

Introduction to Leadership **and Management**

Student name: Daniel-valentin Ungureanu

Student id: 2125720

Chosen organization : Google

Module code :LCBB4008



Contents

Introduction.....	3
Main Body	4
Transformational Leadership at Google	4
<i>Personal Experience</i>	6
REFERENCES.....	9
JOURNALS & BOOKS	9

Introduction

Leadership refer towards the activity of leading the group of people or leading an organisation. Leadership is the strong social cycle which involves the collaborations between individuals. The leadership is a practical skill as well as a research area which assists the individuals in order to influence individuals towards leading the teams or the organisation (Alblooshi, Shamsuzzaman and Haridy, 2021). Leadership also have various importance such as the leaders offers support with the task and also helps in developing the team spirit.

Main Body

Transformational Leadership at Google

Google is known for their innovative culture as well as various unique products which could be attributed within their transformational leadership style. The founder of Google, Larry Page inspires as well as motivates their teams in order to push the boundaries and achieve different ambitious goals. The transformational leadership is the style where the leaders inspire their team members in order to achieve the exceptional results by increasing the sense of purpose as well as vision. These leaders generally lead by example through encouraging the creativity and innovation with the help of regular improvement (Asbari, Santoso and Prasetya, 2020). These leaders focus towards developing the strengths of their team members and by empowering them in order to reach their full potential.

Advantages

The transformational leaders of the Google increases the culture of innovation through encouraging the employees in order to think creatively as well as to take risks. By speaking about the strong vision and offering the sense of purpose the transformational leaders engage with the employees and inspire them to perform their best (Bakker et al., 2022). The transformational leaders at Google also invests in their employee development by helping them to grow professionally as well as personally. The transformational leader at google change their leadership style according to the changing circumstances by empowering the teams in order to navigate the complex challenges and then seize the opportunities.

Disadvantages

The employees might become highly dependent on the transformational leaders for motivation and direction which can affect their overall ability to take different initiatives. The high expectations and the intense focus on innovation can lead towards the burnout among employees if it is not managed effectively. Some employees might resist the changes which are proposed by the transformational leaders, especially if they feel uncertain or uncomfortable with the direction.

Example

Larry Page the co-founder of Google represents the transformational leadership through his visionary approach towards innovation. Page inspires his teams in order to pursue the audacious goals such as developing the user friendly interface and highly advanced platform by exploring artificial intelligence and by highlighting the importance of their work in shaping the future (Mandell and Pherwani, 2023). His ability to communicate the compelling vision and empower employees in order to think creatively has been instrumental in the success of Google as a leading technology company.

Case study 2

Laissez-faire leadership is an autonomous leadership style that facilitates the workforce with the responsibility of decision making and be within self-managed teams. Within the dimensions of Laissez-faire leadership style, individuals can provide their workforce with the necessary resources and knowledge employees need accomplished the assigned duties. These individuals aren't constantly in interaction and are detached from the daily operations. These individuals facilitate support, knowledge, motivation, training and consultation when necessary. The Laissez-faire is commonly implemented within creative working environment, most commonly as marketing companies and start-ups.

Google and Laissez-faire Leadership Style

Google is among the companies that are known for their collaborative and team working environment. The company employs the Laissez-faire or the hands-off leadership style which is suitable for fostering independence and innovation.

Advantages

The company leadership facilitates its employees with the freedom for critical thinking and decision making for self sufficiency and promoting the sense of inclusivity and responsibility. The Laissez-faire leadership style is among the most leveraged approach of Google promoting the employee to be creative and experimental with various approaches and practices to enhance the level of innovation. The motivation, inclusivity, responsibility and autonomous support facilitate a sense of trust and empowerment to be self-efficient are likely to be highly satisfied and engaged in their professional career.

Disadvantages

One of the challenges while implicating the Laissez-faire leadership style is the lack of direct communication that can negatively impact the employees. Employees may misinterpret and miscommunicate the message if the individual fails to clearly and elaborately communicate the priorities and goals. Lack of comprehensive monitoring of the employees may foster accountability issues disregarding their assigned duties and responsibilities. Lack of monitoring system brings forth the issue of employees falling short of management's expectations that can result in operational delays and quality issues. Laissez-faire leadership style has another disadvantage regarding the problem solving and conflict resolution as the individual are not involved in the daily operations.

Example

Google is a multinational internet based service provider. Google is among the well-established companies that have demonstrated the application of Laissez-faire leadership style approach. The company integrated the fundamentals of Laissez-faire leadership style within the framework of 20% times policy framework. The 20% times policy is among the initiative Google have implemented to allow its employees to spend 20% of their office time on the personal and professional growths. The initiative has allowed the employees of Google to pursue passion projects and have the freedom of choosing of specialisation and expertise. The broad spectrum of innovative ideas has being resulted in the development of features like Gmail and Google News. Depending upon the necessity of leadership change the company have to demonstrate flexibility and agility in adopting and altering the traditional leadership style. Yet, transformational leaders can be implemented to foster an environment of innovation and creativity to bring forth the opportunities for further growth and development.

Adapting Leadership Styles to Different Situations

The effectiveness of leadership styles can differ depending on different situation and the requirements of the team. For example, In times of crisis such as the product recall or the financial setback the more directive leadership approach might be essential in order to provide clear guidance and decision making authority. When the Google is undergoing fast growth or significant change the transformational leadership style can help in inspiring as well as also align with team members towards a common vision while also fostering innovation and adaptability (Kaya and Karatepe, 2020). The effective leadership involves knowing the requirements of the team and adapting the leadership style accordingly in order to maximise the performance and achieve the organisational goals. Whether it is inspiring the team towards a shared vision or empowering the individuals in order to take ownership of their work the great leaders recognise the importance of flexibility and situational awareness in guiding their teams towards success.

Personal Experience

One very important instance is the utilisation of transformative leadership by Sundar Pichai the CEO of Google. The main target of Sundar Pichai is to organise the knowledge of world and making it very useful as well as accessible which also helps him in motivating their staff. Pichai motivates and increases the creativity as well as innovation at Google by motivating the staff in order to experiment as well as to try new things. Under the leadership of Sundar Pichai the Google has exceeded out across search to utilise the advanced technology projects like Google cloud, Android and the self driven cars through their subsidiary company Waymo. The continuous success of Google as the biggest authority

within the IT sector has also been attributed towards the capacity of Sundar Pichai in order to clearly communicate his vision and provide his team with freedom in order to achieve it.

The transformative leadership style of Pichai also includes corporate culture and diversity efforts in addition to product innovation. He places a strong emphasis on openness and diversity at Google by creating a culture where different viewpoints are respected and honoured. Pichai's leadership has also been characterised by a commitment to moral behavior and social responsibility, as seen by Google's initiatives to promote sustainability and address societal challenges through initiatives like Google.org. By upholding these values and convictions Pichai has not only fostered Google's growth and innovation but also the company's reputation as a socially responsible corporate citizen.

Conclusion

The following report provide an in-depth analysis of the different leadership styles that can help organisations to foster a culture of innovation and creativity along with steadfast commitment and responsibilities. The report provides the analysis of transformational leadership and Laissez-faire leadership style. Leveraging the two the report also provide analysis of real life organisation 'Google'. The report brings forth the personal experience and the integration of personal experience with different theories and approaches.

REFERENCES

JOURNALS & BOOKS

- Alblooshi, M., Shamsuzzaman, M., & Haridy, S. (2021). The Relationship between Leadership Styles and Organisational Innovation. *European Journal of Innovation Management*, 24(2), 338–370.
- Asbari, M., Santoso, P. B., & Prasetya, A. B. (2020). Elitical and Antidemocratic Transformational Leadership Critics: Is It Still Relevant ? (a Literature Study). *INTERNATIONAL JOURNAL of SOCIAL, POLICY and LAW*, 1(1), 12–16.
- Bakker, A. B., Hetland, J., Olsen, O. K., & Espevik, R. (2022). Daily Transformational leadership: a Source of Inspiration for Follower performance? *European Management Journal*, 1(1). sciencedirect.
- Kaya, B., & Karatepe, O. M. (2020). Does Servant Leadership Better Explain Work engagement, Career Satisfaction and Adaptive Performance than Authentic leadership? *International Journal of Contemporary Hospitality Management*.
- Mandell, B., & Pherwani, S. (2003). Relationship between Emotional Intelligence and Transformational Leadership Style: a Gender Comparison. *Journal of Business and Psychology*, 17(3), 387–404.