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Module: Emergent Leadership Style

Elon Musk

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Introduction

An organisation is formed from a diverse group of individuals, working together towards a specific goal. An organisational structure is based on values, attitudes, and beliefs, accompanied by positive leaders and managers, that understands their role and responsibilities towards employees and company. (Martin and Meyerson, 1988), define culture as “the glue” that connects a group of people together.

Leadership is as well a vital bond that connects management and organisational culture. Therefore, leadership and management play an important role in shaping organisational culture, deeply understanding the ability that arises with a variety of leadership style and management theories while detaining their connection to organisation culture. Leadership requires different setups from leading the group, motivate, establish clear visions, different balance views, to address all members.

Findings

Short history!

Elon Reeve Musk was born in 1971, in a South African city, called Pretoria, one of the three capital cities. He comes from a family of five, the father being an engineer and mother a model and nutritionist. He is the oldest children, all being overly ambitious; Kimbal Musk is currently venture capitalist, and Tosca Musk is an award-winning producer and director. At the age of 10, his parents divorced, and he lived most of his life with his father.

He started school a year early, attending Waterkloof House Preparatory School, after graduating from Pretoria Boys High School.

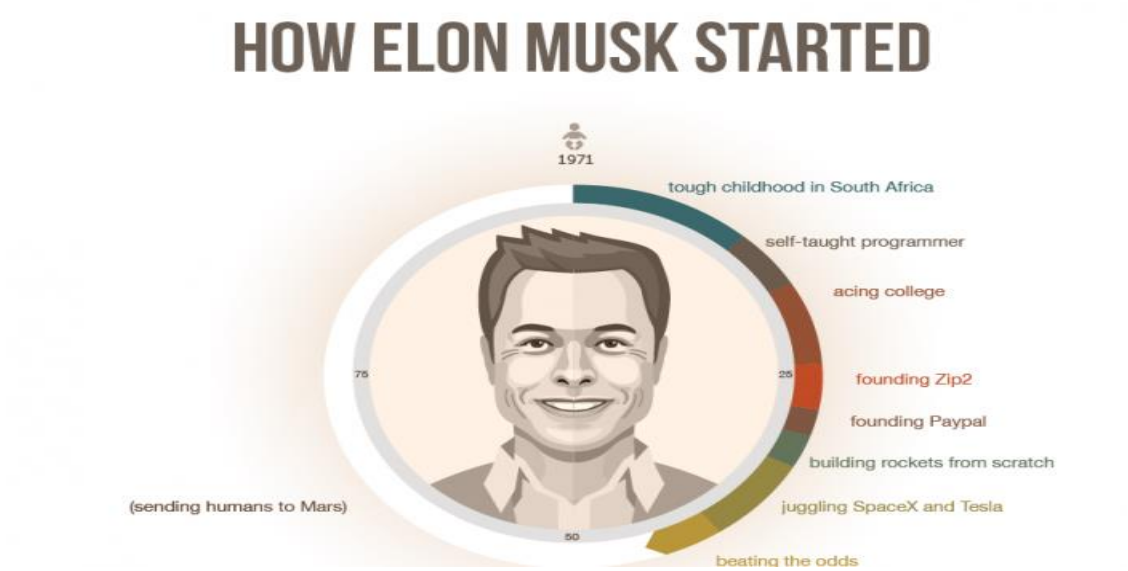
At the age of 10, he was introduced to the computer live, winning his first money by selling computer games. At 17 he moved to Canada to avoid serving the South African military. Later, he got Canadian citizenship with the help of his mother. Moved in Canada, Elon Musk enrolled in Queen's University in Kingston, where he meets Justine Wilson, which will get married, have five children, and get divorced in 2008.

Giving direction on his life and career, Elon Musk graduated with a Bachelor of Science in Physics, as well as a Bachelor of Arts in Economics from the Wharton School, commenting that "(Physics is) a good framework for thinking". At the age of 24, he pursues PhD at Stanford University, from California, studying physics. As that period, the internet was rising, and with entrepreneurial visions, he left the University the second day.

With $28.000 and a dream, in 1995, he developed his first company, called Zip2, a web softer company, developed to help newspapers to create online city guides. He sold Zip2, and with the money, he created X.com, a company intended to shape banking future. In the end, X.com merged with Confinity, and the resulting company is what we know today as PayPal. (Blystone, 2020)

In 2002, Elon Musk founded the company Space Exploration Technologies or Space X, after selling PayPal to E-bay and receiving $100 million. Space X's long term is to colonise Mars, reducing space transportation costs, offering at the same time, private interest, of visiting Mars for $200.000. (Business Insider, 2020)

Musk keeps his business on Earth as well, investing with veteran Martin Eberhard, in the company Tesla Motors. The business produces around 800 high-performance electric cars annually that tosses out millions of vehicles. (Davis, 2020)



Task 1!

The following report is intended to evaluate the title role of leadership theories and apply them to a leader, by critical evaluation of the subjects. This report provides an introduction of leadership theories using the example of Elon Musk.

1.1 *Defining leadership*:

Leadership means a communication of what and how to assign job tasks to individuals and to motivate them to reach the organisational goal. Leadership refer to the part of the management that deals with the direction of the subordinates. (Rost, 2008)

It cannot be argued that leadership is an art, that leads and gather people for a single goal and make it possible. Additionally, Northouse (2016) add that leadership is a process whereby an individual sway a group of individuals to succeed in a joint goal. He also makes it apparent, that leadership is characterised by the qualities a leader has or the process a leader uses to drive his aims. In summary, leadership involves (process, personal influencing) completing a common goal and a group to be guided or lead.

Many theorists have conducted studies on leadership and have defined leadership as their curiosity and viewpoints. However, this report focusses more on these three leadership theories as TRAIT approach, Autocratic, Skills and Transformational theory and provide evidence where the related leader (Elon Musk) applies these styles of leadership on company and people.

Trait approach!

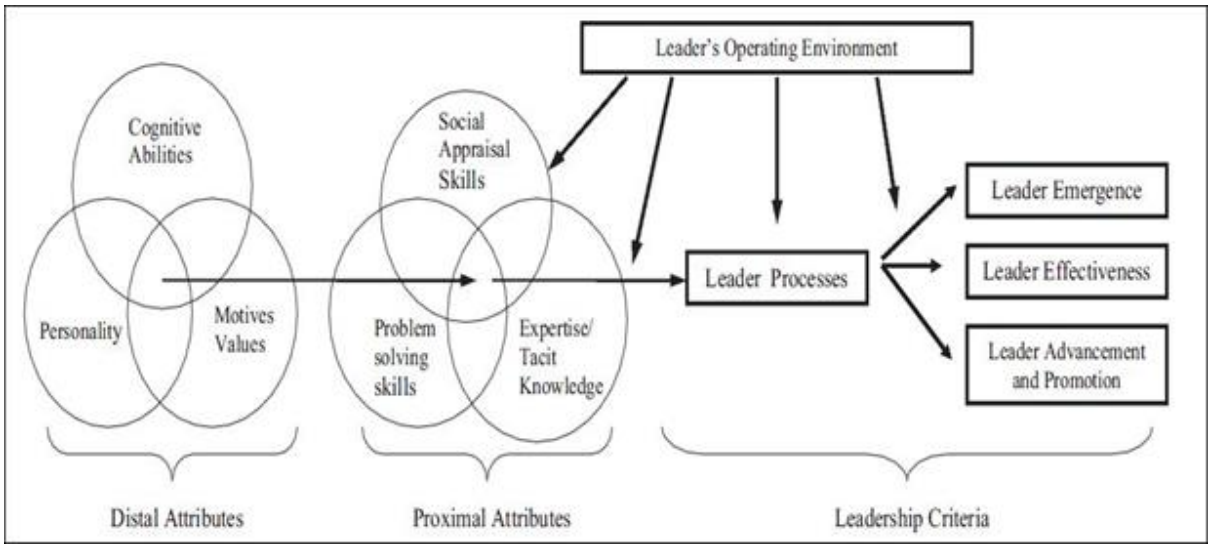
Stewart R Clegg (1996) suggested that the trait approach is determining the qualities and implies a belief that leaders are born not made. The research is a concern more for the qualities that that discern the leader from non-leader. The bulk falls into two groups:

- Commitment- E. Musk is a hard-working innovator, with more than 100 hrs a week. He is considered as being the most challenging working employee from the company, he set standards, and colleagues fallow them. (Success, 2020)

- Vision- the leadership at its simplest; it is about having a vision and inspiring others to follow. Leaders must have a clear vision to their organisation because workers and shareholder that is what are looking from good leadership. E. Musk is remarkable at this. He may not have founded Tesla, but the moment that invests on, his vision was clear: to have a fuel-free future. Vision is a critical skill that a leader must-have. (Priestman, 2019)

Various research has shown that most of the successful leaders are different from other individuals because they have a certain trait that most people do not. By understanding their personal traits and qualities, leaders can help their organisation and fallowers to show the right way, even in unconditional situations, helped by their charisma and knowledge. (Nichols & Cottrell, 2014)

Zaccaro (2004) has created a framework to understand how traits influence a leader's performance and effectiveness. The first framework suggests that qualities are developed from combined influence by numerous traits. The other framework defines attributes as individual developments.



In general, researchers are convinced that traits do not vary over a short period of time, and traits of leaders remain the same, no matter of the situation. Alan Bryman (2013) has explained that leadership traits have low prediction power over their performance. It does not help the organisation the select the leader with the finest traits, the conventional type of leader's behaviour is less effective, and the trait is not reliable.

Autocratic leadership!

Alan W. Stanfield (2009) define autocratic leadership as a power that the leader demonstrates upon their staff. In this case, the leader takes decisions based on their judgement and rarely will consult with others. However, being autocratic is not always a bad thing; some leaders work better under critical situations. Although his dominant leadership style looks to be autocratic, E Musk demonstrates incredible visions, commitment, and dedication. He is always engaged with his employees and help them achieve their full potential. (Course Hero, 2020)

Skills approach!

This approach suggests that leadership is not just a sample of individuals that are native with qualities that make them effective leaders. The skills approach theory indicates that many individuals have leadership perspectives, and if they learn from their experiences, they can become successful leaders. This means involvement in activities with people and events that leads to an expansion of skills.

In 1995, Katz suggested and credited three skills that a great leader should have: a technical skill that involves looking at competency, knowledge, and the particular way that a leader involves in specific procedures. Secondly are the human skills and the abilities to work with human beings, and how a leader can build relations inside of an organisation. And thirdly, are the conception skills, the way a great leader applies his ideas and whom he sees the organisation a whole.

- *Technical skills!*

Northouse (2013) believed that technical skills are more likely to be on the junior management then senior management, but as much as technical needs are required, leaders must have them to lead efficiently. He also discovered that senior management and leader depend on conceptual skills as well, both being the top skills that a leader must-have. Different then trait approach, skills approach allows leaders to develop their skills through training and interaction with other people. Elon Musk is a complete endless learner. While his classmates would not consider him gifted, he loves to read. He begins to improve his skills since he was a child by merely reading. His brother confirmed that at the early teenage years, he was reading two books a day, including science-fiction, philosophy, and programming as the time passed his reading and career interest spread to engineering, physics, business, and technology. Elon Musk is also particularly good at learning transfer. Can apply what he perceives and reads into real life.

- *Human skills!*

In contrast with technical skills, human skills are about working with people, based on people's expertise, how they behave, communicate, and operate in groups. They are the skills essential to efficient influence followers to achieve organisational goal. These skills enable a leader to influence and simultaneously to become cognizant in thoughts with fallowers. Leaders that have these skills can adapt better, create an atmosphere of trust for fallowers and are more empathetic to motivate others. E. Musk is looking for continual improvement. He recognises feedback as being a skill that helps leaders. He provides and invites his employee to give constructive feedback because of his belief, that the power of truthful feedback can improve team and individual. His ability to see other people emotions and change the way he works with people is another skill that brings the best out of him.

- *Conceptual skills!*

Conceptual skills allow the leader to think through and work with ideas. Leaders with elevated conceptual skills are good on thinking of ideas that form an organisation, and its future of development. These leaders are comfortable with abstract ideas and to make sense of them for fallowers. Due to his knowledge, Elon Musk could efficiently work for the most significant companies, developing technology, drawing attention, and making more money

for others. He wanted to free expend his ideas and to bring his design and creation to life. He knew, based on his knowledge, that he has bold goals and ground-breaking that can not be utterly accomplished unless he starts his own business. After starting Zip2 and PayPal, he sold them investing money on what he was really interested: space and cars. (Aps.org. 2020)

Transformational approach!

Another concept of leadership that has achieved consideration is the transformational leadership approach. It was around from 1970 when James Downton mentioned for the first time in his book "*Rebel Leadership: Commitment and charisma in a revolutionary process".* (Downton, 1973).

Bernard M Bass (2006) defines transformational leadership as stimulation to inspire other followers and both to achieve a common goal. Transformational leadership can push individuals to exceed expected performance, a high level of satisfaction and commitment. Avolio and Yammarino (2013) describe transformational leadership as style, where the leader encourages the followers through motivation, understanding and mutual objectives.

Burn claimed that although transactional leadership engaged on leaders by motivating their more fallow by offering a reward for performance and punishment for those who do not perform at asked standards, transformational leadership encouraged followers for more excellent goals and needs for self-actualisation opposing to those self-centred or immediate

self-interest requirements found in transactional theory. Both styles, combined move leaders to a new area of extremist leaders. (Burn,1978)

Transactional	Transformationl	Pseudo- Trans
-Focuses on excenge between leaders and fallowers -Contingent rewards and punnishments	- Process that creates connections, increase motivation and morality to both leader and fallowers. EX: Elon Musk	-Focuses more on the interest of the leader rather than fallowers. - Leaders are self-consumed and power oriented EX: Adolf Hitler and Saddam Hussein

According to Desna L. Wallin (2010), transformational leadership involves the following:

- promote change,
- adjust the variety of needs,
- transform individuals,
- motivate and bring positivity.

Transformational leadership deals with improving the performance of followers and emerging followers to their fullest potential. The individual that possesses a transformational leadership style has a vast range of internal values and ideas and are efficient in motivating others to act in ways that sustain the better good rather than their self-benefits. Transformational leadership are best termed with these four elements known as the 4'I.

***I**dealised influence!*

This type of leadership act as a strong role model for followers because of the high standards of ethical and moral conduct the leader provides. Many times, followers connect with them no matter what the result will be; followers are also trusted and respected.

Idealised influence, also known as charisma, is the level which the leader serves with confidence in his role model, attracting followers on an emotional level. Elon Musk demonstrates his charisma in only one way: by putting money where the mouth is. In the epicentre of start-up and business, where investors are easy to be found, Musk shows his charisma by investing his own fortune into his projects.

***I**nspirational motivation!*

In this type of transformational style, leaders drive the fallowers to the glory, they communicate hight belief, encouraging through motivation to be committed. The leader also

persuades people to use characters as well as emotion demands, to the members, for self-interest.

Being a leader requires many skills and motivation is one of them. To see the best of people and to be able to bring it out, it is a crucial skill to success. The failure of Falcon 1 Rocket showed how E. Musk motivates his employees. He provides the company with additional resources for two more attempts. "*For my part, I will never give up, and I mean never". E. Musk*

This is a powerful example from E. Musk, that shows his significant effect in changing morals. He went up in front of his 300 employees with a positive and progressive attitude in front of failure. (Asher, 2016)

***I**ndividualised consideration!*

This style allows leaders to show the desire for feelings, needs, relationship and personal attention of followers. With the help of these four elements, the leader brings out the best for followers, offering them support, communication and celebrate individual contribution. Each follower is believed as a part of the team and encourage them for self-improvement.

E. Musk is the leader that takes time on his actions and understands the concerns of his team. Based on the letter, that he sends to his team, regarding the injury that occurred on the production line, he proved once again this leadership. In the letter, Musk explains his worries and does not want any injury to occur again. Elon Musk did not just say it to make the team feel better; he described the precise actions he will take, and he takes care of the safety of his team.

"No words can express how much I care about your safety and wellbeing [sic]. It breaks my heart when someone is injured building cars and trying their best to make Tesla successful.

Going forward, I've asked that every injury be reported directly to me, without exception. I'm meeting with the safety team every week and would like to meet every injured person as soon as they are well, so that I can understand from them exactly what we need to do to make it better. I will then go down to the production line and perform the same task that they perform.

This is what all managers at Tesla should do as a matter of course. At Tesla, we lead from the front line, not from some safe and comfortable ivory tower. Managers must always put their team's safety above their own." E Musk CNBC(2017/06/20)

***I**ntellectual Stimulation!*

Transformational leader questions themselves for any work or situation. They even challenge their followers to be more creative, dynamic, and innovative. Although transformational leaders are sometimes considered "***softer***", they always feature a high level of performance. For these leaders, learning is incredibly important, and they continuously encourage followers to work and think independently. (Storey, 2004)

It is hard to pinpoint a specific moment in his career, which is not described as intellectual leadership. After all, the man that founded SpaceX intending to colonise Mars, combine all ideas and establish short, medium, and long terms for his company, the first plan being to build a functional rocket. (Oremus,2017). In 2012, he gave up his plans for the Hyperloop so that the companies could progress in concept. The Hyperloop is a vacuum tunnel, that move passengers from point A to point B, whit high speeds (up to several hundred miles per hour). Musk got approved and promised to build one tunnel in Maryland, allowing passengers to be moved from New York to Washington D.C in 29 min. (Hauser, 2017)

In the following report, it is discussed the importance of leadership skills, how leadership theories sway leaders to have different style and skills to lead. Leadership is a way of improving social, personal, and professional lives, but it is also support for leader in directing others to a particular goal.

In the end, it is remarkably essential that in a world that is dynamic, it is essential to have outstanding leadership.

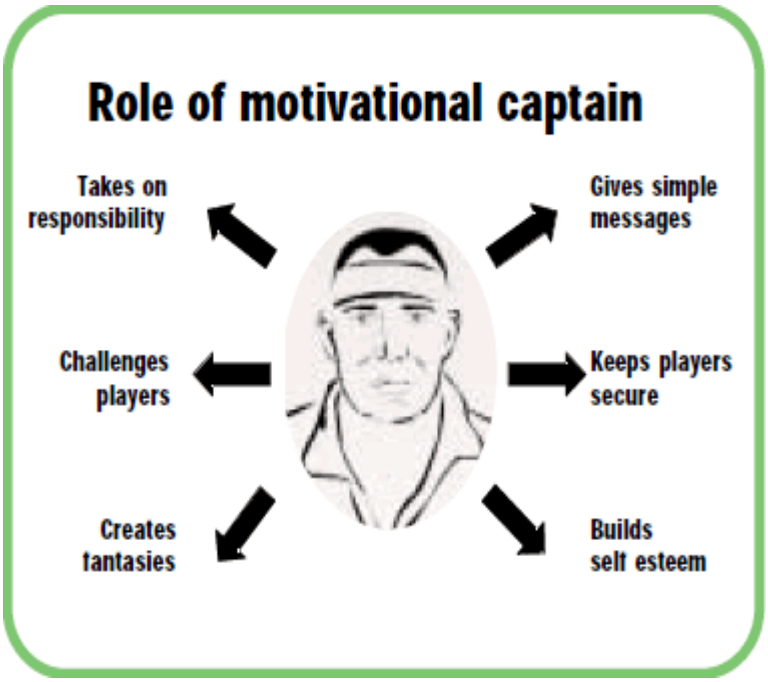
The key to being a good leader is to be able to lead in all kind of situations, with a wide variety of people. In demand to achieve this, a mix of leadership styles is necessary.

My leadership story begins at the age of 17, with my rugby team. I was selected to be their captain for on season, which was something new and exciting for me. With leadership and responsibilities between players, the captain remains pivotal in team performances. Not only that I needed to remain competent at every game, but in the same time, I need to inspire and confidence with my team, to know how to handle pressure, good communication and tactical decisions.

Democratic leader!

Democratic leader attitude is a temperament through which the leader reflects upon his actions and those presented by others.

Rather than passively accepting information's or accepting a false consciousness, the democratic leader takes a more active role in leading, understanding and reflecting, upon his affiliation with his practice. (Jenlink, Steward and Steward, 2012)



Proving a democratic leadership, it is essential because it brings more viewpoints at the table. The free flow of ideas, strengthen by different perspectives, made the decision-making process more comfortable, at higher standards. At the same time, having more minds, working at a problem, potential solutions are increasing considerably. While I was captain, I managed to build a team where ideas where heard, open communication and daily satisfaction.

During the game, everything was different. My attitude was different because I was the only one allowed to communicate with the referee, no matter whose fold was. Decision-making needed to be made quickly, based only on my instincts, applying autocratic leadership. The autocratic leader is also known as authoritarian style embodied by individual control.

Although it sounds a bit negative, the autocratic leader is beneficial in this situation, allowing me to take quick game decisions, and to take charge of the team. Whit this specific style is extremely important that every team member have a clear assigned task and to fallow he rules, being beneficial for the success of the entire team.

The downside of the autocratic leader is that hurts morale. My teammates started to feel dissatisfied and stifled because they could not bring any input to the team. That brings me to another situation where motivation comes. Criticise the team, makes motivation go with the wind, and it was my job to recognise success and speak more about achievement than failure. By doing that the team responded more favourable.

Recently, at the workplace, I got promoted as a proxy leader. This is different from my leading position as a captain. Not knowing very well the process and not having the opportunity to be a leader in a business, I adopted a leadership style that I experienced from someone else. I managed to adapt to the situation and with the people that I am involved, until I created my own style, that suited me and the employees.

To improve my leadership style, I needed some improvements, to get a general idea of how to lead.

Transformational leaders are people that inspire positive changes, are energetic and passionate. Not only that are involved into process, but also focus on helping other members to succeed. (Cherry, 2020)

My first leading decision was a clear communication between management and employees. Due to COVID-19, all briefs from start of shift and mid-shift have been cancelled, and I need to make sure all updates, sharing all briefs on paper and update them on the team bord. I also make clear the group goals are updated, and I am focused that every member to finish task. Furthermore, I encourage people to come up with new idees of improvement and I make sure that they are listen and discussed with the manager.

With couple of hours before ending shifts, I offer positive feedback for the successful employees and present my support for people that are struggling, that way, all members to manage to fulfil team's goal. My work is based on fair-play, and I want all team member to have the opportunity to show their skills, so every day, employees get different job positions, for their skills development.

I have a positive attitude, and I try to maintain it during the entire shift, which serves as an inspiration for team members. I am genuine passionate about ideas or goals, help other to feel included into process and offer reward for people accomplishments.

Appendices

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. When I think of leadership, I think of a person with special personality traits.	1	2	3	4	5
2. Much like playing the piano or tennis, leadership is a learned ability.	1	2	3	4	5
3. Leadership requires knowledge and know-how.	1	2	3	4	5
4. Leadership is about what people do rather than who they are.	1	2	3	4	5
5. Followers can influence the leadership process as much as leaders.	1	2	3	4	5
6. Leadership is about the process of influencing others.	1	2	3	4	5
7. Some people are born to be leaders.	1	2	3	4	5
8. Some people have the natural ability to be leaders.	1	2	3	4	5
9. The key to successful leadership is having the right skills.	1	2	3	4	5
10. Leadership is best described by what leaders do.	1	2	3	4	5
11. Leaders and followers share in the leadership process.	1	2	3	4	5
12. Leadership is a series of actions directed toward positive ends.	1	2	3	4	5
13. A person needs to have certain traits to be an effective leader.	1	2	3	4	5
14. Everyone has the capacity to be a leader.	1	2	3	4	5
15. Effective leaders are competent in their roles.	1	2	3	4	5
16. The essence of leadership is performing tasks and dealing with people.	1	2	3	4	5
17. Leadership is about the common purposes of leaders and followers.	1	2	3	4	5
18. Leadership does not rely on the leader alone but is a process involving the leader, followers, and the situation.	1	2	3	4	5
19. People become great leaders because of their traits.	1	2	3	4	5
20. People can develop the ability to lead.	1	2	3	4	5
21. Effective leaders have competence and knowledge.	1	2	3	4	5
22. Leadership is about how leaders work with people to accomplish goals.	1	2	3	4	5

23. Effective leadership is best explained by the leader–follower relationship	1	2	3	4	5
24. Leaders influence and are influenced by followers.	1	2	3	4	5

Total Scores

1. Trait emphasis: 14
2. Ability emphasis: 15
3. Skill emphasis: 11
4. Behavior emphasis: 18
5. Relationship emphasis: 19
6. Process emphasis: 15

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Employees need to be supervised closely, or they are not likely to do their work.	1	2	3	4	5
2. Employees want to be a part of the decision-making process.	1	2	3	4	5
3. In complex situations, leaders should let followers work problems out on their own.	1	2	3	4	5
4. It is fair to say that most employees in the general population are lazy.	1	2	3	4	5
5. Providing guidance without pressure is the key to being a good leader.	1	2	3	4	5
6. Leadership requires staying out of the way of followers as they do their work.	1	2	3	4	5
7. As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	1	2	3	4	5
8. Most workers prefer supportive communication from their leaders.	1	2	3	4	5
9. As a rule, leaders should allow followers to appraise their own work.	1	2	3	4	5

10.	Most employees feel insecure about their work and need direction.	1	2	3	4	5
11.	Leaders need to help followers accept responsibility for completing their work.	1	2	3	4	5
12.	Leaders should give followers complete freedom to solve problems on their own.	1	2	3	4	5
13.	The leader is the chief judge of the achievements of the members of the group.	1	2	3	4	5
14.	It is the leader's job to help followers find their "passion."	1	2	3	4	5
15.	In most situations, workers prefer little input from the leader.	1	2	3	4	5
16.	Effective leaders give orders and clarify procedures.	1	2	3	4	5
17.	People are basically competent and if given a task will do a good job.	1	2	3	4	5
18.	In general, it is best to leave followers alone.	1	2	3	4	5

Total Scores

Authoritarian Leadership 19

Democratic Leadership 25

Laissez-Faire Leadership 17

Conclusion

In the following report, it has been discussed what leadership involve and how leadership theories influence leaders to have different styles and skills to lead. Leadership is a way of improving individuals, social, personal, and professional lives, but also leaders to facilitate others to achieve a particular goal. (Northouse, 2013). At the same time, (Watlton,2005) confirmed that companies desire for these individuals because they bring a unique set of skill to their organisation and instil a healthier organisational culture.

Depending on the situation, this report can offer support and create a valid opinion. From trait theory of leadership is concluded that leaders are task and people oriented. The task-oriented leader is not in good relationships with people, and the task might not be completed in each time. Potent leaders that have personal traits and behavioural match the need of the situation, to manage the unconditional situation. Transformational leaders, motivate, inspire, put passion and energy in what they think is valuable for the entire business or nation.

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