

Everyone's Smart University

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PROJECT LEADERSHIP

My Current Work and my Leaders

1. Introduction:

I have never in my life studied leadership the way I have in this course which made me open my eyes on the leaders around me, mainly my 2 line managers at work whom I worked under in different periods from Jan 2020 and still with one of them now, those gentlemen have 2 very different styles of leadership, it is like working for the other side of the coin but one thing they share in common is that they both are workaholics and workaholics mentality does not get you rewards in my organization, one is an Autocratic/Pacesetter leader as he is treating everything at work as urgent and needs to be done now with a frustrating way of micromanaging the work, unfortunately I have been sick for 6 weeks at the end of Q3 and beginning of Q4 and with the major illness and he passed me for a promotion by the end of the year that's whom I was dealing with, the second one is Lasse ferry/affiliative leader as he is always propping up the team or playing with our minds which can be frustrating. Also he is letting things go their way with minimal to no interference with the work even though his help is very much needed, we even have major conflict within the team and we spoke to him and he can see the conflict but does not meddle and force a solution.

Observing and contemplating on my time with them while I am studying made me realize that leadership is an art that can be learned but unfortunately not everyone masters it or have the desire to learn it (my way is the right way!), in my organization the CEO I can assume from various speeches that I heard that his leadership style which is affiliated which can be frustrating as fawning people will get a head and some people whose accomplishments speak for themselves go unnoticed, another leader whom I am leading the project management and design department, has been managing us with an iron fist has the autocratic leadership style as he has to sign and approve anything and if you expressed yourself you will become a lost cause for the company or maybe fired, he leads by **fear** unfortunately.

My research objective is to study these various types and how it is affecting me and the team I work with to fully understand my organization and learn for future knowledge for

me and my team, as the contents of this paper will be discussed with the team whom share the same issue I am facing to share the knowledge with everybody.

2. Leadership:

Facing the issues at work made intrigued about the subject and that results in finding many definitions for leadership as you can imagine if you search for any subject, one of the definitions is by Ralph M. Stogdill “there are almost as many different definitions of leadership as there are persons who have attempted to define the concept” ⁽¹⁾ and another one is Leadership assumes the exercise of influence as an exercise of influence, leadership focuses on the move towards generality, to define this term, Neustadt viewed the concept of leadership as persuasion of change in how people conduct themselves ⁽²⁾, a third one is Leadership style is viewed as a combination of different characteristics, traits and behaviors that are used by leaders for interacting with their subordinates⁽³⁾.

2.1 Autocratic/Authoritative Leadership Style:

I faced the bad side of that styles every day of work with my manager and it gets frustrating as you could imagine, Autocratic leaders are classic and bossy in nature. The autocratic leaders want their subordinates to work according to how they think things are (from their perspective alone). Typically, autocratic leaders retain the decision - making rights with them ⁽⁴⁾ ⁽⁵⁾, as they do not see anyone but theme selves and they assume everybody lake the knowledge about anything which is daunting to be working for, The autocratic leaders force their followers to execute the services and strategies according to the narrow way ⁽⁶⁾, that results in some extreme unhappiness among the team.

2.2 Pace-setter Leadership Style:

It can be very tiring mentally and physically to work for especially when you add the mix of Autocratic and when there is no mandate for us to finish this early, Pacesetter leaders would rather do the job themselves, they set high standards and they lead by example, they are loners, they expect self-direction of themselves and others” ⁽⁷⁾, I see some parts of myself on this as I work hard and try to accomplish things with high standard and as fast as possible, but sometimes I need a reality check and stomp the break and

slow down because it affect me, my workers, coworkers and my family.

2.3 Laissez Faire Leadership Style:

In a previous job, I did that with one capable employee after I taught him everything I can and he exceled, but I check with him and help him and also filter some of his ideas, so it is not fully implemented just partly, I like this comment by Mondy R.W., It's difficult to defend this leadership style unless the leader's subordinates are expert and well-motivated specialists, such as Scientists, "Leaders let group members make all decision"⁽⁸⁾ which is why I had little interference with that employee when he became a superstar. Robbins explained the laissez-fair style as "Abdicates responsibilities avoid making decisions"⁽⁹⁾, also it is defined similarly by Luthans, laissez- fair style as "Abdicates responsibilities avoids making decisions"⁽¹⁰⁾ another definition is that Laissez- Fair is uninvolved in the work of the unit.

2.4 Affiliative Leadership Style:

The character of those whom adopt this style is mostly trying to create harmony within the organization, build an emotional bond between him/her and their employees and among the employees themselves as everybody engage in relationships, support each other, celebrate success together. Affiliative leadership creates harmony within the team with attach importance to teamwork (Murray 2010)⁽¹¹⁾, people can affected to each other easily within the team so it's crucial to raise the moral of the team. Giving positive feedbacks and celebrate success are some of the ways to keep the motivation high (Goleman 2000)⁽¹²⁾.

I think the issue with this is that sometime high level employees whom report to that leader do not adopt a same approach, this approach can get underperformers go unnoticed (unchecked) and also allows "credit thieves" take credit for something they mostly had nothing to do with, I think this style does not work some times in our work environment as it create an image that you are week so if someone in the Arab world want to adopt it, a toughness must be shown from time to time in my opinion.

3. Conclusion:

The autocratic/pace setter leader has some advantages which are that he is engaged in the work with the team and protective of us and always try to coach us through his way of thinking but the major disadvantage is that he sets very high hard to achieve goals for him and us which is frustrating the team and effects the moral for the team. laissez-faire leader have an advantage of having a room for creativity and empowerment, but the major disadvantage that he seems dis-interested in the team and offers little to no help with work issues (find on your own and solve this amongst yourself) which to be honest effect the moral way worse than the previous leader mentioned as with this leader we feel not that existed about work and disinterested.

In my organization, the Autocratic leadership style affects the moral for the hole department as our division manager is being treated like an impeccable, even some people try to throw his name when they want an argument goes to their side. The Affiliated style of our CEO is making a lot of people happy but a lot are also not happy as he is emphasizing that we are one company we should treat each other as family, but unfortunately every department thinks of what is best for them and mostly people try to do what is best for them personally and that is frustrating for me especially as I try always do what is best for business and try to be honest and work to get payed halal and also earn some deeds from God as I work honestly.

Finally, I think a mix of 2 to 3 types in one person to adopt a leadership style where it fits is the best way possible, as it treats every situation with the required response in my opinion. Fullan wrote, "Leaders who have mastered four or more – especially the authoritative, democratic, affiliative, and coaching styles – have the best climate and business performance." ⁽¹³⁾. I liked what Benincasa wrote when she stated, "If you take two cups of authoritative leadership, one cup of democratic, coaching, and affiliative leadership, and a dash of pacesetting and coercive leadership "to taste," and you lead based on need in a way that elevates and inspires your team, you've got an excellent recipe for long-term leadership success with every team in your life." ⁽¹⁴⁾.

In myself I see that I have a mix of all of the leadership styles but I think the dominating ones are 3, democratic, coaching and affiliative as I see me more of a mix of the three and I always try to be fair with my team or team mates and myself (even if it hurt me).

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