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TABLE OF CONTENT	
INTRODUCTION.....	2
LEADERSHIP PRACTICE OF NIKE.....	3-4
CURRENT NIKES MANAGEMENT &LEADERSHIP STYLE	4-5
HOW DOES RECOMMENDED LEADERSHIP INFLUENCES ORGANIZATIONAL CULTURE.....	5-6
WAYS BY WHICH LEADERS AT NIKE INFLUENCE ORGANIZATIONAL CULTURE	6-8
AN IMPROVED DEPARTMENTAL COMMUNICATION PLAN USING 21 CENTURY.....	8-9
COMPREHENSIVE EVALUATION OF THE COMMUNICATION STATUS	9-12
CONCLUSION AND RECOMMENDATION	12-13
REFERENCES.....	14-15

Leadership Critique

Introduction

This report explores and evaluates the leadership style (strategy) as well as the requirements of Nike. The company likewise states the matter that it should create a further 21st century leadership approach that superiorly incorporates quicker communication amid divisions and to make improved usage of the corporate system dynamics that exist in the company. It proposes an innovative leadership approach /style strategic plan which incorporates superior communication and efficient usage of the company's network-based on a plea from the company.

Leadership Practices of Nike

Organizations that have assumed leadership roles in their sectors during the past ten years, like Nike, have done it by sharpening rather than by widening their core emphasis. By 1 of 3 value fields of customer affinity, product leadership, or study perfection, they have concentrated on providing customers with more value. In principle, participatory leadership influences how people behave at work gives them the tools they need to succeed and raises their enthusiasm. The key to market leadership is precisely what Nike has discovered. Nike leads the market in brand development strategies and is the foremost at what it does whenever it comes to creativity as well as being the finest at what you do. They incorporated fresh concepts, groundbreaking inventions, and valuable intellectual resources into their company. Nike was moving forward with the establishment of the "Just Do It" commercial, the company growth through the production of new goods, and elite communication initiatives. Leadership in Nike has been consistent among Bill Bowerman and Phil Knight. These two gifted and motivated people, who were also both athletes, teamed up to make their firm successful. Bowerman, who was senior to

Knights just at moment and had devoted the majority of his adult years instructing sports, used to have a coach's perspective. He became so well-known and thought-provoking in his views that he was hired as an Olympic Games mentor in the summertime. He popularized jogging by introducing the sport into community, demonstrating his inventiveness. It became a tremendous hit with fitness enthusiasts and sportsmen alike. Nike has followed a leadership path since the beginning.

Critique of Leadership practices

Companies like Nike that have risen to the top of their sectors in the last 10 years have done so by reduction rather than increase their main emphasis. They have focused on delivering higher customer value by disciplines customer intimacy, operational excellence, or product management. Nike has uncovered the secret to product leadership (Neiderhauser, 2013). Nike is the greatest at what it does with its footwear and thrives at innovation. According to Scott Bedbury, Nike developed brand-building strategies that are still used today. Nike continued to act as though they were in the first place even though they were only ranked third in the athletic shoe market in 1987. They infused their business with novel ideas, ground-breaking inventions, and profitable creative assets. With the launch of the "Just Do It" campaign, the development of the brand through the foundation of new products, and elite communication initiatives, Nike was making progress. In addition to promoting television campaigns and integrating print advertisements targeted at women, they pushed for the construction of a few retail concept stores, like Nike Town. Everybody wants to be a part of somewhat bigger in life, whether it's a movement, team, family, or even just a straightforward brand. Nike weaves its brand into enduring emotions by assuming the role of the classification character for competitive sports and fitness. Nike has continuously pursued innovation by making new products and changing its

advertising approach. What helped them succeed in the late 1980s and early 1990s was their emphasis on their key brand strategy. They nevertheless made an effort to deliver the same idea in a variety of creative methods. They didn't want customers to stop caring about Nike or to believe that their relationship with the business was ending. They had a fresh perspective and realized that today was a new era and that it was critical to stay up to date with global changes because yesterday was the past. Marketing efforts were scaled back from one year to three or four months for the normal product life cycle. The goal of this project was to increase the business' goal of relevance and change.

Current Nike's Management & Leadership Style

Nike is a well-known brand of sportswear and footwear that has improved over the years in numerous ways. Leadership and management are two examples. We may trace Nike's success thus far to the outstanding management and leadership practices it has employed over the years.

John Donahoe is the CEO of one of the biggest and most well-known brands in the world Nike Inc. With a market value of nearly \$210 billion, the firm is the most valuable worldwide garment brand. It expertly navigated the previous year through its robust digital infrastructure, but it wasn't simple.

Donahoe reflects the servant leadership philosophy, which was developed during his time at eBay (Lopp, 2020). He is a trustworthy leader who respects his team members like family. Those who truly feel an emotional connection to the business and brand they work for are the most ardent brand ambassadors.

He started looking for good qualities in his leadership team as soon as he took over at Nike to see what he might learn from them. He guided the business through turbulent times when brick-and-mortar stores were closed by adopting a participative leadership approach that gave

everyone the flexibility to try out their ideas. Donahoe explains how a new type of buying knowledge that was almost totally online became necessary. The Nike team received praise from the CEO for their outstanding performance in sustaining momentum while overcoming the most challenging challenges throughout the horrific pandemic. Additionally, Donahoe talks about Nike's inspiring principles, which are centered on equity, equality, racial justice, and social justice, as well as how its professional athletes, employees, and consumers are committed to and will continue to uphold these beliefs throughout the pandemic (northwest, 2021).

Nike has established greater sensitivity to the constantly changing political and environmental environment that firms must operate. As a result, he has identified 14 essential challenges that are crucial for society and have an enormous impact on business. This management approach is, in my opinion, a positive development. But given the current state of the economy and the Covid-19 scenario, a lot of focus should be put on business decisions on how to operate and prosper while operating a significant piece of the company online. The management plan must be changed as a result (Badhal, 2021). This contingency plan must include a strategic combined human resource management (HRM) approach because many employees would be working from home. This must also imply extra investment in management training for upper-level managers given the current economic context. Given that we are currently dealing with the Covid-19 outbreak, the leadership strategy should place a little more emphasis on improving the way important goals are prioritized while still being transformative and incorporating strong digital inclusiveness (Singh, 2015).

How does recommended leadership influence organizational culture?

The most significant foundational elements for creating excellent organizational cultures is an effective leadership. Leaders can be anyone with authority or influence, regardless of

position, and they shape the culture of their organizations. Leaders have many different effects on and influence the organizational culture (Zlatko & Maciej, 2019). Through their actions and attitudes, leaders serve as role models for the people around them. Through their hiring and firing decisions, managers and executives effect the culture of their effective organizations. By establishing guidelines and norms, leaders mold the culture of their companies. Culture is impacted by decisions regarding which behaviors to better reward and which to penalize. Leaders mold the culture of their organizations through selecting onboarding programmes, visions, missions, ideologies, symbols, mentoring, and coaching (Leadership Ahoy, 2020). A company's culture is vital since it greatly affects either or not it is a healthy place to work. When employees are informed about and encouraged to embrace the organizational ethos, it can affect their attitudes and behaviour at work. While the relationship between an effective leadership and the workforce is positive, the workers would contribute more to better teamwork and communication and will be inspired to achieve the organization's goals, which will improve job satisfaction.

Ways by which Leaders at Nike Influence Organizational Culture

There is a lot of wisdom in a proverb like "Listen much and speak little." It is the most crucial features of a true leader. They are observant enough to notice even the least facts about their work, such as morale worries, staff conduct, and chances to enhance business measures.

We all went to high school once. The tendency to quickly make strong friendships and separate into subcultures, or smaller groups within the larger overall, may be difficult to resist once we enter the profession. The best leaders understand that varied subcultures provide opportunities for effective team building, but they also know to encourage greater collaboration and better information sharing amongst teams.

The companies with the friendliest cultures tend to be those where the corporate hierarchy is less important. This is in contrast to a tyrannical boss who attempts to surpass their team or who abuses their position. Truly excellent managers are aware of the importance of asking for ideas and feedback from workers without spectacular titles shown in their email signatures, as well as the importance of having a flatter organizational structure.

Equally useful to an established leader who doesn't hide behind their position is a worker who simply exudes polite leadership out of need. They can have acquired leadership qualities through their further education. Or perhaps it's simply the ability to listen to and comprehend their collaborators. The best title is not necessarily required for leadership in either situation.

On occasion, outside influences can help define leadership in the workplace. By this, we mean those in positions of authority who are concerned with their impact on their community, state, or perhaps the entire world. Leaders should work toward civic engagement and philanthropic giving of both time and money if they are worried about their organization's ability to maintain a pro-social stance in society. And it's a great method to motivate better generation of civically active people.

It's possible that an organization's stated objectives might not line up with the daily realities that its personnel deal with. Many a times it takes a skilled manager to help employees connect the points and understand the relevance and value of their work. It starts by examining the organization's core values.

With the aid of their leaders, workers' skill sets can be developed, their working knowledge of their business could be improved, and their work could be given more tasks and tasks. It might even come down to cross-training a few employees so they can shift between

divisions as required for a new challenge and a fresh sense of better connection with the best company.

After analyzing the servant leadership philosophy, I believe that participatory leadership should be employed in Nike's organization. A distinctive feature of participative leadership is employee involvement in organizational decision-making. Instead of concentrating all power in the hands of a single or a small group of senior executives, employees at all levels are encouraged to contribute ideas and help choose the future course of action for a company. Staff employees are expected to carry out the organization's plans and objectives under supportive leadership, but they are not usually allowed to fully participate in the decision-making process. A few specializations of the participative approach exist, such as consultative leadership. Although the manager or leader will solicit feedback and ideas from the team, she will still have the final word, so this is not a democratic approach.

An Improved Departmental Communication Plan using 21st Century Technologies at Nike

Highly skilled communication is crucial to a firm's ability to navigate a dilemma, complete a merger, prevent administrative mistakes, and carry out daily processes. CEOs frequently cite "terrible communication" as the reason why well-laid strategies fail. Surprisingly, however, business leadership philosophy and practices tend to underrate and casually consider the discipline of communication. Huge groups of employees met repeatedly for hours to create communication strategies and techniques for handling the company's problem, but there was minimal real decision-making as well as little understanding of what top management was genuinely accomplishing (Blokdyk, 2018). In other words, poor communication initiatives contributed to the problem and the CEO's resignation as in this case wherein Nike's former CEO used a Servant leadership style which is not decent for organizational growth. The following

communication strategy/plan elucidates the key steps managers (leaders) including CEOs working in distinct business departments at Nike should use to make managerial or leadership communication.

Customer involvement: Nike succeeds in regulating customer ties and inspiring new consumers to join the Nike family. Along with member benefits, they also give excellent consumer service to all consumers. The "Featured Picks" section of the Nike+ app provides customers with personalized recommendations and discounts based on user information and previous purchases. Nike streamlines the client purchasing process with the use of intelligent recommendations, increasing sales and strengthening customer loyalty. Active Nike+ app users gain from them as well because they can customize their access to better workout programmes, guided meditation, and even music depend on their preferences and goals. People can thereby earn and receive advantages online depending on their non-transactional physical interactions with Nike products. For instance, as a reward for choosing not to purchase in November 2017, Nike asked its consumers to run a 25-minute 5K through the Nike+ app (Kumar, 2020).

Send out the message that excellent communication is crucial for corporate success and professional progress regularly and unambiguously: It is critical for everyone to understand that the CEO considers communication extremely carefully. One such message is strong and essential. However, it necessitates persistent, tenacious follow-through, as well as monetary incentives that encourage effective communication techniques.

Comprehensive Evaluation of the Communication Status Quo in Nike: It is recommended that CEO of the Nike should not restrict to the conventional meaning of "communication" in this evaluation. It is required to examine the non-verbal and verbal signals the organization uses to portray itself via its many endeavors. It included a review of each

external and internal community that offers the organization exposure levels and prospects. Examine how it builds connections with those stakeholder groups, including everything from a client service representative's demeanor to how staked workers are treated, how it takes stances on delicate public policy issues, how its services and products are designed, how visible the CEO is in the general populace, and more. Remembering that communication is typically a two-way track along the route, it is crucial to assess the organization's capacity to spot opportunities and problems and afterward credibly convey those findings through channels of communication for feedback all the route to the CEO. Additionally, the evaluation process should be coordinated from the top down rather than being divided into several divisions. This kind of study is essential to risk management.

Ensure that any individual (employee) at any management level with responsibility for communication can perform it finely: To guarantee that staff members are capable of performing their communications obligations successfully, the CEO must establish a firm grasp of what comprises appropriate communication practices and push on training programmes. The CEO must set a good example by honing his or her personal communication abilities.

Senior communication leaders must be expected by CEOs to embrace their work in a genuinely holistic manner, with accountability for evaluating and assisting in the improvement of verbal as well as non-verbal interactions throughout their enterprises. The absence of such thorough strategic control of a company's communication methods exposes senior leadership to unknown weaknesses, lost chances, and unfavorable outcomes. Nike must leverage communications to develop the company's culture while concentrating on a select few distinct, truly held beliefs. CEOs should take communications considerably more substantially than they already do as a leadership quality. They must take the lead in a complete reevaluation of what

communication is and ought to be, and then help it become the positive force it can be. Even though we exist in the twenty-first century, communications typically follow a 20th century mentality. This substantially limits its ability to contribute fully to several business operations.

Existing Networks in Nike and Use by Leadership in Future

Firstly, participatory leadership empowers colleagues with authority, accountability, as well as independence while encouraging staff to participate in decision-making. They can then make judgments and act in a correct and timely manner thanks to their increased autonomy and relative decision-making capacity. Furthermore, this enabling environment enhances people's active participation in the workplace and might increase workers' willingness to learn as well as work hard.

How participatory leadership works?

Strong participatory leaders empower others, promote discussions, and motivate their teams to work together so that choices can be taken and plans can be carried out. After all, cooperation and equitable involvement in decision-making are characteristics of democracy.

To ensure that decisions are made democratically, employees must have access to the information they need to do so. They need to be fully informed before they can make the best decision (T. Ceng, 2016). The decision of how and when to disclose this information rests with the leader. She is the person who is best qualified to decide who needs to know what and when.

The next step depends on how active the leadership is in practise. Sometimes the manager will take her team's suggestions into account while making the final choice. In some situations, the group may make decisions collectively, completely decentralizing the process. In

either case, the manager should thoroughly inform the team about the decision-making process and the anticipated results (Schine, 2019).

Once the leader has taken into account the team's brainstorming and recommendations, or the team itself has made its decision in the case of participatory leadership, employees will normally be responsible for carrying out those decisions by putting the plan into action (Chin & Trimble, 2014). To put it another way, it's now time to put in the work required to make a decision become reality after it has been made.

Participatory leadership will also help Nike's organization to create a more 21st-century method towards leadership that corporates faster communication among departments and creates better use of the network dynamics that attain in their organization.

Conclusion and Recommendations

In conclusion, Nike's leadership and management approaches have evolved and are still having a beneficial impact on consumer appeal. The company isn't afraid to risk money and effort to attain the quality it wants. And that's a key rule of Nike's corporate culture in general. The business of Nike may be impacted by major elements including technology and increased competition. Nike's success depends on technology because it is changing the way the corporation does business. The success of the company in the digital market will determine how well it performs in the current fast-paced environment. Competitive competition is a key success aspect that will affect how well the organization performs. Even though it has historically affected the company's profitability, this element still represents one of the main threats to it. Nike's success will be significantly impacted by its competition with some of its stalwart rivals,

such as Adidas and Puma. The business should also be aware that it is the largest manufacturer of shoes in the world and that, to stay at the top, it needs to improve its marketing strategy.

All athletes throughout the world get innovation and inspiration from Nike, which views everybody as an athlete. As a well-defined, important sports brand, Nike consistently aspires to maintain its position at the front of product design and innovation. Nike developed the free shoe following considerable research and growth in regard to the finding that barefoot running could naturally benefit athletes' feet and legs.

In-depth product testing and analysis led to the creation of Nike Free. Nike wants to give the idea that Nike Free is a necessary component of training and not a substitute for athletic performance footwear. Performance will be improved.

Technology and business rivalry are two key factors that were already stated and could have an influence on Nike's operations. The business's capacity to use digital marketing techniques would define how well it can deal with technical difficulties. Nike has demonstrated potential in implementing a digital business strategy since it combined its online and offline marketing efforts to build a hybrid business plan that could direct the company's future sales.

Last but not least, Nike should constantly create and rethink its marketing strategy to stay relevant and inform its customers about new items. Launching Nike Air and other well-known brands like Nike Jordan is proof that this technique has been highly successful. The business must produce more captivating and cutting-edge items by increasing its research and development budget if it wants to maintain its market leadership.

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