



**EUROPEAN  
INTERNATIONAL  
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## COVER PAGE AND DECLARATION

	<b>Master of Business Administration (M.B.A.)</b>
<b>Specialisation:</b>	
<b>Affiliated Center:</b>	
<b>Module Code &amp; Module Title:</b>	
<b>Student's Full Name:</b>	
<b>Student ID:</b>	
<b>Word Count:</b>	
<b>Date of Submission:</b>	

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**E-SIGNATURE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**EIU Paris City Campus**

**Address:** 59 Rue Lamarck, 75018 Paris, France | **Tel:** +33 144 857 317 | **Mobile/WhatsApp:** +33607591197 | **Email:** [paris@eiu.ac](mailto:paris@eiu.ac)

**EIU Corporate Strategy & Operations Headquarter**

**Address:** 12th Fl. Amarin Tower, 496-502 Ploenchit Rd., Bangkok 10330, Thailand | **Tel:** +66(2)256923 & +66(2)2569908 | **Mobile/WhatsApp:** +33607591197 | **Email:** [info@eiu.ac](mailto:info@eiu.ac)

**MGT560: Leading Organization**  
**Module Assignment: Leadership Critique**

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## **Introduction**

### Leading Organization

Organizational leadership is a management approach in which leaders help set strategic goals for the organization while motivating individuals within the group to successfully carry out assignments in service to those goals. (retrieved from Website)

Organization needs to follow and or adapt a set of leadership practices to help their employees, customers & to get the satisfaction results when chasing goals.

Leadership varies from organization to another, it is subject to many aspects such as where the organization is in the world map? The culture in this location, the size of the organization, the variety of staff nationalities and designations especially the senior ones, customer profile, interpersonal influences, governmental goals, own goals and actions and many other aspects. The more you collect the more efficiency of the practices and or processes will gain.

## **Organization Leadership Practice**

Practices, it is to utilize and use the sources in the organization by giving the employees portion or full power they require or need to applicate the changes they desire to reach to the final goals. As mentions in the said introduction, the practices are not the same from organization to another and what we can apply in ABC company may not be applicable on XYZ company. In other words, grouping people to create and have the power or authorities they need to reach to the final goal.

Below will mention some of leadership practices within an organization I used to work with;

- Mentor relationship
- People first
- Encourage to advance
- Prospect for talented
- Share goals
- Effective process and priorities efficiently
- Regular meetings
- Give authority
- Problem solving

### **Mentor relationship**

It is like Father and Son relationship, it is not only you watch him and his actions but you provide advise and wisdom to him. The relation with the employee can start by knowing their potentials, test and challenge it, allocate each one in the right position where he can perform his/her max and efficient, provide training and support always, rewards and promotion to those are especial and unique. And for those who find difficulties at work or in adapting new practice a consistently

strong support, training and advise is a must, creating a friendly competition among the employees may encourage them to preform will and share the expertise.

### **People first**

Building a team that is ready to face challenges, finding solutions and never give up easily, a team can achieve most of if not all organization goals, advancing the organization vision and mission, give consultations and supporting each other and to other departments within the organization in the favor of organization visions and goals.

Without fine employee around you, you will not be able to perform to your maximum capacity, creating that team of people will make you capable, engaging and connected and if you find one or more of your staff having the said traits, for sure you will reach to your goals quick and smoothly with his help particularly and with others as well.

I was told in my earlier age by my uncle, two brains think better than one, and I'm certain of as more brains you have working on a situation the better idea will come out of them and the right actions will be taken and as for the working environment, the team will be more in bond to each other and more supportive.

### **Encourage to advance**

Taking new challenges, finding different ways to engage, reducing time and efforts, those are what a leader is taking to reach to the what is wanted from the team employees or members.

Knowing the potentials of the employee and his/her capacity at work will allow leaders to set tasks where it will allow the staff to advance their skills and learn more skills, and they may ask for new job(s) and new challenge. Succession of the staff will betterment the team, gain more confident, trust and well known in the organization.

Insatiable curiosity about the team potentials, real interest in them will help to understand how to make them advance and be creative.

### **Prospect for talented**

Always look for a talented employee, having a communication with prospects talented employees is one of leadership practice and it is essential to have a backup plans, looking in to the market for potential candidates will provide more knowledge about the industry careers and where your current team from that, connecting with others, knowing what are their strength is a great and useful information, and will be needed once a position is need to be filled. It may be difficult to be always connected with prospects but striving to be is always fruitful.

### **Share goals**

Helping team to feel engage and assure that all employees are on the same page from the beginning and to achieve the same mission, every staff will have his own or unique way to work and get things done, sharing goals will not allow conflicts, embarrassing situations and will have all in a straight forward and clear steps.

A good leadership practice will allow sharing of goals, processes, updates, critical situations and conducting regular meetings to give feedback, find solutions, set priorities, set a clear direction and confirming deadlines. Besides, it is better to the employee to know what are they working for and what it serves.

### **Effective process and priorities efficiently**

Processes, are important for the team success it is the guidelines that all should follow, implement and reach. Effectiveness, is doing the right thing by creating the right processes in the department, the great leader will allow his subordinates to participate in forming these processes, record those

processes, test it, amend it if necessary and at the end document it and distribute to all employees for better understanding, this will help you to assign tasks to the right staff. Those processes may be different from team to team depending on the style they into and for the better serve of the organization goals.

Efficiently, is doing things right. What to focus on, short-terms goals and or long-terms goals, you have to recalibrate priorities with the team, how they utilize their time on, what is the 5 important tasks they are on this period/day/week discuss them, meet with them and agree on course of actions. If the team is prioritizing its tasks correctly this mean your leadership is in process and efficient and they fully understand the deliverables and working really hard to accomplish the tasks with both effectiveness and efficiently.

### **Regular meetings**

A team meeting on weekly basis and or a quick meeting every morning in daily basis is a productive way to solve problems which needs a quick and or immediate interferes. It is much better if a particular period of time is set everyday for a quick meeting, going over the issues that happened the day before and the plans for today and any other issues that may run to the organization and need serious actions.

It helps the teams when they are sharing ideas together, arguing and discuss those ideas, building a sold relationship between the team based on respect and trust, reaching to decisions and making sure all teams are aligned to the same goals and objectives.

### **Give authority**

Authorities delegation will be and should be based on the trust, and this if we are talking about mid positions delegation in the organization. Senior position having the authority from a legitimate



power vested in the role they are accommodating in the organization. It is the power to give orders, make and take decisions beside enforce compliance and obedience.

Creating a trust working environment is a trait of a good leaders, it will allow and encourage the team members to take risks and feel safe approaching the risks which will having them building a self-confident, this will have them to do the best outcome of their capacity with true steps and trusted.

### **Problem solving**

The efficient team is a great problem solver, the on-going issues getting in their way to accomplish the missions should be the central focus of the team, reporting and regular meetings is the first options to address those issue, having in details discussion with all facts furnished to the team, brain storming, always update, clear inputs, agreeing on the next step and executing actions. Monitoring the actions to confirm the outcomes of the decision taken and make corrective actions if needed.

I'm a true believer that each problem has a solution, it is the way you approach it in the beginning and the way you choose to act. Understanding the problem is a 90% of its answer and this will happen with the participant of the team, and the team should be well known and informed about the problem before asking theme to contribute in the solution.

### **Critique the leadership practice – Cones**

Nothing is perfect, we still in need of each other, processes need to replaced and or change, and to adapt the new changes, no one can say he is done with learning or done getting new experiences, so as the leadership practices pros mentioned above it has its cones too, below I will mention some of it;

### **Chain of command**

As big the chain is as long approval process will be, it can be due to different mindset in understanding the current situations (in the final chain – seniors). The chain of command is essential in the organization to protect organization rights internally and externally, also as requested and enforced by the auditing team, getting approvals can takes a lot of time to get some approvals to solve some small issues, longer process and more time to get approvals on long-term issues, critical issues and where there are monitorial issue involves.

### **Opportunity to grow**

Once a team or individual member is known as problem solver, smart thinking, active and immediately in the spot, hard, smart working, the organization puts its all power and recommendation to that team and or the individual, not allowing others to have the opportunity to participate, show their skills and get the chance for a career growth.

### **Authority**

Authorities can be miss placed, used to serve own purpose and to suspend or stop potential opportunity. Not experienced authority holder will delay the process till he fully understands the purpose and actions. Team leaders who can feel the brilliant of the team member sometimes they don't allow him to escalate to the next career and they will try to secure their career. As it between leaders can be hard to convince each other.

### **Part of a team**

Getting lazy to perform, depend on the good relation with the team to skip duties and responsibility. Since the KPIs is not on individual count and it is on the whole team, that give a chance to some member to not perform their full capacity and or any of it and just be part of the team hidden in between

### **Communicating goals**

Sharing goals may lead to obstacles in between the team out of jealousy, grudge and or conflicts in interest. Someone sees that he deserves to be in the light spot and if he notices another trying to be there, he attacks.

### **Frequent meetings**

As much as regular meeting are very helpful to share, discuss issues and try to find solutions in those meetings but, it is a time eater to those who are slightly involve or not involve in the issue, sometimes it is to discuss various issues in one meeting and the whole teams should be in the meeting from it starts till it ends and they don't speak a word just listening. Where they can be briefed or copied in the minutes of meeting agenda will be enough for them to be in the loop.

### **Problem solving flexibility**

Once the problem reaches to the line manager and from there to the senior management or been presented in a meeting everyone should follow the processes, if the problem can be solved with a phone call between the 2 parties but the processes are saying to serve an official document, involve another department and chase it continually it will be enforced and more time and effort will be put in that.

### **New leadership style**

Leadership style, is a method of managing, directing, and motivating followers. Leadership styles define how leaders strategize their relationships with their followers. Knowing the leadership style is vital to gaining the loyalty of followers and increasing the effectiveness of the leader. (retrieved from website)

## **Better communications and more effective use of the organization's network**

Networking is defined as goal-directed behavior which occurs both inside and outside of an organization, focused on creating, cultivating, and utilizing interpersonal relationships. (retrieved from website)

## **Evaluation of the current leadership style and policy**

There are many types of leadership styles, I will mention some of it below;

- a. Coach
- b. Visionary
- c. Servant
- d. Autocratic
- e. Laissez-faire
- f. Democratic
- g. Pacesetter
- h. Transformational
- i. Transactional
- j. Bureaucratic

The current leadership in the organization is the Transformational leadership.

## **Transformational leader**

This leader is a facilitator who doesn't make decisions or establish strategic plans but, instead, facilitates a series of conversations among key stakeholders. "Transformational leaders are driven by a strong set of values and a sense of mission. Often times the strategic leader will have a vision but can't execute it because they can't deal with the transformative issues. A transformational

leader has a more generalized vision, that's one of the common good or what's in the best interests of the stakeholders there. (Retrieved from website)

Leaders, they listen to the employee concerns to provide suitable and serious support if needed, they fully understand what can trigger their staff member to increase the capacity and performance may not work on the others, they can sense the motivated staff and who has strong focus on goals and organization missions, they keep calm and optimistic about challenged goals and are experts at giving a purpose and meaning to the duties and responsibilities they carry.

They are able to encourage the surrounding including their team members to exceed their potentials, easily adapt their way in management style to fit for all employee in the team and provide equity.

They gain the respect, appreciations and trust of the team and seniors. Which helps deliver ideas, requests and solutions in an easy way, smooth and clear. They grab the attentions immediately with total focus.

They challenge assumption since they work very clearly it will be close to accurate outcomes, risk takers, no fear of failure due to the focus and deep study they apply, always creative thinking out of the box with the help of the empowered team to share the ideas and concerns, they empower employee to speak up and discuss in solving problems, changing policies, different approaches and more.

Self-awareness, they know their strength and weaknesses, they don't embarrass themselves or any of their team member, they believe in learning and knowledge has no limits. They remain open minded, open to new ideas. Adapting and innovative, proactive.

## **Weakness in Transformational leadership style**

### **Lack of focus**

It works by inspiring the team, it can cause lack of focus on the major tasks.

In solving it, setting a clear expectation for each member can prevent the lack of focus.

### **Underappreciated**

High level of commitment to the company

In solving it, Emphasize the importance of a sustained pace, enjoy time off at work will prevent burnout

### **Lost details**

Focus on long-term, the whole picture to encourage the team, they may don't remember the small important details since their mind is set to that goal.

In solving it, tracking system to tasks and accomplishment. Specifics assignment.

### **Exaggerated disagreement**

All staff are aligning to the same goal, open it for disagreement and it may become serious.

In solving it, Organization structure to be followed in sharing ideas and maintain low disagreements.

### **Revisions on the Transformational leadership**

Pros and cons, the practice is not a 100% accurate but it is close to perfections, with some adjustments we can reach very close to full marks, I will add more weakness to Transformational leadership practice with its corrective actions or Revisions;

- Routine, implementing new strategy to deal with issue always will change the way of the staff think about work. It may lead to disruption and confusions of the many changes happening at once.

To resolve this, the employees need to understand the benefit of change and the positive impact on them, listening to their feedback will be great and do necessary amendment on the process if needed.

- Misuse of power, influencing others which is easy to others to misuse the power given to them, and use it to benefit him over his team member.

To resolve this, serious process for managing positions leaders, choose leaders with high level of honesty and integrity.

- In team member favor

Spending much time with the team member, can lead to the leader prefer someone on the other, leaving others feeling like left behind or ignored.

To resolve that, setting up instituting professional development opportunities available to all staff members, setting up auditing process.

#### - **Leadership style influence the company culture**

The organization activities are based on a correct and serious information, to be collected from the market and or available on site where the organization conduct its business, which an amount of those information should be made available to all employees no matter if he/she are related to the leader department or not, we receive a lot of inquires and the concern person(s) maybe involved with a customer and or a meeting. Sharing a bit of those information can avoid wasting a valuable time of the leader time since it will get rid of false inquires. That's why implementing Transformational leadership culture will benefit the organization in many ways. The work environment needs encouragement, trust building, sharing information, quick regular meetings and open minded for discussions, arguments and fight for what you think it is right.

### **Better communication based on 21<sup>st</sup> century technology**

Communications models assist in guiding communication process and as for leaders, this communication task extends beyond this; as leaders are managers of meaning to their subordinates and this communication task requires different levels of skills. In this section, we expand the discussion of leadership moving from definition to several leadership communication models. Leader communication styles varies from high level of directives to low directive style and while most studies concentrated on the organization outputs mostly found that high directives leadership produced more, leader's communication style is a primary factor affecting team performance (Sagie, 1996) – (retrieved from website).

Today's communication is a lot easier than before,

**ERP systems** are essential for a better communication, Microsoft programs are making our life easier every day, in my organization we use Microsoft dynamic and it is a great help to us in tracking tasks and KPIs.

**Microsoft office;** An accurate way to track, amend and generate numbers which can give a lot of information and details about the transactions and recommend or help in making decisions. In fact, we use it to prepare the demo proposals and then add it to the presentations.

**Emails;** it is a great documentation method, a way to approach prospects, potentials, share documents, tasks and evidences.

**Cell Phone applications,** another easy and quick way to communicate with team and or customers

**E-Meetings,** various of applications is doing this now, we can meet with any person no matter where he is and with disregard to formalities or time, once agreed between both parties it is recorded, reminded and executed.



**Smart screens;** usually we use it in meeting, it can be connected to any computer, laptop and or cell phone, can be remotely controlled which is helping in presenting non-present employee's data without them being with us in the same room.

**Conference calls;** another way to put all the team together in a room without being in the same physical room.

### **Existing network in the organization & future utilization**

We use the below networking;

A) Microsoft dynamic

Keeping the database, monitoring task accomplishment, collecting data and analysis

B) Teams

All meetings on that application, sharing ideas, sharing files, sharing screens and taking notes.

C) Microsoft office

Outlook, Excel, PowerPoint and word, the master sheet as backup of the dynamic system, preparing feasibility study, different scenarios, presentation and more.

It is great to have such communication tools to make the work easy and accurate, a well trained employees will for sure make the best out of it else, the untrained employee will may do damage to the system, delete something should not be deleted (should prevent data lost).

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