



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Everyone's Smart University

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PROJECT LEADERSHIP

Instructions:

- ☐ اخر موعد للتسليم هو يوم الخميس 2021-05-20 في تمام الساعة ٩ مساءً.
- ☐ الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الانجليزية.
- ☐ يتم تسليم المشروع في صيغة ملف pdf مع الالتزام بنموذج الجامعة ولن تقبل أي مستندات أخرى.
- ☐ يجب مراعاة أقسام البحث الرئيسية (مقدمة Introduction، دراسات علمية سابقة Literature Review، طريقة البحث Methodology، النتائج والمناقشة Results and Discussion، وأخيراً المراجع References. وان كان هناك ملحقات Appendices يتم إضافتها)
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 - حجم الخط 12.
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Instructor's Name: **Dr. Sara Adel**

Affiliative Leadership with Conflict Resolution

1.1 Introduction

Leadership has 7 different styles, one of those is affiliative leadership. Affiliative leadership is a leader who is focused on building the relationship between his team and their organization, to ensure harmony and friendship in workplace, which make happiness in workplace and more morale boost. Moreover, this type of leadership is also concentrating on **conflict resolution**.

In our report, will try to talk about Affiliative leadership style and how this type pf leadership is focusing on conflict resolution and tools needed to apply that on their teams, workplace and organization and finally which style of Thomas-Kilmann Conflict Mode Instrument (TKI) he is following and in which situation.

2.1 Literature Review

What is the affiliative leadership?

First, we should define affiliative means. The definition of affiliative according to The Merriam Webster Dictionary is “relating to the formation of social and emotional bonds with others or to the desire to create such bonds.” Hence, affiliative leadership is connected to social formation and emotional Chains with team members.

In 2002, Daniel Goleman put the concepts affiliative leadership. He classified Affiliative Leadership to be one of the Six Leadership Styles. His research showed that an affiliative leader concentrates on **resolving team conflicts** so that all team members feel positively connected to each other. On the other hand, team tensions mostly prevent organizations from achieving their objectives. Affiliative leaders focus in solving this problem by strengthening the relationships between the team members and ensure the connection with each team member on an emotional level. Affiliative leaders can be very helpful when a team is in crisis or emergency situation in such a way that a new team may be needed to join. Moreover, when forming a new team, affiliative leadership style is additional beneficial because it creates trust and a sense of loyalty that can strength connection between the team members.

Daniel Goleman classifies the leader styles as following (including affiliative leadership): Commanding/Directive Leadership, Participative/Democratic Leadership, Pacesetter leadership, Authoritative/Visionary Leadership, and Coaching Leadership.

Another study is Thomas-Kilmann Conflict Mode Instrument which was developed by K. W. Thomas and R. H. Kilmann (1974, 2000).

The Myers-Briggs Company showed that The Thomas Kilmann conflict mode Instrument (TKI® assessment) is the best tool for conflict management tool because it helps trainers, managers, and other professionals conduct productive one-on-one and group discussions about conflict. Also, Myers-Briggs Company shows that in a recent survey, 79% of customers consider the applications of TKI tool conflict management to be the most valuable to their organization. The instrument assist people to understand how using different conflict management styles that affects interpersonal and group dynamics, direct them to choose the best approach for any situation. In Figure 1.1, we can observe that in every situation, what leadership will do to resolve the conflict.

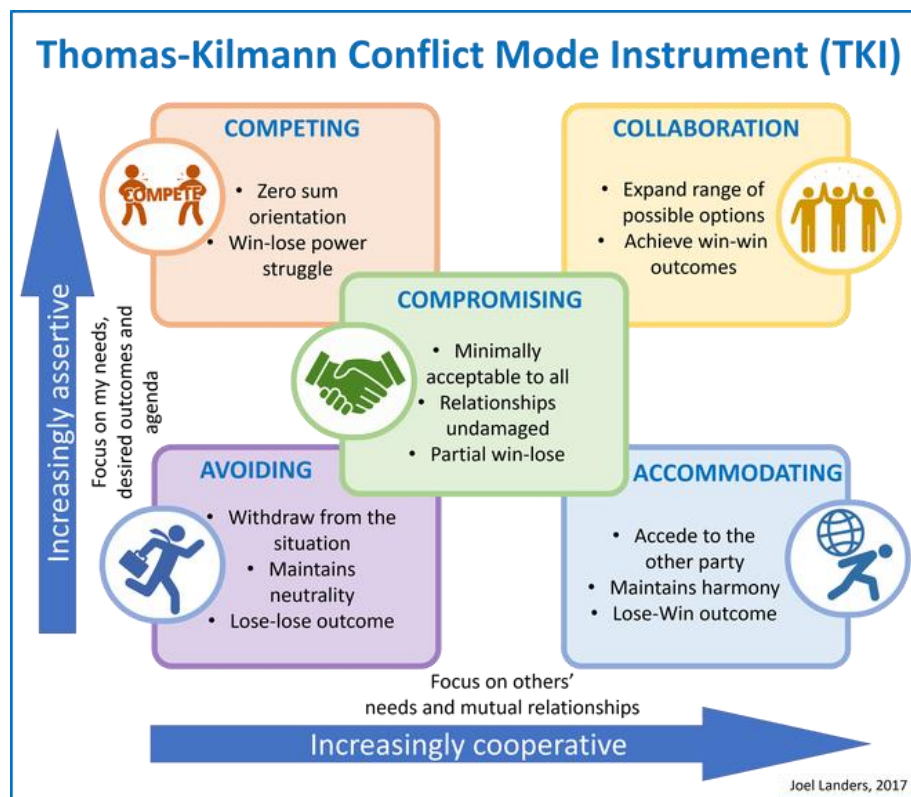


Figure 1.1: Thomas-Kilman Conflict Mode Instrument (TKI)

This instrument compares the assertiveness of the conflict strategy against the cooperativeness. According to Thomas-Kilmann conflict mode instrument:

- Competing is an assertive resolution, a win-lose resolution can obtain.
- Collaborating is best technique, and is called a win-win resolution technique.
- Compromising is the moderate resolution, so will result a lose-lose resolution.
- Avoiding is the least resolution, the result is a lose-lose resolution.
- Accommodating is a cooperative resolution, a lose-win resolution technique will be applied.

3. Methodology

Affiliative Leadership may have to resolve the conflict resolution to follow six-step process:

- 1- Define problem,
- 2- Gather data,
- 3- Analyze data,
- 4- Choose best solution, so according to TKI, ***Collaborating is the best solution***, so if can be applicable, he should choose that but it is not always be that case.
- 5- Implement solution
- 6- Continue to refine the solution.

The leadership should be aware that, conflict strategies include According to TKI as following:

- 1- **AVOIDING** (avoid the conflict and postpone the decision),
- 2- **COLLABORATING** (try to meet needs of all involved),
- 3- **COMPETING** (take a firm stand and use positional power to conform to one perspective),
- 4- **ACCOMMODATING** (give in to others),
- 5- **COMPROMISING** (satisfy partially everyone).

Here are also some steps the leader may have to follow to reduce the conflict:

- Trying to make a strong people

Since he is focusing on people and relationship, this leads to make emotions in the team, so this makes a strong connection and loyalty in their followers, which of course will make a good performance. He is also making a reward by recognition the people either ta tangible of not tangible recognition (Like celebration, dinner or only certificate or verbal motivation words)

- Moral boost

so, this approach of trying a strong people is very useful in morale boost, since the priority is the people even more than organization goals. He is trying to make a trusted people connection. However, this empathy is one of the weaknesses of this leadership style.

- **Making a good communication**

The priorities goals are the people, so affiliative leader trying to be a good communication between his team, which spend most his time, to encourage the team, make strong line connection between, so by improving the communication skills if the leadership, sure this will lead to build the community of team in workplace.

- **Trying to be flexible**

After he made the trusted people and strong connection, affiliative leader trying to be flexible, even sometime this will lead to can be abused. (too much Affiliative Style can become the disease-to-please) which is weakness of this leadership style. However, still flexibility is needed between the team and this what this leader trying to do.

4.1 Results and Discussion

Now, let look at the pros and cons for affiliative leadership

List of the Advantages of Affiliative Leadership

4.1.1. Feedback is a critical component of the workplace environment.

Affiliative leaders provide positive feedback to their direct reports quickly. These leaders spot the efforts of their team directly, especially if someone go above and beyond the scope of their responsibilities. They are also mostly offer some type of reward as part of the feedback process, which creates high morale levels.

4.1.2. These leaders resolve conflicts quickly.

Affiliative leaders hate conflict. They are proactive to spot the relationships between their direct reports. Once spotting any defects in the relationships between the team members, he will repair that quickly, this lead to maximize their productivity in every given situation.

4.1.3. The wellbeing of the employee becomes a top priority.

Affiliative leaders want to create harmony within the workplace and feel people are valued by appreciating what they do on a regular basis. Career Builders found in 2014 that 65% of employees felt undervalued in their organization at work. In that same survey, they discovered that 54% of employees stayed in their job because they liked their co-workers. That is because employees who work for an affiliative leader feel comfortable at work. They feel valued people for what they contribute. That makes them feel happier, which is a natural stress reducer.

5. This leadership style can help people recover from difficult incidents.

As an affiliative leader are guiding the team, everyone can easily recover from the incident occurred because there is a positive encouraging them all the time.

4.2 List of the Disadvantages of Affiliative Leadership

4.2.1. Affiliative leaders tend to avoid conflict.

Affiliative Leaders tend to stay away from dealing with conflicts created, because they focus on relationship-building within their team. So, if a team member is under-performing, the affiliative leader is likely to ignore the performance.

4.2.2. It can reduce team productivity levels.

An affiliative leader deals as personality, so If any team member is doing under-performing, it is likely to go unchecked, so also other members of the team may choose to take advantage of that situation.

4.2.3. This leadership style struggles with complex problems in the workplace.

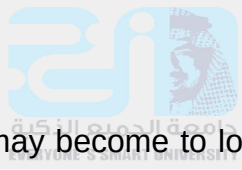
An affiliative leader tends to offer positive feedback only when working with their direct reports. Because they withdraw the negative feedback from consideration, it might lead workers to the wrong way without realizing it. Sometimes, a worker needs to stop doing what they are doing. So, if the affiliative leader can't find a positive spin to make that happen, then it isn't going to happen.

4.2.4. Affiliative leaders can create an attitude of complacency.

Since affiliative leadership has positive feedback all the time, work team may believe they reached the optimum of their skills and they are successes in their field. This feeling can cause them to stop the development the organization process. One common issue is complacency found in people who report to affiliative leaders, after overtime, even skilled workers may become unskilled because they have failed to keep up with modern practices and techniques.

4.2.5. These leaders can sometimes lose sight of the vision.

Affiliative leaders are often focused on the welfare of their direct reports. That positive concentrate contributes to the overall vision and objectives of the organization. That focus may also become the essential element of their job responsibilities daily. When these leaders focus on their direct reports



and their welfare more than their responsibilities to the organization, then it may become to lose the sight of the overall objectives.

4.2.6. Affiliative leaders avoid scenarios that make them feel uncomfortable.

Because affiliative leaders focus on their own feelings, they like to feel happy and positive about what they do every day at workplace. If there is a scenario that may make them feel uncomfortable, then they may do their best to avoid it. There is a hesitance with affiliative leader that they tend to confront difficult situations in a head-on manner. A leader prefers to delegate the responsibility, ignore it to hope it goes away, or wait as long as possible before doing something about the situation.

“The advantages and disadvantages of the affiliative leadership styles show us that a positive workplace environment is possible. People can make needed changes when positive feedback is given to them. Unless there is some adaptation, however, the characteristics of affiliative leadership can also create complacency, lower productivity, and resistance to change over time.” 3

We can observe that, the affiliative leadership style is quickly interfere to trying resolve the conflicts between the team members (Collaborating), however, if this not resolved quickly also, the affiliative leader will mostly decide to avoid conflict.

5. References

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