



In association with
AL TAREEQAH
Management Studies FZE



Sustainable Leadership and Organizations (Unit code: MOB502)

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Table of content / Required assignment

Part A: Question & Answer based 2,500 words (+/- 10%) Each question carries 10 marks

1. Answer the following questions in detail with examples as applicable:

- a. As a CEO of large organization in UAE in the Healthcare sector, what are the leadership qualities that would be required (minimum of five)? Explain each of them providing examples.
- b. As a GM in a large private clinic in UAE, which three leadership styles would you use and why? Give examples.
- c. You are an operations manager in a public hospital, and you have seven difficult people that you need to co-operate with. What strategies would you use? Give examples?
- d. Why is emotional intelligence an important quality, to be a successful leader, especially in this current time (2021)?
- e. Why Mr. Steve Jobs is considered as a great leader? What qualities did he implement? Give examples.

Part B: Case Study based 3,500 words (+/- 10%).

As the GM of “AAA Healthcare LLC” you are responsible of 925 full time employees. Due to COVID-19 since March 2020, you have been using your leadership skills in making changing in a short time.

In June 2021, you have determined that the performance of employees has decreased by 65%. All employees are currently vaccinated, however, due to the different COVID-19 strains, you noticed 25% of employees have reported to be physically ill in the past one month (May to June 2021).

In addition, you have conducted some research and determined that your employees had the following concerns:

- Company will go through liquidation
- Major changes conducted in a short time
- Working remotely
- Fear and anxiety

- Uncertainty of the future
- Exhaustion (mentally, physically & spiritually)
- Salary cuts
- Financial difficulties
- Family problems/ divorce / family violence
- Illness – Covid-19

In addition, as the GM of “AAA Healthcare LLC” you have 38 difficult project managers (9 females and 12 males) employees that you need to deal with immediately.

- 11 females and 7 males: These employees are very demanding & want their ways.

They meet their KPI's and great with customers. You had a lot of complaints from their colleagues about their bad attitudes.

- 2 female and 9 males: Likes to argue always, even when they are in the wrong. A lot mistakes in their construction work and they are not meeting KPIs.

➤ 2 females and 7 males: Like to give orders and delegate their work to others. However, they do very little work and socialize at work. Likes to be in authority and takes credit of others.

Finally, you been instructed by the CEO, to reduce overhead costs by 27% from June 2021 by any means.

Questions relating to the case study. Each question carries 5 marks

1. As a leader what leadership qualities would you use to increase employee's performance?
2. What leadership styles would you use with these difficult 38 employees? Why?
3. What are the change strategies that you would conduct for improvements? Why?
4. What are the strategic thinking and tools that you would use to make these changes swiftly and successfully?
5. What strategies would you use to ensure that the strategies that you have selected are effective and efficient?
6. What recommendations would you provide to the CEO for this company? Why?

Part A answers:

1.a. Leadership qualities for a CEO

- **Great leadership skills, great personal character with excellent communication skills**

As a CEO, it is important to have a great leadership skill. Without it, nobody will follow his vision for the company. His employees will simply drift in their own worlds, making it hard to make unified business decisions. Processes will also fall apart and most of all, company culture will suffer a setback. So what does it take for a leader to be a great one? It is the ability to motivate people even during the toughest times and being focused on business goals without sacrificing employee morale. He should have the power to gain the trust and confidence of everyone under his wings and the ability to delegate tasks properly. When it comes to the character, the CEO should constantly improve himself by developing the courage to pursue the employee's passion and ideas with integrity. Communication is a two-way street. Thus, being a great communicator must possess both active listening and good speaking skills. **Example:** Having an open door for all employee to discuss their problems, innovate new ideas and share ideas and decisions related to the workplace. It is important to understand the meaning of *realistic optimism*. Moreover, learn to embrace challenges as opportunities for development. It is always recommended to believe in himself when others think otherwise.

- **The transformational leadership and its intertwined effect on employees' attitudes**

Evidence from a collaborative and mixed-methods study. This mixed-methods study investigates transformational leadership in the context of a recent merger through a collaborative research project aimed at co-producing scientifically rigorous and practically relevant knowledge. Using qualitative and quantitative data, the studies contribute to the growing stream of literature aimed at exploring how two key organizational levers, specifically leadership and HRM, impact the development of positive employees' attitudes, which is central to the success of the process. In particular, the opportunity-enhancing practices (aimed at allowing employees to exercise their competencies and efforts in engaging with the organization's decision-making processes), mediate the relationships between transformational leadership and both employees' job

satisfaction and affective commitment. This suggests that organizations interested in developing employees' affective commitment and job satisfaction. Good performance can be achieved if organization leaders can manage human resources because employee performance is also influenced by the role and behavior of the managers themselves. As the complexity of the organizational environment increased in all aspects during a pandemic, there was a need for job adjustments and an increase in the effectiveness of the relationship between leaders and subordinates. Finding the right leadership style is considered essential, and TL is one of the modern concepts in management. Today's organizations need leaders who can form a clear vision of the future, plan strategies for developing and managing change, and avoid crises, to keep up with modern developments and trends in information and communication technology for the sake of the organization. TL is considered as an approach because leadership is an organizational approach to undergo a time of crisis. **Example:** When communication is hampered, and work is disrupted as it is today, TL will still be able to affect employee. Leader-member exchange is also expressed as a measure of the quality of the relationship between leaders and subordinates, including loyalty, understanding, trust, and expertise.

- **Unlocking the relationships between strategic planning, leadership and technology transfer competence**

An essential managerial implication of this study relates to the critical roles of leadership. For the managers of firms operating in a relatively uncertain emerging context, it is essential to adopt a supportive and empowering leadership style, where open communication and innovative activities are viewed positively and adopted holistically. This links between the technology (and knowledge) management and the strategy and leadership literature streams by focusing on the mechanisms of technology transfer and delving into the linkages of leadership and its implementation. Accordingly, this research bridges technology, strategy and leadership research and provides a broader picture of technology transfer that encompasses the joint role of different processes. There are many different definitions of technology. According to the classical view of economics, technology transfer denotes the transfer of technology from one industry to another. However, the approach that sees technology as knowledge has replaced this classical approach. The effective transfer of technology can empower and drive a firm to

achieve such desirable outcomes as manufacturing productivity, alliance efficiency and adaptability, international expansion and sustainable competitive advantage. Particularly in recent years, technology transfer has been found to be relevant in steering Industry 4.0 transformation in supply chains (Hilson and Ovadia, 2020; da Silva et al., 2019, 2021), promoting frugal innovation (Fischer et al., 2020) and fostering entrepreneurial innovation (Guerrero and Urbano, 2019). **Example:** Firms are therefore compelled to develop and transfer new technology within and across organizational boundaries to differentiate themselves from and compete against, other firms in the severely competitive global marketplace. However, putting aside its benefits and potential positive outcomes.

- **Diffusing Corporate Social Responsibility throughout the Organization through Social Networks**

Chief Executive Officers and other organizational leaders can affect how corporate social responsibility (CSR) initiatives are perceived in their organizations. However, in order to be successful with regard to promoting CSR, leaders need to have strong network competencies and to move beyond charismatic leadership. One firm is fully owned by its shareholder, who also owns a minority participation in the rival firm (controlling shareholder). When analyzing the shareholders' strategic choice of whether to engage their firms in CSR or not. It is found that high levels of cross-ownership discourage the controlling shareholder from engaging his/her firm in CSR. **Example:** When the level of cross-ownership is low enough, in equilibrium both firms care about CSR, but the controlling shareholder makes his/her firm less concerned with CSR than the shareholder who runs the rival firm. It is also found that, contrary to the usual result, when firms are concerned with social issues the controlling shareholder obtains a lower income than the other shareholder.

- **CEO relational leadership and strategic decision-making quality in top management teams: The role of team trust and learning from failure and smart risk-taking mindset**

A complex pathway through which CEOs, who exhibit relational leadership, may improve the quality of strategic decisions of their top management teams (TMTs) by creating psychological conditions of trust and facilitating learning from failures in their teams. The relationship between CEO relational leadership and team learning from

failures was mediated by trust between members: Team learning from failures mediated the relationship between team trust and strategic decision quality. The CEOs can improve the quality of strategic decisions by shaping a relational context of trust and facilitating learning from failures. Research on CEO leadership, top management team (TMT) processes, and outcomes has been limited by the challenges of acquiring access to such teams and their processes. This contributes to this line of research by examining how CEO relational leadership facilitates learning from failures and improves strategic decisions in the TMT. Making strategic decisions is a complex and challenging task. It involves integrating the diverse perceptions, judgments, and orientations of TMT members to develop a set of specific strategic actions. When members of TMTs work together, they bring diverse experience to solve such difficult and unstructured problems as strategy making, while building involvement and commitment of key senior executives. Effective team learning takes discipline and skill, and can lead to a relatively permanent alteration in the collective level of knowledge and skill produced by the shared experience of the team members. Teams learn when members engage in trial and error and joint problem solving. As for risk-taking person, he should always have the smart approach when it comes to making risks. He should always develop the ability to take calculated risks. The decision is taken based on balancing the risk and choosing the risk with less negative impacts on institution and employees if taken. **Example:** Learning involves a willingness to detect resemblances between past and current situations and their underlying causes and effects or through a performance feedback gap. Furthermore, it involves critical thinking, encountering problems, engaging failures, investigating problems, and using error management programs.

1.b. Three leadership styles for a GA that would use and why? Give examples.

Before choosing the leadership styles, firstly I should assess my ability to: understand the different styles, know and be aware of myself, have enough practice and develop my leadership agility. For the most styles that I would like to use are the followings:

- **Visionary leadership style:** This style of leadership is best exemplified through an inspirational leader – one who motivates others to turn shared dreams into reality, thus aiming for a win-win situation (Goleman & Boyatzis 2008). The fundamental feature of a visionary leader is his/her ability to understand people's perspective and channel their creative energy towards boosting

productivity at work. As such, visionary leadership is principally focused on instilling a sense of confidence within workers and helping them realize that they are valuable assets to the organization (Mayer, Salovey & Caruso 2008). **Example:** Understanding people's personal ambitions is, therefore, an effective way to foster a harmonious relationship between the leader and subordinates, particularly for a business that is on the brink of collapse (Müller & Turner 2010).

- **Coaching leadership style:** This style of leadership is founded on the principles of assistance and morale building. As the name suggests, “coaching” has more to do with cultivating potential than striving for perfection. In other words, a coach encourages people to work to the best of their ability, which includes giving them personal assignments or challenges in order to reach individualized goals (Goleman, Boyatzis & McKee 2009). Coaching requires a tremendous amount of time and energy because the leader must pay attention to each member of the organization, providing feedback and advice on how they can work efficiently and fulfill personalized objectives (Goleman, Boyatzis & McKee 2008). **Example:** Coaching relies on a leader's willingness to go the extra mile and connect with subordinates on an individual level, understanding their weaknesses and aiding those who are genuinely interested in climbing the corporate ladder (Goleman & Boyatzis 2008).
- **Democratic leadership style:** Since democratic leadership plays a critical role in democratic movements (Adorno, 1965; Gastil, 1994; Kunter, 1965), reviewing the definition of democratic leadership is essential to understanding both democratic leadership and the progress made in democratic movements. Democratic leadership is associated with increased follower productivity, satisfaction, involvement, and commitment (Hackman & Johnson, 1996). Member satisfaction and nominations for leadership are greater under democratic leadership (Bass, 1990; Stogdill, 1974). However, while the definition of democratic leadership is inconsistent and inadequate in the leadership literature, there is no clear and well-developed definition of the term (Gastil). While literature has underlined democratic leadership's characteristics within small groups and organizations, it has ignored other demonstrated characteristics in democratic movements for achieving democratic values. The definitions of democratic leadership conceptualized by White and Lippitt (1960) emphasize group participation, discussion, and group decisions encouraged by the leader. **Example:** The democratic leader tries to be a regular group member in spirit without doing too much of the work (White & Lippitt). Also, democratic leader is giving information or extending the knowledge of the members of his or her group. Democratic leadership ensure the idea of participation and sharing decisions with other employees.

1.c. You are an operations manager in a public hospital, and you have seven difficult people that you need to co-operate with. What strategies would you use? Give examples?

Definitions: Difficult behavior can inhibit performance in others and will only deteriorate if left alone, contaminating more people and incurring hidden costs for the organization. It takes many forms like rudeness, yelling, shunning, mobbing, gossiping, refusing to talk to or acknowledge others, harassing, incessant complaining to supervisors, ignoring directives, and slow working. **Dealing with difficult employees** is an essential skill. Any leader or aspiring leader needs to learn how to deal effectively with difficult employees. The key is to take a calm and rational approach to the situation, analyzing all the influencing factors before taking action. Conflict is a normal and natural occurrence of interacting with one another. The cost of resolving conflict is negligible relative to the cost of leaving conflicts unresolved. **Example:** A manager's inability to effectively deal with anger and conflict in the workplace may result in a large loss of productivity and adversely impact others who work there.

Recommendations: Most conflict within and involving people revolve around unfulfilled needs, primarily the psychological need for control, recognition, affection, and respect. These needs are natural and quite human in that we all crave them, but when unacceptable or problematic behavior has been rewarded in the past in fulfillment of these needs, difficult behavior motivates the individual. To prevent unproductive and negative behavior that leads to conflict, the following steps are essential:

DON'T TAKE IT PERSONALLY . . .

is easy to say but hard to remember when our emotions are blazing with anger, frustration, helplessness, or confusion over the actions of another, who we want to label as stupid, insecure, hostile, inferior, miserable, or other negative coloration. Holding onto the resentment of people you have to work with punishes you as much as it does them. You won't change relationships by trying to control other people's behavior, but you can by changing yourself in relation to them. **Example:** You can place your energy in blaming and deriding someone or you can use it to experiment how to find more productive means of interaction.

PERCEPTIONS CAN BLUR YOUR VISION . . .

We all know how hard it is to deal with a problem without people misunderstanding each other, getting angry or upset, and taking things personally. People draw from comments on substance or unfounded inferences, which they then treat as facts about that person's intentions and attitudes toward them. People tend to see what they want to see and, from all available facts and information, will select and focus on those that confirm their prior perceptions and disregard or misinterpret those that call their perceptions into question.

Example: It is important to discuss each other's perceptions and look for opportunities to act inconsistently with those perceptions.

FOCUS ON INTERESTS NOT POSITIONS . . .

A basic problem in communication lies not so much in conflicting positions, but in the conflict between each person's needs, desires, concerns, and fears. One person may say to another, "You're such a perfectionist in everything you do around here, and I'm tired of you thinking you're always right. "When a coworker feels threatened by a "perfectionist" in the office and that feeling of intimidation boils over into overt hostility, these two people could become locked in conflict. **Example:** When a coworker feels threatened by a "perfectionist" in the office and that feeling of intimidation boils over into overt hostility, these two people could become locked in conflict. Reconciling interests rather than positions works toward resolution.

WHY IS LISTENING SO IMPORTANT . . .

Listening is an art by which we use empathy to reach across the space between us. Passive attention doesn't work. This is not always easy, especially when we are interested but too concerned with controlling or instructing or reforming the other person to be truly open to their point of view. A good way to promote understanding is through effective communication, to take time to restate the other person's position in your own words then ask her to correct or affirm your understanding of her thoughts and feelings.

Example: If you work on this process of explicit feedback and confirmation until the other person has no doubt that you grasp her position, she will feel understood, and she will then be more open to hearing from you.

WHAT DO FEELINGS HAVE TO DO WITH THIS . . .

Emotions play an important role in everyday behavior, and there is no thought, attitude, idea, or action that does not have a related emotional counterpart. For example, when a coworker becomes angry at something you have said, instead of expressing the feeling in productive communication he may suddenly request sick leave for the rest of the day. Throughout most of our lives we have developed ways to express disappointment, anger, or discontent in somewhat less than honest terms. Honest and open communications are necessary for a healthy, growth-oriented working environment, and people must be made to believe that expressing themselves openly is much healthier for all concerned. **Example:** Express yourself. When two people are locked in silent conflict, the best way to break the impasse is to elicit and acknowledge the other's feelings.

SOME SIMPLE (BUT NOT EASY) PRINCIPLES OF DEALING WITH DIFFICULT BEHAVIOR . . .

- **Use Conflict as a Natural Resource.** The conflict generated can be a first step on the road to improving communication, solving a problem, and even building trust and cooperation. Avoidance or hiding conflict can be much more damaging in the workplace than facing it and dealing with it appropriately.
- **Don't React.** Take time to cool off and gather your emotions. The most natural thing to do when faced with a difficult person or situation is to react. Give yourself time to think and remain focused on identifying the real needs and interests of the other person and yourself. Deep breathing and counting to ten is very helpful.
- **Deal with Feelings.** Helping the other person identify or acknowledge their feelings tends to reduce the intensity of those feelings and allows the person to focus on the underlying issues. By encouraging the expression of negative feelings without fear of reprisal or punishment, you have increased the probability that your similar emotional expressions will be better accepted.
- **Attack the Problem, Not the Person.** Try to understand what the actual problem is and generate possibilities for settling it. Don't attack the other person and try to see the situation from their point of view. If you make assumptions about their behavior: Show respect, try not to interrupt, and avoid using hostile words that inflame.

- **Practice Direct Communication.** Speak directly to the other party. Use “I” statements and be clear about points of agreement, about purpose, and about needs. Use body language to show support and attention. Ask problem solving questions. Other people can provide you with some very important information about yourself, positive and negative, and you can provide equally important information helpful to them. Words alone do not convey this information, so be aware of your body language and tone of voice.
- **Look Past Positions to the Underlying Interests.** A position is someone’s limited view of what solution is necessary to meet a particular need. Until the needs and interests of each of you are ascertained, it is not possible to generate options that will be mutually beneficial and agreeable. Try to identify the other person’s physical or psychological needs, along with your common interests.
- **Focus on the Future.** Proving or disproving past allegations may not be of value to a continuing relationship at work. Give the other person ownership in the resolution. Ask what’s important and be sure agreement is reached in dignity and respect for each of you. Any ongoing relationship you have with someone is longitudinal and can be altered to be constructive and improved.

1.d. Why is emotional intelligence an important quality, to be a successful leader, especially in this current time (2021)?

The need for effective leadership has become paramount to meet the challenges of the 21st Century and a growing number of academics and senior managers have recently come to recognize the importance of emotional intelligence (EI) for effective leadership. Furthermore, Goleman, Boyatzis, & McKee (2002) have contended that the higher up one advances in an organization, the more important EI becomes. EI is considered as a necessary qualification for Health Service executives in order to emotionally understand the human resources they manage and how to best handle people, situations and infrastructures. The framework for emotional intelligence, is a set of skills hypothesized to contribute to the accurate appraisal and expression of emotion, the effective regulation of emotion, and the use of feelings to motivate, plan, and achieve. Adaptive vs maladaptive qualities of emotion are discussed. The focus on evidence at the very top of the organization, the Board. The findings from a major study of UK boards and re-

analyze the data on tasks and competencies relating to EI constructs. Their results show that EI competencies are considered to be extremely important according to the majority of a large sample of UK directors in a survey and they go on to argue that many of the tasks (outputs) of the Board require EI competencies, as well as many aspects of Team Process (for Organizing and Running the Board). The higher one advances; the more important EI becomes. **Example:** Executives in family firms are often confronted with emotionally loaded issues, in part due to the need to include the interests of the owning family. Given this context, we hypothesize how high family-firm performance is affected by the emotional intelligence (EI) of a family-based CEO and top-management team (TMT), in addition to the CEO's transformational leadership (TFL) and TMT's behavioral integration.

1.e. Why Mr. Steve Jobs is considered as a great leader? What qualities did he implement? Give examples

Steve Jobs cofounded Apple in his parents' garage in 1976, was ousted in 1985, returned to rescue it from near bankruptcy in 1997, and by the time he died, in October 2011, had built it into the world's most valuable company. Along the way he helped to transform seven industries: personal computing, animated movies, music, phones, tablet computing, retail stores, and digital publishing. The essence of Jobs, I think, is that his personality was integral to his way of doing business. He acted as if the normal rules didn't apply to him, and the passion, intensity, and extreme emotionalism he brought to everyday life were things he also poured into the products he made. His petulance and impatience were part and parcel of his perfectionism. He was asked about his tendency to be rough on people. "Look at the results," he replied. Then he paused for a few moments and said, almost wistfully, "And we got some amazing things done." Indeed, he and Apple had had a string of hits over the past dozen years that was greater than that of any other innovative company in modern times: iMac, iPod, iPod nano, iTunes Store, Apple Stores, MacBook, iPhone, iPad, App Store and OS X Lion.

And as he battled his final illness, Jobs was surrounded by an intensely loyal cadre of colleagues who had been inspired by him for years and a very loving wife, sister, and four children. So, I think the real lessons from Steve Jobs have to be drawn from looking at what he actually accomplished. He was asked what he thought was his most important creation, thinking he would answer the iPad or the Macintosh. Making an enduring

company, he said, was both far harder and more important than making a great product. Here are what I consider the keys to his success.” He labeled the two rows “Desktop” and “Portable.” Their job, he told his team members, was to focus on four great products, one for each quadrant. There was a stunned silence. “Deciding what not to do is as important as deciding what to do,” he said. “That’s true for companies, and it’s true for products.” Focus was ingrained in Jobs’s personality and had been honed by his Zen training. “Simplicity is the ultimate sophistication,” The better way is to go deeper with the simplicity, to understand everything about it and how it’s manufactured.” Part of Jobs’s compulsion to take responsibility for what he called “the whole widget” stemmed from his personality, which was very controlling. But it was also driven by his passion for perfection and making elegant products.

The mark of an innovative company is not only that it comes up with new ideas. It also knows how to leapfrog when it finds itself behind. Caring deeply about what customers want is much different from continually asking them what they want; Sometimes that meant that Jobs used a one-person focus group: himself. He made products that he and his friends wanted. Jobs’s (in)famous ability to push people to do the impossible was dubbed by colleagues his Reality Distortion Field. The first two principles for him were “empathy” and “focus.” The third was an awkward word, “impute”. Jobs was famously impatient, petulant, and tough with the people around him. There were other ways he could have motivated his team. Jobs’s passion was applied to issues both large and minuscule.

Some CEOs are great at vision; others are managers who know that God is in the details. Jobs was both. The underlying philosophy was that technology could be our friend. Jobs—who became a hippie, a rebel, a spiritual seeker, a phone phreaker, and an electronic hobbyist all wrapped into one—was a fan. Even as Apple became corporate, Jobs asserted his rebel and counterculture streak in its ads, as if to proclaim that he was still a hacker and a hippie at heart.

Part B Answers: Case Study based 3,500 words

Executive summary

Strategic leadership is a practice in which executives, using different styles of management, develop a vision for their organization that enables it to adapt to or remain competitive in a changing economic and technological climate. Strategic leaders

are able to use this vision to motivate employees and departments, fostering among them a sense of unity and direction in order to implement change within their organization. The main objectives of strategic leadership are to streamline processes, boost strategic productivity, promote innovation and cultivate an environment that encourages employees to be productive, independent and to push forward their own ideas. Strategic leaders sometimes make use of reward or incentive programs to encourage employees and help them reach their goals. Strategic leadership involves discovering what it is that the organization needs to do well and more importantly *can* do well in order to grow into the future. The primary role of strategic leadership is to enable organizations to become centers of learning, and to drive this process by continually developing and discovering strategy and holding it in an ongoing state of becoming, formulation, implementation, reassessment and revision.

Questions relating to the case study. Each question carries 5 marks

1- As a leader what leadership qualities would you use to increase employee's performance?

Leadership qualities that increase employee's performance and efficiencies are as follows:

1. Be a risk-taker

You should not be afraid to take risks. Sometimes, being brave to take these challenges head-on is the key to driving profit into the business. Although it should be done with proper planning and analysis, you have to display courage in taking a leap of faith. Of course, not all risks payout. That means you should also be honest enough to own up to your mistakes. This is one quality that is hard to swallow for some leaders. Be brave in making difficult choices but make sure you hold yourself accountable if things do not work out. This quality will give your own employees the courage to take calculated risks too.

2. Display authenticity

In everything that you do, you have to be genuine. Hidden agendas may be good for business, but try to avoid it when it comes to managing people. It makes employees feel used and unappreciated. It is very important to make employees feel like they matter in the company. It will encourage them to communicate their thought and ideas and will boost their confidence. When you have a confident workforce, it will help the business stay competitive. Obviously, that confidence has to start from your authenticity. Make sure you live your personal brand so you can be a great role model. This will leave a powerful impact on those around you.

3. Delegate tasks without fear

While there is nothing wrong with prioritizing quality (it is what makes a business successful, after all), checking over every small detail yourself rather than delegating can waste everyone's valuable time. Instead, give responsibilities to qualified employees, and trust that they will perform the tasks well. This gives your employees the opportunity to gain skills and leadership experience that will ultimately benefit your company. While this tip might seem the most obvious, it is often the most difficult to put into practice. You hired them for a reason, now give them a chance to prove you right.

4. Become a mentor

Obviously, you want employees to look at you as a leader. But beyond that, they should also feel that you are a mentor. Esther Wang, the founder of Joy Tingle, recognizes the role of mentors in a successful career. You have to lead and guide them towards the results that will bring the company forward. A mentor has the ability to discover the best qualities of their employees. You need to know how to cultivate these skills and talents so employees can realize and act on their full potential. Give wisdom and then step back as the employees take the reins. You

will not only train the best employees; you will also earn their respect and loyalty.

5. Match tasks to skills

Knowing your employees' skills and behavioral styles is essential for maximizing efficiency. For example, an extroverted, creative, out-of-the box thinker is probably a great person to pitch ideas to clients. However, they might struggle if they are given a more rule-intensive, detail-oriented task. Asking your employees to be great at everything just isn't efficient – instead, before giving an employee an assignment, ask yourself: is this the person best suited to perform this task? If not, find someone else whose skills and styles match your needs.

6. Communicate effectively

In fact, email was revealed to be the second most time-consuming activity for workers (after their job-specific tasks). Instead of relying solely on email, try social networking tools (such as WhatsApp) designed for even quicker team communication. Every manager knows that communication is the key to a productive workforce. This naturally means that current communication methods are as efficient as possible, right? Not necessarily. The recent studies found that emails can take up nearly 31% of an employee's time. You can also encourage your employees to occasionally adopt a more antiquated form of contact: voice-to-voice communication. Having a social gathering or phone call can settle a matter in a smooth way.

7. Give credit where it is due

The last of the leadership qualities that will improve employee performance learning how to give credit where it is due. Build your team so they can achieve great things – and be recognized for it. Although your guidance played an important role in the success of their career, you have to let them shine on their own. Reward and recognize employees who have performed well. Encourage those who do not. This will motivate them to get out of their comfort zones to achieve greater feats for the business. If you want your employees to improve

their performance and be more engaged in their respective tasks, you have to make sure that you display these leadership qualities.

8. Keep goals clear and focused

Employees cannot be productive and efficient if don't have a focused goal to aim for. If a goal is not clearly defined and actually achievable, employees will be less productive. Let them know exactly what you expect of them, and tell them specifically what impact this assignment will have. One way to do this is to make sure your goals are met and “SMART”. Make their assignments measurable, realistic and within a specific time frame.

9. Incentivize employees

Recognizing your employees for a job well done will make them feel appreciated and encourage them continue increasing their productivity. It is one of the best ways to encourage employees to become more efficient is to actually give them a reason to do so. When deciding how to reward efficient employees, make sure you take into account their individual needs or preferences. For example: one employee might appreciate public recognition, while another would prefer a private “thank you.” Example: send a recognition note, take them out for a meal, and have them come late once a week post weekend (Lazy Monday).

10. Train and develop employees

Offering these opportunities will give employees additional skills that allow them to improve their efficiency and productivity. So, instead of having workers haphazardly trying to accomplish a task with zero guidance, take the extra day to teach them the necessary skills to do their job. This way, they can set about accomplishing their tasks on their own, and your time won't be wasted down the road answering simple questions or correcting errors. Helping them expand their skillsets will build a much more advanced workforce, which will benefit your company in the long run. There are a number of ways you can support employee development: individual coaching, workshops, courses, seminars, shadowing or mentoring or increasing their tasks and responsibilities.

*Some qualities that can also help strengthen your working relationship:
Listen to employees, know them on a personal level, show emotions, be patient
and open-minded*

2- What leadership styles would you use with these difficult 38 employees? Why?

Transactional Leadership would be the option since problems and difficulties are present with the 38 employees under my supervision and have the means on reducing overhead costs by 27% wherein salary and employee perks are a type of overhead costs operation within the company. Managing with this type of leadership, the focus will be on rewards or benefits and punishments or penalties based on the performance of every employee.

Along with this leadership style, the goals, responsibilities, and tasks were clearly stated and defined that will guide the workers to keep motivated. Being well compensated will help the employees to be inspired to work well and be productive and to avoid bad actions and behaviors that will possibly give them punishments. Knowing the concerns of the employees, it is best to give them incentives for the good work they have done. This leadership style is more likely a "give and take" approach where the employee will get what he/she deserves based on his/her performance. When you give bad actions like unproductiveness, you will take right punishments and when you give excellent work, you will take a great prize. When considering this situation, the GM of the organization has to adopt different leadership styles in order to handle these difficult employees. Since the overhead costs has to be reduced by 27% the GM cannot provide more resources or financially invest in order to make the employees calm down and focus on the performance.

➤ **11 females and 7 males:** These employees are very demanding & want their ways. They meet their KPI's and great with customers. You had a lot of complaints from their colleagues about their bad attitudes Performing tasks are better here and the employees meet the customer requirements effectively. The GM can focus on better communication skill courses. The GM can provide them space to share their ideas and opinions and have frequent and direct meeting with the staff to enhance social relationships and communicate better. Bad attitudes should be at zero tolerance. Corrective actions should be implemented. Following the core values including respect shall be highly reinforced. The leader shall be evaluated annually based on his work results and peer evaluation is an important part.

➤ **2 females and 9 males:** They Like to argue always, even when they are in the wrong. A lot mistakes in their construction work and they are not meeting KPIs. Weak performance is noted here. These employees the GM shall reassess the leadership abilities and performance initially by sharing resources, having the leaders been evaluated by the employees to check for the concerned weak points that they have in their management and providing feedback etc. After determining the weak points and getting their full evaluation from the staff, the GM will assign them in leadership courses with the help of the education department. A proper reassessment for their skills can be evaluated again and actions will be set accordingly. If things will not get better, corrective actions shall be applied and possible end of contract if performance outcome is still not met. If those were hired with higher salaries, ending their contracts and hiring new people with better experience and lower salaries will help in the cut off plan of the institutional expenses.

➤ **2 females and 7 males:** Like to give orders and delegate their work to others. However, they do very little work and socialize at work. Likes to be in authority and takes credit of others. The GM can adopt servant leadership style through which GM can inspire these employees through becoming a role model for them. Such kind of leadership style can make the employee more active and encouraged to do their works in an appropriate manner. The annual evaluation shall be based on their performance and their real part of work done. Fairness is important here to evaluate each one according to the effort spent on the job. Bias should be avoided. Leadership and communication courses shall be implemented. Staff abuse may be noticed here through excess delegation, authority and taking their credits after having them do all the work. The GM should also have an open channel with the lower-level employees to assess the employees' feedback about their leaders.

Explanation

Transactional leadership can be effective at this level. When you are being transactional as a manager, you will set the roles and responsibilities of your subordinates to keep them aligned with the work that must be done and use rewards and penalties to get your employees to perform at their best. A transactional leader is someone who values order and structure. They are likely to command military operations, manage large corporations, or lead international projects that require rules and regulations to complete objectives on time or move people and supplies in an organized way. Transactional leaders are not a good fit for places where creativity and innovative ideas are valued. Transactional leadership is most often compared to transformational leadership. Transactional leadership depends on self-motivated people who work well in a

structured, directed environment. By contrast, transformational leadership seeks to motivate and inspire workers, choosing to influence rather than direct others. Transactional Leadership out of the five common leadership styles that shall be implemented, because employees are not motivated to work efficiently for the company. It is said that employees have many concerns, proper compensation will give them motivation to work well knowing that they will receive satisfaction based on their good performance. Some employees are committing mistakes and had improper behaviors that should be punished while good employees must receive rewards. Examples: A successful leader is an example of the leader who has a proper vision towards the whole institution and is on the same distance from all his employees where everyone is present for a special task. When an employee performs very well, he/ she will receive a good recognition, but if not, he/she will not receive recognition or any incentives.

3- What are the change strategies that you would conduct for improvements? Why?

Before you present a suggested change to your team, make sure you have a clear strategy in place that includes, at the very least, when, how, and why the change will occur. Ideally, you'll have documented the tasks that will bring you where you want to go, described new or changing duties for those who will be impacted, created a fully established timetable, and come up with replies to any objections.

Seven strategies for effectively managing organizational change

1. Put people first

Successful change management prioritizes people. People fuel change and sustain its momentum. Change initiatives fail when the people involved don't understand, believe in or engage in the change. Leaders make change easier when they engage employees in the change. Leaders accomplish this through proactive change management communication that creates a desire to change across the workforce.

2. Work with a change management model

Leaders are up against company culture, organizational momentum and human psychology when enacting change. To make change happen, they need the right tools to guide them. Change

management models help leaders connect business strategy to action, which increases the likelihood of success.

3. Empower employees through communication

Communication is an essential part of effectively managing organizational change. A vision for change is only as powerful as the communication that supports it. Effective change management communication provides clarity for why the change is needed and mobilizes employees with a sense of urgency for the change. Companies fail to drive meaningful change when they fail to communicate.

4. Activate leadership

Leadership's impact on change is well-understood. The problem is that many leaders don't understand the vital role they play in change. Educate leaders on their roles, and you'll enable them to advance change successfully. **Leaders:**

- are responsible for achieving change goals from start to finish.
- help the organization understand and interpret what the change means for their teams, the organization and the marketplace.
- ensure those who enable organizational change stay actively involved.
- keep the train on the tracks and are ready to switch directions, choose a new path or create a new approach if necessary.

5. Make change compelling and exciting

Employees can better understand the rationale behind a change when organizations prioritize purposeful, clear and consistent communication. This targeted communication strategy provides the context to understand the why, what and so what of the change. Effective communication answers the most important question people are thinking: What does this mean to me; how will it impact my work? With a deeper, clearer understanding of the change, employees are much more likely to ask, "How can I help?"

6. Pay attention to high and low points in momentum

There will be both high and low points during change initiatives. Leaders can proactively manage and leverage these points in time. During the high points of change, leaders should celebrate wins to fuel momentum. At the low points, leaders can reset communication strategies to listen to employee input and build trust and support. Being proactive helps leaders manage momentum for the greatest success.

7. Don't ignore resistance

Change resistance is poisonous to an organization's transformation. Resistance is much easier to counter when it's identified early. Leaders should pay attention to the signs of change resistance, including inaction, procrastination, withholding information and the spread of rumors. Communication is the key to identifying resistance. Create feedback loops with employees, like surveys, feedback channels and input sessions to proactively identify signs of resistance, then take fast action.

Finally, by explicitly laying out the philosophy and strategy behind the change, employees will be able to understand how it fits into, or evolves from, the company model they've gotten used to. Above all, go back to fundamentals and concentrate on preserving and exemplifying outstanding leadership skills. Inspire your team; display strategic thinking; be open-minded and adaptable; and demonstrate to your team that you have their best interests at heart. A successful leader can assist his or her team face the challenges of change with confidence and clarity, no matter how difficult they may be.

4- What is the strategic thinking and tools that you would use to make these changes swiftly and successfully?

Strategic thinking skills include:

- **Analytical skills:** To ideate a strategy that helps your organization reach its objectives, you must be capable of analyzing a variety of inputs from financial statements and KPIs, to market conditions, emerging business trends, and internal resource allocation.
- **Communication skills:** Putting a strategy into place for your company, regardless of its size, requires solid communication skills. The ability to communicate complex

ideas, collaborate with internal and external stakeholders, build consensus, and ensure everyone is aligned and working toward shared goals are all central to strategic thinking.

- **Problem-solving skills:** Strategic planning is often used to solve problems or address challenges, such as missed financial targets, inefficient workflows, or an emerging competitor. Implementing a strategy that addresses the central challenge you face requires you to first understand the problem and its potential solutions. From there, you can craft a strategy that solves it.
- **Planning and management skills:** Strategy isn't just about thinking of a solution. It involves implementation, too. Once data has been analyzed, the problem is understood, and a solution has been identified, you need strong planning and management skills to bring everything together.

Ten Practical and Effective Change Management Tools and Resources In 2022

1. Force Field Analysis: In 2022, change leaders use force field analysis as a change management tool to decide whether to make or avoid decisions that could end up causing massive financial waste. The core idea of the tool is **equilibrium**. The idea is that situations exist in harmony between those who resist change (Forces Resisting Change) and those who drive change (Forces For Change). Users of the tool break the equilibrium for change to happen, so the Forces For Change are more powerful, and change results. There are five steps to this tool.

2. Stakeholder Analysis: Stakeholder analysis is about looking at different parties (stakeholders) and what they stand to gain through change. Users do this by categorizing them using key features, like income group, legal requirements, and job role. This action helps define the stakeholders and why a project has value for them.

3. Awareness, Desire, Knowledge, Ability, and Reinforcement (ADKAR) Analysis: The ADKAR model is a tool to coach staff members toward believing in and becoming engaged in the change process. This process can be a powerful change management tool in understanding employee motivations for change.

4. Lewin's Change Model: Lewin's change model is a simple and quick way of achieving change using three steps: unfreeze, change, and refreeze. This tool can be a great way of introducing less experienced change leaders to change management tools as it is simple, straightforward, easy-to-follow steps and depends very little on the complications of looking after staff needs.

5. Kotter's 8 Step Change Model: John Kotter, a Harvard business school professor, produced Kotter's theory which focuses on soft themes like team member psychology and support. Kotter's change model theory is in eight stages as follows:

Step 1. Motivate the team by creating an environment filled with a sense of urgency

Step 2. Build a guiding coalition, including all the right staff to plan, coordinate and carry out change

Step 3. Establish a clear vision and each accompanying change initiative

Step 4. Enlist a workforce of volunteers driven toward the same goal

Step 5. Identify any challenges or obstacles.

Step 6. Break goals into bite-size chunks and communicate successes little and often

Step 7. Maintain momentum, push harder after every successful implementation

Step 8. Ensure changes don't dissolve over time by maintaining the new culture

6. Culture Mapping: Project leaders widely use this tool to visually determine a company's culture so employees can understand it better. Change leaders also use this tool to change company cultures as one of many changes management tools. **Step 1:** Define subcultures, **Step 2:** Conduct interviews, **Step 3:** Database the information

7. Strategic Planning: Strategic planning is a much more top-down approach than the previously mentioned tools. Within this tool, change leaders clearly define their vision on paper and then formulate a planned process for achieving this vision. It is used to give companies a competitive edge via methodical plans to solve business problems. It is done through 4 steps: Prioritize, develop, implement and update.

8. Customer Relationship Management (CRM): These tools track and adjust every aspect of a company's customer, colleague, and supplier interactions. This tool covers the entire cycle, from customer onboarding, dealing with all queries and issues a customer may have with a service, ensuring the service is delivered by team members in a polite, helpful and informative way, and throughout this process, building and maintaining a solid relationship. It is done through 5 steps: reach, acquisition, conversion, retention and loyalty.

9. Personal Development Plans (PDP): Personal development plans allow staff to take responsibility for their development, ensuring they hit their own and company goals through an ongoing process of staggered, manageable improvement. PDPs are also great for staff to show new employers and maintain a strong relationship with managers, reducing part of their workload in helping the team improve performance. Staff members use Strengths Weaknesses, Opportunities, and Threats (SWOT) tools as part of a PDP. SWOTs offer a structure within which staff member places their attributes. Staff then track how they are improving them.

10. Benchmarking: Benchmarking helps businesses to remain competitive, ensuring productivity and sales hit targets to stay viable and sustainable. Benchmarking achieves this by comparing statistical data of a company with competitors. Project managers can use this data to implement changes where needed to improve the competitive edge.

5- What strategies would you use to ensure that the strategies that you have selected are effective and efficient?

A strategy is effective if it uses the resources you allocate by your plan and produces the desired results. To determine whether your strategy is meeting your objectives, you must constantly assess resource utilization and performance. Organizational effectiveness can be ensured through doing the followings:

- **Create Measurable Strategies:** To determine whether a strategy is effective, you must be able to measure its performance and determine whether it will achieve your company's goals. The efficiency and effectiveness criteria are critical. For example, if your strategy is to develop a new market, you must include a specific goal as well as a method to measure how many members of the new market purchase your products. If you need a strategy to improve customer service, you must include a goal, such as a percentage of customer issues resolved to the customer's satisfaction, as well as a method to track progress, such as customer surveys.
- **Measure Variables during Implementation:** To track the effectiveness of your strategy, you must establish baseline values before strategy implementation and track your progress. It emphasizes the importance of assessing your progress and pivoting as needed. To be useful in a continuous evaluation of strategy effectiveness, your measurements must be achievable and relevant to the strategy, and the results must be available promptly so that your evaluation is current.

- **Continuously Evaluate Performance:** Specific targets comprised of measurable variables allow you to track results in real-time to ensure that the strategy is performing adequately. If actual results show that your performance is lagging, you still have time to add resources, adjust your operations, or take other corrective action. Because it may consume more resources, the modified strategy is frequently less effective than the original strategy. A continuous evaluation allows you to decide whether to continue implementing the strategy in the face of changes or to devise a more effective approach.
- **Examine the Effectiveness of Objectives:** Once your strategy has been fully implemented, you can evaluate its overall management effectiveness by asking to what extent it met the goals you set with the resources you allocated. If your strategy did not achieve its goals or consumed additional resources, you must determine where your strategic plan failed. The outcomes of a strategy may fall short of expectations if it was not aligned with the company's strengths or if the objectives were not attainable. In any case, the completion of a strategic plan places your company in a different position, and a review allows you to continue with either an effective strategic plan or one that includes changes.

6- What recommendations would you provide to the CEO for this company?

Why?

Do a profound plunge on your overhead costs: It's critical to survey all your overhead costs and separate things that are excessively costly, open to efficiencies, or superfluous. Whenever you've distinguished an overhead expense that can be decreased, for example, a permit you at this point don't require yet are proceeding to pay for, you can find ways to kill it.

Outsource explicit obligations: Rather than recruiting new workers for specific assignments, for example, bookkeeping or assessment readiness, consider moving to outsiders. This eliminates worker related costs like medical advantages and benefits. Then, at that point, in the event that you need to definitely cut your overheads further, you can accomplish such a great deal more effectively than recruiting/terminating capable representatives.

Embrace remote working: From service bills to month-to-month lease, a significant number of your overhead costs are probably going to be connected to your actual office. Remote working is progressively well known, and by moving to a remote-first

work culture (with a little center point office for conferences, interviews, etc.), you can shred your overheads and put your business in an extraordinary position pushing ahead.

Rethink software upgrades: Another incredible overhead expense decrease technique concerns costs identifying with PC frameworks and software. There's tiny rescue an incentive for PCs and software, so regardless of whether your workers are squeezing you for the most recent upgrades, ponder downsizing. Maybe than unrolling pricy software across your whole group, it could be savvier to just buy licenses for representatives who truly need them.

Go paperless: Although it may not appear to be a significant cost, paper and ink adds up, especially if your business manages loads of various reports. Have a go at searching for paperless options in contrast to conventional business measures.

Conclusion

In conclusion leadership is viewed as the process of guiding, teaching motivating and directing the activities of others towards attaining goal. It involves having abilities to influence others. leadership is an integral part of human life. Leaders are evident in families, in schools, in workplaces, in churches, in social groups, and in one's own life. Indeed, everyone must be a leader of his own life as he matures into an adult and makes decisions for himself. Leadership is the accomplishment of a goal through the direction of human assistants. The man who successfully marshals his human collaborators to achieve particular ends is a leader. A great leader is one who can do so day after day, and year after year, in a wide variety of circumstances.

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