced with a clear fact, which is that

the English language is the language of science, and no matter how good the translation is, it does not reflect the original meaning of the text. Not only that, through my experience, I found that many of them seem to live in a world other than the one we are in! They do not really know what development programs mean, their mechanism, method, and application - even if they have theoretical knowledge of them - and they live in the world of training courses that have a poor return on investment and do not have a high value in the classification of training programs.

15- Teacher trainer or academic trainer: At the beginning of your meeting with either of them, you will most likely find that one of the first things he will mention to indicate his training ability is school or academic teaching, and this indicates their incompetence and understanding of the field of training or development. As well as their inability to differentiate between training/development or teaching!

16- The content of the program is highly theoretical or academic: This makes the attendees know many theoretical matters that are quickly forgotten.

17- Exercises and case studies: Exercises and case studies are very useful in development programs, but the problem is when it is believed that the development program has

18- Obtaining a certificate is the main goal: A dangerous phenomenon has spread at the level of organizations and individuals, which is the eagerness to obtain certificates without the desire to learn or actually develop, while leadership development programs whose primary goal is to change current behavior and practice, achieve pre-planned goals, and obtain a high return. On investment and value. In addition to the above, some entities or individuals want to have a

degree from a very prestigious institution, such as: Harvard and others, and not actual development. It is not forbidden to have a goal to obtain a certificate or to have it from a reputable body, but this must be in addition to developmental solutions.

19- The employee is not discharged during the development event time: If the event time is during working hours, we notice that the employee is not discharged or freed up for the event period, which reduces the employee's benefit from the event.

20- Urgentness to complete the training program: You will find many entities wanting to complete the training program within 4-5 consecutive days instead of working over a period of weeks or months. For your information, it is not possible to conduct a development program on consecutive days, because in this case, it will be a traditional program such as a course or workshop. The process of change requires a period of time to be achieved, and therefore the authorities must accept the idea that the programs should take place over weeks or months through short meetings, periodic follow-up, and a clear and effective methodology, provided that the results begin to appear gradually during the duration of the program.

21- Follow a "one size fits all" mechanism: When you send your employees to a training course, a workshop, an international speaker's forum, or even some traditional leadership development programs, they all suffer from a "one size fits all" application instead of taking into account the needs of each participant and trainee. His nature, the challenges he faces, and how he can overcome them.

22- Not working on developing personal leadership optimally: Before you can lead work teams and

the organization, you must be an integrated leader on the personal level, and therefore when you develop personal leadership, it will be reflected in the rest of the leadership development programs that focus on other leaders' needs for development.

- 23- Candidates for leadership development programs: One of the biggest mistakes is sending employees who do not have a job position that enables them to create change. Some entities find the CEO or director refusing to participate in any development or training program, even individually! Employees must be sent from top to bottom, and after sending the top employees, middle managers must be sent.
- 24- Exaggerated focus on the name of the entity providing the leadership development program: This is done at the expense of the actual added value provided by this program, and the impact, change, and return on investment achieved from that program.
- 25- Exaggerated focus on the name and fame of the trainer/speaker: This is done at the expense of the actual added value provided by this speaker, and the impact, change, and return on investment achieved from that program.
- 26- Lack of clarity in the vision and goal of leadership development programs: These programs are implemented simply for the sake of doing so, without clear and measurable goals for their implementation.
- 27- Failure to formulate a culturally consistent and empowering educational ecosystem: This means failure to build a work environment that helps implement what is learned during the

development program.

28- Failure to organize a package of meaningful development opportunities for executive managers:

Executive managers should have continuing education as one of their priorities. This can be applied by taking advantage of any development opportunity that is available to him. Here, leadership development programs can be designed that are appropriate to the needs and nature of the commitment of executives and their busy schedule.

29- Frequent absence or failure to carry out the tasks required on the job: Here this is often caused by the abundance of work and the tasks assigned to them, and that they are always busy. The truth is that the top priorities of leadership development programs are: addressing this problem, improving productivity, and managing time and tasks more effectively. Thus, failure to adhere to the requirements of the development program leads to not benefiting from it and not achieving the desired results.

30- The name of the program: Leadership Development Programme, but the content of the program is management training: You will find many programs dedicated to leadership development or even their training programs and workshops bearing the name leadership, but the content in its entirety or most of it is related to management.

New Leadership Style Strategy

1.1.1 Evaluation of Leadership Company Levels:

1- There is no link between senior management and middle management: Lack of link between the two departments leads to failure of application, practical practice and achieving impact on the ground.

- 2- Lack of support from senior management/direct manager/trainer: Lack of the necessary support from any of them will be directly reflected in the employee's performance as a leader.
- 3- Sole reliance on a training or development program: What is meant here is the belief that once a training course is conducted or a theoretical explanation of leadership methods or how to address a problem is that once this is done, the organization's development need will be addressed, and this is wrong. Most problems in organizations are caused by the system (the administrative system) and not the human element. Therefore, it is necessary to combine efforts and invest in the leadership development program to address the system's problems through the support provided by the senior leadership to achieve this.

“If the system doesn't change, it will cause people to fail” – Michael Behr, Magnus Fenström and Derek Schrader

- 4- Inability to overcome barriers to change: which leads to failure of implementation within the organization.
- 5- Unrelated initiatives and programs: You find some organizations holding a number of workshops related to leadership, hosting guests, speakers, etc., but they suffer from a lack of coherence, and attendance and participants may change from one event to another. This type of initiative and program lacks the backbone and infrastructure that brings it together and makes it an interconnected chain, which leads to weak results and impact in the medium and long term.
- 6- Limiting yourself to one type of training: What is meant is limiting yourself to in-class, virtual, e-

learning, or other learning and being stagnate to that, which results in manifestations of weakness that affect the quality of the results from these programs.

7- Relying on old people: Instead of investing in new leaders or improving the skills of existing leaders, companies tend to stick with the usual candidates. Trusting in the same group of trusted leaders may yield short-term benefits and results. However, it does little to strengthen the overall leadership trajectory. It can also burn out those old, high-performing leaders. This is why long-term leadership development fails for companies that use this approach: high-potential employees are underutilized.

8- Inappropriate program content: Trainees feel overwhelmed by receiving content that is inappropriate for their leadership role, areas of growth, or challenges.

9- Compressing the training program to save time: which leads to reducing the benefit of the program and focusing on completing the program as quickly as possible at the expense of results, impact, effectiveness, and actual change.

10- Focus on short programs: Some companies choose to invest in a single event or short program for their leadership training. But it ignores an important fact: leaders develop new behaviors and habits over time. Effective leadership development needs to be built as a learning journey that unfolds over time. It must rely on multiple options and learning methods. It should also provide opportunities to practice and apply skills.

11- Over-reliance on technology: Leadership requires direct communication with your employees,

work team, and colleagues. While the appropriate use of technology has the potential to improve leadership development, it may not always be the best option. The key is to understand the problems the technology will solve and the needs it will meet before investing. Both importance and organization remain crucial.

12- Choosing the right employees at the right time for the right program: This in itself is a challenge that the entities face, but this is a must for it to be reflected positively on the organization and for results to be reaped.

13- Ineffective Leadership Development Program Design: Leadership development programs or initiatives are often poorly designed, either internally by those who are not experts in leadership or by those who do not have any real experience in leading others. Also, sometimes, leadership development training is based only on one leadership model, or does not fit the leadership needs of the organization, which may limit its effectiveness. Poor design is included in the lack of good preparation and setting of goals and mechanisms of the training program and everything that goes into the stage before the training event.

“A successful leadership development program should be established by a leadership development expert who has experience leading others. Determining the credibility of any leadership development model, and whether it is supported by research, is also critical.”

15- Do not support promising leaders who have high potential: Emerging leaders also need opportunities and tasks to apply the things they learn; Mechanisms to help them retain what they have learned; The ability to confront difficulties, mistakes, and failure, and work through

them with the support and guidance of other more experienced leaders. High-potential people need many different on-the-job experiences to help prepare them for leadership, including working on real organizational issues and challenges individually, with peers, and in work teams. In addition, they need others to help them develop on their way. Most leaders are sought out, encouraged and mentored by others who see leadership potential within them. These relationships are essential to their development, and important in maintaining their motivation to overcome difficult challenges and obstacles on their journey to the top.

- 16- There are no opportunities for growth and development for high-potential people: Leadership development is not a one-way street where the employer begins all development. Leadership development is also a personal and internal process of character building and growth that involves developing a deeper self-awareness, confidence, credibility, influence, courage, heart and mind of a leader. Much of this cannot be taught in the classroom or in the workplace. Ultimately, developing an “inner leader” should be the choice

1.2 Proposed Leadership Style

- 1- Be flexible. The most effective leaders focus on ends rather than means, and they do not cling to outdated business plans and methods.
- 2- Adaptation. Survival was not the strongest, nor the fastest, but rather the one who was able to adapt to change.
- 3- Be a subject of respect and love for others. When we talk about true leadership, influence, and negotiation, nothing helps you more than being liked and respected by others.
- 4- Do not neglect your health. Leaders who have a longer-lasting influence make time to maintain good health habits. They do not give in to deadly agendas.
- 5- Listen more.
- 6- Stick to your principles and values. To build trust you need to be known for your integrity and honesty.

And never give up on your personal values, regardless of the consequences.

7- Focus on results. A great leader places more emphasis on achieving results than on getting the job done. Unlike ordinary leaders who focus more on activity and movement.

8- Do not give in to vanity. Instead of wallowing in your past successes, be filled with enthusiasm to explore new horizons and possibilities with humility and simplicity.

9- Don't find me a problem, find me a solution. Henry Ford.

10- Empower others. "To lead people, be behind them." Lao Tzu.

11- Focus on your priorities. "Management is doing things "right," while leadership is doing "the right things." Peter F. Drucker

12- Contribute with others to developing the concept of collective leadership, by writing and sharing materials and ideas on the media and social networks.

13- Give up the obsession with control. Hire talented people, fill them with vision, give them all the support, and keep yourself out of the way they do business.

14- Be a teacher. Invest time and resources to develop the work and skills of others.

15- Always increase these 5 things: self-awareness, organizing priorities, motivation, empathy, and developing your social skills.

16- Eliminate time thieves and do not allow your time to be wasted on television and the Internet without benefit. Rather, set aside time daily to meditate and arrange your priorities.

17- Pay attention to your body language, make it more expressive than what you actually mean, especially when sharing news and presentations with the team.

18- Use questions in a way that encourages participation, not intimidation. (For example, ask: How can we improve..? Instead of: What is the problem..?)

19- Tell a story, and make your message more emotional than just stating numbers and hard facts. Especially when you give a presentation or publish an article.

20- Do not ignore your feelings. "Sometimes you have to believe your feelings." Anne Fullenwider. (Or at least don't ignore it)

- 21- Lead others. “Leadership is the art of giving people a platform to spread bright ideas.” Seth Godin.
- 22- Always be educated and informed. “Leadership and learning are indispensable to each other.” John Kennedy
- 23- Release energies. “Leadership is releasing people’s potential to become better.” Bill Bradley
- 24- Give genuine thanks and praise to your team members. A leader can never give enough thanks and praise. So never stop giving more of it.
- 25- Follow the strategy of love. “Companies are stronger when they commit to love rather than fear.” Herb Kelleher.
- 26- Get a daily vacation. Take a short break (and complete rest) during your day to read a magazine. Playing sports. Sleep better, enjoy what you love and what you build. This makes you more balanced and effective.
- 27- Use lists frequently, and “keep setting new challenges for yourself.” Richard Branson.
- 28- Weigh your dealings: “Be kind, not weak. Be confident, not arrogant. “Be strong, not bully.” Jim Rohn.
- 29- Strive to translate your greatest principles and sermons into actual daily behavior on the ground. This is what will give you a unique personality, appreciated and respected by everyone.
- 30- “Never complain, and never make excuses. Resist the temptation to make excuses for yourself.” Brian Tracy. Have the courage to apologize, and look forward to the last day of your life.
- 31- Always have the courage to innovate. “If you want to be innovative, you must be willing to fail.” Jeff Bezos Great innovations often begin with failed attempts and resistance from managers and customers alike.
- 32- Stay active. When your energy starts to diminish, move on to different tasks. Drink water and healthy refreshments, and reduce your caffeine intake (coffee, cola, etc.).

organizations, leadership may be determined by more than one of these perceptions. Each of these concepts involves specific methods of leadership, and leaders may use a number of different methods.

- Exercising pure authority: “It's my way or nothing.” If you do not do what the leader asks, no matter how illogical his request, you will be eliminated. The leader's decisions are not subject to question or discussion, and no one else can make decisions.
- Conspiratorial politics: The leader pits people against each other, creates divisions within the organization, nurtures “allies” and isolates “enemies,” and accrues (through favors or condoning poor performance) on others a personal debt that he can take on when needed, with the aim of manipulating people and events according to his wish.

A school principal bragged to voters about how little was spent on the school system, then explained to teachers that he could not get salary increases because economic conditions in the community did not allow him to invest in education. He appointed superintendents who were at odds with each other and with teachers, favored some officials over others, bragged in public, and went out of his way to get the attention of certain members of the School Committee. Overall, he kept everyone confused and unsettled. Since he was very good at doing these things, almost no one noticed throughout most of his long work that he was not exercising any educational leadership, and that the school was declining financially and educationally under his administration.

- Using Relationships: The leader develops strong, positive relationships with all or most people in the organization, and uses these relationships to attract people toward specific directions. People do what is asked of them because of their relationships with the leader rather than for reasons related to the tasks themselves.
- Playing the role of a role model: The leader may request or impose, or he may not request or

impose, specific actions or actions, but he may implement them and expect others to follow his example, or he may implicitly allude to this.

In Sicily, a young archaeologist was supervising an excavation and was tasked with negotiating with and organizing local workers to carry out this operation. The workers, most of whom were about twice the age of the supervisor, saw this job as an opportunity to make some money without doing a lot of work (this is what the local mafia man who hired them told them).

The supervisor surprised them when he spoke their local dialect and treated them with respect. But the biggest surprise was that, after he had carefully explained what needed to be done and how, he did not remain standing to directly supervise them or tell each person what to do. Instead, simply leave and get to work. Then the older men, both impressed and embarrassed, started working too. The young archaeologist surprised them again when they realized that he was ready to do any work, no matter how difficult or dirty, and that they could not outwork him no matter how hard they tried - even though they were farmers accustomed to working. Contrary to their initial expectations, they worked hard throughout their employment... without the supervisor giving any orders at all.

- Persuasion: The leader convinces people, through evidence, analysis, promotion, or other methods of persuasion, that what he wants is, in fact, the best path, or that it is in line with what they want to do.
- Power sharing: Some leaders choose to exercise at least some leadership through other stakeholders in the organization. In this case, they may give up some personal authority in exchange for what they see as additional stakeholder involvement in decisions, goals, and the organization itself.
- Attractive personality (charisma): Some leaders have a personality that is sufficient for them to

attract others by virtue of the strength or charm of their personality alone. In fact, they may preach great things and accomplish wonderful things, but they achieve this through people's loyalty and admiration for them.

- Conclusion:

I touched a lot on the qualities that must be present in leaders, instead of talking about a system, because leadership starts from the individual, the responsible manager, the captain, who has a whole team under him. My view is that Levels Company should pay more attention to the team and create true leaders.

Because leadership cannot be limited to company policies and people must follow them, it is something much deeper,

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