



## LEADERSHIP SKILLS

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### LESSON 01 – LEADERSHIP AND ITS ROLE

Hello, beautiful people of SCMDOJO community Welcome to the leadership skills training course Our first lesson here is going to be about leadership and its role What we're going to do in this lesson is we're going to first discuss the definition of leadership. Then we're going to go through what are the different leadership styles. Then we're going to talk about one of the most critical leadership styles, which is the change leadership. And finally, we're going to end our lesson by talking about theories of leadership. So let's start our journey together. The first part of this training will be the definition of a leadership. A leader is a person who leads a group or an organization to achieve a certain target or a certain goal. That's the basic definition of a leader. There are multiple definitions for leader or leadership. It's basically someone you look up to, someone you use him or her as a reference, someone that guides the direction. But I have a story that can replace all of that. The story says that one day there was a stranded group of employees in an island in the middle of the ocean. Unfortunately, their plane crashed in the center point of the island. So what they need to do is they need to pave road from the center of the island till the coast so they can sit there waiting for ships come and save them. The thing is, they have a lot of luggage and a lot of equipment and tools, and they need to move all of this from the center of the island to the shore. So what they need to do is they need to cut a road in the middle of the trees and pave the road so they can move their items from the center of the island till the shore. They divide themselves into teams. One team is responsible for cutting the trees, another team is responsible for drawing the road, a third team for paving the road, a fourth team for building the wheels, and so on. The teams are working very effective and very efficient. Each team has a supervisor and they started cutting the road and it started cutting their way through the forest till the shore of the island. One day, one of the guys, one of the supervisors, wanted to have his lunch break on the top of a tree. So he climbed the top of the tree and sat there having his lunch. And suddenly he screamed to the folk, guys, it's the wrong direction. And basically this story summarize what a leader should do. If this group of people in the middle of the island have a leader, the leader would have told them which direction to cut the road, which direction to

start working. But now what happened is everybody is working effectively. Everybody is working efficiently, but in the wrong direction. So basically, to summarize, this is the role of any leader in any organization or in any department or even in any small team. You are lighting the road to direct your team in the right direction. You support them, you push them forward and basically the role of leadership is to change people from doers to decision makers. Within the team there are different leadership styles and when we're going to use each style this is what we're going to know after we know all of them. So the different leadership styles that we have are four. The first leadership style is the Autocratic, the second one the democratic. The third one is a French name called Laissez Faire and the fourth one is the paternalistic. So let's tackle each one separately. The autocratic leadership. This is where the leader is very tough when it comes to taking decision. The leader makes the decision without referencing to anyone in the team. He or she take the decision on their own without discussing it with anyone. There is high degree of dependency on the leader within such a team. So if there is a team with an autocratic leader everything is based on the leader and every decision is being taken by the leader. Nothing can be done within the team except if the leader approves it. This kind will create some kind of demotivation and alienation of the staff because the staff will not feel that they are part of taking the decision or part of making the decision. So basically if the leader is the boss and the god of this team let him be, let him take all the decision and we will just do whatever he want. So this will create the motivation. People are not motivated because they know that they are not hurt. From what I said, you might think autocratic leadership is bad. I should not adapt that. I would disagree with you. The autocratic leadership may be valuable in some types of businesses or some certain situation where a decision need to be made quickly and the action has to be taken fast. So yes, we don't recommend that you be an autocratic leader for the rest of your life but at a certain point in some specific situations you need to be autocratic. A small example of autocratic leadership is in the army. We all know that in the army we cannot discuss or negotiate orders. Orders are coming from top going down and everybody has to follow, especially when we are in a wartime. You cannot discuss your general asking you to attack this side because you don't feel like to. That's an autocratic way of leading the army and it has to be like that. So autocratic can be good at certain situations. The second style of leadership is the opposite of autocratic which is the democratic leadership style. The democratic leadership style encourage decision making within the team where everybody is a decider or a decision maker. This kind of leadership can motivate and actually it motivates and help the team to be more involved with each other. So the team owns the decisions. It improved the sharing of ideas and experience within the team member because when everybody

speaks, everybody's sharing their knowledge, we learn from each other. Some downside of the democratic leadership style is the decision making will take longer time and of course that's normal because everybody is part of the decision making. So we need to set brainstorm, everybody say what they want to say and then we agree on a decision and because it's democratic we're going to go with the majority so you might not have a majority and so on and so forth. So the decision making process might take longer time than the autocratic. Also in some cases it makes the manager seems indecisive or not in power. So you need to be very careful when you use the democratic leadership style. The third leadership style is the French name Laissez Faire or the free reign. What does it mean? Free Reign or Laissez Faire It means let it be. The leadership responsibility in this style is shared by all the team members, not only the decision making everything. This kind of leadership can be useful where creative ideas are important. So if you are working in a creative or an industry that promote creativity or entrepreneurship, Laissez Faire is a very important leadership style. You need to adapt. The motivation here is the highest because everybody, every member of your team knows for a fact that they are a leader. They are part of moving this department or team forward. One downside of the Laissez Faire leadership style is it consumes a lot of time. Of course the same like the democratic, but scale it up because in the democratic leadership we're talking only about decision making while Laissez Faire we're talking about everything from the transactional day to day administration up to the strategic decision. Everybody is involved. It might create some chaos, it might create some conflicts, it might create some time-consuming meetings and you might end up with no decision at all. It relies more on good teamwork and good team member skills. This kind of leadership needs to have a good interpersonal relation between the team members. They need to work in harmony as an orchestra. The last kind of leadership styles is the paternalistic leadership style where the leader deal with the team as their parent. Paternalistic leaders will make most of the decision but may consult their team occasionally. So the paternalistic leadership is some way between autocratic and democratic. You take all the decisions but occasionally you consult the team. You believe in the team being a supportive role, not a main role. The parent is the lead of the family. It's the same like the leadership who adapt. The paternalistic style is the leader of the team. The team members are being treated as children. This might sound not nice for you. I don't want to be treated as a kid or a small children, but sometimes it has to be like that. For example, when there is a conflict and the conflict is not being solved. So you go to the parent, the parent will solve the conflict. These are the four leadership styles. The question is which leadership style I should adapt with my team? I would be wrong if I tell you you have to adapt. The democratic or the Laissez Faire It all depends. First it

depends the type of the team that you have. The type of the business is it a small startup or a business that thrive on entrepreneurship or creativity, or you're working in media, or you're working in supply chain and oil and gas, or you're working in supply chain and automotive industry. So the type of the business is very important to decide which leadership style that you will use, the type of the staff that you have, their education level, the history of the business, the culture of the business, quality of the relationship between you and the team and between the team members. Are you new to the team or you are a leader from within the team who got promoted? You don't have to be the director or the manager of the team to be their leader. You can be their colleague and you still be a leader. But which type of leadership you will use? It depends on the situation. In some situation I might decide to be autocratic, in other situations I decide to be democratic. But tomorrow I will be Laissez Faire and by night before we go home, I might be paternalistic. Based on the situation, you might change the four styles of leadership through the day or through the week. There are some factors affecting the leadership style. The first factor is the risk. The risk in taking decision decisions and changing initiatives. When you decide to take a decision or take an initiative, there is a risk it might not work. So in this case you need a support not only from your peers, you need support from your subordinates, your team members and your managers as well. Right? So the risk here will affect your leadership style. You will change from autocratic to democratic. Why? Because there is a risk. Everybody must be involved. The importance of the change that you want to do is it a small change within the team or it's a medium change within the department or it's a big change within the organization. Based on the size and the type of the change, you might choose to adapt a different style of leadership, the organizational culture. If I'm working in the army, of course most of my leadership style will be autocratic. But if I'm working in the parliament, all my leadership style will be democratic. Also the nature of the task that you're going to do will decide what kind of leadership that you will adapt. But let me tell you here's something the hardest task is to lead during a change being a leader during a change is very difficult. It's very tricky and there is lots and lots of books written just on leading within the change. The most challenging aspect of business is leading and managing with a change. Leaders need to be aware of how the change impact their teams. And when we're talking about the change, we have to talk about the Kubler Ross change curve. The Kubler Ross change curve is a curve that shows on the Y axis, the morale of the team, and on the X axis, the time, and it will show you the morale of the team with each stage of the change. So if we look at the curve or Kubler Ross change curve, we're going to find the first point is the shock When the change happens, everybody is shocked. We don't believe this is happening. And by the way, you can apply this on your personal life. When a

change happened in your life, it always starts with a shock. We don't believe or we are surprised that this change or this event has just happened. At this stage, you are not devastated, yet, you are not depressed, so your morale is in the medium level. But with the time you will go to the denial phase where you start to disbelieve and look for evidence that this change is not true or it won't work. So at this stage, the morale goes up because the employee in your team will try to prove that the change is wrong, so they will be more productive to show that the old system is working and the new system is not working. So the morale would increase, yes, but not in a healthy way. Then by time, people will discover that the change is inevitable, it will happen, and actually it happened and it will stay. So after the denial comes the frustration point. This is where the morale starts to go down, where the team recognize that the things are different and it will never be back to what they used to be. After the frustration, the morale goes deeper down to point number four, which is the depression, and this is where the leader might lose some of their teams based on they leave the team or they leave the organization, or you just lost them. While they are not leaving, they decided not to change. After the depression, people will start getting used to the change and the smart ones will think, OK, the change is here, so why don't you try it? Why don't I try experiment the change, maybe it will work. And this will take us to point number five, which is the experimentation phase, where the morale of the employees and the team starts to go a little bit higher. When they start experimenting the change, point number six is the decision. When they experiment the change and they see it works and it's in their benefit, they will take a decision. I will adapt. I will ride that train. This is where their morale goes back to high level and they start to be cooperative. And then the last point of the curve is integration. The team integrates together, integrates with the change, and they are being part of the change. So why, as a leader, I should know this Kubler Ross Curve of change? Because, as you noticed, point number three, which is frustration, and point number four, which is the depression, are the worst two period of the change. Your role as a leader for a team is to shorten the time of these two points. They will happen. You cannot change it. But your role here is to shorten the time to make the frustration and the depression. Don't spend much time within your team, within your people. By this, I reached the end of my lesson today. Thank you so much for listening and I'll see you on the next lesson. Goodbye.

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