

Leading Organisation

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1.0 Introduction

Leadership and leaders are one of the keys of companies or communities' success it's always related to the way of leading inside the companies to get the best and build the best culture environment which leads to the smooth and great performance overall the company and between all departments.

So, let's give us a minute to understand, arrange and build a leadership style inside the company and how we can approach for the new leadership ways of success

2.0 company profile

We are AX group located in KSA with about 16 companies in different fields the most losing sector is hospitality sector, so we are going to organize and implement the new culture to this sector.

3.0 Report brief

I will describe and implement organize practices for the department's leadership styles and the organization at all.

Analysing the relations inside the sector

Build and implement a new culture strategic plans then build the communications roles.

4.0 current leadership style inside the AX group.

While it's a huge group with a multi-national employee in all positions so here where the problems are you need to spread your culture starting from the top point of the pyramid till the base, but we must start from the base.

At the beginning we need to know what is the current and how's the top leading to understand what we need more to finalize all the leading styles

4.1 practices

Group culture as we notice is depends on individual efforts not team playing which is affecting all the culture inside the group reflecting this culture to all the sectors and companies inside it meanwhile the top management uses micro-management style in leading policies and culture such like.

- Every manager is responsible to take responsibility about planning, building, revise everything inside his department while this action can be spreading or allocating to the senior positions to revise and sharing into the planning and decision making.
- No-leading or let's say clear leading style or leaders inside the sector all are managers not leaders a little few we can say that they are a leader but unfortunately these guys aren't in a key position.
- The group don't have any employee's retention system, so they have a very high turn-over rate.
- Working of priorities is one of the leadership practices followed inside the sector.
- We have a good style inside each department but it's an individual experiences as we said every department is working in his own direction.
- Initials and developments plans are too little.
- Accountability is a very high priority inside the company so we can get a good level of work.
- Listening:
The leaders are always listening to their followers, but the big gap is to execute.

We can say that these practices are not the leading style which can assure a high quality and sustainable business and if we revise all the results of the business, we can see that there is a lot of weak periods and weak numbers.

Here we can find that the leadership practices inside the sector is always reflect the whole leadership inside the group while there is no clear culture or directions inside it.

5.0 critique the leadership style

At the beginning we can notice here that the style of leadership is the transactional leadership style while the most points is this style are

- 1- Task oriented
- 2- Timeline for task completion
- 3- Reward on task completion intend change in performance.

So, regarding to the transactional style and the implementing of it we can notice that we have a critical problem in

- High turnover
High turnover rate is one of the leadership styles failing indicators and while we are reviewing this, we can find that the turnover rate is about 13 % which is very high but still under the alarming zone, but this reflects that company is inside the danger zone of employee's turnover rate.
- Communications
While the good leaders always have a clear and regular communications
We can see a clear gap between departments and inside the department in communications as we said before it's an individual thinking and directions while the related departments are the last to be informed which makes a lot of delaying in work or sometimes, we can find the execution wasn't running at the best.
- Micromanagement
One of the most common signs of bad leading is to work with micromanagement style instead of micromanagement when leaders always monitor the small tasks and every task it demotivates and give short in creativity.
- Low of morale
Bad leading always leads to team's low morale while the feelings of disrespect, undervalue and unsupported will be the well-known sign we can find the employees are less to be involve and motivate.
- Decline in performance.

The lack of effective leadership may cause a decline in performance overall the team while there is a missing guidance the employees may struggle to meet the goals.

- Damage of reputation

Organization's reputation is aligned with its culture which is related directly to the leaders and leadership styles and practices.

At the end it's not always this bad all can be maintained because some leaders are trust in seniority often without the tools, training and developing to be fully effective.

We will use these steps to start the new leadership style.

- 1- Leadership training: the organization can invest in leadership training programs for more progressing and developing skills for effective leadership.
- 2- Setting clear expectations: as a goal we must set a clear expectation for the leaders emphasising the importance of communications and teamwork.
- 3- Feed back mechanisms: establishing feedback mechanism from the employees to the organization directly to express their concerns or reporting bad leadership behaviour

6.0 the new strategies

While we need to give a new plan and leadership strategy, we must know what our current disadvantage is so we will start with a quick and little evaluation about where are we now then we can go for the new correction strategy.

Our new strategy will start with a few steps:

- 1- Start transforming from transactional leadership to transformational leadership
- 2- Focusing on the advantages and disadvantages of our current and what we can do for improving the style and organization's culture at all levels
- 3- High communications between the departments and inside department
- 4- The current network and how can we start developing it

6.1 evaluation form

Evaluations always the best way to know where to start so while we have this evaluation, we are going to the exact missing points in our leadership style to correct and develop

Top management evaluation

This evaluation is for top managers and departments heads about how they are leading and what are the factor of leading ship they are using

The rate is from 1 to 5 while 1 is the lowest and 5 is the best

This form we asked for all the top managers, and I will put the AVG answers of them all

Q	Answer	Rate
What is your mission	Most of the departments doesn't really have a clear mission always working on priorities while there is no clear mission	2
What is your vision	Regarding to that there is no mission so it's also no vision for all the company or individually for the departments	1
How do you implement the goals	The goals and objectives always depend on priorities, so the organization doesn't have a clear road map for the long- or short-term goals	1
How do you assign people for your goals	The most of departments depends on the free one do the job so this way give us a fast achieving but with out no real developing	2
How do you communicate with your assistant	Communication's channels are still old and normal with no rules or regulations	1
What is the evaluations period inside your department	No employee's evaluation	1
Promotion style	Seniority and loyalty to the head is the factor	1
Policies	Most of departments doesn't have any policies roles or regulations	1

The main goal of this evaluation is not to critique only it's a way to learn so every leader must evaluate him self before evaluating the followers

The most important inside all organization is the culture it's just as a road map for the developing so we must train all the people to have this culture inside

6.2 deploying new strategy

As we agreed if we want to change the strategy we need to focus on the variances and what we can develop or change

So, we will show the differences between strategies

- The comparison between transactional and transformational leadership

	Transactional leadership	Transformational leadership
Leader's source of power	Position	Character
Followers' reaction	Compliance	Commitment
Time frame	Focusing on short term	Focusing on long term
Rewards	Paid, promotions	Pride and self esteem
Nature	Reactive	Proactive
Works for	Developing the current culture	Changing the current culture
Focused on	Planning and execution	Innovation

This was the main points of differences between both styles

The current as transactional leadership style has some advantage in rewards because a lot of followers always likes physical rewards as a human nature so we can keep this in mind while we are changing

The changes must come gradually but fast as we need more proactive and productivity

At the begin of deploying the strategy we need to identify 3 mains

- 1- Vision
- 2- Mission
- 3- goals

we make this to be clarify with our culture and how we will choose callipers and integrated leaders to be involved in our new transformation

this step must be done with sharing of all departments and all employees also we must make an organization's plan and internally inside each department too.

Vision, mission and goals are the key factor of the organization's culture and leadership style

Starting the developing plan

1- Assessment of talents

Identify leaders is the most important step they will spread and train the others directly and indirectly

The points here are

- Character

The characteristics of the leader to fix all what we have of lacks, so we need to identify his personal

1- His own vision will be the key for his team development and direct them

2- Passion

3- Self-awareness

4- Communication

5- Empathy

6- Integrity

- Style

To develop the mindset of his followers he may need to make a mix between all leadership styles to find the best practice

- Loyal

Loyalty and integrity are the best way to keep your team developing

2- Leadership style

As we agreed we are going to deploy transformational leadership style

3- Goal setting with agility

4- Strengthen the soft skills

6.3 transformational leadership effects

1- organization's culture

Organizational culture influences every facet of an organization (Saffold, 1988) and impacts various organizational outcomes such as commitment, performance, productivity, self-confidence, and ethical behaviour (Deal & Kennedy, 1982; Denison, 1984; Ouchi, 1981; Posner, Kouzes, & Schmidt, 1985; Pritchard & Karasick, 1973; Sathe, 1985).

The transformational leadership has a great impact on the organization's culture according to the leader's value, beliefs

With transformational leadership there is sense of purposes and goals with feeling familiar

Sharing at all levels will influence all the organization's employees while the leaders help followers developing and increasing their commitment to the organization

Also, it's influence by the impact of the leaders on the organization's productivity and innovation

As we always say transformational leaders help the organization see the world different way

Because transformational leaders always work for long term goals and objective so we can feel a great change and impact inside and outside the organization.

2- personal outcomes

Research studies have repeatedly shown that transformational leadership is positively connected to personal outcomes (Dumdum, Lowe, & Avolio, 2002; Fuller, Patterson, Hester, & Stringer, 1996). The relationship between transformational leadership and personal outcomes such as job satisfaction and commitment are well established (Bass, 1998). Bass (1985)

Because the transformational leaders can bring deeper insight and appreciation, so they give their followers an inspiration and motivation to achieve

- Empowerment
- Job satisfaction

This point is the most important one here because it's a result and a cause it's result of a good leader and it's a cause to the high retain and quality of work

- Motivation

Motivated person always gives more than the normal as a normal fact not even in the work it's in all life.

- Trust

All this point directly reflects and affect the whole organization towards the culture and goals of the future

6.4 better communications way

Communications the reason of success always hiding in connecting people to be more specific it's hidden inside the way you are connecting with others we may have a good communication but it's not leading or serving our goals, so we must focus on this point and consider it as the key to our leadership succeed, improving and developing the communications way internally inside departments and between departments

To get more efficiency in work we can use also communication development steps as a developing plan for our culture under the sign of go green to spread the environment safety culture inside the organisation

Communications channels

First, the communications must be documented

While the communication always a way to enhance the work so all of it must be proven and documented

The official channels

1- Official emails

- Using emails always keep every thing documented and easier to back to
- Emails always a fast and spreading channel
- While using emails must take in consider who and why I'm sending it and who is related to this email must be looped

2- Task management

Use it internally inside the department while the head of department can always follow up his team progress on daily, weekly and monthly base

Every head must create a team and include all his team to the task manager giving daily task and assign the person

Following-up the progress

Keep in mind the small milestones inside the task

It's also a documented system

3- What's app group

For a fast communication in minor matters inside department while keeping in touch with the team on moment

4- Verbal communications inside departments just to follow up or giving instructions

To have also a good relation between all employees we must make a breaking area keep them always in touch as persons not as positions

Under the go greener we must less the paper's communications replacing it with a systemized one

Using electronic archiving system also keep data safe and available

Using cloud workspace to share ideas and team work on the same project will give an advantage about what are we doing and keeping all the team under one working umbrella

Technology is giving us a lot of communication's solution, so we need to follow the developed methods

6.5 internal network

As we can consider that the current networking inside the organization is not the best

But still, we must improve it

Networks summary

1- Operational network

All leaders need to create a good working relationship with the right people helping them to do their work

This network always comes from reporting system and feedback which is one of the best communication and expanding keys

The reporting system shall improve to keep it all clear and callop rated

2- Strategic network

While we are transforming from functional management to business leadership, we must take in consider the board strategic issues

With building a good strategical network between leaders it will be easier to fix all the issues

3- Personal network

One of the most leadership important network is the personal between leaders and followers it guarantees the sustainability and consistency of the business also efficiency and retain

To improve all the above networks, we need to change mindsets of leaders

1- Change verbal words

Don't say work just keep it easy and say do cause always the word work is pushing the employee

Don't say you will do say I know that you can do it at the best

Always use a motivational word

2- Reallocate time

Keep sometimes for your followers personally even it's a coffee break with them it's keep the warm of relation

3- Stick to goals

Focus on goals and performance with some kind of flexibility the results always more important than the ways with keeping the instructions and culture in mind for sure

All of this are leads to what we want inside our networks which leads to the new organisation's culture

7.0 conclusion

At the end leadership and leading organizations are one of the most completely hard way in management we are dealing with human nature which is the most complicated nature in our world

Humans are not stable

Humans always changing

Humans always feels

All this factors we must take in consideration

Leadership may be one of the easiest written subjects but it's the most complicating to execute specially while taking the initiatives with a multi nationality, age and cultures sources and try to unify it in one.

So, it takes time and efforts to change all the mind-sets and you may can't at the end, but the try will be so useful with a great result and be sure if you even get 100 % of the change at least you move a great step towards culture development.

8.0 References

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