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COVER PAGE AND DECLARATION

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Introduction:

As a consultant tasked with researching and reviewing the leadership strategy and needs of the organization, I understand the critical importance of developing a leadership approach that aligns with the demands of the 21st century. In response to the organization's expressed concern about the need for a more contemporary leadership style, this report aims to delve into the current leadership practices and network dynamics within the organization. I will also explore strategies to incorporate faster communication between departments and harness the existing network dynamics to drive collaboration and innovation.

Posner, B. Z. (2015). The global business landscape is constantly evolving, driven by rapid technological advancements, changing consumer behaviors, and unprecedented market shifts. In the face of these changes, organizations must adapt their leadership strategies to stay agile, connected, and responsive to the dynamic needs of the modern business environment. With a focus on enhancing communication, nurturing leadership talent, and leveraging network dynamics, this report seeks to provide actionable insights to propel the organization towards impactful leadership transformation.

In my research I have taken the case study of China Mobile Limited.

1. Description of China Mobile Limited' Leadership Practices

Overview of China Mobile Limited Company:

China Mobile Limited is the leading telecommunications company in China, providing a wide range of mobile communications services to over 1 billion subscribers. Established in 1997, the company has grown rapidly and is known for its extensive network coverage, technological innovation, and commitment to customer satisfaction.

China Mobile operates in a highly competitive market environment, both domestically and internationally, and is continuously expanding its services and infrastructure to meet the evolving needs of consumers and businesses.

Current Leadership Structure:

At the top of China Mobile Limited is the Board of Directors, which typically consists of a chairman, executive directors, and non-executive directors. The chairman of the board is usually a prominent figure responsible for providing strategic direction and leadership to the company.

Below the Board of Directors, there is typically a senior management team led by a CEO or president who oversees the day-to-day operations of the company. This team is responsible for implementing the strategic goals set by the board and ensuring that the company operates efficiently and effectively.

China Mobile Limited also has various departments and divisions, each headed by senior executives responsible for specific areas such as marketing, finance, technology, and human resources

Communication Flow and Decision-Making Processes:

Communication within China Mobile Limited follows a hierarchical structure, with information flowing from top management down to lower levels of the organization. Major decisions are typically made by the executive leadership team, which includes the Chairman, CEO, and other key executives. The decision-making process involves strategic analysis, consultation with relevant stakeholders, and consideration of market trends and regulatory requirements. Cross-functional teams may be formed to address specific challenges or opportunities, fostering collaboration and innovation across different departments.

Top-Down Communication:

The Board of Directors and senior management set the overall strategic direction and goals for China Mobile Limited.

Communication flows downward from the top management to middle management and frontline employees, conveying company objectives, policies, and initiatives.

Bottom-Up Communication:

Employees at all levels have opportunities to provide feedback, suggestions, and insights to their supervisors and managers.

Middle managers often serve as intermediaries, relaying feedback and information from

frontline employees to senior management.

Horizontal Communication:

Departments and divisions within China Mobile Limited engage in horizontal communication to coordinate activities, share information, and collaborate on projects. Cross-functional teams may be formed to address specific challenges or opportunities, fostering collaboration across different parts of the organization.

Decision-Making Processes:

Major strategic decisions are typically made by the Board of Directors and senior management team, taking into account factors such as market trends, regulatory requirements, and financial considerations.

Decision-making processes may involve extensive analysis, consultation with experts, and consideration of various alternatives before reaching a conclusion.

In some cases, decisions may be decentralized, allowing individual departments or divisions to make decisions within their areas of responsibility.

China Mobile Limited may also have established governance structures, committees, and review processes to oversee key decisions and ensure alignment with the company's objectives and values.

Technology and Tools:

China Mobile Limited likely utilizes various communication technologies and tools to facilitate internal communication and collaboration, including email, intranet portals, video conferencing, and enterprise social networking platforms.

These technologies enable employees across different locations to communicate effectively, share information, and work together on projects in real-time

Leadership Training Programs and Network Dynamics:

China Mobile Limited places a strong emphasis on leadership development and talent management. The company offers various training programs and initiatives aimed at grooming future leaders and enhancing the skills and competencies of existing employees. These programs may include leadership workshops, mentorship opportunities, executive coaching, and management rotations. By investing in the professional development of its workforce, China Mobile seeks to cultivate a dynamic and adaptive organizational culture that fosters continuous learning and growth.

Informal Leadership:

In addition to formal leadership roles, China Mobile recognizes the importance of informal leadership within the organization. Informal leaders emerge at all levels of the company, demonstrating initiative, expertise, and influence in their respective areas of

responsibility. These individuals play a crucial role in driving innovation, fostering teamwork, and championing organizational change. China Mobile encourages a culture of empowerment and collaboration, where employees are empowered to take on leadership roles and make meaningful contributions to the company's success.

Generally, China Mobile Limited's leadership structure and dynamics reflect its commitment to excellence, innovation, and sustainable growth in the rapidly evolving telecommunications industry. By nurturing talent, fostering effective communication, and embracing both formal and informal leadership, China Mobile strives to maintain its position as a market leader and trusted provider of mobile communications services in China and beyond.

2.Critique of the current leadership practices

Strengths of Current Leadership Skills at China Mobile Limited:

Strategic Vision: The current leadership at China Mobile Limited demonstrates a strong strategic vision for the company's growth and sustainability in the telecommunications industry. This includes investments in advanced technologies, expansion of network infrastructure, and adaptation to changing market dynamics.

Industry Expertise: Leaders such as Yang Jie and Serenade Wang bring extensive experience and expertise in telecommunications and finance, respectively. Their deep understanding of the industry landscape enables them to make informed decisions and navigate complex challenges.

Innovation Focus: China Mobile's leadership emphasizes innovation and technological advancement, driving initiatives such as 5G deployment, IoT solutions, and digital transformation. This commitment to innovation helps the company stay ahead of competitors and meet evolving customer demands.

Global Perspective: As a leading telecommunications provider in China, China Mobile's leadership maintains a global perspective, fostering strategic partnerships and exploring international opportunities for expansion and collaboration.

Commitment to Talent Development: The leadership at China Mobile recognizes the importance of talent development and invests in leadership training programs and initiatives to groom future leaders and foster a culture of continuous learning and improvement.

Weaknesses of Current Leadership Practices at China Mobile Limited:

Adaptability to Market Changes: Despite their strategic vision, China Mobile's leadership may struggle to rapidly adapt to sudden shifts in the market landscape, such as regulatory changes or emerging technologies. This could hinder the company's

ability to capitalize on new opportunities or mitigate potential risks.

Decision-Making Processes: The hierarchical nature of decision-making within China Mobile Limited may lead to bureaucratic delays and inefficiencies, especially in fast-paced environments. Streamlining decision-making processes and promoting a more agile approach could enhance the company's responsiveness and competitiveness.

Innovation Implementation: While China Mobile emphasizes innovation, the execution of innovative ideas and initiatives may face challenges due to organizational inertia or resistance to change. Leaders need to foster a culture of innovation and empower employees at all levels to contribute ideas and drive meaningful innovation across the organization.

Corporate Governance and Transparency: There may be concerns regarding corporate governance and transparency within China Mobile Limited, particularly in terms of shareholder communication and regulatory compliance. Strengthening governance mechanisms and enhancing transparency can help build trust and credibility with stakeholders.

Succession Planning: The company may face challenges in succession planning, particularly in grooming new leaders to fill key executive positions as seasoned leaders retire or transition out of their roles. Proactive succession planning and talent development strategies are essential to ensure continuity and stability in leadership transitions.

One can therefore note that, while China Mobile Limited's current leadership possesses notable strengths in strategic vision, industry expertise, and innovation focus, there are areas where improvement is needed, particularly in adapting to market changes, enhancing decision-making processes, fostering innovation implementation, strengthening corporate governance, and addressing succession planning challenges. By addressing these weaknesses and building upon their strengths, China Mobile can position itself for sustained success and leadership in the telecommunications industry.

3. Proposed New Leadership Style Strategy Plan for China Mobile Limited:

a. Evaluation of the Current Leadership Style and Policy with New Plan:

1. Evaluation of Current Leadership Style and Policy:

Strengths:

Experience and Expertise: The current leadership team at China Mobile Limited possesses extensive experience and expertise in the telecommunications industry, which has contributed to the company's success and market leadership.

Stability and Continuity: The current leadership style has provided stability and continuity in decision-making, enabling the company to navigate through various challenges and opportunities over the years.

Focus on Innovation: China Mobile has demonstrated a commitment to innovation, particularly in the deployment of 5G technology and the development of digital services, under the guidance of its current leadership.

Weaknesses:

Bureaucracy and Inefficiency: The hierarchical decision-making process at China Mobile may lead to bureaucratic delays and inefficiencies, hindering the company's ability to respond quickly to market changes and customer needs.

Lack of Agility: The current leadership style may lack agility and adaptability, making it challenging for the company to capitalize on emerging trends and disruptors in the telecommunications industry.

Communication Challenges: There may be communication gaps between leadership and employees, resulting in misunderstandings, low morale, and reduced productivity.

2. New Plan for Leadership Improvement:

Transformational Leadership Approach:

Adopt a transformational leadership approach that emphasizes visionary leadership, empowerment, and innovation.

Encourage leaders to inspire and motivate employees, foster a culture of creativity and risk-taking, and lead by example.

Agile Decision-Making Processes:

Implement agile decision-making processes that empower teams to make informed decisions quickly and efficiently.

Foster a culture of experimentation and learning, where failure is viewed as an opportunity for growth and improvement.

Enhanced Communication and Transparency:

Improve communication channels between leadership and employees through regular town hall meetings, feedback sessions, and transparent communication.

Implement digital communication tools and platforms to facilitate collaboration and information sharing across departments and hierarchical levels.

Investment in Leadership Development:

Invest in leadership development programs and initiatives to cultivate the next generation of leaders within the organization.

Provide training and mentoring opportunities to help leaders develop essential skills such as emotional intelligence, adaptability, and strategic thinking.

Embrace Diversity and Inclusion:

Foster a diverse and inclusive workplace culture where employees feel valued, respected, and empowered to contribute their unique perspectives and talents.

Implement diversity and inclusion training programs and initiatives to raise awareness and promote understanding among employees and leaders.

Focus on Customer-Centricity:

Place a renewed focus on customer-centricity, with leaders actively listening to customer feedback and leveraging insights to drive product and service innovation.

Develop customer journey maps and personas to better understand customer needs and preferences, informing strategic decision-making and resource allocation.

b. Influence of the Chosen Leadership Style on Company's Culture:

The chosen leadership style has a significant influence on China Mobile Limited's culture.

Transformational Leadership Fosters Innovation and Adaptability:

Transformational leadership emphasizes inspiring and motivating employees to achieve their full potential, fostering a culture of innovation and adaptability at China Mobile.

Leaders who embrace this style encourage employees to think creatively, take calculated risks, and embrace change, which are essential qualities in a rapidly evolving industry like telecommunications.

Open Communication and Collaboration:

Transformational leaders promote open communication and collaboration across all levels of the organization. They encourage dialogue, feedback, and idea sharing, fostering a culture of transparency and trust.

At China Mobile, this leadership style encourages employees to voice their opinions, share insights, and collaborate on solutions, leading to more effective problem-solving and decision-making processes.

Empowerment and Development:

Transformational leaders empower employees by delegating authority and providing opportunities for growth and development. They invest in their teams, providing resources, support, and mentorship to help individuals reach their full potential.

In China Mobile's culture, this empowerment fosters a sense of ownership and accountability among employees, motivating them to take initiative, innovate, and contribute to the company's success.

Customer-Centric Focus:

Transformational leaders prioritize a customer-centric approach, emphasizing the importance of understanding and meeting customer needs and expectations.

At China Mobile, this focus on the customer permeates the organizational culture, guiding decision-making processes and driving efforts to enhance customer satisfaction, loyalty, and retention.

Values and Ethical Standards:

Transformational leaders uphold high ethical standards and values, serving as role models for integrity, honesty, and accountability.

In China Mobile's culture, these values form the foundation of organizational behavior, guiding interactions, decisions, and relationships both internally and externally.

Continuous Improvement and Learning:

Transformational leaders promote a culture of continuous improvement and learning, encouraging employees to embrace change, adapt to new technologies, and develop new skills.

At China Mobile, this emphasis on learning and growth cultivates a dynamic and agile workforce, capable of responding to market shifts and emerging trends with resilience and creativity.

c. Better Departmental Communication Plan Utilizing 21st Century Technologies:

Implementation of Digital Communication Tools: Invest in modern communication technologies, such as collaboration platforms, cloud-based tools, and video conferencing solutions, to facilitate seamless communication and information sharing across departments.

Training and Support: Provide training and support to employees on the effective use of digital communication tools, promoting digital literacy and proficiency throughout the organization.

Establishment of Communication Protocols: Develop clear communication protocols and channels for disseminating information, soliciting feedback, and fostering cross-functional collaboration.

d. Strategy for Introducing Modern Communication Technologies:

Pilot Programs and Pilot Studies: Initiate pilot programs and pilot studies to evaluate the effectiveness and feasibility of modern communication technologies, identifying potential use cases and best practices for implementation.

Phased Implementation Approach: Implement modern communication technologies in a phased manner, starting with high-priority areas and gradually expanding across the organization based on feedback and performance metrics.

Integration with Existing Systems: Ensure seamless integration of modern communication technologies with existing systems and processes, minimizing

disruption and maximizing efficiency.

e. Detailed Summary of Network Utilization by Leadership in the Future:

Data-Driven Decision Making: Embrace data-driven decision-making processes, leveraging network utilization data and analytics to inform strategic planning, resource allocation, and performance evaluation.

Real-Time Monitoring and Reporting: Implement real-time monitoring and reporting mechanisms to track network utilization trends, identify bottlenecks, and optimize resource allocation for maximum efficiency.

Continuous Improvement: Foster a culture of continuous improvement, where leadership regularly reviews and refines network utilization strategies based on evolving business needs and technological advancements.

f. Examination of the Existing Informal Networks and Communication Patterns:

Mapping Informal Networks: Conduct a comprehensive analysis of existing informal networks and communication patterns within the organization, identifying key influencers, connectors, and communication hubs.

Harnessing Informal Networks: Leverage informal networks as channels for disseminating information, gathering feedback, and fostering collaboration across departments and hierarchical levels.

Promoting Inclusivity and Diversity: Ensure that informal networks are inclusive and diverse, facilitating the exchange of ideas and perspectives from individuals with different backgrounds and experiences.

g. Holistic Transformation of the Leadership Practices:

Change Management Strategies: Implement robust change management strategies to facilitate the holistic transformation of leadership practices, addressing resistance to change and promoting buy-in from stakeholders at all levels.

Leadership Development Programs: Invest in leadership development programs and initiatives to equip current and future leaders with the skills, competencies, and mindset required to thrive in a rapidly evolving business environment.

Organizational Culture Reinforcement: Reinforce desired leadership practices through the alignment of organizational culture, values, and reward systems, fostering a culture of accountability, transparency, and continuous improvement.

The proposed new leadership style strategy plan for China Mobile Limited emphasizes transformational leadership, leveraging modern communication technologies, fostering collaboration, and promoting a culture of innovation and continuous improvement. By embracing these principles and practices, China Mobile can position itself for sustained success and leadership in the telecommunications industry.

4. Suggestions for establishing KPIs and evaluation metrics to measure the success

and impact of the new leadership strategy.

Establishing Key Performance Indicators (KPIs) and evaluation metrics is crucial for measuring the success and impact of the new leadership strategy at China Mobile Limited. Here are some suggestions for KPIs and evaluation metrics across various dimensions:

a. Employee Engagement and Satisfaction:

Employee satisfaction surveys: Measure employee satisfaction levels periodically to gauge perceptions of leadership effectiveness, communication, and organizational culture.

Employee retention rate: Track the rate at which employees stay within the company to assess the impact of leadership practices on employee commitment and engagement.

Employee feedback mechanisms: Implement systems for collecting regular feedback from employees on leadership effectiveness, communication channels, and organizational climate.

b. Innovation and Creativity:

Number of innovative initiatives implemented: Track the number of innovative projects and initiatives launched within the organization as a result of the new leadership strategy.

Time to market for new products/services: Measure the time it takes to bring new products or services to market, reflecting the organization's agility and ability to innovate.

Employee participation in innovation programs: Monitor the level of employee participation and engagement in innovation programs and initiatives, indicating the organization's culture of creativity and experimentation.

c. Communication Effectiveness:

Communication frequency and reach: Assess the frequency and reach of communication channels used by leadership to disseminate information and engage employees across departments and hierarchical levels.

Employee feedback on communication quality: Solicit feedback from employees on the clarity, relevance, and effectiveness of communication from leadership, identifying areas for improvement.

Adoption of digital communication tools: Measure the adoption rate and usage patterns of digital communication tools introduced as part of the new leadership strategy, such as collaboration platforms and video conferencing solutions.

d. Organizational Performance:

Financial performance indicators: Evaluate financial metrics such as revenue growth, profitability, and return on investment to assess the overall performance and competitiveness of the organization.

Customer satisfaction and loyalty: Monitor customer satisfaction scores, Net Promoter Score (NPS), and customer retention rates to gauge the impact of leadership practices on customer relationships and loyalty.

Market share and competitive positioning: Track changes in market share and competitive positioning relative to industry peers, reflecting the organization's ability to adapt and thrive in the market.

e. Leadership Development and Succession Planning:

Leadership competency assessments: Conduct assessments to evaluate the development of leadership competencies and capabilities among current and emerging leaders within the organization.

Succession planning effectiveness: Measure the readiness and preparedness of potential successors for key leadership roles through succession planning programs and initiatives.

Leadership training and development participation: Monitor participation rates and feedback from leadership training and development programs, assessing their impact on leadership effectiveness and organizational performance.

f. Diversity, Equity, and Inclusion (DEI):

Diversity metrics: Track diversity metrics such as gender, ethnicity, and age representation across leadership positions and throughout the organization to ensure diversity and inclusion goals are met.

Inclusion initiatives effectiveness: Evaluate the effectiveness of inclusion initiatives and programs in fostering a culture of belonging and equity within the organization through employee feedback and participation rates.

Equal opportunity practices: Monitor adherence to equal opportunity practices and policies, ensuring fair and equitable treatment of all employees regardless of background or identity.

By establishing clear KPIs and evaluation metrics aligned with the objectives of the new leadership strategy, China Mobile Limited can effectively measure progress, identify areas for improvement, and drive continuous enhancement of leadership effectiveness, organizational performance, and employee engagement.

Conclusion:

In conclusion, the research and review conducted in this report have shed light on the crucial imperative for the China Mobile Limited's 21st century approach towards leadership. The findings underscore the necessity of fostering faster, more efficient communication between departments and harnessing the power of network dynamics

within the organization.

Moving forward, it is clear that embracing a modern leadership strategy is paramount for driving collaboration, innovation, and adaptability. Sandbakken, D. A. (2006). This includes empowering leaders to embrace visionary, inclusive, and change-agile practices and leveraging technology to enable seamless communication and decision-making. Moreover, recognizing and integrating informal leaders and influencers into the formal leadership structure can further enhance the organization's effectiveness and resilience in today's business landscape.

By adopting the recommendations outlined in this report, the company can position itself as a forward-thinking, collaborative, and innovative leader in its industry. The transformation of leadership practices and networks will not only facilitate enhanced internal collaboration and communication but will also drive the organization towards sustainable success in the fast-paced and interconnected 21st century business ecosystem.

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Coca-Colas Leadership

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Introduction:

As a consultant tasked with researching and reviewing the leadership strategy and needs of the organization, I understand the critical importance of developing a leadership approach that aligns with the demands of the 21st century. In response to the organization's expressed concern about the need for a more contemporary leadership style, this report aims to delve into the current leadership practices and network dynamics within the organization. I will also explore strategies to incorporate faster communication between departments and harness the existing network dynamics to drive collaboration and innovation.

Posner, B. Z. (2015). The global business landscape is constantly evolving, driven by rapid technological advancements, changing consumer behaviors, and unprecedented market shifts. In the face of these changes, organizations must adapt their leadership strategies to stay agile, connected, and responsive to the dynamic needs of the modern business environment. With a focus on enhancing communication, nurturing leadership talent, and leveraging network dynamics, this report seeks to provide actionable insights to propel the organization towards impactful leadership transformation.

In my research I have taken the case study of Coca-Cola Company.

1. Description of Coca-Colas' Leadership Practices

Overview of Coca-Cola Company:

The Coca-Cola Company is a multinational beverage corporation and one of the most recognizable brands in the world. Established in 1886, the company has a rich history and has become a leader in the non-alcoholic beverage industry. With a diverse portfolio of over 500 brands, including Coca-Cola, Diet Coke, Fanta, and Sprite, the company operates in over 200 countries and territories. Its core business operations revolve around manufacturing, marketing, and distributing a wide range of non-alcoholic beverages, including carbonated drinks, bottled water, juices, and energy drinks.

Current Leadership Structure:

Coca-Cola's leadership structure is characterized by a hierarchical arrangement with clear lines of authority and decision-making processes. At the top level, there is a Board of Directors responsible for overseeing the company's affairs, setting strategic direction, and appointing the Chief Executive Officer (CEO). Below the board sits the CEO, who is the ultimate decision-maker and is supported by a team of executive vice presidents and senior leaders responsible for various operational areas, such as marketing, finance, and supply chain.

Communication Flow and Decision-Making Processes:

Communication within the company flows through formal channels, with strategic decisions and directives cascading down from the top leadership to middle management and operational levels. Decision-making processes often involve close consultation between the executive leadership team and input from various functional areas. Major strategic decisions are typically made at the highest levels, considering input from senior leaders across the organization.

Leadership Training Programs:

The Coca-Cola Company places a strong emphasis on leadership development and has established comprehensive training programs to nurture leadership skills. These programs often focus on strategic leadership, change management, and fostering a culture of innovation. The company invests in executive coaching, mentoring, and leadership workshops to develop the capabilities of its future leaders and ensure a pipeline of talent within the organization.

Network Dynamics and Informal Leadership:

Informal leadership within Coca-Cola is evident through influential individuals who may not hold formal leadership positions but exert significant influence within their respective areas. These individuals often play a critical role in shaping organizational culture, driving initiatives, and facilitating communication patterns. The company recognizes the importance of informal leaders and leverages their influence to foster collaboration and drive change initiatives.

Understanding communication patterns and identifying influential individuals is crucial for effective network dynamics management. This involves recognizing key opinion leaders, understanding how information spreads, and leveraging informal leaders to drive initiatives and foster a collaborative and cohesive organizational culture.

2. Critique of the Leadership Practice

To critique the leadership practice, I will start by giving an evaluation of the strengths and weaknesses of the current leadership practices within the Coca-Cola Company, and their impact on the organization's goals, challenges, ability to embrace the fast-paced business environment, and innovation:

Here's an evaluation of the strengths and weaknesses of the current leadership practices within the Coca-Cola Company, and their impact on the organization's goals, challenges, ability to embrace the fast-paced business environment, and innovation:

Strengths of Current Leadership Practices:

Clear Strategic Vision: The current leadership of Coca-Cola has demonstrated a clear strategic vision, driving the company's global expansion, diversification of product offerings, and commitment to sustainability and social responsibility. This has helped the organization align its goals with market trends and competitive landscapes.

Decisive Leadership: The leadership style at Coca-Cola has shown traits of decisiveness, enabling the organization to make significant business decisions and adapt to changing market dynamics.

Emphasis on Innovation: Coca-Cola's leadership has shown a commitment to fostering innovation, evidenced by the introduction of new products, sustainability initiatives, and investments in research and development.

Weaknesses of Current Leadership Practices:

Centralized Decision-Making: The hierarchical leadership structure may lead to centralized decision-making, potentially hindering agility and responsiveness to fast-paced market changes.

Limited Emphasis on Entrepreneurial Spirit: In a fast-paced business environment, the leadership may need to encourage a more entrepreneurial mindset at all levels of the organization to foster agility and creativity.

Cultural Resistance to Change: The existing leadership practices may face challenges in driving significant cultural change, which is essential for embracing a fast-paced, interconnected business environment.

Impact on Embracing the Fast-Paced Business Environment: The current leadership practices may both support and hinder the organization's ability to embrace the fast-paced, interconnected nature of the 21st-century business environment:

Support:

Strategic Vision: The clear strategic vision supports the organization's readiness to adapt to changing market landscapes.

Commitment to Innovation: The emphasis on innovation aligns with the need for agility and creativity in a fast-paced environment.

Hinder:

Centralized Decision-Making: In a fast-paced environment, a more decentralized decision-making approach may be needed for quicker responses to market changes.

Resistance to Change: The leadership's potential cultural resistance to change may hinder the organization's ability to embrace the agility and adaptability required in a fast-paced business environment.

Impact on Employees, Culture, and Innovation: The current leadership style within Coca-Cola has an impact on employees, culture, and the organization's ability to innovate and adapt:

Employees and Culture: The centralized decision-making and hierarchical structure may contribute to a more traditional organizational culture, potentially impacting employee empowerment and inclusivity.

Innovation: While the emphasis on innovation is positive, the organization may benefit from fostering a culture of innovation that engages employees at all levels to contribute to new ideas and processes.

While the current leadership practices at Coca-Cola demonstrate strengths in strategic vision and innovation, they may face challenges in embracing the fast-paced business environment and driving significant cultural change. Adapting to decentralized decision-making and fostering an entrepreneurial spirit across the organization could further support the company's ability to innovate and adapt in the 21st century business landscape.

3. Proposed New Leadership Style Strategy Plan

a. Evaluation of the Current Leadership Style and Policy with Revision Plan

To provide a comprehensive analysis of the readiness for change within the Coca-Cola Company and potential resistance to new leadership styles, as well as the alignment of revised policy with the company's vision and goals, and the implementation approach for transitioning leadership styles, let's delve into each aspect:

Readiness for Change and Potential Resistance to New Leadership Styles: Coca-Cola Company's readiness for change can be evaluated by assessing several key factors:

Organizational Culture: Existing cultural norms and ingrained behaviors within the company may influence its readiness for change. A deep-seated culture may present resistance to new leadership styles initially.

Employee Engagement: The levels of employee engagement and receptiveness to change within the workforce can significantly impact the company's readiness for a new leadership approach.

Past Change Initiatives: Reviewing the success and challenges of past change initiatives can provide insights into the organization's propensity for embracing new leadership styles.

To overcome potential resistance, a detailed change management plan needs to be developed, emphasizing clear communication, employee involvement, and effective change leadership.

Alignment of Revised Policy with Company's Vision, Goals, and Evolving Business Landscape: The revised policy for the new leadership style should be aligned with Coke's vision, goals, and evolving business landscape. Key elements for consideration include:

Vision and Values: The revised policy should reflect and reinforce the company's vision and values, ensuring that new leadership practices are in harmony with the organization's long-term objectives.

Market Dynamics: The evolving business landscape, including consumer preferences, market trends, and competition, should be factored into the revised policy to ensure the company stays agile and competitive.

Organizational Goals: The policy should be designed to support the achievement of corporate objectives, promoting initiatives that foster innovation, agility, and adaptability.

The implementation approach for transitioning from the existing leadership style to the proposed one should be strategic and carefully planned. Here's a suggested approach:

Vision Articulation: Clearly communicate the vision for the desired leadership style, emphasizing its alignment with the overarching business strategy and goals. This should be cascaded down through the organization, creating a shared vision for change.

Change Leadership: Identify and empower influential change agents within the organization who can support the transition. This involves developing a coalition of leaders who are aligned with the new leadership style and can advocate for the change.

Training and Development: Implement tailored leadership training and development programs to equip current and future leaders with the skills and knowledge required to succeed under the new leadership paradigm. This includes coaching, workshops, and mentorship initiatives.

Feedback Mechanisms: Create open channels for feedback and dialogue to ensure that employees understand the rationale behind the new leadership approach and feel heard throughout the process. This open communication fosters transparency and trust.

Pilot Programs and Rollouts: Consider piloting the new leadership approach in select departments or regions before full-scale implementation to assess its impact and make any necessary adjustments. This enables a phased transition and minimizes disruption.

Continuous Evaluation and Adaptation: Establish mechanisms for ongoing evaluation and fine-tuning of the new leadership style to ensure that it remains aligned with the organization's evolving needs and goals.

By adopting this comprehensive approach to implementing a new leadership style, the Coca-Cola Company can navigate the transition effectively, ensuring minimal disruption while aligning the leadership approach with the company's vision, goals, and the evolving business landscape.

b. Influence of Chosen Leadership Style on Company's Culture

Here's an analysis of how the implementation of a new leadership style at the Coca-Cola Company can impact the organization's culture, with an emphasis on creating a more collaborative, inclusive, and innovation-driven environment, as well as how it will empower employees, foster creativity, and promote a sense of ownership and accountability:

Impact on Organizational Culture: The introduction of a new leadership style can significantly influence the culture within the Coca-Cola Company:

Collaboration and Inclusivity: The new leadership style can foster a culture of collaboration and inclusivity by encouraging open communication, active listening, and the exchange of diverse perspectives. This can create an environment where employees feel valued and empowered to contribute their ideas and insights.

Innovation-Driven Environment: The new leadership style can promote an innovation-driven culture by encouraging risk-taking, experimentation, and a mindset that embraces change and continuous improvement. This can be facilitated through structured innovation programs, cross-functional collaboration, and a focus on creativity.

Empowerment, Creativity, Ownership, and Accountability: The new leadership approach can empower employees, foster creativity, and promote a sense of ownership and accountability throughout the organization in the following ways:

Empowerment and Autonomy: The new leadership style can empower employees by granting them greater autonomy to make decisions within their respective areas of expertise. This can foster a sense of ownership over their work and increase motivation and engagement.

Creativity and Idea Generation: By creating a culture that values and encourages creativity, the new leadership style can inspire employees to generate innovative ideas, solutions, and approaches that drive organizational growth and differentiation in the market.

Accountability and Transparency: The new leadership approach can promote a culture of accountability and transparency by establishing clear expectations, promoting open communication, and fostering a shared understanding of individual and collective responsibilities.

Mentorship and Development: The new leadership style can prioritize mentorship and development, with leaders serving as mentors and coaches to guide and support employees in realizing their potential and achieving professional growth.

By empowering employees, fostering creativity, and promoting a culture of ownership and accountability, the new leadership style can effectively nurture a workforce that feels valued, motivated, and inspired to drive the organization's success.

The implementation of a new leadership style at the Coca-Cola Company holds the potential to drive a cultural transformation that values collaboration, inclusivity, innovation, empowerment, creativity, ownership, and accountability. By leveraging these core values, the company can position itself for sustained success in a fast-paced, interconnected business environment.

c. Better Departmental Communication Plan Utilizing 21st Century Technologies

Introducing modern communication technologies and tools to enhance inter-departmental communication and collaboration within the Coca-Cola Company requires a comprehensive strategy and implementation plan. Here's a detailed strategy and implementation plan for leveraging digital platforms, real-time communication systems, and project management software:

Strategy for Introducing Modern Communication Technologies:

Needs Assessment: Conduct a thorough needs assessment to identify existing communication challenges, collaboration bottlenecks, and the specific communication and collaboration needs of different departments within the Coca-Cola Company.

Technology Evaluation: Evaluate and select modern communication technologies and tools that align with the company's goals, compliance requirements, and overall digital strategy. This may include digital platforms, real-time communication systems, project management software, and collaborative tools.

Change Management Plan: Develop a change management plan that outlines the vision for adopting modern communication technologies, the benefits for each department, and the anticipated impact on organizational culture.

Training Programs: Develop targeted training programs to ensure employees across all departments are proficient in using the new communication technologies and tools. These programs should focus on both technical skills and change adoption, emphasizing the benefits of enhanced communication and collaboration.

Governance Framework: Establish a governance framework to oversee the implementation and usage of modern communication technologies. This includes defining roles and responsibilities, establishing policies for data security and privacy, and creating guidelines for effective utilization of the tools.

Implementation Plan for Digital Platforms, Real-time Communication Systems, and Project Management Software:

Digital Platforms: Select a comprehensive digital platform that integrates communication, collaboration, and project management capabilities. Examples may include Microsoft Teams, Slack, or Workplace by Facebook.

Introduce a phased implementation approach, piloting the platform in select departments before rolling it out company-wide.

Customize the digital platform to align with the organization's branding and culture, ensuring a cohesive user experience.

Real-time Communication Systems: Implement a real-time communication system, such as video conferencing tools (e.g., Zoom, Microsoft Teams), to facilitate virtual meetings and seamless communication between geographically dispersed teams. Provide guidelines and best practices for effective real-time communication, including meeting etiquette and security considerations.

Project Management Software: Introduce a robust project management software, such as Asana, Trello, or Jira, to streamline information flow and decision-making processes within and across departments.

Customize the software to align with the specific project management needs of different departments, such as marketing, supply chain, and R&D.

Provide training and support for employees to effectively utilize the project management software to track tasks, manage deadlines, and collaborate on projects.

Generally, the successful introduction of modern communication technologies and tools within the Coca-Cola Company requires a holistic approach that encompasses technology evaluation, change management, training, governance, and the phased implementation of digital platforms, real-time communication systems, and project management software.

By executing this strategy and implementation plan, Coca-Cola can enhance inter-departmental communication and collaboration, streamline information flow, and improve decision-making processes, ultimately driving efficiency and innovation across the organization.

d. Detailed Summary of Network Utilization by Leadership in the Future

Examining the existing informal networks and communication patterns within the Coca-Cola Company to identify influencers and key connectors is essential for understanding the organization's social dynamics. Here's an examination and strategic plan for engaging and leveraging these informal networks to facilitate knowledge exchange, mentorship, and improved communication at all levels of the organization, as well as a proposal for recognizing and integrating informal leaders into the formal leadership structure to harness their influence for the benefit of the organization:

Examination of Existing Informal Networks and Communication Patterns:

Identification of Influencers and Key Connectors: Through observation and engagement, identify individuals within the organization who hold significant influence and act as key connectors, bridging communication gaps across departments and hierarchical levels. These influencers may not hold formal leadership positions but are valuable in driving organizational culture and information dissemination.

Communication Patterns: Analyze the informal communication patterns and networks, including who acts as information hubs or gatekeepers, and how information flows

within the organization.

Informal Leaders: Identify individuals who naturally assume leadership roles within teams or departments, influencing decision-making and guiding their peers informally.

Strategic Plan for Engaging and Leveraging Informal Networks:

Mentorship and Knowledge Exchange: Establish a formal program to engage informal leaders as mentors, utilizing their influence to facilitate knowledge exchange and mentorship within their respective groups.

Communication Channels: Leverage informal networks to disseminate information effectively. This may involve using influential individuals as ambassadors to communicate key messages and initiatives to their networks.

Cross-Functional Collaboration: Facilitate connectivity and collaboration between informal leaders from different departments to encourage cross-pollination of ideas and best practices.

Proposal for Recognizing and Integrating Informal Leaders into Formal Leadership Structure:

Identification and Recognition: Formally recognize the contributions of informal leaders, acknowledging their impact on team dynamics, engagement, and communication flow.

Integration into Leadership Development Programs: Invite informal leaders to participate in leadership development programs, equipping them with formal leadership skills and aligning their informal influence with broader organizational goals.

Inclusion in Decision-Making Processes: Integrate influential informal leaders into decision-making processes, leveraging their insights and influence to drive strategic initiatives.

Career Pathing and Advancement: Offer opportunities for informal leaders to advance within the organization, recognizing and rewarding their contributions in leadership capacities.

Harnessing and integrating informal networks and leaders within the Coca-Cola Company presents an opportunity to enhance communication, foster collaboration, and drive cultural transformation. By recognizing the influence of these individuals and strategically engaging them, the organization can strengthen its internal social fabric, leading to improved knowledge sharing, mentorship, and effective communication at all levels. This approach also enables the organization to tap into diverse perspectives

and better leverage the collective intelligence of its workforce.

In order to emphasize the holistic transformation of leadership practices at the Coca-Cola Company to meet the demands of the 21st-century business landscape, as well as to establish KPIs and evaluation metrics to measure the success and impact of the new leadership strategy, the following approach can be taken:

Holistic Transformation of Leadership Practices:

Visionary Leadership: Emphasize the need for visionary leadership that aligns with the dynamic and uncertain business landscape, focusing on adaptability, innovation, and strategic foresight.

Empowerment and Collaboration: Foster a culture of empowerment and collaboration, encouraging leaders to embrace inclusive decision-making, create diverse teams, and enable employees to contribute their full potential.

Digital Transformation: Promote digital literacy and a tech-savvy leadership mindset, ensuring that leaders are adept at leveraging technology for communication, decision-making, and innovation.

Change Agility: Develop a leadership mindset that embraces change and uncertainty, emphasizing the ability to navigate disruptions, lead through complexity, and drive organizational agility.

Ethical and Social Responsibility: Instill ethical leadership practices and a commitment to social responsibility, promoting values-driven decision-making and sustainable business practices.

4. Suggestions for establishing KPIs and evaluation metrics to measure the success and impact of the new leadership strategy.

Establishing KPIs and Evaluation Metrics:

Employee Engagement: Measure employee satisfaction and engagement levels through surveys, feedback systems, and retention rates to gauge how the new leadership strategy contributes to a positive work environment.

Innovation Index: Track the number of implemented innovative ideas, speed of product development, and market launch times to assess the impact of new leadership practices on fostering a culture of innovation.

Diversity and Inclusion Metrics: Monitor the representation of diverse talent, employee

participation in cross-functional initiatives, and feedback on inclusivity to gauge the success of promoting collaboration and diversity.

Team Performance and Productivity: Assess team performance metrics, project completion rates, and productivity measures to understand the impact of the new leadership strategy on operational efficiency and execution.

Change Adoption and Adaptability: Evaluate the uptake of new processes and practices, the speed of decision-making, and the organization's adaptive capacity to measure the successful implementation of change-agile leadership practices.

Ethical and Social Impact: Track corporate social responsibility initiatives, ethical compliance measures, and reputation assessments to measure the impact of the new leadership strategy on ethical decision-making and social responsibility.

Leadership Proficiency: Develop leadership competency models and conduct assessments to measure the proficiency of leaders in new skill areas, such as digital literacy, agile leadership, and diversity management.

Feedback and Mentorship Impact: Monitor the availability and effectiveness of mentorship programs, as well as feedback mechanisms, to assess their impact on leadership development and knowledge exchange.

By establishing these KPIs and evaluation metrics, the Coca-Cola Company can effectively measure the success and impact of the new leadership strategy, align leadership practices with the demands of the 21st-century business landscape, and drive continuous improvement in leadership effectiveness, organizational culture, and business performance.

Conclusion:

In conclusion, the research and review conducted in this report have shed light on the crucial imperative for the Coca-Cola company's 21st century approach towards leadership. The findings underscore the necessity of fostering faster, more efficient communication between departments and harnessing the power of network dynamics within the organization.

Moving forward, it is clear that embracing a modern leadership strategy is paramount for driving collaboration, innovation, and adaptability. Sandbakken, D. A. (2006). This includes empowering leaders to embrace visionary, inclusive, and change-agile practices and leveraging technology to enable seamless communication and decision-making. Moreover, recognizing and integrating informal leaders and influencers into the formal leadership structure can further enhance the organization's effectiveness and resilience in today's business landscape.

By adopting the recommendations outlined in this report, the company can position itself as a forward-thinking, collaborative, and innovative leader in its industry. The transformation of leadership practices and networks will not only facilitate enhanced internal collaboration and communication but will also drive the organization towards sustainable success in the fast-paced and interconnected 21st century business ecosystem.

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