JYOTI NIVAS COLLEGE AUTONOMOUS

POST GRADUATE CENTRE

SAGEEZA

PRESENTS

E-JOURNAL
(NOVEMBER 2020)

BY

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LEADERSHIP PRACTICES ACROSS THE GLOBE

INTRODUCTION

Leadership practices are actions and strategies that leaders take and implement in order to consistently help their team to better themselves and attain growth. Few good leadership practices are Mentor relationships, Encourage employees to advance, Always be on the lookout for new talent and so on. Building a global leadership pipeline is complex. Companies have to evaluate their existing leaders, develop a succession pipeline and actively move leaders across the business to develop growth.

The objective of Leadership across the Globe is to serve a growing concern in how to lead in a global or cross- cultural environment. There is presently a wide variation in leadership quality and future readiness across the globe. Many countries have not seen an improvement in leadership quality, and even in many where leadership quality has improved, leaders are still failing to keep up with peers. There is also variation between industries. While some sectors currently excel in leadership quality and are developing a strong bench of future leaders (example: financial services and business services), others struggle due

to lack of both current and future high quality leadership (example: healthcare providers, manufacturing).

Organizations currently focus on developing two skills that are building consensus and communicating with others. However, human resource employees agree that neither of these is critical for leadership. Instead, organizations need to focus on the two most important skills for leaders to accomplish strategic objectives that is fostering employee creativity and leading across cultures. Multinational companies, in specific, should give importance to global leadership skills to prepare their leaders to meet intercultural challenges and drive global growth. Furthermore, organizations should seek leaders who possess the skills to encourage risk-taking, networking, and new idea generation.

DIFFERENT STYLES OF LEADERSHIP PRACTICED IN 24 COUNTRIES

➢ **British leaders** are diplomatic, casual, helpful, willing to compromise, and seeking to be fair, though they can be ruthless when necessary. Unfortunately, their adherence to tradition endows them with an insular obstinacy resulting in a failure to comprehend differing values in others.

➢ **American leaders** are assertive, aggressive, goal and action oriented, confident, vigorous, optimistic, and ready for change. They are capable of teamwork and corporate spirit, but they value individual freedom and their first interest is furthering their own career.

➢ **French leaders** tend to be autocratic and paternalistic, with an impressive grasp of the many issues facing their company. Opinions of experienced middle managers and technical staff may be dismissed.

➢ **Swedish management** is decentralized and democratic. The rationale is that better informed employees are more motivated and perform better. The drawback is that decisions can be delayed.

➢ **German leaders** strive to create a perfect system. There is a clear chain of command in each department and information and

instructions are passed down from the top. Nonetheless, considerable value is placed on consensus.

➢ East Asian countries tend to have a Confucian hierarchy, where the group is sacred and leaders are seen as benevolent.

➢ In Latin and Arab countries, authority is concentrated in the chief executive, and family relations are very important, with ubiquitous nepotism.

➢ Under the auspices of an autocratic government, Indonesia's business leadership is often entrusted to a resident Chinese professional class.
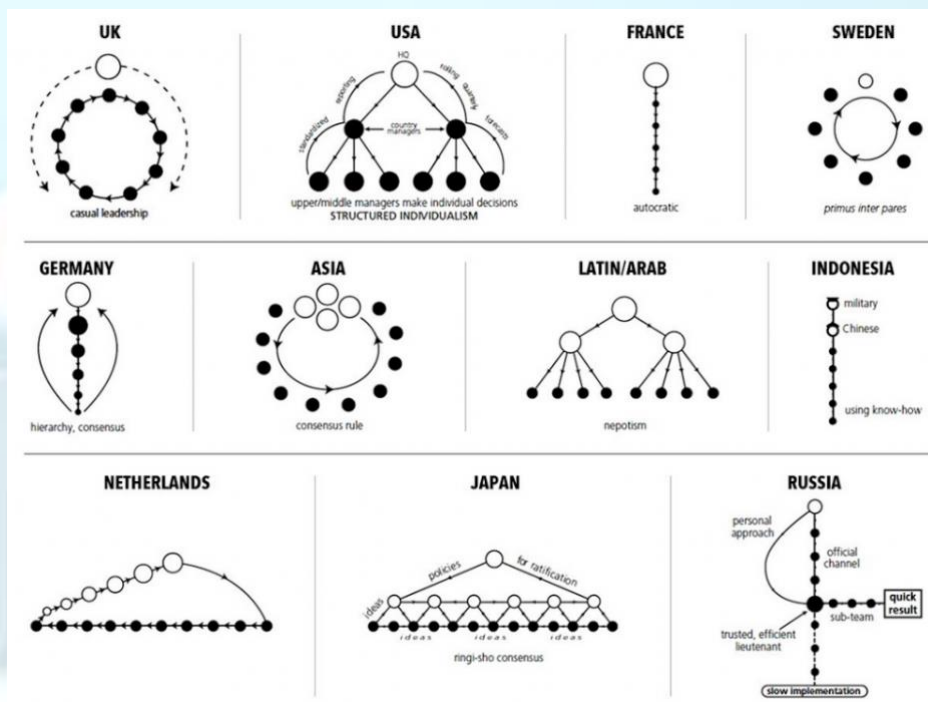
➢ Leadership in the Netherlands is based on merit, competence, and achievement. Managers are vigorous and decisive, but consensus is mandatory, as there are many key players in the decision-making process.

➢ Japanese top executives have great power in conformity with Confucian hierarchy but actually have little involvement in the everyday affairs of the company.

➢ **Efforts made by Russian leaders to promote business through official channels may founder on the rocks of bureaucracy and Russian apathy. Using key people and personal alliances, the "system" is often bypassed and a good result achieved.**

➢ **Australian leaders, like Swedes, must sit in the ring with the "mates." From this position, once it is accepted that they will not pull rank, they actually exert much more influence than their Swedish counterparts, as the semi-Americanized nature of Australian business requires quick thinking and rapid decision making.**

➢ **Finnish leaders exercise control from a position just outside and above the ring of middle managers, who are allowed to make day-today decisions. Finnish top executives have the reputation of being decisive at crunch time and do not hesitate to stand shoulder to shoulder with staff and help out in crises.**

➢ **Spanish leaders, like French, are autocratic and charismatic. Unlike the French, they work less from logic than from intuition, and pride themselves on their personal influence on all their staff members.**

➢ **Nepotism is also rife in traditional Indian companies. Family members hold key positions and work in close unison. Policy is also dictated by the trade group, e.g. fruit merchants, jewellers, etc. These groups work in concert, often develop close personal relations and come to each other's support in difficult times.**

➢ **In democratic Norway, the boss is very much in the centre of things, and staffs enjoy access to him or her most of the time. Middle managers' opinions are heard and acted upon in egalitarian fashion, but top executives rarely abandon responsibility and accountability.**

➢ **The older generation of Lithuanian leaders has not completely freed themselves of bureaucratic habits from Soviet times, but young leadership is developing a more dynamic style, with Nordic encouragement.**

➢ **Despite pressure from Nazis and communists, the Polish still retain many traditional romantic values. However, meritocracy increasingly dominates advancement in place of aristocracy.**

- Consensus is generally highly valued in China. In companies controlled by the state, a leadership group will decide policy. In the developing expansion of capitalist-style companies, leaders are emerging with reputations of competence; also, locally elected officials are becoming influential in the business sphere and may have only loose ties with Beijing.

- Lacking an aristocracy, Israeli society attaches importance to achievement and dynamism when looking for leadership.

- Traditionally, many Black South African societies were based on clans and lineages. This type of leadership still exists, but economic change, when South Africa became part of the total worldwide system of economic production and exchange, has weakened clan and tribal influence.

- Turkish managers are still influenced by the tenets of Kemal Ataturk. A democratic republic is partially supported by the army, in a delicate balance with Islamic Fundamentalists.

- Estonians are very individualistic. Status is gained by achievement, decisiveness, and energy.

- Similar to Estonians, Latvians are individualistic. Everybody wants to be not so much a leader, but a manager in his or her own right. However, there is a tendency to respect firm, confident, knowledgeable leadership.

IMPACT OF LEADERSHIP ON ORGANIZATION'S PERFORMANCE ACROSS THE GLOBE

Leadership is considered as a process where one or more individuals influence a group of people to move in a certain direction. Leadership is commonly defined as establishing a clear vision, and then communicating that vision with people and resolving the conflicts between different individuals who are responsible for achieving the company's vision. Leadership can have an important influence on an organization's performance. There are four types of leadership common

in business that is authoritarian, bureaucratic, democratic and laissez-faire. Each type of leadership has an impact on organizational performance differently. Leadership plays a significant role in the development of every organization. Organizations cannot work efficiently without effective leadership. Leadership is an essential function of management that helps the organization in enhancing productivity and to achieve goals.
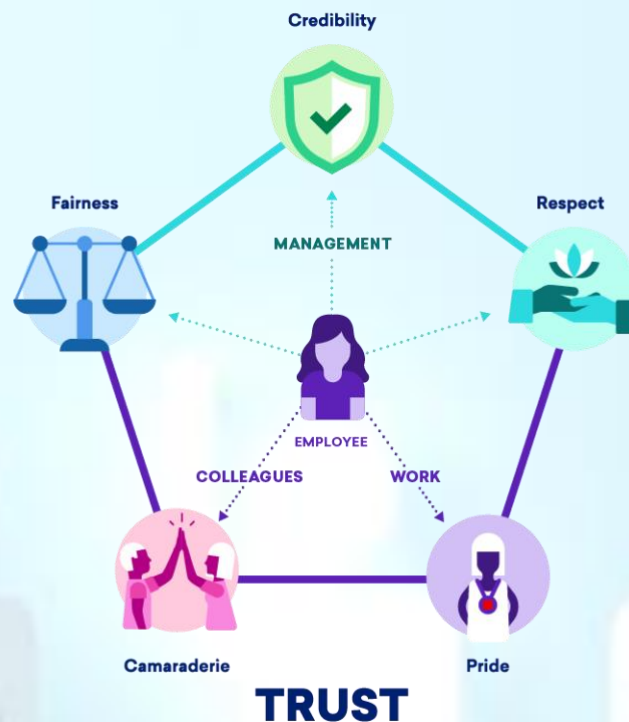
In fact leadership is an essential part and a crucial element of effective management which helps to maximize efficiency. Leadership can help a business focus on its operations. The large business organizations can suffer from too many persons attempting to make business decisions. Business owners can use leadership skills to get managers and employees on the same page and refocus on the organizational goal. Leadership skills can also help correct weak business practices or internal conflicts between employees.

The flexible leadership theory explains how top level executives and other leaders of an organization have an impact on the financial performance of a business organization. Efficiency, adaptation, and human capital are three key determinants of financial performance. A wide range of

leadership behaviours', management programs, structural forms, and external initiatives can be used to influence these performance determinants. Management programs and systems are usually more effective when they are well-matched and suitable for the situation. Effective performance requires a supportive effort by the several leaders in an organization, and they must be flexible and adaptive as the situation changes. The theory provides a way to integrate findings from several different and largely separate literatures.

The disadvantage of Leadership in an organization is that leadership can have a negative impact on organizational performance. Leaders who are very dominant or become obsessed with achieving goals can oversee several details in the business organization. Managers and employees may also not take initiative to help dominant or extremely critical leaders with accomplishing goals and objectives. Dominating leadership creates difficult business relationships.

Example:

Cook is the CEO of Apple. He took over Apple after the company's founder, Steve Jobs, died due to cancer in 2011. Cook has navigated Apple through the transition after Jobs' death as well as developing new product lines and opening Apple retail stores in China. He has also led a very public battle against the FBI and their demand that Apple creates a backdoor for users' iPhones.

TYPES OF LEADERSHIP

AUTOCRATIC LEADERSHIP

Meaning

Autocratic leadership is when a leader commands the policies, the procedures and then takes decisions and directs what goals are to be achieved and controls all activities without consulting the subordinates or the employees and such a leader has full control over the team. Autocratic leaders make decisions on their own principles and do not include others for their ideas or recommendation.

The leader has a vision and must motivate their group to finish the task effectively. The team is expected to complete tasks under the supervision

of the leader and subordinates' responses to the instructions given are either punished or rewarded.

Autocratic leadership is a form of management style in which the leader takes decisions on behalf of the company. This type of leadership style is only effective in companies or firms where the nature of work requires quick decision-making. The sole responsibility of the decision and the outcome is taken by the leader.

Needs of autocratic leadership

- **Power and authority:** Here, the leader has power and authority to make their own decision on any topic. The leader takes all the authority and solvency for achieving tasks. The autocratic leader has no confidence in their employee administrating and controlling them. They also assign all the tasks and delegate authority to their group members without consulting them.
- **Moral valve and creating:** In this style, entrust of employees are not taken into rumination. There is no innovation and creativity and they also create more stress and fear to the employee
- **Communication and interaction:** leaders rarely take any inputs from their subordinates and it is also one-way communication. Here there is no communication gap hence tasks are done quickly. They don't ask employees' feedback. Everything is done straight forward.
- **Repressive leadership types:** This style of leadership is of donnish type of leadership. There is no conviction and reliance in their employees. This creates a lack of trust among employees. The

employee has no right to give suggestions. They just need to follow their leader.

Advantages of autocratic leadership

- **The decisions are made quickly:** If the autocratic leader establishes an organisation the decisions are taken by that one person who is in charge which improves the speed of decision making.
- **There is an increase in productivity:** The autocratic leaders change their information movement very often and use their experience to form the rules and regulations to instruct the workers to be followed. As the instructions are cleared and focused the productivity increases.
- **It handles the crisis situation very effectively:** It is well-equipped to manage the crisis situations because they are the one who take the decision and help to resolve the emergence.
- **It reduces the employees stress:** Autocratic leaders are the decision makers while employees can complete their work rather than taking the important decision for the future of the company.
- **It produces an authoritative short-term result:** Autocratic leadership is used by companies at crisis to get short term results by making immediate changes in a limited period of time.
- **It does not require any experience:** Autocratic leadership is an inexperienced team where the experience of the leader is replaced in the gap. The results can be replicated as instructions are specified.
- **This leadership style is very easy to adapt:** This leadership style doesn't have any specification or knowledge required. It dictates how people are supposed to work.

Disadvantages of autocratic leadership

- **Autocratic leaders are often micromanagers:** When a pacesetter is asked to work in an authoritarian manner, it's difficult to show that role on and off on-demand. That means many leaders practicing this leadership style eventually become micromanagers, although that's not their intent.

- **There can be a lack of accountability within its structures:** The first involves the work that gets done. When the leaders are taking ownership for the standard of the finished work, there's no opportunity for team members to try to do so.
- **It increases the work burden for the leader:** In most autocratic leadership structures, the leader is answerable for every action of the team. They must make every decision for the team.
- **Autocratic leaders ignore the skills of competent workers:** Most autocratic leaders won't take the suggestions or opinions, experiences or knowledge of their team members under consideration when decision making.
- **It can be a joyless experience for team members:** The productivity levels may be higher, but with no say in the process, resentment will quickly build. It gets even worse if workers can voice an opinion that's never utilized.

Examples of Autocratic Leadership

1. **Nazi Germany:**

Nazi Germany was categorized as one of the countries where autocratic leadership was followed where the popular leader Adolf Hitler gained recognition by his leader principle with ultimate authority rested with the superiors and had the right to give orders and it is the duty of the subordinates' to follow the orders of their superiors.

The autocratic leadership at Nazi Germany has the following characteristics:

- **Influential:** Adolf Hitler was influencing the people of Germany through his charisma and words. He was able to influence the people through his big visions which motivated the people.
- **Confidence:** Being confident about the people following his orders was also one of his strengths as a leader which made him confident about drafting more rules and orders.

- **Goal Setter:** Hitler set goals for himself and was able to achieve them.
- **Judgmental:** Hitler was very judgmental about the people and based his thoughts on looks and heritage without knowing about them and never considered Aryans.
- **Powerful:** He was a powerful leader as people feared to oppose him as they were threatened to lose their family members.
- **Demanding:** He was never ready to compromise on anything that he wanted and was ready to go to any extent for his wants to be fulfilled without considering the other person's consent.

2. France:
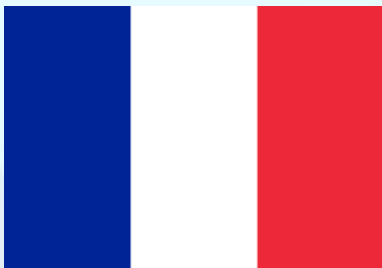
The decisions of French government are generally made by the Chief Executive as they follow autocratic leadership and orders are made top to down. Interdependence, mutual tolerance and teamwork as well faith in the appointed leader were the highly organic nature of a French enterprise.

Napoleon Bonaparte was the best example for an autocratic leader of his own era. He had good commons over his army and has controlled 70 million people which include France. Napoleon Bonaparte made his mark as an autocratic of his time. During his rule France had established an autocratic government which was solid.
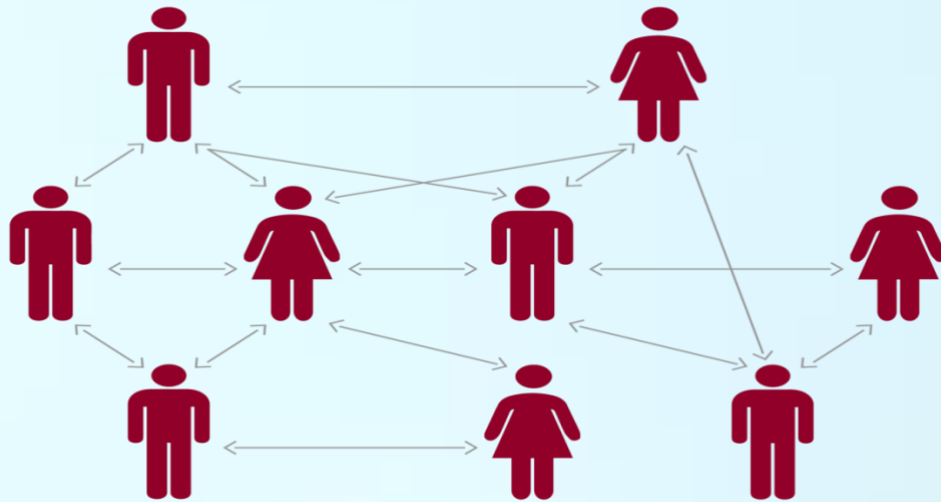
BUREAUCRATIC LEADERSHIP

Meaning

Bureaucratic leadership is a type of organizational leadership through a highly formalized set of processes, procedures, and structures. Here, rules, policies, and hierarchies form a clear set of expectations as well as an explicit chain of command. At each level of a bureaucracy, organizational members should oblige both to their immediate superiors and to a larger ecosystem of rules and procedures. Bureaucratic leaders

lead by channelling established rules, enforcing existing structures, and presiding over specific segments of the hierarchy.

Example of a bureaucratic leader is Winston Churchill.

Need for bureaucratic leadership

- Well-structured management
- A formal hierarchical structure
- Strong minded and courageous
- Task oriented
- Hard working

Advantages of Bureaucratic Leadership

- **It removes favouritism from the equation:** Bureaucratic leaders create relationships that are impersonal. The goal of each relationship is to ensure that the best possible results can be achieved.
- **It centralizes duties and roles within a team:** Bureaucratic leaders prefer to have team members that have defined roles. Although people with the right experience may be asked to fill multiple roles on occasion, the goal of this leadership style is to create soloed experts. Each team member is responsible for a specific task.
- **It promotes higher levels of creativity:** For some, bureaucratic leadership looks like a mess of red tape. With numerous rules, regulations, and expectations, the responsibility appears to involve conformity, not creativity. The opposite is actually true. The people

who tend to thrive while working for a bureaucratic leader tend to have a college degree, can work independently, and use their own creative influences to improve their workflow.

- **It creates a stronger level of job security:** Bureaucratic leaders work toward rules and regulations which reinforce the need to keep teams around. Although their positions are often governed by the rules they create, this also generates a lifestyle they can enjoy. Most bureaucratic leaders are in service positions, which mean the focus tends to be less on the salary and more on the benefits, like vacation time or a pension.

- **It is a predictable form of leadership:** Bureaucratic leaders thrive in an environment where predictability is present. They create rules which are intended to help their teams create consistent results. Everyone is expected to follow the regulations which govern the work in the same way.

Disadvantages of bureaucratic leadership

- **Creativity is limited:** Workers are permitted to use their creativity with bureaucratic leaders within the context of meeting their quotas. Stepping outside of their job assignments is not permitted. Leaders will not usually listen to the advice of their team in this style either, though they might solicit for new ideas from time to time.

- **It is not always a system that is efficient:** Although the goal of a bureaucratic system is to create consistency, this system can be highly inefficient in some instances. If workers are paid on a fixed salary and are asked to work extra hours, then their work productivity levels invariably decline.

- **Adapting to change is difficult and slow:** A bureaucracy is built on the idea that what worked yesterday will also work today. That is a repetitive structure which continues on until someone forces it to change. In today's world, markets can evolve on a daily basis. Opportunities may only be available for a moment or two. A bureaucratic leader may be able to recognize these opportunities, but be able to do nothing about them, because the organizational structures in place do not offer the flexibility required to act.

- **It is often based on a system of quotas:** One of the reasons why team members become uninspired by a bureaucratic leader is that most systems are based on a series of quotas. If you meet the

quota, then you've done your job. If not, then you're not doing your job and are subject to possible disciplinary action.

- **It is a leadership style which bases decisions on cost structures:** Bureaucratic leaders tend to be more concerned about what their teams and projects look like on paper instead of what is happening with each person. That means appearance takes a priority over reality.

Examples of Bureaucratic Leadership

1. **Brazil:**

In order to own a certain kind of taxi, or to get any employment working for the state, you must get certificates that you do not answer to criminal processes. This means you must beg these certificates at the Common Federal Justice, at the State Justice, at the Electoral Justice and at the Federal Military Justice four of them. In a more intelligent place, a signed declaration would suffice; the person signing would be liable to punishment if the declaration is false.

Such bureaucratic procedures spring from the existence of many levels of state organs. In Brazil, people pay taxes for the Federal Government, State Government and Municipal (City) Government. That is three different levels. If someone sells real estate, pay Federal Tax. If someone receives real estate from a deceased relative, pay the State Tax. For import or export goods, pay Federal and sometimes also State taxes. For any service, pay Municipal Taxes. It is maddening.

In the above mentioned instances, bureaucracy is created by lack of an intelligent design of the process, but it may spring from other causes. Sometimes it is made deliberately, in order to make an action difficult. Some countries clog the import of goods with many layers of absurd paperwork, since importing goods means less hard currency for them.

2. **USA:**

Government there are of four general types-

- Cabinet departments
- Independent executive agencies
- Regulatory agencies and
- Government corporations.

There is a high level of competition within the executive and legislative branches of government, both of which are thoroughly regulated.

Turning a spoils system bureaucracy into a merit-based civil service, while desirable, comes with a number of different consequences. The patronage system tied the livelihoods of civil service workers to their party loyalty and discipline. Severing these ties, as has occurred in the United States over the last century and a half, has transformed the way bureaucracies operate. Without the patronage network, bureaucracies form their own motivations. These motivations, sociologists have discovered, are designed to benefit and perpetuate the bureaucracies themselves. Similarities exist between a bureaucracy like the Internal Revenue Service (IRS) and a private monopoly like a regional power company or internet service provider that has no competitors. Such organizations are frequently criticized for waste, poor service, and a low level of client responsiveness. Consider, for example, the Bureau of Consular Affairs (BCA), the federal bureaucracy charged with issuing passports to citizens. There is no other organization from which a U.S. citizen can legitimately request and receive a passport, a process that normally takes several weeks. Thus, there is no reason for the BCA to become more efficient or more responsive or to issue passports any faster.

DEMOCRATIC LEADERSHIP

Meaning
The word democracy comes from the Greek words "demos", meaning human beings and "kratos" meaning power or potential; so democracy

can be contemplated as "power of the people". It is the_belief in_liberty and_fairness between individuals, or a structure of_government based on this belief, in which power is either held by elected_representatives or directly by the_people. Hence Democracy is a system of administration in which people choose their leaders by voting for them in elections.

Democratic leadership, also known as participative leadership or shared leadership, is a leadership approach in which members of the class are more participative in the decision-making process.

Need for Democratic leadership

The democratic leadership style can be one of the most effective styles of leadership. This leadership style values collaboration and affirmation of followers. It encourages team involvement, engagement, and participation. . Environments with democratic leaders often yield followers with high morale who are more motivated to generate and offer up creative solutions, and it produces an atmosphere of cooperation and team spirit. This style of leadership is ideal for   a leader who wishes to keep employees informed about matters that may affect them, and who want employees to participate in problem solving and decision making. It is for leaders who want to provide continual opportunities for their followers to develop a sense of personal growth and job satisfaction and for leaders who would like to encourage collaboration and team building.

Advantages of Democratic leadership

- **Democratic leadership encourages engagement:** This leadership approach summons participation and involvement from members.
- **A secure and proclaimed vision for the foreseeable future is built:** A democratic authority needs to interpret and communicate a vision for the future that team participants can align with.
- **Build team associations:** By defining a workplace where members communicate ideas.
- **Encourages inventiveness:** By encouraging team members to think innovatively it helps them interpret their own efficiency. Democratic approach creates higher degrees of effectiveness and perceptive inputs because each team member is inspired to use their calibre to benefit everyone.
- **Increase job gratification:** It ensures entitlement with a sense of responsibility within members, leading to higher degrees of job satisfaction in the organisation.
- **Solving complicated issues:** Democratic authorities work in alliance and value alternatives to get things done in an effective way. They are excellent in solving complicated problems that think in a unique manner and inspire other people to do the same.

Disadvantages of Democratic leadership

- **It leads to procrastination:** As the decision involves other group members which create hindrance while making decisions.
- **It takes time to reach a agreement:** Even if procrastination is withdrawn it still takes more time to reach a consensus
- **It does not assure the best possible result:** Varied alternatives and feedback make it a best possible result but that is not an assurance.
- **It uplifts no individual to take authority for failure:** when the group members fail under this leadership approach, there tends to be accountability issues.
- **It offers an element of unreliability:** It establishes a feeling of unpredictability within a group because of the need to make quick decisions sometimes.

Examples of Democratic Leadership

1. Sweden:

In Sweden, general elections are held every four years. The parliament makes the decisions and the government executes them. The government also submits propositions for new rules and regulations or law amendments to the parliament. The parliament with its 349 members is Sweden's primary representative forum. The entire parliament is selected by direct elections based on suffrage for all Swedish citizens aged 18 or over who are, or formerly have been, residents of Sweden. Individuals and also impact Swedish politics in different ways – by taking part in referendums, joining a political party or commenting on reports presented by the government. Among other things, the Instrument of Government assures the citizens the right to obtain information freely, hold demonstrations, form political parties and practice their religion.

2. India:

India is the world's largest democracy. India became a democratic nation post its independence in 1947. Thereafter, the citizens of India were given the right to vote and select their authorities. In India, it gives its citizens the right to vote irrespective of their caste, colour, creed, religion, and gender. It has five democratic principles – sovereign, socialist, secular, democratic and republic.

The Politics of India works within the structure of the country's constitution. India is a parliamentary secular democratic republic in which the President of India is the head of state and the Prime Minister of India is the head of government. It is based on the federal administration of government although the word is not used in the constitution itself. India follows the dual polity system, i.e. a double government (federal in nature) that consists of the central authority at the centre and states at the periphery. The constitution defines the organisational powers and restrictions of both central and state governments, and it is prominent, fluid (Preamble of the

constitution being inflexible and to dictate further modifications to the constitution).

LAISSEZ-FAIRE LEADERSHIP

Meaning
Laissez-faire leadership is the direct contrast of autocratic leadership. Instead of an individual authority making all decisions for an organization, group or team, laissez-faire leaders make few decisions and allow their personnel to select pertinent workplace solutions. Knowing when to initiate and lead during a crisis.
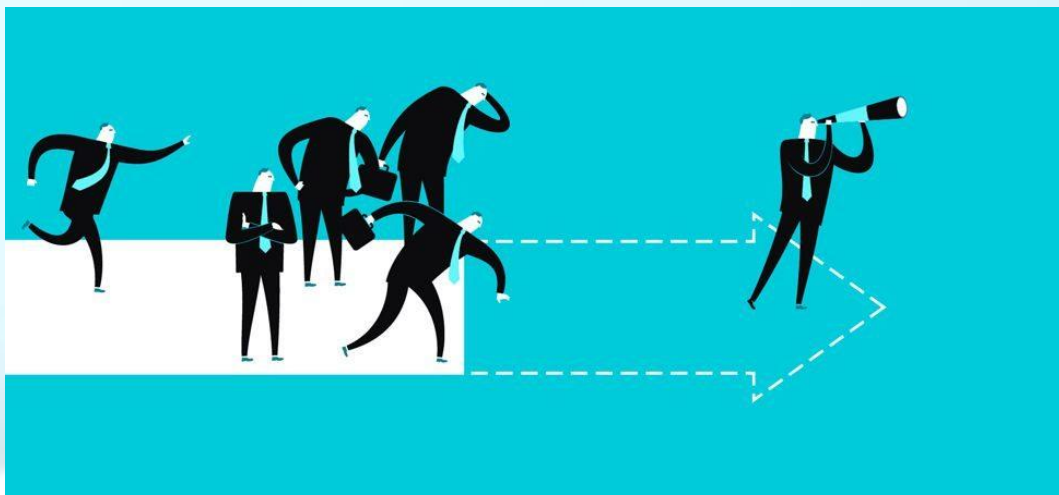
Needs of Laissez-faire leadership
Closely monitoring the group performance will enable the group to be sure that goals are achieved. That helps the team to find approaches to performing effectively. Employing a talented workforce, a qualified team supports increased profits, growth and survival. Self- starters are professionals who take initiative, can work without regulation and begin tasks independently. They generally have the skills like motive, belief, aspiration, and flexibility .The laissez-faire approach can be adopted in circumstances where followers have a high-level of enthusiasm and intrinsic stimulation for their work. Consistent feedback to group members is very critical in the organization. The leaders should focus on execution not personality and they should come up with a deep degree of empathy and is necessary to an employee's development. It simplifies requirements, helps people learn from their mistakes and builds self-esteem.

Advantages of the Laissez-Faire Leadership

- **It helps group members to use their own leadership expertise at maximum degree:** Most of the teams include a diverse set of individuals where the decision making will be complex. But in Laissez faire leadership members utilize their own leadership skill sets in the decision making process. It creates a disciplined work environment and duties can be accomplished within the time frame successfully.
- **It helps the employees in getting the maximum experience at their workplace:** In most of the instances the group members will be more experienced than the team leader, in that situation Laissez faire leadership plays a critical role where the team members can take an initiative in the task and the project can be completed successfully by using each team members own proposition and leadership attributes.
- **It creates a domain of independence:** Some employees prefer to be monitored directly, being told what they should do whenever they have questions about their projects. Then there are employees who prefer to work independently, figure out solutions to complexities on their own, and glean gratification from a probability to pursue their true purpose. The Laissez Faire management approach would not work well in the previous circumstance, but it would be quite effective in the latter.
- **It inspires group members to explore new ideas:** Each group member will be having their unique skill sets but every time the decisions will not be applicable in a particular situation. But in this leadership it helps each and every member to explore the new propositions and work efficiently. The variations that come out can be discussed, which ultimately makes the team and the leadership powerful.
- **It creates more individual gratification for the tasks being completed:** People tend to feel satisfied when they are accomplishing their goals. Under the Laissez Faire management approach, the independence provided allows individuals to complete tasks on their own on a frequent basis. Instead of being micromanaged, they have the ability to use their own inventiveness to facilitate themselves and their organisation. As long as they have tools available to them to get their tasks completed, experienced workforce in this circumstance tends to have less pressure.

Disadvantages of Laissez-Faire Leadership

- **Role uncertainty:** As Laissez Faire approach is used inappropriately in organisations it creates more complexities than resolving it for e.g. the team members might have to face consequences and ambiguity regarding their own roles within a team and also what they are supposed to be doing with their resources.
- **Lack of association with the group:** These authorities are frequently not involved which can establish cohesiveness within their own group. Since the leaders are not interested and seem to be unconcerned with what is happening in the organisation.
- **Low level of accountability:** Majority of the authorities take advantage of this approach to refrain from the responsibility of group's failures. E.g. when goals are not accomplished then the leaders can blame members of the team for not completing the tasks up to the standards.

## Examples of Laissez-Faire Leadership

1. **Ukraine:**

Ukraine's regulatory structure theoretically protects their interests. Mortgages and liens are recorded, but enforcement of property rights by the judicial system is deficit. Enforcement of contracts is ineffective with regards to time and cost. The judiciary is vulnerable to political pressure and fraught with corruption and bribes. Corruption remains a critical issue. The politics of Ukraine take place in a structure of a semi-presidential representative democratic republic and of a multi-party system. A Cabinet of Ministers exercises executive power (until 1996, jointly with the President).

The government of Ukraine underwent rapid transformation in the early 1990s. Prior to its declaration of independence in 1991, Ukraine was officially called the Ukrainian Soviet Socialist Republic (S.S.R.) and was part of the Soviet Union. According to the 1937 Soviet constitution as amended in 1944, Ukraine had the right to "enter into direct relations with foreign states, to conclude agreements, and to exchange diplomatic and consular representatives with them" and to maintain its own military forces. Ukraine, Belarus, and Russia formed the Commonwealth of Independent States, which was then collaborated by eight other former republics of the defunct Soviet Union.

2. Switzerland:
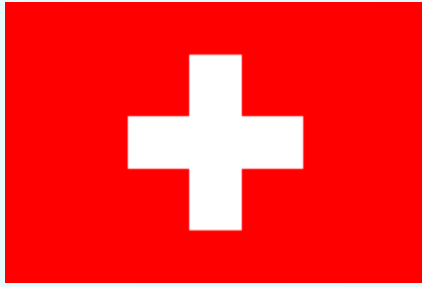
It has a stable administration, majority of voter's support the government in its philosophy of armed neutrality underlying it's foreign and defence policies. Federalism is followed here, which refers to a vertical separation of powers. The aim is avoid the congregation of powers in a forum, which allows a restraint of the state power and the easing of duties of the federal state. The Swiss Federal Council is a seven member executive council that heads the federal administration ,functioning as a composition cabinet and collective presidency. Any Swiss citizen eligible to be a member of the national Council can be selected , candidates do not have to register for the election or to actually be a member of the national council .The Federal Council is elected by the Federal Assembly for a four year term.

The Legislative Branch is The Council of States, The National Council. The function of the Federal Supreme Court is to hear appeals of Cantonal Courts or administrative rulings of the government. Switzerland does not have a constitution court, and the Supreme Court cannot comment on rules and regulations put forward by the parliament.

The economy of Switzerland is one of the world's most advanced free market economies. The service sector has become an important economic sector, particularly the Swiss banking industry and tourism development country. Only a small minority of the workers are involved in the primary agriculture sector. The majority of the working population are involved in the services sector or tertiary sector of the economy.

CONCLUSION

Leadership has an association with direct cause and influence on organizations and their execution. Authorities describe values, society, and tolerance for transformation and motivation for the workforce. Organizational rules, including their application and efficiency, are impacted by them.

One of the major problems facing business executives today is the need to build a global leadership pipeline. Building a global leadership pipeline is complex. Companies have to evaluate their current leaders, improve a succession pipeline, and actively move leaders around the business to improve growth.

The developing market leaders (India, China in particular) have a very strong focus and skillset on operational execution. These persons focus heavily on hands-on management, operational process, and a focus on managing individual performance.

This is affected by both cultural and economic problems. In fast-growing countries, businesses succeed by getting into market rapidly and effectively. While they need clearly defined market strategies, their success and failure is often driven by their ability to hire, train, and manage individuals rapidly. There the organizations are not much interested in long-term vision or sustainability initiatives. And change management often takes place through clear top-down direction.

Benelux and Nordic countries, by contrast, tend to have leaders which focus much more heavily on planning, strategy, communication, and being what we call a "change ambassador." Companies in these countries are older and they are often very global, creating a need to focus on common vision, values, and long term thinking. While innovation continues to thrive in these countries, their whole culture is built around a focus on the "collective good."

The US and UK, by contrast, actually have more hybrid leadership models. US leaders tend to be hard drivers (similar to Indian leaders) and have a much more "push-oriented" approach to change management. The "rugged individualism" of US culture and our continued struggle to limit

the size of government creates a leadership style that focuses heavily on execution, with the weight of accountability focused on the individual. Traditional findings may assist leaders to contemplate their own cultural biases and desires. Varied cultures have different propositions from their authorities about what they want, and these findings help our leaders adopt their approach in various cultural settings to be more successful. The results will allow global leaders to involve more efficiently across cultural and geographical boundaries. Cultural and leadership knowledge can be used to create culturally responsive websites, create new systems for workforce orientation, conduct relocation training programs, and increase the efficiency of global teams.

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