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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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## **Introduction**

Leadership plays such an important function that helps any organization direct its resources to achieve goals efficiently. Effective Leadership provides a clear vision and purpose, motivation and guide for the organization while achieving its mission.

This report was prepared for APC company. APC is a leading public company in the field of investment, development, and operation of commercial income-generating real estate throughout the Gulf region.

The purpose of this report is to examine and review APC's leadership strategy and develop a 21st century leadership approach that better incorporates faster interdepartmental communication and better leverages network dynamics within the organization.

To this end, I will first list common organizational leadership practices and then critically examine how these practices are applied within APC company. Then, I will talk about the four most common leadership styles within organization and evaluate the current leadership style used in APC, Finally I will revise that leadership style to move the company forward, and further explain how the chosen leadership style will affect the company culture in addition to recommending a better interdepartmental communication plan that utilizes 21<sup>st</sup> century technology.

## **Organizational Leadership Practices**

### **Common Leadership Practices.**

#### ***Mentor and promote Relationships not Just competitiveness***

Good leadership shall promote better relationships within the team members, and shall provide support, training, and opportunity for them to appeal their potential. Good leadership shall be a strong and clear mentor who support the employees when they are struggling in the adaptation of work.

Be curious about the people in your organization, take a genuine interest in them, understand what is enjoyable to do by them, what are their points of strengths, what are their personal goals outside the organization Try to understand what motivates your team, try to know who they are personally and know as much as they can share, utilize their motivations in a way that promotes and helps the productivity of them.

Friendly competition between coworkers can be beneficial however depending on it may affect the relationship between them badly, a better approach is to promotes an effective work relationship between them, building good connections between the employees will increase the productivity more than focusing creating competition between them.

#### ***Creating High mutual Trust Environment***

Trust is an important element to build over time between you and your team members, the trust must be mutual and will enhance the relationship between both the leadership and employees. The best leadership practice a leader can have been to earn the trust of their team to do their job and earn the trust of their team as well. To Earn the team's trust, you must engage them and make them feels heard and empowered and trusted, this will certainly reflect on their productivity, when the leaders earn his employees trust, they will know that the leader cares about them and has their best interests in his mind, and hence, everything else will fall into place. The leader has also to trust the employees to do the work provided to them, through effectively delegation of the work to the right employees who can perform the tasks well

#### ***Clear Goals and Roles***

For employee's best performance, motivation and being engaged, they must have meaningful and clear goals, this is very crucial for them. This is the responsibility of the leaders to create such environment. Clear goals and roles promote and enhance performance and accountability where employees have direction to see and understand where they are now compared to these goals. It's critical that the organization leadership have goals well known among your entire team which will reflects on better decision-making process. Clarity of

roles, authorities and responsibilities for team members is very important to effectively achieve individual and group goals, Team members must cooperate to accomplish their goals.

### ***Set Priorities efficiently***

There will always be a list of work to do that is longer than the resources that exists. Asking team member to do all of them at once will decrease productivity, and more errors and delay of delivering work, that's why prioritization play such important role in employees' accuracy, timely deliverables, and less errors, in addition to time and cost efficiency.

### ***Balancing Focus on the Big and the Small***

Great leaders have great vision; however, this isn't enough for the success of the organization, they must dream big but also don't neglect the small details in order to have the full picture, they must be aware of what is happening on the foundational level to allow them to make better strategic decisions, they need to be able to see the individual pieces so that they can understand how they interact.

### ***Lead by example***

The effective leaders must be an example for their team members to follow, Employees are watch their leaders all the time and comparing what leaders say with actions they take... the leader will lose him credibility if their action doesn't align with what they asking their employees to do, As an example, If a leader says they are advocate for work and life balance, they shouldn't expect their team to work or answer emails in weekends and at night. If they are saying that every person shall respect and attend work in exact time, they are not supposed to come late and even cancel meeting in a short notice.

### ***Maximize constructive and real time feedback***

As a leader, to motivate your team, you shouldn't use criticism in your feedback, it must be constructive feedback to make better situations and motivated people. Feedback should be given to enhance or change the behavior not for the sake of only criticism. For example, if a project is being often delayed, provide tangible solutions of this situation and what should be done and what you're aiming for instead of giving criticisms. It can also be very beneficial to give feedback to employees at the right moment and praise them for their positive performance so that they continue to do a good job. Likewise, it is beneficial to identify poor work early to prevent mistakes from escalating and make it much easier to correct and eliminate them in the future.

### ***Delegate More***

Taking the time and effort to learn when and how to delegate to your team is critical to the business. Not only will this allow you to focus on the things that only you can do, such as big picture strategy, but it will also empower your employees to do great things.

Take a step back and allow the team to grow and learn through mistakes and experience. Trust them, give them opportunities, and allow them to fail. Use those experiences to mentor and coach the next leader. Invest your resources and efforts into hiring people you can trust, because that's what delegation is all about. Prove to your employees that you trust them by letting them make important decisions, and often, they will reward your trust.

### ***Encourage employees to advance***

A good leader shall be happy for his or her employees when they have new job and a new challenge. Of course, a high turnover a leader's team is generally considered undesirable, succession of individuals and improvement of the company's talent pool is considered a success

### **Critique of Leadership practices within APC company**

#### ***Mentor and promote Relationships not Just competitiveness***

APC effectively implements this practice by encouraging employees to attend training and courses in areas where they need development, this begins with quarterly evaluations of all employees, in which weak areas are identified by direct supervisors and participation in specific training in that area is recommended. APC allocates a large amount of money in its annual budget for employee training, which allows employees to attend training locally, in the Gulf region, or even in Europe.

On a personal level, the company fosters relationships between team members and creates a healthy work environment for all employees through many examples. For example, the company hosts a weekly lunch on Thursday (the last weekday of work in Saudi Arabia) where volunteers from a particular department prepare an open buffet lunch for the entire company. Then repeat the process by different department and volunteering employees.

Another example of fostering relationships rather than competition is asking each employee to share the knowledge gained in training with other team members so that everyone benefits.

### ***Creating High Trust Environment***

APC has a high trust environment between its leadership and employees, The low turnover rate in the company may be evidence of the high level of trust within APC; employees already feel engaged, empowered, and supported by management. Direct supervisors and managers allow their team members to participate in the process of decision-making and trust them to complete the tasks assigned to them.

### ***Clear Goals and Roles***

APC's business is good at the short-term level, as annual budgets are created and effectively met, but the company lacks effective strategic goals and a clear direction for the future. Short-term goals are not sufficient for the long-term success of a company.

At the role level, each employee has specific job descriptions and responsibilities for which he or she is evaluated quarterly based on certain criteria. The company has certain annual KPIs for each department that must be met in the coming year. Then each department head asks individuals within their department to set their KPIs to meet the department's KPIs against which they will be evaluated. This promoted clear roles and short-term goals within the organization, but at the long-term level, the company needs more effort and focus on creating and sharing clear vision for the company.

### ***Set Priorities efficiently***

If we are talking about the short-term level, we can say that the priorities in the company are effectively communicated by its leadership. And this is reflected on employee's accuracy and timely deliverables.

### ***Balancing Focus on the Big and the Small***

APC company have much focus on the small details more than the big picture, they create short term plans effectively, however they lack focus on the long-term vision.

### ***Lead by example***

There are some leadership practices that are inconsistent with what they tell their employees, for example, they expect employees to come to work early and adhere to work schedules, but they don't come to work early or even keep attendance records. They also ask employees to stay late to work to complete tasks, but they don't compensate employees for overtime, but in contrary, they ask HR department to deduct from salary when employees arrive late or leave early. Another example is the difference between the percentage of bonus and raise for top management compared to the percentage of bonus and raise for employees.

### ***Maximize constructive and real time feedback***

APC leadership is not following this practice effectively, they depend on criticism when things go wrong, they expect their employees not to make mistakes, they expect too much from employees, although they give real time feedback to employees, this feedback sometimes takes the form of criticism not effective solutions for the problem.



### ***Delegate More***

Delegation works very well in the company, management often takes a step back and gives more responsibility to their team, and employees are involved in the decision-making process. If they trust them, they give them more room to make decisions, which is reflected in their commitment and performance.

### ***Encourage employees to advance***

This practice is being followed effectively by APC leadership, when an employee has a new opportunity or challenge, they support them in their decision if it is a final one, give them all their financial rights and even hold a farewell party to which all employees are invited to wish them good luck in the future, and give them a farewell present.

## **Organizational Leadership styles and how they affect organizational culture**

### **Common Leadership styles within organizations**

#### ***Autocratic leadership style***

##### **Style description**

- Autocratic leaders or authoritarian leaders, set the vision of the organization and its direction and end goals and how it will be achieved. and clearly communicate and explain the role that employees will do in this long-term vision and direction. They must provide clear guidelines and expectations for the completion of tasks (timing, place, and method). These leaders expect others to take their instructions and follow them immediately.
- Autocratic leaders may lead by example; However, they may also lead to a culture that decrease innovation, collaboration, and development in their team members.

## **Pros**

- Autocratic leadership is less time consuming compared to other leadership styles in addition to it creates more efficiency in the process of decision-making.
- Guidelines are created in a clear way when used effectively
- Autocratic leadership can be effective and desirable in urgent situations that require making quick decisions with no need to consult other team members.

## **Cons**

- Autocratic leadership style may lead to resentment within team members and decrease in moral because autocratic leaders have difficulty taking advice from them
- Decrease trust environment between leaders and team members which may make employees feel uncomfortable to carry out tasks.
- Can decrease creativity and inputs from team members.

## ***Delegative leadership style***

### **Style description**

- Delegative leadership, also known as laissez-faire leadership, means empowering your employees to keep their hands off and trust them to handle the tasks at hand without constant questioning or micromanagement, leaving decision-making to their employees but being available to provide feedback when needed. Which makes employees solve problems themselves using their own ways
- Delegative leadership inverts the organizational hierarchy and creates an environment where everyone functions as a leader. The leader's role is to set the visionary goals and strategic direction of the organization,

- Despite employees can make decisions, delegative leaders should be available when needed to discuss the decisions. they must monitor the performance of their team and provide feedback on a regular basis.

### **Pros**

- Works effectively when team members are highly skilled, highly motivated, and able to work independently. Because team members can accomplish their tasks without much guidance.
- leads to faster decision making because employees do not have to ask a supervisor for approval.

### **Cons**

- Doesn't work effectively when employees lack the needed knowledge or experience to make decisions or carryout tasks.
- Can Cause a decline in overall productivity if roles, tasks, aren't clearly set.
- In case team members have low training or experience, this style will often be ineffective.

## ***Democratic leadership style***

### **Style description**

- Democratic leaders or participative leaders seeks the opinions of employees before they decide, even though Leaders make the final decisions, they do so through a process cooperation, and consensus-building that involves all team members. As in any democracy, participative leadership requires a culture of information sharing that give all team members a voice, the democratic leadership approach involves soliciting input from subordinates and team members so that everyone has an opportunity to contribute to the decision-making process.

## **Pros**

- Can boost engagement, morale, and retention through allowing all employees the opportunity to participate in decision making process.
- Create high trust environment between team members and leadership
- Promotes creativity.
- Produces positive results when the group feels like they are part of the solution.
- Leads to more creative contributions and often boosts employee morale.

## **Cons**

- This style can prolong decision-making process. Sharing information and having thorough conversations with staff takes much time which slower decision-making process
- If internal information is shared between many people within the organization, this can cause harm to the organization through exposing it to the risk of information leaking out.
- trusting the group to propose solutions can be problematic if the group is not qualified or trained to answer the call

## ***Transformational leadership style***

### **Style description**

- Transformational leaders or visionary leaders are heavily focused on organization's purpose and big picture goals. They set goals by showing where the organization is going and what will happen when it gets there  
  
In this leadership style, the team strives to change and develop personally and professionally to achieve the overall goal

## **Pros**

- Transformational leadership shares the vision and goals of the organization clearly to employees, and employees remain loyal and productive while working to accomplish their mission
- Transformational leadership creates harmony in the workplace as everyone works together and lines of communication between employees and leaders are always open.
- Transformational leadership places great emphasis on a vision for the future of the company.
- Can boost employee morale and loyalty to the organization if they feel truly connected to the company's goals

## **Cons**

- Focusing on the big picture can easily lead to overlooking the smallest operational details which may create problems in the short run and sacrificing it for the sake of seeking long term goals.

## **Evaluation of the current leadership style in APC company**

APC's leadership style is more of a participative leadership style, where the main direction of the company is set by the top management, while the lower levels set their goals within the guidelines set by the top management, with the freedom to set their goals if they are in line with the end goals and KPIs

This leadership style provides a great workplace for everyone and allows for collaboration between different departments as employees feel trusted, engaged, and motivated to get their work done. Everyone has specific KPI's set by themselves.

This leadership style creates a culture of inclusion for employees that impacts morale and stability.

All department directors send the overall KPI's of the department to each employee and asks them to set the individual KPI's within them which creates opportunities for team members to participate in the decision-making process.

This approach created positive results on short term goal, as each employee knows his quarterly KPI's defined and set by him

### **Revision of the current APC leadership policy & the effect on its culture**

My recommendation to the APC company is to adopt the transformational leadership style. The company already has highly skilled teams, but still needs leadership that has a vision for the future and clear long-term and strategic goals. The company is performing well on a short-term basis and meeting annual goals, but it lacks a clear vision for the future and where it wants to be in the future, especially after competition increases and new players emerge in the real estate sector.

APC leadership needs to focus on the organization's purpose and overall goals; they need to know where the organization is headed. Then they must clearly communicate the organization's vision and goals to team members. Not only do employees need to feel engaged and connected to the short-term goals, but they also need to feel that they are truly connected to the company's vision and long-term goals.

The APC company will create a culture of inspiration for all by implementing this new leadership style. Status and money create short-term motivation for employees, while transformational leadership motivates employees by assuring them that they are working for a greater purpose than themselves.

### **Proposing a communication plan that utilizes 21st century technologies**

#### **Importance of Technology to Empower Leadership within APC company**

##### ***Promotes Flexibility to Employees***

Remote work has become the norm today. Today's technology makes it possible for teams to complete projects across geographic boundaries without gathering in a single office space. With the help of technology, managers can provide a collaborative work environment for a loyal employee who wants to give their best to the company while needing the freedom to work from a location other than the office.

This sense of freedom not only leaves the employee satisfied, but also motivates them to work more efficiently because of the greater convenience.

### ***Real-time management anywhere***

With the right tools, you can see the number of tasks completed by your team in real time. This will help you steer your leadership in the right direction. No matter where you are, you can easily request reports and make important decisions.

### ***Overcome Language Barriers***

True leadership is characterized by rising above even in difficult situations. Thanks to rapid technological advancements, you can use translation tools to create or translate business documents.

Another benefit of overcoming the language barrier is hiring employees with different language backgrounds. Where the organization can use the skills of different talent people around the world.

### ***Automating Management***

Advancing technology can save management a lot of time by automating several tasks. Automation allows them to complete a greater number of tasks in less time. With the right use of data, analytics, and artificial intelligence, they can easily automate the decision-making process. For example, by using voice assistants like Siri, google assistant or any other artificial intelligence services, APC users can be sure that they will not miss an important meeting or details.

## **How APC can use Technology Tools for effective departmental communication**

### ***Using Video and web conferences***

Video and web conferences will allow APC employees to have face to face meetings without having to travel or be in the same workplace, they create a better personal way to

communicate with external customers and partners in addition to communication with internal team members or employees who are working remotely. The company can use one of the following Examples: Zoom, Microsoft teams

### ***Social networking websites and apps***

Social networks can promote effective and fast communication between APC team members instantly, Moreover, they allow building relationships with current and future customers. An example is creating WhatsApp groups for different departments in which they can share their updates on projects. posting content to these groups, information can be shared to a big number of members quickly and in a low costly way.

### ***Online collaboration tools***

Online collaboration tools give APC team members full control over who can see your data. You can set permissions that allow only certain people to view a document. you can access your data from home, work, or any place around the world. all your data are stored and updated immediately. Some of the examples that company can use is Office 365

### ***Task management apps and software***

Theses apps allows APC team members to effectively manage all their work through a smartphone, tablet, laptop, computer or even a smartwatch, Users of these apps can easily track their projects and progress whether it's used by individuals or team. there are many free services allowing this, examples for the company to use is any do app, Meister tasks. And you can add additional features for minimal cost.



## **Networks within organizations and How can Leaders Use and create them.**

### **Forms and types of Networking within organizations.**

#### ***Operational Networking***

The purpose of operational networking is getting work done efficiently, focusing on building strong working relationships, Key contacts are prescribed by the task and organizational structure. Operational networking focuses on doing the work, and get it done in an efficient way.

#### ***Personal Networking***

The intent behind personal networking is to enhance the personal and professional development and to provide referrals to useful information and contacts, sharing important recommendations and needed external information, developing professional qualifications through mentoring and coaching

#### ***Strategic Networking***

The purpose of strategic networking is to focus on future priorities and challenges; acquire the support for them by stakeholder, identifying vertical and horizontal relationships with other functional and business unit managers who are the people outside your immediate supervision and control who can help you determine how your role and addition fit into the big picture.

### **How to better utilize network by leadership in APC company**

APC Leaders are focusing on operational or personal levels, for effective leadership within APC company they must learn to focus on and utilizing networks for strategic reasons.

## **Conclusion**

Many of the most common organizational leadership practices are being used effectively within APC, however, they need to balance focus between the strategic goals and short-term goals. The current APC leadership style is a participative or democratic leadership style that has a positive impact on employee engagement and morale, but the strategy lacks alignment with long-term and strategic goals. A better leadership style (transformational leadership) was recommended for the company that focuses on creating a vision for the company, clear strategic goals, and creates an inspiring culture within the organization that make employees feel that they are truly connected to the company's vision and long-term goals. A better cross-departmental communication plan that leverages 21st century technology was recommended for the company APC, which creates more flexibility for employees and enables real-time management, in addition to automating work and many other benefits. I suggested some technology tools to be used by APC team members such as video and web conferencing, use of social networking sites and apps in addition to online collaboration tools and task management apps. There are 3 types of networks within organizations (operational, personal, and strategic). The organization should learn to use networks for strategic reasons.

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