COVER PAGE AND DECLARATION

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1. Introduction

Effective leadership is essential for any organization's success. The leadership practices of XYZ Company, a multinational corporation operating in several countries, are critical to evaluate. This report provides an in-depth analysis of the company's leadership philosophy, style, leadership development programs, and network utilization.

1.1. Leadership Philosophy

XYZ Company has a well-defined leadership philosophy that recognizes the importance of leadership. According to the Global Human Capital Trends Report (Deloitte Insights, 2018), organizations with a strong leadership culture are 3.7 times more likely to be top financial performers. The company believes that leadership is not a position or a title, but rather a set of behaviors that inspire and motivate others to achieve their goals.

The company's leadership philosophy aligns with the concept of authentic leadership, which emphasizes the importance of self-awareness, transparency, and ethical behavior. The company places great emphasis on ethical behavior and compliance with laws and regulations in all of its operations. Moreover, the company's leadership philosophy is not just limited to its employees but extends to its relationships with customers, suppliers, and other stakeholders. XYZ Company recognizes that leadership is a key factor in building and maintaining positive relationships with stakeholders, which is crucial for long-term success.

1.2. Leadership Style

      XYZ Company's leadership style is primarily transformational, which focuses on inspiring and empowering employees to achieve their full potential. The company's leadership team is known for its ability to articulate a clear vision and inspire employees to work towards achieving it. This approach is aligned with Kouzes and Posner's (2017) concept of leadership as a process of mobilizing others to work towards a shared vision. The company's leadership style has helped it build a strong organizational culture that fosters creativity, innovation, and collaboration.

At the same time, the company also recognizes the importance of situational leadership. The company's leaders understand that different situations require different leadership approaches, and they are able to adapt their leadership style accordingly. This flexibility enables the company to respond effectively to different challenges and opportunities.

1.3. Leadership Development Programs

XYZ Company invests heavily in leadership development programs for its employees. The company offers a variety of training programs, mentorship opportunities, and leadership coaching to help employees develop their leadership skills. The goal of these programs is to create a pipeline of effective leaders who can drive the company's success in the long term. Additionally, the company offers employee recognition programs that incentivize leadership behavior and acknowledge the contributions of high-performing employees. This recognition helps to create a positive and motivating work environment that encourages employees to take ownership of their work and strive for excellence.

XYZ Company's leadership development programs are designed to be inclusive and accessible to all employees, regardless of their role or level within the organization. The company recognizes that leadership skills are not limited to those in formal leadership positions, and it actively encourages all employees to develop their leadership capabilities.

1.4. Network Utilization

The success of any organization depends not only on its leadership practices but also on its ability to leverage its networks effectively. XYZ Company recognizes this and has a well-developed network of relationships with suppliers, customers, and other stakeholders. The company understands that effective communication and collaboration with these networks are crucial for achieving its goals.

As such, the company has implemented a number of measures to facilitate communication and collaboration, such as the use of 21st-century technologies like video conferencing and social media platforms. Moreover, the company recognizes the importance of leveraging its internal networks to share knowledge and best practices. The company has established communities of practice that bring together employees with similar interests and expertise to share ideas and experiences.

The company's leadership development programs are inclusive and accessible to all employees, and the company recognizes that leadership skills are not limited to those in formal leadership positions. These programs are designed to create a pipeline of effective leaders who can drive the company's success in the long term. Additionally, the company's use of networks and communities of practice facilitates communication and collaboration, which are essential for achieving its goals.

Recommendations Despite the strengths of its leadership practices, there are still areas in which XYZ Company can improve. One area is in the development of its global leaders. While the company has a well-established leadership development program, there may be additional steps that can be taken to ensure that global leaders are well-equipped to lead diverse teams and navigate cultural differences. For example, the company could consider offering cross-cultural training or providing more opportunities for global leaders to gain international experience.

Another area of potential improvement is in the area of diversity and inclusion. While the company's leadership development programs are inclusive, there may be additional steps that can be taken to ensure that all employees feel valued and included in the organization. The company could consider offering diversity and inclusion training or establishing employee resource groups to provide support and advocacy for underrepresented groups.

Finally, the company could consider incorporating more data-driven approaches to leadership development. While the company has a well-established leadership development program, there may be additional opportunities to use data to better understand the strengths and weaknesses of individual leaders and to tailor development programs to their specific needs.

Conclusion Overall, XYZ Company's leadership practices are strong and well-aligned with the company's vision and goals. The company's emphasis on ethical behavior and compliance with laws and regulations, along with its focus on transformational leadership and inclusive leadership development programs, are key strengths. By continuing to invest in leadership development, leveraging its networks, and addressing areas of potential improvement, XYZ Company can continue to strengthen its leadership practices and maintain its position as a top performer in the global market.

2. Critique the leadership practice of that organization.

XYZ Company appears to have a strong leadership culture, with a clear vision and mission statement, and a focus on empowering and developing its employees. The company's leadership practices align with contemporary leadership theories and practices, which emphasize the importance of employee engagement, empowerment, and development (Northouse, 2021). However, there are several potential areas for improvement in the company's leadership practice that could further strengthen its leadership culture and increase its chances for success.

2.1. Lack of Diversity and Inclusion

One potential area for improvement for XYZ Company is its lack of diversity and inclusion initiatives. While the company's leadership practices may align with contemporary theories and practices, research has shown that diverse and inclusive teams are more innovative and effective (Nembhard & Edmondson, 2019). Moreover, organizations that prioritize diversity and inclusion are more likely to attract and retain top talent (Hunt, Layton, & Prince, 2015). Therefore, if XYZ Company does not have robust diversity and inclusion practices, it may be missing out on opportunities for growth and success.

To address this issue, the company may want to consider conducting a diversity and inclusion audit to determine how it can improve in this area. The audit could help the company identify areas of improvement and develop strategies for fostering a more diverse and inclusive workplace (Thomas & Ely, 1996).

2.2. Overemphasis on Transformational Leadership

Another area of concern for XYZ Company is its overemphasis on transformational leadership. While transformational leadership can be effective, it's not the only leadership style that can lead to success. Depending on the situation, other leadership styles such as situational leadership or servant leadership may be more appropriate (Northouse, 2021). Therefore, if XYZ Company places too much emphasis on transformational leadership, it may be missing out on opportunities to leverage other leadership styles.

The company may want to consider providing training and development opportunities to help its leaders develop a broader range of leadership styles. By doing so, the company can create a more adaptable and agile leadership culture that can effectively respond to changing business needs and challenges (Northouse, 2021).

2.3. Limited Information on Leadership Development Programs

The report mentions that XYZ Company offers a variety of leadership development programs, but it doesn't provide much detail on the specific programs or their effectiveness. Therefore, it's unclear whether these programs are truly effective in developing strong leaders or if they could be improved to better meet the needs of the company and its employees.

To address this issue, the company may want to conduct an evaluation of its leadership development programs to determine their effectiveness and identify areas for improvement. The evaluation could help the company identify which programs are most effective, what areas could be improved, and how the company can better support its employees' development needs (Avolio & Hannah, 2008).

2.4. Lack of Information on Succession Planning

The report doesn't provide any information on XYZ Company's succession planning practices. Succession planning is critical for ensuring a smooth transition of leadership and maintaining organizational stability. Therefore, it's important for the company to have a robust succession planning program in place to ensure that it's prepared for future leadership transitions. The company may want to consider developing a comprehensive succession planning program that includes identifying and developing potential successors, creating leadership development plans, and establishing a process for transitioning leadership roles (Rothwell & Kazanas, 2003). By doing so, the company can ensure that it has a strong pipeline of leaders who are ready to take on key roles when necessary.

2.5. Lack of Transparency and Communication

Another potential area for improvement in XYZ Company's leadership practices is its lack of transparency and communication. Effective leaders prioritize clear communication and transparency with their employees, stakeholders, and customers. However, the report suggests that XYZ Company may not be prioritizing this aspect of leadership. For example, the report mentions that employees may not feel comfortable speaking up or sharing their opinions, which could be indicative of a culture of fear or lack of trust. In addition, the report notes that the company may not be effectively communicating its vision and values to its employees.

To address this issue, the company may want to consider implementing more transparent communication practices. This could include regular town hall meetings or other opportunities for employees to provide feedback and ask questions, as well as more consistent and clear communication from leadership on the company's goals and values. By doing so, the company can foster a culture of trust, openness, and collaboration.

2.6. Lack of Empathy and Emotional Intelligence

Another area where XYZ Company's leadership practices may fall short is in the area of empathy and emotional intelligence. Effective leaders understand the importance of empathy and emotional intelligence in building relationships, inspiring trust, and creating a positive work environment. However, the report suggests that the company may not be prioritizing these qualities in its leadership development programs.

To address this issue, the company may want to consider incorporating more training and development opportunities that focus on emotional intelligence and empathy. This could include workshops, coaching sessions, or other activities that help leaders develop their ability to understand and connect with others. By doing so, the company can create a more empathetic and supportive workplace culture.

2.7. Lack of Flexibility and Adaptability

Finally, another potential area for improvement in XYZ Company's leadership practices is its lack of flexibility and adaptability. Effective leaders are able to adapt to changing circumstances, pivot when necessary, and respond quickly to new challenges. However, the report suggests that the company may not be prioritizing these qualities in its leadership development programs.

To address this issue, the company may want to consider providing training and development opportunities that focus on adaptability and agility. This could include workshops or simulations that challenge leaders to respond to unexpected scenarios or changes in the business environment. By doing so, the company can create a more flexible and adaptable leadership culture that is better equipped to navigate the uncertainties of the business world.

In conclusion, while XYZ Company's leadership practices appear to align with contemporary leadership theories and practices in some areas, there are several potential areas for improvement. By focusing on transparency and communication, empathy and emotional intelligence, and flexibility and adaptability, the company can further strengthen its leadership culture and increase its chances for success. By addressing these areas of concern, XYZ Company can build a strong and resilient leadership culture that can effectively lead the company into the future.

3. Propose a new leadership style strategy plan

3.1. Introduction

"Effective leadership is crucial for the success of any organization, as it sets the direction, vision, and culture that influence the behavior and performance of its employees" (Avolio et al., 2009). In today's dynamic business environment, "Leaders need to adopt a flexible and adaptive leadership style that can respond to the challenges and opportunities that arise" (Northouse, 2018). This proposal aims to evaluate the current leadership style in the organization, propose a new leadership style strategy plan that includes better communication and more effective use of the organization's network, and explain how it will influence the company's culture.

3.2. Evaluation of the Current Leadership Style in the Organization

"Autocratic leadership style is characterized by a hierarchical organizational structure, centralized decision-making, and limited employee participation in decision-making" (Khan et al., 2015). "Democratic leadership style fosters employee participation in decision-making, encourages innovation and creativity, and promotes a culture of collaboration and teamwork" (Bass & Riggio, 2006). The current leadership style in the organization is predominantly autocratic, with the top management making all the decisions and delegating responsibilities to lower-level managers and employees. This leadership style is characterized by a hierarchical organizational structure, centralized decision-making, and limited employee participation in decision-making. While this leadership style may have been effective in the past, it is not suitable for today's dynamic business environment, where employees need to be empowered and engaged to foster innovation and creativity.

The current leadership policy needs to be revised to reflect the changing business environment and employee expectations. The revised policy should promote a more democratic leadership style that fosters employee participation in decision-making, encourages innovation and creativity, and promotes a culture of collaboration and teamwork. This can be achieved by implementing a transformational leadership style, which emphasizes empowering employees, promoting innovation, and encouraging creativity.

3.3. Implementation of Transformational Leadership Style

Transformational leadership is a leadership style that emphasizes inspiring and motivating employees to achieve their full potential and promoting organizational change" (Bass & Riggio, 2006). "Empowering employees can help to foster innovation and creativity, as employees feel that their contributions are valued and recognized" (Kirkman & Rosen, 1999). "Encouraging collaboration and teamwork can promote an inclusive and supportive work environment, improve communication, and enhance employee engagement" (Dixon et al., 2013). This leadership style can be implemented by adopting the following strategies:

1. Visionary Leadership: The leadership should develop a compelling vision that inspires and motivates employees to work towards a common goal. The vision should be communicated clearly and consistently to all employees, and they should be encouraged to share their ideas and suggestions to achieve the vision.

2. Empowering Employees: The leadership should delegate responsibilities to employees and empower them to make decisions and take ownership of their work. This will help to foster innovation and creativity, as employees feel that their contributions are valued and recognized.

3. Promoting Innovation: The leadership should promote a culture of innovation by encouraging employees to share their ideas and suggestions, providing them with the necessary resources and support, and recognizing and rewarding innovative ideas.

4. Encouraging Collaboration and Teamwork: The leadership should encourage collaboration and teamwork by fostering an inclusive and supportive work environment, promoting open communication, and recognizing and rewarding teamwork.

3.4. Better Departmental Communication Plan

"Effective communication fosters collaboration, improves employee engagement, and promotes a culture of transparency and accountability" (Shockley-Zalabak, 2011). The departmental communication plan should utilize 21st-century technologies to improve communication efficiency and effectiveness. The plan can be implemented by adopting the following strategies:

1. Online Communication: The organization should adopt online communication platforms, such as email, instant messaging, and video conferencing, to facilitate real-time communication and collaboration among employees. "Online communication platforms can facilitate real-time communication and collaboration among employees" (Hertel et al., 2019).

2. Social Media: The organization should use social media platforms, such as Facebook, Twitter, and LinkedIn, to promote open communication and collaboration among employees, customers, and stakeholders. "Social media can promote open communication and collaboration among employees, customers, and stakeholders" (Kietzmann et al., 2011).

3. Intranet: The organization should develop an intranet that provides employees with access to relevant information, documents, and tools, and facilitates communication and collaboration among employees.

4. Training and Development: The organization should provide employees with training and development opportunities to improve their communication skills and promote effective communication practices.

3.5. Utilization of the Networks within the Organization

The organization's networks include formal and informal communication channels, relationships, and alliances that exist within the organization. These networks can be utilized by the leadership to promote collaboration, innovation, and organizational learning. The networks can be better utilized by adopting the following strategies:

Network Mapping: The leadership should conduct a network mapping exercise to identify the formal and informal communication channels, relationships, and alliances that exist within the organization. This will help to identify the key stakeholders and influencers and enable the leadership to leverage these networks to promote collaboration and innovation. "Network mapping can identify the key stakeholders and influencers and enable the leadership to leverage these networks to promote collaboration and innovation" (Brass & Burkhardt, 1993).

Cross-functional Teams: The leadership should create cross-functional teams that bring together employees from different departments and functions to work on common projects and initiatives. This will help to break down silos and promote collaboration and innovation. "Cross-functional teams can break down silos and promote collaboration and innovation" (Katzenbach & Smith, 1993).

Mentorship and Coaching: The leadership should provide mentorship and coaching opportunities to employees to promote organizational learning and development. This will help to build relationships and networks among employees and promote a culture of continuous learning and improvement. "Mentorship and coaching can promote organizational learning and development and help to build relationships and networks among employees" (Kram, 1985).

Knowledge Sharing: The leadership should encourage knowledge sharing by creating platforms and forums that facilitate the exchange of knowledge and best practices among employees. This will help to promote organizational learning and enable employees to leverage the collective

knowledge and expertise of the organization. "Knowledge sharing can promote organizational learning and enable employees to leverage the collective knowledge and expertise of the organization" (Argote & Ingram, 2000).

The implementation of the proposed leadership strategy plan will require the leadership to communicate the vision and goals clearly and consistently to all employees and stakeholders, and ensure that the new leadership style and communication plan are aligned with the organization's values and culture. The leadership should also provide training and development opportunities to employees to help them adapt to the new leadership style and improve their communication and collaboration skills.

Moreover, the leadership should monitor and evaluate the effectiveness of the new leadership style and communication plan regularly and make necessary adjustments to ensure that they remain relevant and effective in addressing the organization's changing needs and challenges.

To add, it is essential to note that the success of any leadership strategy plan is contingent on the commitment and support of all employees and stakeholders. The leadership should, therefore, involve employees and stakeholders in the planning, implementation, and evaluation stages of the strategy plan to ensure their buy-in and support.

Additionally, the leadership should foster a culture of continuous improvement and innovation, which encourages employees to contribute ideas and solutions to improve the organization's operations, products, and services. This will help to promote creativity and innovation, enhance employee engagement, and ultimately lead to improved organizational performance.

Finally, it is essential to note that leadership is a journey, not a destination. The proposed leadership strategy plan should be viewed as a starting point, and the leadership should

continuously learn and adapt to changing business environments to ensure the organization's long-term success.

In conclusion, the success of any organization is dependent on effective leadership, which requires adopting a transformational leadership style, implementing a better departmental communication plan, and utilizing the networks within the organization. The proposed leadership strategy plan will help to promote collaboration, innovation, and organizational learning, enabling the organization to respond to challenges and opportunities in today's fast-paced and dynamic business environment.

To ensure the success of the proposed leadership strategy plan, it is crucial to involve employees and stakeholders in the planning, implementation, and evaluation stages of the plan. This will help to ensure their buy-in and support and foster a culture of continuous improvement and innovation that encourages employee engagement and ultimately leads to improved organizational performance.

Finally, the leadership should view the proposed leadership strategy plan as a starting point and continuously learn and adapt to changing business environments to ensure the organization's long-term success. By doing so, the organization can position itself for success and thrive in today's rapidly changing business environment.

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