Friendly Leadership in Modern Teamwork

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DEGREE THESIS

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Abstract

What is the most important thing driving the team success? It is not the work plan, the team members' skills or the budget, it is the good leadership that creates the perfect teamworking atmosphere, draw the vision and accommodates team members' skills well to achieve this vision. It is about building the harmony between team members and investing in the most valuable resource for any team, which is the human resource. That resource which drives and achieves success and forms organizations' futures.

In this research we are focusing on the importance of good leadership in creating a successful team; proposing the friendly leadership and studying its impacts on the teamwork's success and the work productivity, based on the expertise of team members and team leaders from various backgrounds and position levels, which allows for better understanding of the friendly leadership concept, draws a picture of the friendly led environment and tells about the correct way to build and maintain a successful team through this leading style.

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Research map

To make this research easier to follow, it has been divided into four chapters; The introduction part, the theoretical part, the real-life expertise part and then the final part with the research outcomes.

Chapter one – Introduction

Initially this chapter includes the outlines of this research, the objectives, expectations, research methods and why is it needed. In this chapter we are going to tell about the research plan, questions to answer and the research's frame of references.

In addition, this chapter includes an introducing definition for the thesis topic; telling about the concept of the Friendly leadership, what it is, and, how does it look like?

Chapter two – Theoretical background

The second part is the theoretical part in which the theories behind various aspects regarding leadership, organization types, team structures, team building and sizing, personality types and friendship development are discussed from scientific point of view.

Chapter three – Real-life expertise

In the third chapter, we are getting in touch with real-life expertise of leading teams from two points of views; the leaders' points of view and the team members' points of view. Interviews and discussions plus psychological and leadership tests are going to be done in order to find out how people react in real life towards different styles of leadership, how can friendly leadership be implemented, what would be the pros and cons and how would they react in a friendly lead environment.

Chapter four – Conclusion and Research outcomes

Finally, in this part we are going to propose an integrated view of the proposed idea, theories and the real-life expertise. The purpose of this part is to come out with recommendations from the researcher's point for view depending on the data gathered to form an outline of how friendly lead environment can be created and kept.

Furthermore, discussing the advantages and disadvantages of the proposed leadership style to know the expected outcomes and know the challenges beforehand.

1. Introduction

Leadership is the art of dealing with people, the art of motivating, organizing, mentoring and guiding team members. Whether it is a big or a small team, in a big corporate or a tiny startup, volunteering or paid kind of work, in a profit or non-profit organization, sports team or even a student activity, successful leadership is always the key success feature that every team needs to achieve its goals. It is the basic aspect which any team cannot do without.

Leadership methods and schools are quite many. They are being developed every day by social scientists, researchers and leaders themselves. And as everything is changing and rapidly developing nowadays, new leadership styles are being developed too; Many leaders share their success stories telling how they did succeed, what are the main tactics they use and their advices to lead successfully. However, as leadership Master's degree students and former leaders, it has always been challenging to find the needed information and guidelines for a friendly leadership, its pros and cons, and the advices that can be of help for any young leader, entrepreneur or a university student to be a successful friendly leader. That is why we decided to study friendly leadership closely in this research in order to be able to come up with these guidelines for us and for every leader in the future.

1.1 Problem area

Friendly leadership is one of the rising but still not very common and official schools of leadership, especially, in the business world, when money talks. Despite lots of benefits of being a friendly leader, many leaders avoid using this way of leading people in serious matters, because of the uncertainty of its results, the uncertainty of being able to keep everything under control, being afraid of losing their team members' respect or losing the productivity and efficiency of their team members.

Jan Fowler said, "leadership is as a mixture of poetry and plumbing: the poetry offers inspiration and the plumbing offers practicality" (Fowler 2011, 38). This is an intelligent description of leadership that delivers the point of it very well. In the past few years we have been practicing the friendly leadership way as our way of leading in

different companies and organizations, in different management situations and schemes and different industries. The deeper we befriended our team members, the more achievements and success we achieved together, and the more each of the team members got closer to each other, the higher results they achieved. That is basically because close relationships between every team member and their colleagues, and between team members and leaders, tighten the relationships between them all and raises the trust, which according to Sinek (2014) leads to getting rid of the fear; the fear of being misunderstood, fear of losing their benefits or jobs and fear of making mistakes. As a result, the creativity rates automatically rise and the motive is created for working to achieve together and succeed together. (Sinek 2014.)

On the other hand, friendly leadership may lead to some organizational problems in the real world. As people differ, cultures differ and responses to action always differ from a person to another. Team members also react towards friendly leadership environment in different ways that can be beneficial or harmful for the team, the productivity of the teamwork and the achievements that the team wants to achieve. Misusing the advantages of anything do turn them into disadvantages, and misleading these advantages and mis-offering them can lead to catastrophic situations.

The goal of this thesis is to discuss the common advantages and disadvantages of having a friendly led environment, in order to put the seed for cultivating a customized scheme for leaders that works as a manual of how to get the most out of the teamwork, how to build long-lasting relationships between team members on one hand, and between them and their leaders on the other hand. In addition, studying how to build the trust in the team, make them believe in themselves and in their leaders in a way that leads to getting them allied, which strengthen and lengthen the life cycle of teams and organizations as found by Graen and Schiemann (2013, 454), and how to avoid the misuse of the friendly leadership benefits and keep the team productive and innovative.

1.2 Research objectives

During this research, we would like to study human behaviors in different cultures and their relation to teams' leadership. With this study, we aim for better understanding and ability to expect the human responses and reactions towards different behaviors; how do they receive decisions? how are they being affected by them? what motivates

people? what makes the team members' productivity increase and what does not? how do they affect and are being affected by the surrounding work environment? which will help leaders to be aware of what they should do and what they should not and how to deal with different situations.

In addition, studying real-life experiences in different industries and different kinds of teams on different scales using previous cases, leaders' experiences, employees' experiences and previous scientific experiments through different research methods will help in creating a clearer picture of the most common obstacles that may face leaders in applying friendly leadership, and help finding better solutions and suggestions to guide them.

The more real-life experiences to be studied, the clearer the picture will become, as a step for evolving a front-end portal in the future which is solidly based and efficient to guide other leaders around the world.

1.3   Research questions

What are the advantages and disadvantages of Friendly leadership?
What is Friendly leadership and how to build and maintain it?

1.4   Research Methodology

According to research method described by Kothari (1985), this is a fundamental, qualitative research which is mainly concerned with proposing and studying the friendly leadership style in depth. This study focuses on human behaviors, organizational theories and people's expertise and thoughts to allow a better understanding of the proposed leadership style and figure out the benefits and challenges around it in the context of conceptualization.

1.5   Research methods

In this research the following methods are to be used: In depth interviews, group interviews, discussions, theoretical studies, previous scientific experiments, a leadership style test and a personality test.

1.6 Frame of reference

In order to define and study the friendly leadership style in modern teams, there are several aspects that should be considered to form a base for this research and link this thesis with relative fields and theories. On top of these aspects are the different organizational types existing in the current business world; How teams are formed and organized, how the management power and authority flow inside organizations, how employees and teams are linked and what the differences between each organizational type are. In addition to that, understanding the effectiveness of leadership and how to be an effective leader along with team construction as a key part of any teamwork success.

Moreover, looking at theories and experiments for a better understanding of human behaviors and personality types on both leaders' and team members' levels. On the other hand, an important part of this research will be about friendships and the development of friendships. Then, all these theories and studies will be measured based on the previous expertise and the beliefs of leaders and employees in various organizations, work cultures and industries (Figure 1).

Figure 1, frame of reference (Katr, 2018)

1.7   Research plan

At the very beginning of this research, a definition of the friendly leadership concept is going to be formulated for better understanding of what it means and visualizing the concept of having a friendly lead environment.

Next is the research part, in which the theoretical information about organizational types, personality types, friendship development, team construction and effective leadership will be presented as the theoretical background for this research.

In the meantime, in depth interviews, group interviews, discussions and psychological tests are to be held for gathering different expertise and thoughts about the friendly leadership style and other leadership styles in different organizations. Subsequently, comes the final part in which the gathered data will be connected to form an overview of the thesis and lead to thesis conclusions. (Figure 2)

1 Definition of friendly leadership
Visualising the friendly leadership teamwork and the friendly lead environment

2 Fundamental research
Organizational types, personalities, friendship development, effective leadership...

3 Gathering real-life expertise
Interviews, group discussions, psychological tests, leadership style test...

4 Conclusion
Concluding by connecting data gathered from theoretical research and real-life experiences.

Figure 2, Research plan (Katr, 2018)

1.8 The Concept of Friendly leadership

As long as human kind is living on earth, thousands or even millions of teams are formed every day, either in work places, study groups, sports or even informal play groups. And whenever there is a group there is always a leader. This leader can be an announced leader who formally takes the responsibility of leading and team members know they should follow, or in many cases can be an informal leader who just shows up, organizes the work, assigns tasks and drives the ship with the stimulation of feeling the responsibility and the need for this role in order to achieve the goals of that team (Jastrzembski 2007, 1902). With the variety of personalities we have in this world, the differences between ways of thinking, reactions, ways of analyzing data, processing information in our minds, feeling and acting; it is understandable to have various kinds of leaders and styles of leadership. No matter how educated this leader is or what he has studied before, there is always a personal and situational impact on the leadership style of any person (Nahavandi 2015, 89).

These leadership styles are usually categorized into many different types and ways of leadership that psychologists found throughout their scientific research and experiments, such as the autocratic, the participative, paternalistic leadership, coaching, servant and other leadership styles (Johannsen, 2017). In the real world it is not always black and white. In our real and daily life, we deal with combinations of different leadership styles within the same organization. Even sometimes with the same leader, we experience a mixed leadership style which combines two or more styles at the same time. It may be impossible to call one style the best way the leaders can lead, or a certain kind of behavior or behaviors are good for all kinds of situations. Because, every situation and the surrounding factors require different kinds of actions, different style and behavior depending on the circumstances, the facts the leader has on his table and the time and location. (Nahavandi 2015, 89.)

Usually, we do not think about what kind of leadership style or styles our leaders are using, we do not care which leadership school this leader is following or implementing, but what we do think about is: Is this a good leader or not? Do we enjoy working in this team? Is this a successful leader who we should follow to accomplish the team's goals and achieve progress? That is why in this thesis a different but more convenient leadership way for modern teamwork is going to be discussed which is the Friendly leadership. This way of leadership is concerned in the first place with the team

members as the most important factor of any team success, about the relationships between team members and each other and about the positivity of the workplace. It does not tell leaders to do and not to do or form a certain way of dealing with matters, but, it is concerned with the environment of the working place, the qualifications the leader should have and the skills and behaviors that makes him a great leader leading a successful team, when the main concern of the team leader is to make his team win not for him, not for the organizations or for anybody else but for themselves. Hence, according to Sinek (2009), the team success, sustainability and productivity rates will be higher and the innovation levels and team progress should be at its peak. (Sinek 2009, 83-88.)

Friendly leadership achieves that throughout building a working environment which consists of friends in the first place not of team mates, and an environment which is based on trust and commitment not on authority. That team in which communications flow does not follow strict rules, and power flow does not go in one direction. Friendly leadership environment consists of a group of people who share the same vision and similar thoughts. A friendly leader is a person who can be a real friend for each of his team members evenly, not because of the work needs but because of the personal needs in the first place. A Friendly leader is the person who build a long-lasting friendship between him and his team members, which does not end by the end of the work relationship. In addition, founding the environment that encourages all his team members to have the same spirit between each other. He should be able to evolve the transparency and reliance between them. He should be able to understand, listen and empower. And above all, he should be able to recruit well.

Friendly leadership is about building the environment where trust is the base the team stands on, friendships are the building blocks and commitment is the glue between these blocks. With the clarity, equality, responsibility, respect and rules there to strengthen this building and make it last long and the leader's skills to build it, make the balance and maintain it.

For understanding friendly leadership and how it can be built and maintained, it requires our understanding of effective leadership, organizational types, teams' structures, personality types and how friendships are built. So, in the next chapter these aspects will be studied from a theoretical and academic point of view to gather the needed information for picturing the friendly lead environment, how it can be and

how to be built in our modern teamwork. Then, combining these data with the real-life expertise of previous and current leaders in addition to team members from different cultures and industries will help us getting to the final output of this research and answer our research questions.

2. Theoretical background

2.1 Organizational types

In a world with billions of organizations, there are many organizational types, shapes and structures existing. It depends on the organization culture, the industry, the size of the organization and of course on the laws and regulations of the organization's location. First of all, one of the key factors on which the organization is shaped is the size of this organization; a many-thousands of employees' company is for sure much more complex and complicated than medium and small ones, whereas complexity leads to increase in size (Baid 2015).

It also depends on the cultures of both the organization itself and the surrounding environment; as nations differ in their habits and beliefs; some are more individual while others are communitarian, some are more emotional than others, particularistic or universal, specific or diffuse, as described by Trompenaars and Hampden-Turner's Seven Dimensions of Culture theory that measures these differences between different cultures and people's behaviors in different spots around the world. (Mind tools content team 2012.) In addition, the organization culture itself differs from one organization to another; each organization is forming a mini society which has its own beliefs, norms and rituals. Some of these societies may believe that they are the best in the market, some others believe they are family, have strong bonds between each other and work well cooperatively, while others do believe that they are more professional to be more divided and work in divisions. (Morgan 1998, 122.)

The leadership's style, the work flow, the connections between employees, the divisions, cultures and work orientation, each of these factors affects the organizational structure and working environment. For instance, in a more communitarian society forming a teamwork and working in groups can be more applicable than in individual societies while in diffuse cultures it is much harder to apply hierarchic structure than in specific ones. At the same time, leadership styles have a big effect on the organizational structure; a directing leader who gives more attention to the work than to the employees is very different from the participation leader who gives the biggest attention to the employees. (Afshari 2017, e7.) Each leadership style requires different organizational structure where this leadership style fits. Each Leadership style founds a totally different work environment.

The organization's industry is also an important factor in shaping the organization. The industry type affects most of the previous factors already. It affects the size of the organization; an aircraft manufacturing organization cannot be the same size as a legal affairs company. It also affects the organizational culture; whether the organization is industrial, medical, social or technological, these sectors impact the organizational culture and the way it works. As many organizational types are here, it is hard to collect them all in one list. Especially when there happen to be more than one type in the same organization which is a very common case, or when combinations between different types are in place which is more common. Therefore, here we will be mentioning the most common and general organizational types which project the differences between different types and structures and help in imagining and measuring the friendly leadership style on different structures.

Depending on the above-mentioned factors and many other factors, the administration of any organization can decide to follow one of the exciting organizational structures or create/follow a hybrid model. Of these models here are the four traditional and most common models which are being widely used worldwide. They are, the Functional structure, the Divisional structure, Matrix structure and the Flat structure. (Sullivan 2010.)

1. The Functional structure
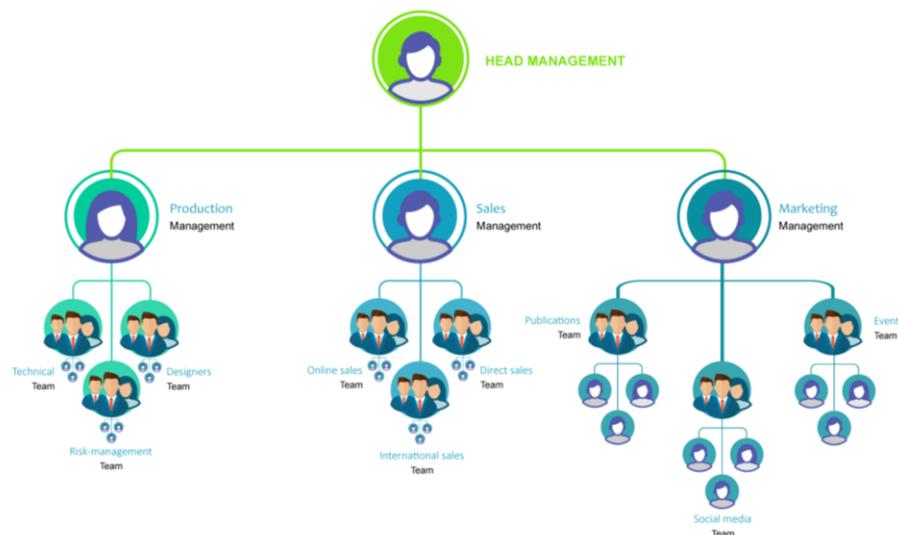
Figure 3, The Functional organization structure (Katr, 2018)

In this model (Figure 3), the organization is usually divided according to the types of tasks or the specialty of the employees. As it depends on grouping people from similar

backgrounds in teams, and the centralization of the task related jobs. In other words, this model is based on gathering the people who are doing similar tasks under one roof, even if those people are working on different projects, and working internally on many different projects/products but at the end of the day, they are all sharing similar backgrounds. For example, all the designers are working together in the design team, all the marketers are working together under the marketing division and all the salesmen are grouped in one sales team, etc. Even if the sales team for instance works on different products sales, and employees are responsible for totally different things, but, they are still under one umbrella which is the sales department.

This model has some advantages, such as the quick decision-making process as the employees of the whole division are gathered in one place and it is easier to communicate, plus having one common administration that directs the whole division. Also, this communication helps in the development process of the employees; people from same specialty are working with each other, interacting with each other and learning from each other. (Sullivan 2010.)

2. The Divisional structure
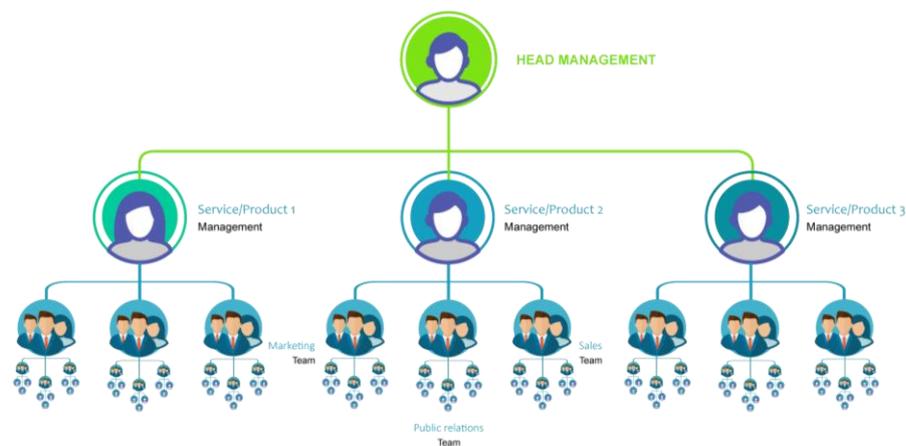
Figure 4, The Divisional organization structure (Katr, 2018)

In the divisional model (Figure 4), organization is divided according to the different products, services or projects going on within the organization, or the division can be according to the needs and types of customers/consumers. For example, in a game production company, it can be divided according to the different software productions. So, each software has its own marketing team, sales team, designers, etc. Or it can be divided according to the customer segments. Such as, the age or the gender, so, there

is one whole division responsible for male targeting games, and other division for the female ones.

In this model organizations are usually able to achieve more efficiency and higher outputs due to having the whole division working on the same product/project. This provides better understanding of each other and ensures sharing the ideas, goals and vision of the whole division concerning the product/project they are working on. (Sullivan 2010.)

3. The Matrix model
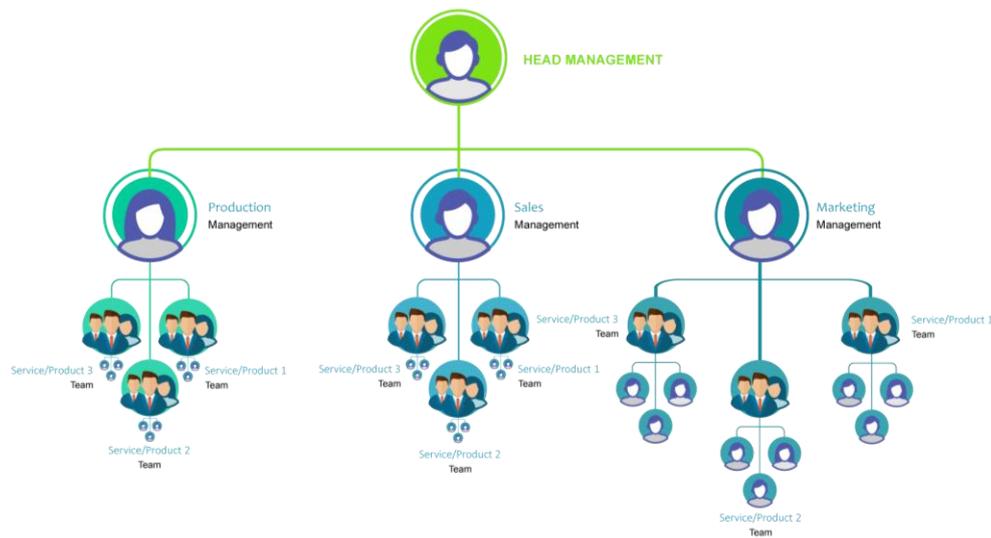
Figure 5, The Matrix organization structure (Katr, 2018)

A matrix structure (Figure 5) is a combination of both the functional and divisional models, in which the organization is divided into functional departments (same as in the functional model), then, inside these departments, teams are divided into smaller divisions based on the products/projects. For instance, having a department responsible for the sales, where all the sales people are working in. Then, dividing sales people inside this department based on different products (ex. mobile phone sales team, laptop sales team and camera sales team in an electronics company).

This structure model increases the productivity of the teams and enables creativity and innovations within the teamwork. It is not easy to implement especially in large scale organizations; building the structure takes a lot of time and efforts in planning. It is somehow a complex framework and harder to manage. (Sullivan 2010.)

4. Flat structures
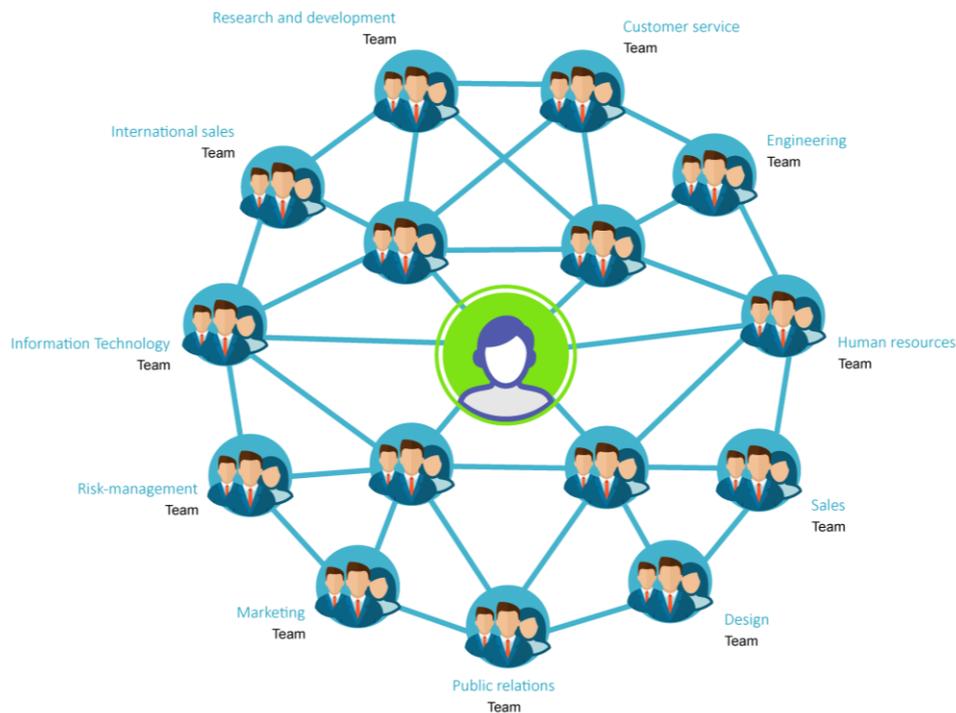
Figure 6, The Flat organization structure (Katr, 2018)

The flat organizational model (Figure 6) is that type of organizations where there is no clear hierarchy inside. It is depending on the self-management of employees for themselves and not depending on a bureaucratical system that divides them into specific departments and divisions. In this model, decision making is not centralized and not up to the head management alone; it is shared between the whole organization members. The communications between employees doesn't have a certain way they should go, but, it is open between all the levels in the organization and between different specialties. At the same time, these organizations still have to establish temporary project bases hierarchal teams for specific projects/events. (Sullivan 2010.)

This kind of organizational model increases the creativity and innovations within the organization. However, it is not applicable for all kinds of industries and it requires higher managerial skills from the organization's administration

These were the traditional and most common organizational structures which show how organizations are divided and how different models of structures affect the work flow within the organization, but how about the teams? Team formations also have different types, whether these teams are divided according to the functionality or division, each team has a structure within it, which defines how the work is done, how

the communications are going and how the decisions are being taken. These team structures can be unified all over the one organization, or it can differ from one team to another within the same organization depending on the work style, sociality, team size or according to the team leader's style of leading.

2.2   Team structures

1. Hierarchal

The hierarchal team structure (Figure 7) is one of the widely adopted structures in different cultures and organizations around the world. It is used to be considered as the standard way of organizing teams. It depends basically on the one-way communication starting from the top to the bottom; the top management usually makes all the decisions, and delegate them down to lower layers. However it is considered an outdated type of organizing teams as well as being considered a non-applicable way for the modern teams and future organizations, it is still very popular and widely used. (Morgan 2014, 176.)

This structure is about having one manager on the top of the team who directs following managers, while these managers are directing others, etc. The key point in this structure is the communication type between employees and each other. It is very strict way of management, which does not encourage direct communications between employees from different teams in the pyramid's bottom level, neither between employees from bottom and top levels of the team. All the communications should go in the direction from upwards to downwards and all the decisions should be made only by the top management and should be followed by the lower levels in the way the top management orders. (Morgan 2014, 176.)
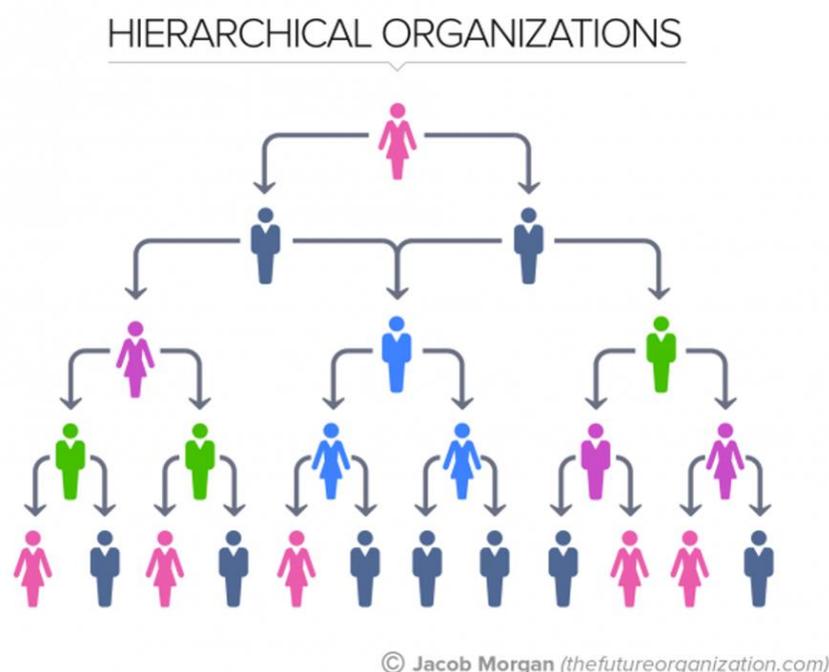

Figure 7, Hierarchical structure (Morgan, 2015).

The flatter structure (Figure 8) is the most popular and widely used structure among organizations. That is because it is not difficult to implement, has some advantages of the hierarchal structure with less barriers and bureaucracy and at the same time doesn't involve much confusion. It allows the communications between all the organizational layers within the team, collaborations are open, the decision making process is easier and more flexible. The implementation of this structure depends on the organization itself and how it fits each organization. However, the most important fact about this structure is that it does not apply one-way communications.

This structure has normal, traditional hierarchy, but at the same time, it opens communication channels between different levels which reduces the gaps between the top and bottom layers of the team and opens ways for discussions, collaborations, innovation and development. (Morgan 2014, 177.)
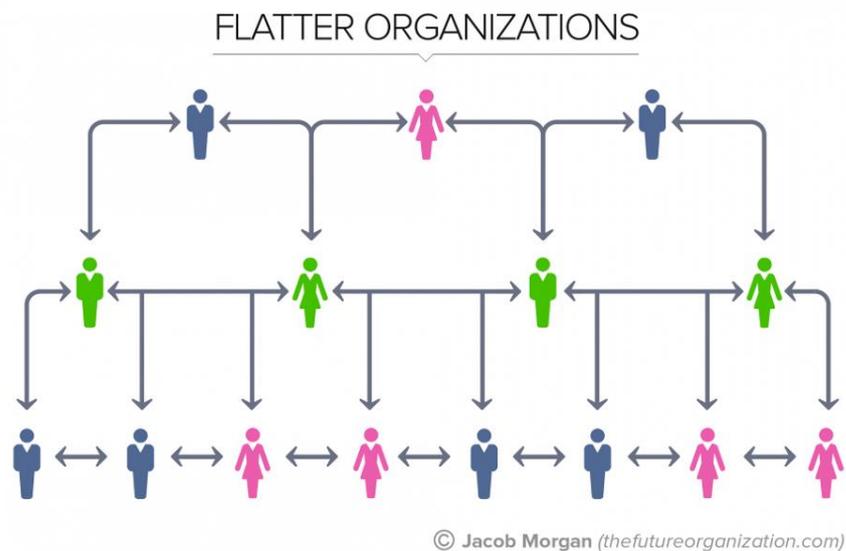
Figure 8, Flatter structure (Morgan, 2015).

3. Flat

Flat teams (Figure 9) are that kind of teams where there is no hierarchy at all. All the employees are equally on the same level and the power flow does not exist. There is no team leader to tell what to do and what not. The whole team takes part in the decision-making process without any managers in the top of the team. It is a manager-less type of teams. All the communication channels are open, and all the team members are contributing equally to the team. All team members also share the responsibility.

This team structure is usually applicable for startups, small and medium sized organizations or within small teams. It is hard to implement a flat structure in existing larger companies. (Morgan 2014, 178.)
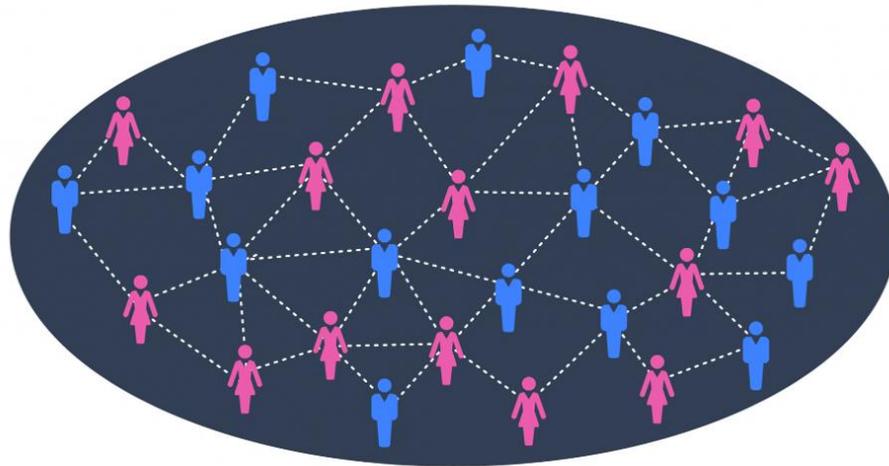
Figure 9, Flat structure (Morgan, 2015).

4. Flatarchies

In larger organizations the Flatarchies type is more adaptable than the flat type. It is a combination between both hierarchical and flat types where the team is neither totally hierarchical nor flat (Figure 10). It depends on occasional formation of the team in which it can be flat for a certain time or project then it returns to be in a loose hierarchy, or it can but a hierarchy for a specific need in some situation then returns to the flat model again. That is why this model is very adaptable and easy to implement in both large and mid-sized companies than the flat model. However, it applies disruptions and confliction among the team and the organization.

This model gives the team more flexibility to apply booth solid and loose structures within the team, allow the advantages of both hierarchal and flat teams and make it easier for larger organizations to implement more communications and interactions between the employees while at the same time it brings up more disruption in the organization. (Morgan 2014, 179.)

FLATARCHIES

"Flat" Team

"Flat" Team

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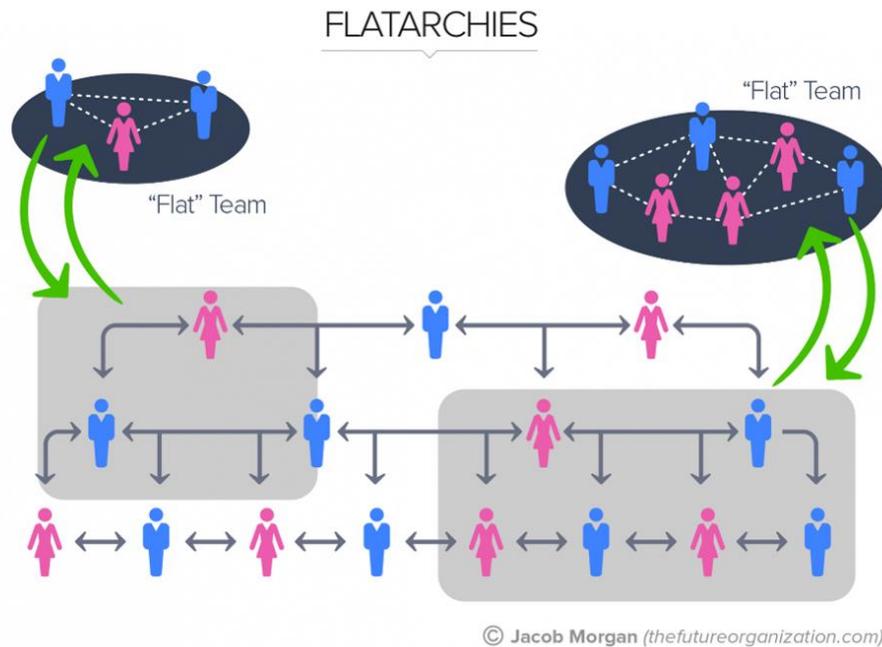
Figure 10, Flatarchies structure (Morgan, 2015).

5. Holacratic

Holacratic model (Figure 11) is a special type of a hierarchic team in which the hierarchy is based on circles. This model divides the team into smaller circles in which, team members work with no job title and may have several roles inside the team, while the whole circle is acting as one unit in the big hierarchy. There are circles above circles and the power flow is going top to bottom like a normal hierarchy with very strict rules and regulation, but in a circular form. The above circles are setting the goals, making decisions, setting directions and priorities and the lower circles are executing these orders in small flat teams acting as one unit in the hierarchy.

In the small and medium sized organizations, Holacratic model is more common than larger ones. One example for the companies applying the Holacratic model is Zappos company with around 1500 employees and it is believed that it is the largest to implement this model. (Morgan 2014, 180.)

HOLACRATIC ORGANIZATION

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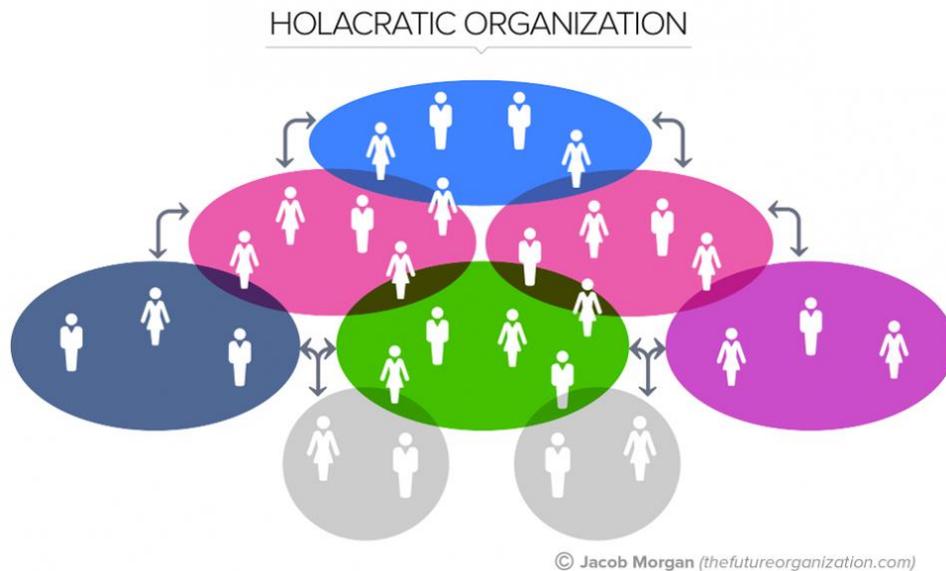
Figure 11, Holacratic structure (Morgan, 2015).

2.3 Effective leadership

Leadership is a lifetime journey of learning and development, and to call a leader an effective one, he/she goes through a very long process of learning, practicing, studying and experimenting. John Maxwell divides the leadership levels into five different levels; It starts from the bottom level of leadership when it is just a position, when people are following their leader because they have to do so, because he is in a higher position and they need to do what he says to keep their jobs. This is the stage in which people's relations to their work and responsibilities are very weak. They do it for living, work only in order not to be fired and waist as much time as they can in doing unnecessary non-work-related activities, like going to the cafeteria, bathrooms, having very long discussions with colleagues, organizing their desk, etc. They are very keen to come to the work place just on time, and start preparing to leave it quarter an hour before the leaving time, in order to be ready to run when the leaving time is now. (Maxwell 2013.)

This is the poorest level of leadership. On this level, team members are not effective, work is always not being done efficiently, and people are not putting any energy into their work; Simply, because they only follow their leader because he/she has a title. (Maxwell 2013), they do not believe in what they do. They do not have any motive other than that salary that they will get by the end of the month and they do not have a vision to follow and a leader to believe in, and "when there is no vision there is no leadership" (Burchard 2014).

The next level of leadership is leading by permission. At this level people follow the leader because they want to; they believe that he is doing this right and they believe in his abilities. On this level, the leader and team members are connected, and they are sharing goals and ideas. They turn from following their leader because he/she has a title or a position to following him/her because they like him/her as a leader and believe that they should follow him/her. This is the core of leadership, the foundation on which great leaders start to build on. It is that relationship between leaders and their team members; basically, because leadership is about working with people and it is impossible for someone to be successful in the field of working with people while people do not like and believe in him/her.

The key activities for a leader on level number two, is listening well, observing and learning. "People support what they create" (Burchard 2014). And these are also the fundamentals of growing beyond his/her title and the way to develop his/her skills to reach the third level of leadership, which is the production level. (Maxwell 2013.)

In the production level the leader becomes effective, achieving results and being an example for other people of being effective too; simply because he/she is productive, he/she gets credibility, and is now forming a model for others on how to get things done and how to be effective and productive. "Effective leaders are those who can, simultaneously, perform all leadership roles" (Melo 2014, 927). People usually get attracted to success and follow it. If they find this success in their leader they will be taking this leader as a model to follow. The leader's role at this stage is to focus on creating a momentum in the organization. It is the key for this stage to have a momentum that takes the organization, the team and the productivity forwards. And this is one of the big differences between a manager and a leader; that managers focus on solving problems while leaders focus on creating the momentum that takes the organization forwards. By default, this momentum will solve at least eighty percent of the problems in its way. It is easier in this level to grow and faster to go towards more achievements and success. (Maxwell, 2013.)

The next leadership level is the people development level. It is the level where the leader recognizes that the most valuable resource in his organization is people. "A business that makes nothing but money is a poor business" Henry Ford. In this level, a

leader should be able to develop the people he is leading. This starts with being able to recruit well in the first place. So, the leader should have the ability to choose well the people that fit his team's needs in order to make a successful harmony within that team and being able to develop them afterwards. Moreover, the leader should be able to position well; It is as important as recruiting well, to position your team members in the right place for them. The Leader's role is to watch his team members and know their strengths in order to be able to help them use these strengths in the right positions. (Maxwell 2013.)

If the leader was able to recruit well, then he is eighty percent ready, and if he positions well too, then he is ready to be in the level number four and develop people. However, in order to develop people, he must have enough knowledge and be able to apply this knowledge to himself, in order to be able to share it with others. It takes some effort to shift from focusing on own productivity to focusing on developing other people and empowering "informal leaders" as Jastrzembski, B., Jennifer call it. At this stage, the leader should focus twenty percent only on self-production and eighty percent on his team memebrs' development. (Maxwell 2013.)

Effective people development journey consists of five different stages. The first stage, is when the leader does the work alone with some team member watching. Then, the next stage is that both the leader and the team member doing the work together, followed by the stage where the team member is doing the work by himself with the leader watching him. Next, the team member is able and qualified enough to work by himself without the leader behind. And the final stage is when the team member is ready to develop another person. So, he/she does the work with someone else shadowing to learn. From there on, the nonstop cycle goes. (Maxwell 2013.)

The final level is the pinnacle level of leadership, the level of sustainability. This level is when the leader is doing that so well with so many people for so long time. (Maxwell, 2013.) Leaders of this level are a cut above anyone else. They can bring with them the success to any place they go. In this level, Leadership lifts the entire organization up. It creates the environment that makes everybody contributes to their and the whole organization's success. "Level 5 leaders often possess an influence that transcends the organization and the industry the leader works in" (Kay 2015).

This is the whole journey of leadership (Figure 12), the whole journey of a great leader's life as described by John Maxwell. This journey proves that leadership is a nonstop learning and developing lifetime process, in which the leader is getting a step forward every single day. Furthermore, it is a journey which requires caring about people and getting as much as possible close and connected to them, and that is basically what is friendly leadership basically about. Again, it is the engaging methodology between the most valuable asset in any organization. Mary Kay Ash said, (According to Sylvestre-Williams 2012) "People are definitely a company's greatest asset. It does not make any difference whether the product is cars or cosmetics. A company is only as good as the people it keeps".
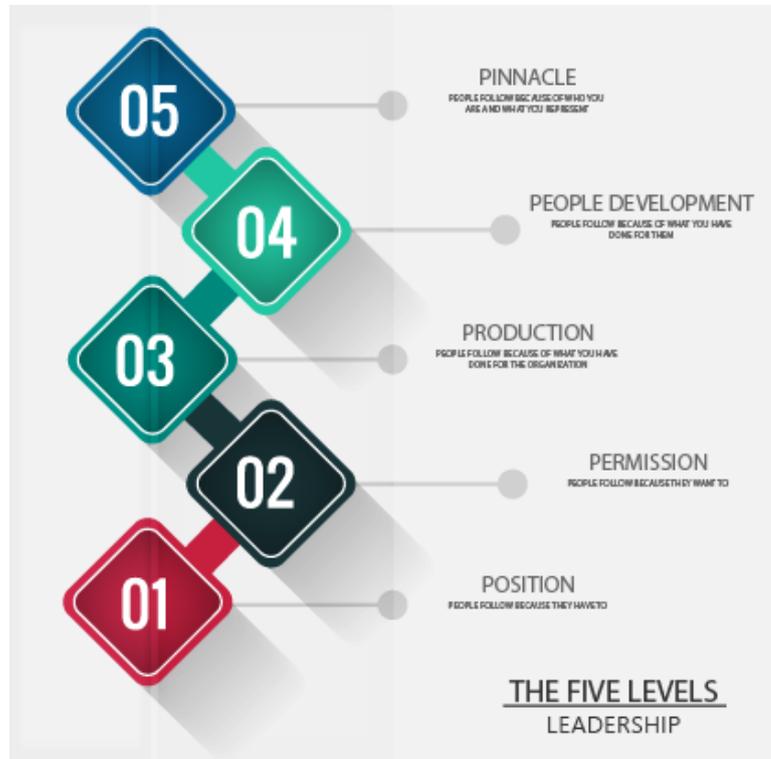
Figure 12, John Maxwell's five levels of leadership (Katr 2018)

2.4 Team building

What should be taken into consideration in team building and how much does the team size impacts?

Building a team is an important and not easy task. It requires a lot of knowledge and experience in order to be able to build the right team with the right number of people and skills needed to achieve the goals of setting this team. It is an important skill itself that leaders should take care of and work on, to increase their teams' ability for success.

One crucial factor of any team's success lies behind the number of team members it includes. Somehow it has been believed before that "two heads are better than one", which means that the more people the team has, the more chance for this team to be successful and productive, and as many people in the team as fast the work will be done. But it has been proven lately that, this is not a correct method of building teams. Instead, increasing the number of people working together proved to be a reason for less productivity; in addition to increasing the social loafing, complex workflow and raising political infightings, it also produces the feeling of disconnection for the one team member due to the too many connections inside one team. So, on larger scale, the feelings of stress increases and inner isolation of each team member increases as well, which results in productivity collapsing, then, team collapsing in the meanwhile. (Threlfall 2016.)

A research done by professor Jennifer S. Mueller in Wharton School of the University of Pennsylvania also proved that, individuals' performance is worse in larger teams. This research was done on 238 people from 26 teams, which were formed out of three to twenty members each. However, she mentioned that performance loss depends on the work type; if the organization is mainly dealing with co-ordinational and motivational issues, big teams – above five – diminish motivation. Otherwise, in more practical tasks larger sized teams are better. (Wharton school 2006.)

Then, Amazon CEO Jeff Bezos introduced the concept of the "Two pizzas". In which Bezos introduces his rule that if two pizzas could not be enough for feeding the whole team, then this team is not a productive team, because it is not in the optimal size; it is too big. He believed that, "communication is terrible!". Later, a survey based study by Sheila Margolis proposed that, the two pizzas concept is even providing a very big number, if that means around 7 members in the same team. As according to their study, the perfect team would not have more than 4.6 members. (Molavi 2015.)

One supporting hypothesis for Bezos rule by the psychologist and team dynamics expert J. Richard Hackman was that, the main issue is not about the number of team members in the first place, but about the amount of links that is created as a result of how big is that team. He proposed a formula that can be used for determining the number of communication links that the team will be having, as an indication of that team's productivity and how hard will it be to manage it. The formula is as follows:

Number of links in one team $= \dfrac{n(n-1)}{2}$

*   n = number of people

According to Hackman's formula a team of 7 people creates 21 communication links inside that team, and by increasing the number of team members the number of links increases dramatically (Figure 13), which produces processing problems and high team vulnerability to difficulties (Choi 2014).
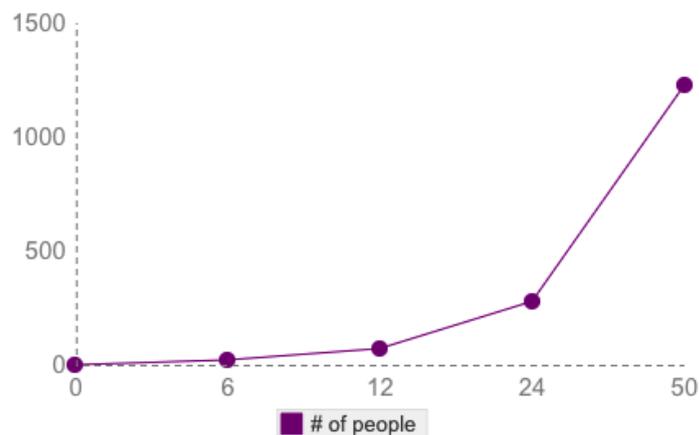
Figure 13, Relation between number of team members and communication links (Choi, 2014).

"Communication matters. And more communication reduces team productivity" saying Daniel Threlfall. Taking the different points of view regarding the perfect size of a team Threlfall concludes that it is important to have as many members in the team as the work requires while at the same time it is very important not to over scale the team size in order to avoid the reduction of productivity and bring up the problems that may result in team failure, as adding more people just in order to increase productivity may bring up the "Ringelmann effect", which is the relation between team members' capability of being less productive increment and the team size (Figures 14 and 15).

So, it is recommended to have not too many team members and not too few, because, both situations are equally leading to inefficiency. (Threlfall 2016.)

Ringelmann's Rope Pulling Experiment Results
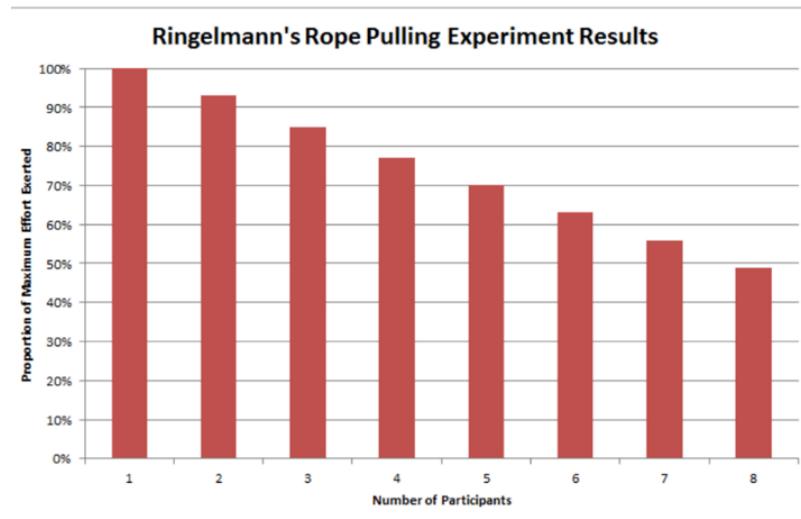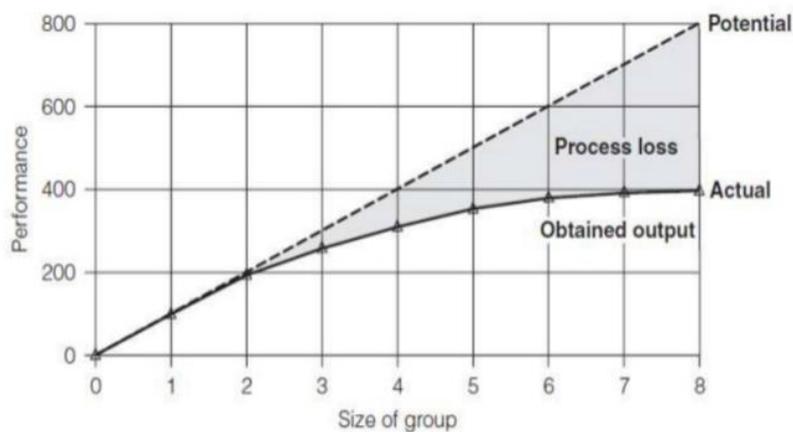
Ringelmann Effect

Figures 14 and 15, The Ringelmann effect, (Threlfall, 2016).

From a different prospective, Google company has conducted a quest during their project called "Project Aristotle" about how to build a perfect team, trying to find out the reason why some teams succeed while others do not!

During this project, Google experimented two different groups; One group consisted of exceptionally and successful people and the other group consisted of evenly divided successful executives and middle management people. What was found by their experiment is that, the most important matter about the team success is basically about the interactions between the team member and each other; The way the communications go inside one team determines how success this team can be. In particular, they found two things that matters in the quality of communications, which are the quality of conversational turn-taking and ostentatious listening. Both matters

are strongly related and extremely important for achieving the harmony between one team members.

Conversational turn-taking is mainly about how much is each team member taking during any gathering, meeting or group conversation. They believed that, each member should speak the same amount as the others do. To achieve the equality in speaking chance given to each member is very important, so at the end of the day each member has spoken the same amount as everyone else. ''As long as everyone got a chance to talk, the team did well,'' Anita Woolley said.

Second factor is the ostentatious listing, which basically means increasing the rate of caring, making eye contact and reading the speaker's mind and mood while he/she is speaking, in order to create the psychological safety within the team. As Google proved that, the psychological safety was the most important thing in forming a successful team work. (Duhigg 2016.)

Looking for the team size, the efficiency and the communication between team members, gives us a clearer vision on the important factors of how the team should be formed. It is not only about how many team members the team has and not also just about how skilled the team members are, but the successful team formation is about defining the goal of the team, putting the needed skills with the right number of members needed and the healthy communications in place.

2.5 Friendship development

In our daily life we meet people every day in work, school, transportations, clubs and wherever we go. And because we are not meant to live lonely and maybe we will not be able to, we interact with them, build relationships, friendships and so on. It always happens that we are attracted to somebody than another. We prefer certain people and prefer to communicate with them. In most cases we do not have a clear explanation for that and we cannot say why. We may be able to spot some few things we like in the people we like and befriend, but in most cases, we cannot catch the core reasons.

"Friendship is the hardest thing in the world to explain. It's not something you learn in school. But if you haven't learned the meaning of friendship, you really haven't learned anything." said Mohamed Ali. This quote describes the complex of this kind of relationship between people and its formation. It is even not easy to explain what friendship is! For many years a lot of psychologists studied and examined people relationships, but every time they are still discovering new aspects in people's behaviors and the way friendships are formed. In this part, we are going to review some of the findings released by different scientists about forming and developing friendships.

Basic things first, as friendships are built on the humans' interactions, so, there are two elementary things should happen first to allow any couple of people become friends; first, they meet each other, and second, these two people should be attracted somehow to meet each other again in the future. (Hruschka 2010.)

There are many ways of meeting and interacting which makes step one a bit easy nowadays. The next important thing here is forming the attraction between those people met for meeting again. Many times, interaction is formed due to sharing the same, occupation, study, activity or being neighbors. And in some other cases, the attraction is created due to losing some previous social network for whatever reason and being in hunger for creating a replacing one. These interactions are basically the water for the seed of new friendship with the cooperative endeavors are the cement for this friendship. (Hruschka 2010.) However, these two elements are never enough for cultivating a successful close friendship. They are necessary and cannot be abandoned, but alone are not enough. You do not have a friendship with every class mate you meet daily just because you meet him or her regularly; it just gives both of

you the chance to know each other and start building a friendship. These daily meetings and interactions strengthen your relationship and get you closer and closer to each other. That is why the attraction is needed. (Hruschka 2010.)

According to psychologists, attraction is the motivation for individuals to know and get closer to each other. People are usually attracted to others sharing a similarity in culture, ethnicity, social class and ideas or people from higher status. (Hruschka 2010.) People are most likely to admire and make relationships with people who are like themselves or with people who are looking like how they want themselves to be. It is all about commonality, which is what people are looking for in their friends and partners; people who matches their personalities the most. That is why "matching and mirroring" method is a very effective way of winning people's attractions and getting them interested in each other. It is a procedure proposed by the psychologist Dr, Erikson. Dr. Erikson believed that if the person could match and mirror the attitude and style of another person, then he will be getting their nervous systems connected and instead of contacting the person's conscious mind he or she will be contacting the subconscious mind directly. (Robbins 2015.)

Next level, after knowing each other, gaining attraction, which provides with some reason and self-motive to meet and interact again and again, now the two persons are ready to develop a friendship and to make this friendship stronger, there are many of to-dos and not to-dos to keep in mind for healthier friendship;

It goes without saying that a friend is not just a person who shares some time with you during a daily activity such as club time, having lunch or attending a class; friends are much more than that. they are closer, having mutual interest in each other, sharing feelings and they are always there for each other in both good and bad situation. They are more likely to help and cooperate, make sacrifices and are able to know each other's needs and the way the other one is thinking and feeling towards different things. But, before all of that there is one very important aspect to develop which is "The Trust". It is common that trust is something which can be gained over time and going through many situations together, testing each other's responses in each of these situations, knowing the other person's morals and limits, etc. However, phycological experiments suggests that the turning point to trust a person can happen very quick, and after that point the way how the brain processes the orders and form decisions strongly changes. (Hruschka 2010.) That was proven during a scientific experiment done by economists

and neuroscientists, when they tested stranger pairs while playing a series of trust games, where the players roles were switching between the games, and while these pairs were playing, scientists used a magnetic resonance imaging device to record the blood flow to the players' brains.

At the end of those games, scientists found an important difference between the players' blood imaging. Those pairs who worked cooperatively felt much closer to each other and the paracingulate cortex brain region which is representing the mental state of people has been activated in the first half of the games, then, its activity decreased during the second half, while the septal brain area responsible for the release of the Oxytocin hormone activity increased during the whole games period. On the other hand, among the non-cooperative pairs of players, the opposite happened. scientists explained that in the cooperative pairs the trust has been increasing and that is why the paracingulate cortex activation was decreasing in the second half of the games because they were moving to the unconditional trust state driven by the oxytocin; that is why at the same time the septal area became more active. They were moving from the calculation decision making to trust decision making, while in the non-cooperative pairs case, they did not cultivate mutual trust; that is why the paracingulate cortex stayed highly activated. Interestingly, the cooperative pairs were faster in their decisions. It was surprising how fast could strangers move from being total stranger to the unconditional trust state only within these games during the experiment.

Furthermore, as friendships begin with a personal interest then grow, there are important tactics advised by Dale Carnegie in his book "How to Win Friends and Influence People." In this book Carnegie describes some basic elements that everybody should use in dealing with people if he would like to have good relationships with them: First, it is very important to become genuinely interested in other people, always smile, mention people's names and always remember that their name are the best sounds for them in any language, as Carnegie states. Then, you should be a good listener, have the interest in hearing about their stories, encourage them to tell about their thoughts, their beliefs and life circumstance. Moreover, when you talk, you should consider talking in relation to their interests, not only yours, and you should give them the feeling of importance; generally, and to you specifically (Carnegie and Carnegie, 2010). And above all, you should do all of that sincerely, never faking it or just using these methods to achieve personal interests, because in that case, it will not work. Even if it

worked for short time, then, it will turn to be a negative act that destroys the relationships if people felt that you are manipulating them.

These tactics can work effectively to get people closer and raise trust. A lot of researches and experiments have been done testing these tactics and it was proved that it can get people more likely to be close friends, be ready to help each other and even sacrifice for one another. Interestingly, in one of these researches, the participants who were using these methods and tactics during the experiments, were more likely to share the responsibility to success and failure in group tasks after the experiment, while other strangers were more likely to present their responsibility in successes only and claim the failures on others. (Hruschka 2010.)

There are many other techniques developed by psychologists to make people get closer to each other. For example, using the word "Friend" which plays a big role in changing the way people's minds' work towards others, raises the trust and get them respond in the way we would like to have from them. Plus, sharing personal details, expressing interest and liking from one to another and sharing many activities together; like being together in school, going to the same club, attending the same course and having many reasons for communication. (Hruschka 2010.)

Friendships have values, and by increasing these values, it becomes stronger and harder to break. Usually the value is built over time, that's why people use longevity to describe how strong the friendship is. Time proves to people their friends' intentions from their friendship, and provides with the chances to prove their commitment. Friendship value also increases by the decreasing of other relationships options, if one friend does not have other friends, relationships that replaces that friendship, then, it is more valuable for him or her and harder to break. That is why some people try to make their friends always away from everybody else, it comes from jealousy on one hand and from fear of being replaced on the other hand. (Hruschka 2010.)

Forgiveness also plays a very big role in friendships. Close friends are always more likely to forgive each other, even in big mistakes. So, it is a benefit the friends get by being close enough and it is also an evidence for them to know how close they are to each other. In one experiment, some students were asked to think about one close friend and one stranger and type their names down. Then, after a while, they were asked how likely they are intending to forgive some offenses like lying, insulting or

cheating. And, before the students answer, a name of the friend or the stranger he provided before flashes on the computer screen very fast that the student cannot consciously recognize it happened. As a result, participants were much more likely to forgive when their friends names flashed on the screen than when the stranger's names flashed. Experiment was repeated under different time pressures, and the result (Figures 16) was that, when they were allowed longer time, their stranger's forgiveness rating increased, however, it stayed less than their forgiveness rating for close friends which did not change by changing the time pressure. (Hruschka 2010.)
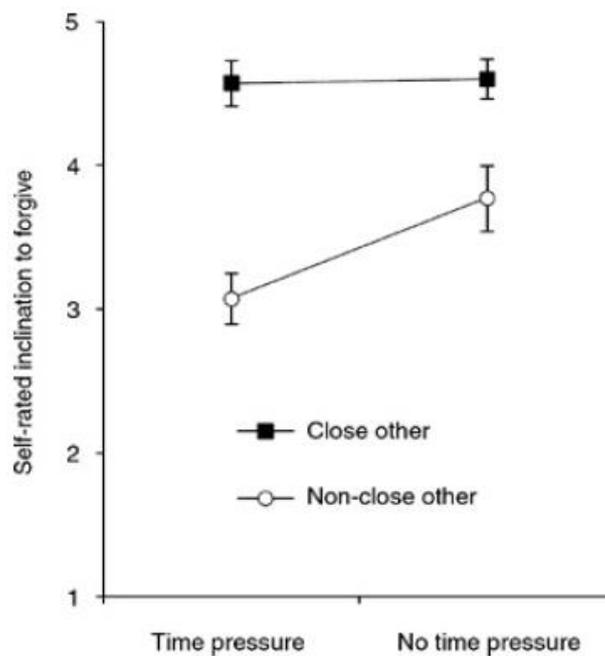
Figures 16, Forgiveness rate of close friends and strangers in different time pressures, (Hruschka, 2010).

There are also some acts to avoid in a friendship in order to keep it healthy and not to risk losing it. These includes, tricking and betrayal; while it is much more painful to be tricked from a close friend than from a stranger, so, it more likely to break the friendship. It is not only painful for the feelings, but as recent studies proved, betrayal also causes physical pain. In very close relationships, betrayal can include smaller acts than expected; even failing to defend the friend will be considered a big betrayal. When U.S. college students where asked about friends' betrayals, they said that, they would feel betrayed if their close friend did not defend them if somebody else was verbally back-stabbing them more than they would if that happens with strangers. Moreover, some acts like paying much attention to accounting, caring to payback as fast as possible or not asking for help or favor when needed, make people feel they are not

close enough to their partners and weaken their relationships; as usually when people are closer they do not pay attention to such small bordering details and do not keep distances. Thus, if it happens from people who are considered as close friends, then it is an indication for them that they are not being considered as close as they thought they are. (Hruschka 2010.)

Building and cultivating close friendships is not as easy as people may think, it requires much efforts and care. Maybe it is not that hard to have good relationships with colleagues, strangers and acquaintances. But to develop these good relationships to close and real friendships, it needs patience, sincerity and real interest in the chosen people to be friends. That is why it is very important to choose well who can be your friend. Benjamin Franklin advised, "Be slow in choosing a friend, slower in changing". (Hruschka 2010.)

2.6 Personality types

As humans differ from one another, and have different perspectives towards things, people, relations and so on, psychologists have been concerned about studying the human behaviors and reactions towards different things and how they differ to be able to draw out a guide of various personalities. Many psychologists came up with many theories and experiments studying this issue, and one of these most important theory is the Myers-Briggs Theory of personality types. According to team technology (2015), Myers-Briggs theory was developed by mother-daughter cooperation of Katharine Briggs and Isabel Briggs Myers. It is based on the psychological types theory made by Carl Gustav Jung, and it is based on sixteen different personality types. (Team technology 2015.)

Myers-Briggs personality types are usually used as a reference for understanding different personalities and form a strong base to develop them and enhance people's productivity and effectivity. It provides a practical positive, easy to understand background to understand people differences and use these differences to spot strengths and habits which can be used for personal assessment. That is why Myers-Briggs is the most reliable personality theory so far. (OPP 2012.)

Myers-Briggs theory is built on four dimensions of personality assessment, each of them contains two contradictory directions to determine which direction the person is more into. These dimensions basically answer the following four questions; What directs the person's energy? How he/she processes information? How he/she makes decisions? And how he/she organizes his life? (Team technology 2005.)

The first dimension of the four is, Extraversion versus Introversion which indicated if the person is more concerned about social interactions and communications or is shy, prefers spending time alone with ideas and information. This dimension result is indicated by either "E" or "I" letters. If the person is more extravert then the result is E, and if he is more introvert then it is "I". (Team technology 2015.)

The next dimension is the Sensing versus Intuition dimension which indicates the way the person is processing the information; Is it using statistics, facts, number and sloid data, or he is more depending on the feeling of the information and prefers to deal with ideas, expectations and possibilities. Result is referred to as "S" for sensing or "N" for Intuitive, as the "I" is already taken for the introversion. (Team technology 2015.)

The third dimension of the Myers-Briggs theory is the Thinking versus Feeling. It refers to the decision-making process according to the tested personality; if it is more to be based on logic, analytics then it is thinking personality, but if it is to be more based on feelings, emotions and the importance of something/somebody, then it is a feeling personality. This dimension is referred to by the letter "T" or "F" indicating thinking and feeling. (Team technology 2015.)

The last dimension is the Judgment versus Perception dimension. It describes the life style of the person. Is it the kind of person who planes everything, likes to control every aspect and do not leave anything for circumstances? So, he/she is on the Judgment side, or is a person who likes to be more flexible, leave it to the surroundings and just deal with the arising situations on spot? Then, he is more in the perception side. The results are indicated with "J" or "P" for Judgment and Perception. (Team technology 2015.)

There are many ways to determine the person's personality type according to Myers-Briggs theory; it can be done by letting the examined person participate in an indicator instrument done by Myers-Briggs foundation under the supervision of a psychologist, having a direct interview with specialists, or taking an online test. There are many online tests available for people to go through such as MBTI® (Myers-Briggs Type

Indicator), Humanmetrics personality test and MMDI (Mental Muscle Diagram Indicator). Some tests are paid and others can be taken free of charge. At the end of the test the examined person's result is consisting of four letters. Each letter is indicating the result of each dimension of the four theory dimensions. It can be for example, ISFP, ENFP, INTJ...etc. That is why the possible options of the result are sixteen.

In the next chapter, one of the free online personality tests based on Myers-Briggs theory will be used to determine the personality types of team members interviewees.

3. Real-life expertise

In this Chapter, the main objective is to gain insights about what is happening on ground, in the real-life, between leaders and their teams and among the different teams in different industries. The idea is to measure how relevant the gained theories to the real-life situations are and how applicable friendly leadership is to our daily working relationships.

Here in this part, we decided to depend on In-depth interviews, an open discussion, a group interview, a personality test and a leadership style test with the intention of understanding the participants' ideas and thoughts as much as possible regarding the leadership realted experiences they had, either as a leader or a team member. The participants are divided into two groups, the experts' group and the customers' group; The experts' group is formed of people who are holding or have been previously holding leadership positions where they are responsible of leading a certain number of people either in large, medium or small teams. The second group (customers) is consisting of the team members and employees of different organizations and teams.

Participants from both target groups have been from different cultures, age segments, industries and within different levels of experience to assure getting in touch with a variety of opinions and benefit the research process with meaningful insights; The total number of participants is nineteen; ten experts and nine customers from both genders. The majority of interviews were conducted as in-depth interviews, while one of the interviews was conducted as a group interview for two people. Ages of the customers are between 20 and 43 years old and ages of experts are between 28 and 61 years old. The participants' working industries are Maritime and shipyard, design, food productions, agriculture, media, legal consultation, animation, solar energy, machines production, furniture, IT, trading, service design, public service, telecommunications, travel, restaurants, hospitality, transportation and chemical industries. Their working-life cultures/backgrounds are from Finland, Egypt, France, Germany, Russia and South-Korea.

All participants from each group went through the same process; Starting with taking a personality test for customers' group participants and leadership style test for experts' group participants, followed by an interview with the researcher. All interviews have been voice recorded with the permission of the interviewees and the

answers were summarized later by the researcher. Personality test used is a pre-made free online test by Humanmetrics Inc. based on Carl Jung's and Isabel Briggs Myers' typological approach. The purpose of using a personality test was to help the reader understanding the relation between different personality types and the team members' preferences and ways of thinking. Moreover, to initiate for further studies to be made in the future about these relations between personality types and ways of leading different personalities.

On the other hand, leadership style test used is a pre-made free online test by Mind Tools Ltd. Which is consisting of twelve sentences to complete by choosing from A, B or C options (Table 1), then, a calculation is made by the website to give a score. This score is from 12 to 36 which defines the interviewee's leadership style to be authoritarian, democratic or "laissez faire" leader. Scores from 12-20 are people adopting autocratic style of leadership, scores from 21-27 are people who adopts participative style of leadership and scores from 28-36 are people adopting more free and delegating style of leadership.

Then, there are two different forms of interviews; each of them consisted of specific questions (Appendix 1) which are asked to the interviewee in order. All the questions were pre-set unless it is needed during the interview to ask for more explanation regarding some answer or asking for more details helping the interviewee expressing his/her thoughts more clearly. During the interviews the goal was to listen more and gain more from the interviewees knowledge and thoughts than talking. So, the mic was at least eighty percent left for the interviewee to express his thoughts with very little interference from the interviewer side to ask the next question or to keep the interview in the core of the research track.

Table 1, Leadership style test

Instructions

For each question, complete the statement by choosing one of the three options: A, B or C. Please answer according to how you would behave in reality, rather than how you think you should. When you're finished, please click the "Calculate My Total" button at the bottom of the test, and go on to read the guidance that follows.

12 Statements to Answer	A	B	C
1 If there is serious conflict within my team: A. I remind everyone that we have goals to meet. B. I bring my people together so that we can talk it through. C. I let them work by themselves so that they don't have to bother one another.	○	○	○
2 I trust my team members: A. Very much. B. A fair amount. C. Not at all.	○	○	○
3 Some of my people are highly skilled and motivated. They: A. Can be set free to weave their magic. B. Often hold creative planning sessions with me. C. Are subject to the same workplace strategies and processes as everyone else.	○	○	○
4 The best way for me to ensure that my team meets its goals is to: A. Lead from the front. B. Encourage participation from everyone. C. Delegate often and widely.	○	○	○
5 We have an eight-hour deadline for a project that I think requires 16 hours, so I: A. Relay the deadline and let everyone get on with it. They know what they're doing. B. Ask my team members what they feel is the fastest way to complete it. C. Issue instructions and deadlines to each team member.	○	○	○

12 Statements to Answer	A	B	C
6 Poor performance should be: A. Punished, so that it doesn't happen again. B. Talked through with the individual, so that we can learn. C. Left. It will work itself out.	○	○	○
7 I need to develop and apply a new social media strategy, so I: A. Draw up the strategy myself and then sell it to the team. B. Tell my team what the challenge is and ask for suggestions on how to meet it. C. Hand over the project to my team members and ask them to come back with a plan.	○	○	○
8 I like to: A. Let my team make the decisions. B. Make a decision but not until my team has had input. C. Make a decision but not until I have told the team my rationale.	○	○	○
9 I have a new starter in my team, so I: A. Let him discover the best way of working. B. Invite him into team collaborative meetings. C. Sit with him until he understands the processes and the quality that I expect.	○	○	○
10 I think that great leaders: A. Know best. That's why they're leaders. B. Are humble and understand that a team works best collectively. C. Give their team members plenty of space to let them get on.	○	○	○
11 When asked whether I like to serve my team, I: A. Am not sure. B. Say yes, wholeheartedly. C. Frown.	○	○	○
12 I notice that a member of my team is demotivated, so I: A. Closely manage each of her tasks to ensure that she is following procedures correctly. B. Make an extra effort to ensure that she is involved in team discussions. C. Back off, as she probably needs some space.	○	○	○

(Mind Tools website)

3.1 Summaries of interviews

For the majority of the interviews' summaries, unreal names generated by the free online tool behindthename.com have been used instead of real ones to ensure the privacy of participants', their teams' and their organizations' data.

3.1.1 Interviews with leaders

In the following, the thoughts and beliefs of the expert group (leaders) according to their answers in their leadership style test and answers in the interviews.

1. **Maija Mikko**
   March 23, 2018

Maija is 40 years old, she had been a board chairperson for ten years in one company and now she is a CEO of a small factory in the food industry. The maximum number of team members who have directly reported to her is ten. According to her leadership-style-test's answers, Maija believes that if there is a conflict within the team, the best way to solve it is to bring the people together to talk about it. She trusts her team a fair amount, and believes that highly skilled people should be set free to create. She also believes that everyone in the team should be encouraged to take part in the team discussions in order to make sure of achieving the team goals. In tough situations, she prefers to issue instructions and deadlines for everyone and in case of poor performance she prefers to solve it through discussing it individually.

She is usually making the strategies and plans on her own then, give them to her team to implement, but in decision making situations, she listens first to her team members then decide by herself. If she is having a new worker she lets him/her discover by him/herself how to do the work rather than teaching him by herself or in collaboration with the team members. She believes that great leaders are humble and work in cooperation with the team and wholeheartedly agrees that the leader should serve his team!

If Maija has a demotivated person, she will try her best to involve him in the team discussions to get him more motivated.

At the beginning of the interview, she expressed that she knows a leader who has had a bad experience with her team members because of her close relationships with them, as they were misusing this relationship.

Maija said that one of the main difficulties is to estimate the needed time for a task and to have the right people in the right place and at the right time. She believes that she is always responsible as a leader, if someone makes any mistake, that leads at the end to her and it will be her fault somehow, by not giving enough instructions for example.

By experience, she found that she should always monitor the process a lot more than she would like too, which is inconvenient for her because she finds it difficult not to trust people. She also believes that personal development and common goals are the best motives for team members.

Four members in a team is the best team size from her point of view, but it depends on what they are doing in the first place, but four members is the good number for a leader to follow what they are doing and still can concentrate on his own tasks at the same time.

The memorable situations mentioned were regarding miscommunication between her and the team which happened basically because of culture and language barriers plus lack of clear instructions from the leader's side.

She thinks that as a leader she needs to be more positive with her feedback, and be able to concentrate on the positive matters instead of the negative ones. As a friendly leader she thinks that the advantages of this way of leadership are that she and her team members are enjoying being at work, sharing a good time together as she believes that no one can work in a place when they feel they are uncomfortable. Plus, they are understanding each other very well which helps them in many good and bad situations. The disadvantage of this friendly environment is when she must be emotionless and make decisions that will not be of satisfaction to her team members or against the desire of some of them.

Finally, she sees that responsibility towards everyone and everything is the scariest thing about leadership. She said the leader is the ground stone of the team which carries everything above and that is why it needs to be very strong, while the sub-managers, the team members, etc. are the upper blocks. In this model, friendship between the leader and his team members forms the glue of this building which without it, that building will be loose.

She concluded that there are always relationships between people in different ways, and no matter how well trained the person is, these relationships will never be

completely equal because of the human nature. But, having a friendly work environment always makes her satisfied, happy and fulfilling her needs of social life while working. So, she doesn't even need to have other friends somewhere else, because she is already having her friends around her all the time in the work place where they go and meet each other every day.

2. **Sauli Aapo**
   March 24, 2018

Sauli is a 43-year-old ex-business manager in the field of garden designing. Maximum number of employees he had directly reporting to him was ten. Sauli used to trust his team members very much, if there was a conflict within his team he would bring them together to discuss. He would always hold creative planning sessions with his highly skilled team members, and always encourage participation from everyone in the team in order to ensure that his team is meeting the goals.

In tough times he would ask his team members for their opinions and the best way to deal with the situation. However, in planning and developing strategies, he put the plan by himself and hand it to the team to implement it. He likes to make the decisions, but not until he tells the team the reasons behind it. He thinks that, poor performance should be talked through individually with the person in order to avoid it in the future and if he is having a demotivated team member, he will closely monitor his/her work to make sure that he/she is meeting the work goals.

If he has a starter member in the team, he will let him discover the best way to work by himself. He believes that great leaders are humble and work cooperatively and agrees that the leader should serve his team!

Sauli said that, the difficult thing of leading a team is to know people's limits and abilities, and to position them well. In order to motivate people, he avoided getting them bored of repeating the same tasks every day. So, he used to make a variation of work distribution. Also, he could motivate people by getting them working in groups that they enjoy with people they like. He does not agree that money can be a motive.

A good size of a team from his point of view was to be around 3 or 4 people because a larger number of people is harder for one leader to follow-up. He prefers to have equal work environment with no levels/hierarchy within the team and used to have close

relationships with his team members. This way the work was more meaningful for him and his team. They enjoyed the work time and practiced it as a hobby which they are practicing with their friends. One disadvantage of this way of leadership was being affected by the personal life situations of his team members as they are close and get to know what happens in their lives, which effects the work also as a result.

One thing he believes should be developed in his leadership is to be more precise with work orders and time frames. As per Sauli, responsibility is the scariest part about leadership.

3. **Taha Noor**
   March 24, 2018

Taha is a 46-year-old former leader. He had been running a legal consultancy office for around 14 years in Egypt, then he established and acted as a leader in the food industry and restaurants in Indonesia for 8 years and in Egypt for less than a year. The biggest team Taha led was consisting of 7 team members. According to the leadership-style-test, If Taha has a serious conflict in his team he would remind his team members that they have goals to meet. He trusted his teams very much. If he had highly skilled team members, he would set them free to weave their magic. He thinks that the best way to ensure meeting the team goals is to encourage the participation from everyone. In tough situations, like a narrow deadline, he would ask his team what they think is the best way to go. Taha believes that poor performance should be talked through individually. If he wanted to develop a new strategy, he would have drawn it up himself and handed it to the team to implement. He likes to make the decisions on his own but not until telling the team his rationales.

If Taha had a new starter, he would have invited him to team collaborative meetings to learn. He believes that great leaders know best. That is why they are leaders. He does not accept the idea of serving his team. If he noticed that one of his team members was demotivated, he would make extra effort to ensure his or her involvement in the team discussions.

Taha said that during his leading experiences, the most challenging thing in leading people was the disparity of people's knowledge and perceptions; especially in leading people from various education levels or sometimes when dealing with starters and free graduates. So, it happens that the given instructions sound very clear and obvious to

him while they are not that clear for them all. That is why Taha sees the recruitment a very important aspect for selecting the right people for the right positions to avoid these kinds of conflicts. In addition, it is important to kill the fear of asking among the team members. They should be able to ask whenever the instructions are not clear enough for them and they should be taught and get used to do so. If Taha has an option to choose between a highly skilled person but not a good team player and less skilled one who can cooperate better with the team, he would choose the more cooperative person.

Cooperating, being close and befriending team members, sharing leisure time with them, in addition to giving them the feeling of importance in their positions are the biggest motives for team members from Taha's point of view. These factors are more motivating than money in Taha's opinion. In general, he believes that spiritual motives are stronger than money; e.g., outings, day-use trips, birthday parties. These activities make team members closer to each other, more committed and creates harmony between them. Moreover, punishment is important, and it does not have to be a tangible punishment, but it can just be by taking away some of the intangible/spiritual benefits the person gets from being close to the leader. Being friendly with his team members makes it easier for Taha to punish the non-doing well employee. Not treating a person in the same friendly way he is used to, will be enough as a punishment for him or her.

According to Taha's experience 4 to 6 persons in one team is the good team size. One memorable situation for Taha was during leading a team in a legal affairs organization when one of his team members kept fake reporting progress of an issue for a long time while he had not started working on it yet, then Taha discovered that there is zero progress in that issue after months. In that case Taha thinks that the problem happened because of his old friendship with that person, and that is why he did not take Taha's orders seriously and thought that it will not be a big deal to delay the tasks. However, Taha thinks that it is an exceptional case and usually that does not happen and previous friendships and close relationships with team members are adding to the work progress. That issue also made Taha create new procedures for work processing in order to avoid such issues in the future.

Taha believes that every team member should separate between his personal life and work life; people should not share their personal issues with their colleagues or leaders

because that spreads negative energy among the team and does not benefit the work. He also likes to keep the work environment friendly, share the responsibilities with all team members and keep it fun to work together but, with the goals and responsibilities in mind in order not to end up with some persons being less productive. From Taha's point of view, this way of leadership provides the harmony between the team and makes people loving what they are doing.

What Taha aimed to develop in his leading style is developing his co-workers, their skills and qualifications and to keep everyone in his team aware of his colleagues' roles and what they do and add to the work process.

The scariest thing about leadership for Taha is making decisions.

Finally, he sees that befriending the team members is an investment in the human resources, which is more important than investing in anything else in the work.

4. **Aina Henrikki**
   April 09, 2018

Aina is a 41-year-old leader who has been a project manager and team leader for around 10 years in the IT industry. In serious conflicts within the team, Aina would remind her team members of the goals to put as their priority. She trusts her team very much, and she thinks that highly skilled people should be treated as equal as others with the same rules and workplace strategies. She encourages the participation from every team member in order to ensure meeting the team goals. In tough situations, Aina would leave it up to her team members, as they know well how to deal with it.

From Aina's point of view, poor performance should be discussed with the team member. In planning and putting up strategies and making decision she makes sure to involve her team members and get their suggestions. If she is having a new starter, she would prefer to let them get involved in the team in order to learn. She believes that a great leader is humble and works cooperatively with his team. She totally agrees that Leadership is a service which is provided by the leader to his team members; People need the leader to have the strength and the motivation to help them do their jobs. If she has a demotivated member, she would do her best to make him/her more involved in the team and discussions.

Aina said that, the leadership style depends on the people you are working with. It is necessary to be close to the team especially when you are a leading specialist. A leader should listen to them, and be close. But in general, she prefers to be in between the authoritative leadership and the friendly leadership styles. She does not see a lot of challenges in leading a team, but she said that, a leader should have emotional inelegance; to read the mentalities, read the people and understand them and their emotions well. Aina said that when people are heard, that is the best motive for them, even if the things are not done the way they wanted, but they feel that their inputs are appreciated.

At the same time, people should not be earning less money than what is common in their working field, because in this situation they can still be motivated by being heard but not for a too long time, and it is easier for a leader to lead his team when they are already well paid.

A perfect team size from Aina's point of view depends on the working field. In the IT field she thinks that 10 to 15 members in one team under one leader is enough, but in other fields while not leading specialists, it may be up to 20 people without any problems.

One memorable situation for Aina was when she got a call in a very late working time in the evening from one of her team members - while working on a hard to accomplish project - asking for help, and only by Aina's non-technical support that team member could come-over the problem she was facing. It meant a lot for Aina that her team member believed that she should talk to Aina asking for support even though it was very late at night, they were in separate places and Aina could not technically support her, but still she is the one her team member believed that would be of help when she faced a hard situation.

Aina believes she should work more on her patience in dealing with her team members, as her impatience especially in tough situations used to make her sound very harsh. But she used to apologize in such situations, because she believes that leaders also can make mistakes as long as they admit it. And they should admit it!

Aina always keeps distances and does not think about her team members as friends because she thinks that she will get blind if she is a really a good friend to her team members, it makes it very difficult to be an objective leader, and the leader may have

more favorable team members than others which results in losing the other team members. She believes in having a good and close working relationship but not to consider any one at work as a friend, there are always limits and boarder lines not to cross. She doubts if she would be able to continue her career as far as she had if she had considered her team members as friends.

On the other hand, if the leader is a friend for his team members that can help in understanding each other and will help to maneuver tough situations.

From Aina's point of view, responsibility is the scariest thing about leadership; In her field of work, it is important to know people's limits and how far can each member do, what is his/her limits and when it is necessary to step back. She added that, the IT field is a harsh field in which if the leader was not able to lead his team well to achieve the desired goals, they can lose their jobs easily, which put much responsibility on the leader's shoulders.

5. **Valto Altti**
   April 10, 2018

Valto is 45 years old, He is the head of sales and procurement in his company in the shipbuilding industry. He has been also working for nine and a half years as project manager. His team in the sales and procurement is consisting of 6 persons, and the biggest number of people he led was between 80-90 people. According to the leadership-style-test, if Valto is facing a conflict within his team, what he will do is to remind everyone that they have goals to meet. He trusts his team very much, and If he has highly skilled people within his team, he will often hold creative sessions with them for planning. From Valto's point of view, the best way to ensure that his team is meeting the goals is to encourage participation from everyone. In tough situations like a narrow timeline, he will issue instructions and deadlines for everyone.

Valto thinks that poor performance should be punished. If he has to develop a new work strategy, he will draw up the strategy himself and then give it to his team to implement. He likes to make the decisions himself, but not until he has his team members' inputs. If he has a new starter, he would invite him to participate and cooperate with the team members in the meetings. He thinks that great leaders are humble and understand that a team works best cooperatively. And yes, wholeheartedly

he believes that a leader should serve his team. If he has a demotivated member, he will pay extra effort to ensure that he/she is involved in the team discussions.

Valto believes that the most challenging thing in a leadership role is in multicultural work environments, when there are language barriers between him and his team. So, he is used to depending on some subheads who can speak English to act as sub-leaders to coordinate the work between him and the other workers; He discusses with them their plan, the work that needs to be done, the schedule and so on, then they lead the others. Regarding motivation, Valto said time of freedom and entertainment during the free time; like for example, going out to eat together is a good motivator, because that gives them the power, when they do something else than working and they do not think about work and what they should do the next day. Moreover, encouraging them and telling them how good work they are doing are also good motivators. Regarding money motivation he said that money is not a motivator for workers. It does not make them comfortable and they can be happy with it for a couple of months then it is not good anymore.

The best team size to be led by one leader depends on the project and how keen the leader is on the operations as per Valto. So, it is difficult to give an exact recommended number, but the team size should be easy to handle by the leader. So, 30-40 team members is the maximum to be directly reporting to the leader. However, the smaller the team is, the better.

Valto prefers to act as a human being when leading others. He said, of course sometimes things lead the leader to do something in a certain way, but a good team is a family, where people work together jointly and help each other. Valto prefers to use soft ways in leading. What he thinks should be developed in his leadership style is to be more open, to express his ideas and thoughts more and discuss more.

Coming to the advantages and disadvantages of friendly leadership, he told that he has a good friend as a member of his team, in the free time they are friends, but in the work time they are leader and a team member. So, he thinks it works, because in this case it works with him very well, but it could also have bad sides. He does not find any of the disadvantages as he did not experience that yet. But, in his case it benefitted them that they understand each other better and it is much easier to discuss ideas and make decisions together. He said, "It is easier to talk to your friends".

The scariest thing about leading a team from Valto's point of view is if the team is not accepting the leader, does not want to work with him/her and they work against him/her. Finally, Valto agrees that a leader is a service provider for his team members.

6. **Sang Jung**
   April 12, 2018

Sang is a 61-year-old manager who has worked for 35 years in the shipyard and is now working in the service development sector. According to the leadership test, if Sang is facing a serious conflict within his team, he reminds everyone that they have goals to meet. Sang trusts his team very much. When he has highly skilled team members, he holds creative planning sessions with them. The best way for him to make sure that his team meets the goals is to encourage the participation from everyone.

In tough situations such as having a narrow deadline, Sang asks his team members what they feel is the fastest way to complete it. He believes that poor performance should be left; it will work itself out. If he needs to develop and apply a new strategy, he tells his team what the challenges are and asks for suggestions. He likes to make decisions himself but not until his team has had input. If Sang has a new starter, he invites him/her to the team collaborative meetings to learn. He believes that great leaders are humble and understand that a team works best collectively. He agrees wholeheartedly that a leader should serve his team. If he has a demotivated team member, he will make an extra effort to ensure that he or she is involved in team discussions.

According to Sang's answers to the interview questions, he thinks that the most difficult thing about leadership is to get people engaged about the team goals all in the same way with the same perception. He said if all the members are understanding correctly the target, perception and objectives in the right way, they will do their best, but interpretation of certain kinds of proposals and objectives usually differ by the members of the one team because their perceptions of life and work could be different which makes it hard for the leader to engage them in the common target. Sang thinks of what motivates people the most is that they understand the goals well and the leader should understand their situation and their perception of the goal that he can direct them all to the goal well. He does not think that money can motivate people, he thinks

it varies from one culture to another; in Europe for example it is different than in Asia regarding money motivation, but even in the cultures were money can motivate people, it has some effect but not that much.

The best team size from Sang's point of view are 6 or 7 people in one team. This way they will work in a more effective way. One memorable situation for Sang was about losing one of his best team members because that member lost the motivation and energy and he got bored and disappointed because the work was no more fulfilling his perception and interest. So, he believes it is the leader's responsibility to let the team members feel that, he or she is on their side and not away from the team, which has a big impact in motivating them. The leader should understand his team members; when their birthdays are, do they have some life issues, friendship issues or family matters? What are their financial difficulties? Here also Sang finds some other difference between Asian and European cultures; In Asia if people know each other more they will get closer. Then, that is enough to motivate them if they feel that they are close enough and the team members will get on the leader's side and support him. They will easily be stuck to a common goal, have more energy and think as a team.

Sang prefers to lead his team not to push them; leading from his point of view means being more family like, friend like, human like and keeps more energy and passion with his team to achieve their goal. And that is what Sang thinks he needs to develop more in his leadership style; to be more human being, friend in the workplace and understand better his team members' perceptions to be able to direct them to his goals and what he wants to have.

He believes that, closer relationships with team members might make it difficult to say "NO" in work life, while the manager should be able to say no if he needs to do so. So, there should be some balance between the social/closer relationship and the business relationship. On the other hand, closer relationships has some advantages like it makes work not only having the working life but also the social life is there and the closer relationship also sometimes can be of support for the managers and specially in tough and bad situations.

The scariest thing about leading a team according to Sang is that if the team members are having their own community, common environment or preferences that are against the leader's way or preferences, in that case the challenge is how to make them change

their preferences. In organizations there is also usually some kind of norms, and if these norms are not matching his perception and project's goal then it is very challenging how to change that norm in order to make his team successful. It takes much time and effort, it contains a big risk and it is scary.

Finally, Sang does agree that leadership is a service/tool for the team members to be happy, to make them more motivated and to build trust.

7. **Lassi Ilmari**
   April 12, 2018

Lassi is a 28-year-old mid-level manager. He is a purchasing manager in the furniture industry. He has been in a leading position for a couple of years now, and the biggest team he has lead was consisting of 4 members.

According to Lassi's leadership style test answers, if he has a serious conflict within his team, he would bring the team members together so that they can talk it through. He trusts his team very much, and if he has some highly skilled and motivated persons, he sets them free to weave their magic. He believes that the best way to ensure that the team meets its goals is to encourage participation from everyone. If he has a tough or narrow deadline, he will ask his team members what they think is the best way to complete it. He also thinks that poor performance should be talked through with the individual, so that he makes sure that they can learn.

In case Lassi needs to develop and apply a new strategy, he will tell his team what the challenge is and ask them for suggestions on how to meet it. Lassi likes to make the decision himself but not until his team has had an input. And if he has a new starter in the team, he lets him discover the best way of working. He thinks that great leaders give their team members plenty of space to let them get on and he agrees wholeheartedly that he likes to serve his team. And, if he has a demotivated member, he will closely manage each of his/her tasks to ensure he/she is following procedures correctly.

During the interview, Lassi expressed that being fair and having a good relationship with the team members are the most challenging things about leadership; It is difficult to find out how to be with the team members, how to discuss and to give advice. He

also thinks that being fair and clear on why to do this and that, makes the team members understand things well and be open with them are the things that can raise motivation the most. He also thinks that money can be a motivator for people, but for a very short time motivation, because people will get familiar with the higher money they get and then it has no more effect; it can only work for a couple of months, but not for a long period. At the same time if the team members are having a bad leader, they will not be motivated even if they get more money.

From Lassi's point of view and as per his experience, 4 team members is a good team size. For him the most memorable situations were when his team members tell that he is a good leader and without his good leading they would not be able to get over tough situations.

He prefers to be that kind of leader who is very clear, always telling why they are doing what they do and giving constructive feedback. He does not prefer to get too close to his team members but to get close enough so he can make trustful relationship with them. He also thinks that he needs to develop his skills so that he can have more discussions to build up the trust with his team and to be able to share the tasks fairly between his team members.

Lassi said if he is too close with his team members, he believes that will bring up some disadvantages, that it may turn around so the team members are leading the leader instead of him leading them. So, they must understand that they are team members and he is the leader and respect that. But, of course it will be easier to build trustful relationships with the team members if he is very close to them.

The scariest thing about leadership as per Lassi is if some team member is showing that he/she is doing the work well while he/she does not or if the team member is not following the leader's orders/instructions. Finally, Lassi agrees that leadership can be a service that is provided by the leader for his team members as they are the ones who are consuming the service; they have a leader who gives the guidelines, tasks and instructions, and that service helps them work as well as they can.

8. **Gamal Naji**

   April 16, 2018

Gamal is a 59-year-old general manager in the media field who has had leadership positions for more than 15 years. The largest team he lead consisted of 120 members which is his current team. According to Gamal's leadership style test answers, if he has a serious conflict within his team, he will let them work by themselves so that they do not have to bother one another. He trusts his team very much and if he has some highly skilled and motivated people within his team, he often holds creative planning sessions with them. He believes that the best way to ensure that his team meets its goals is to delegate often and widely. In tough and narrow deadline situations, he would ask his team members what they feel the fastest way to complete it is.

Gamal thinks poor performance should be talked through with the individual, so that they learn. If he needs to develop and apply a new strategy, he tells his team what the challenge is and asks them for suggestions on how to meet it. He likes to make the decisions himself but not until his team has had an input. If he has a new starter, he sits with him until he understands the processes and the quality expected. Gamal think that great leaders give their team members plenty of space to let them get on. He agrees wholeheartedly to serve his team. And, if he notices that some of his team members is demotivated, he will closely manage each of his/her tasks to ensure that he/she is following procedures correctly.

According to Gamal's interview, he finds that task distribution is the challenging thing about leading people, especially when he has some difficult or extremely difficult tasks to give, so he should either find a way that they agree on how to share these tasks or he makes a very strict rule that they follow in sharing these kinds of tasks. He prefers to be able to get his team members to agree on how to distribute the tasks, they can have some rule to manage this but it is better not to be very strict about it especially when the difficulty of the tasks varies a lot from one day to another. This way his team members work better, they have a better work environment, however, it is harder for the leader to manage it. Being fair is also the best motive from Gamal's point of view; In his work field the salary is almost guaranteed, it is not depending on how much work the employee does. So, it is very important to keep them all doing the same amount of work in order not to be unfair which affects team members badly.

Team size from Gamal's point of view is preferably not more than 60 directly reporting to one leader, otherwise there should be a hierarchy and divisions. They should also be sharing same level of education and same profession. It is not recommended by him to have people from different educational levels or professions in one team because the way of leading differs from one educational level to another, they also will have different aspirations, and they would like to compete with people with the same profession.

In his work, he thinks that he needs to develop a rewarding system for his team members; as he has only a punishment system but no rewarding one. They only thing he can use as a reward is giving a day-off which is not enough. Regarding the advantages of befriending the team members, he believes that this way he will be able to easily distribute the tasks between them, they also will be sure that he will be fair to them because they know that he cares about them. Moreover, they will be more cooperating and will not be jealous of each other, and the work process will go cordially. On the other hand, the disadvantages are that some people may think that being close can result in discrimination or someone thinks that he can use it for his own interests.

The scariest thing in leading a team is failure as per Gamal's opinion; Teamwork should work cooperatively, they should have discussions, everyone should know his role and the importance of this role no matter how tiny it is. Otherwise, the teamwork will end up with a failure. Gamal totally agrees that a leader should be serving his team, and preferably if his/her background is from the same profession. This way the team members will be more psychologically satisfied which reflects on their work quality.

9. **Hisham Mahmoud**
   April 17, 2018

Hisham is a 58-year-old leader working in the Media field. He had been a leader for five years, and his team was consisting of 70 members. According to Hisham's leadership style test, if he had a serious conflict within his team he would have brought them together so that they can talk it through. He trusted his team very much and if he had highly skilled and motivated team members, he could have set them free to weave their magic. From his point of view, the best way to ensure that the team meets its goals is

to encourage participation from everyone. In tough and narrow deadline situations, he would have asked his team members what they feel is the fastest way to complete it. He believes that poor performance should be talked through with the individual so they can learn. If he needed to develop and apply a new strategy, he would tell his team what the challenge is and ask them for suggestions on how to meet it.

Hisham liked to make the decisions but not until his team has had input. If he has a new starter, he would sit with him/her until he/she understands the processes and the quality expected. He thinks that great leaders are humble and understand that a team works best collectively. He agrees wholeheartedly to serve his team. And if he had a demotivated team member, he would make extra effort to ensure that he/she is involved in team discussions.

During the interview Hisham expressed that, the most challenging thing about the having a leadership role is if the leader's way of leading is not matching the rules and the norm in the organization. That is when the leader has limited abilities because of the bounding rules and the higher authorities, which reflects on his way of leading, his relations with his team members and being unable to be fair enough with them. In addition, some personalities are not easy to deal with or to direct, which is a challenge also for the leader; how to deal with them especially if he is working in a corrupted working system.

Talking about motivating people, Hisham said that it depends on the person; Some people are motivated by money, some others it is enough to motivate them with good words, or persuading them with what they are going to do. As per Hisham, the best team size differs according to the job/task type. For him, he did not face any problems leading 70 people in one team.

The most memorable situations for Hisham was regarding assigning tasks, when he noticed that leaving the tasks very open for the employees to choose if they wanted to work on specific task or not, that may lead at the end not to being able to assign that task. However, tasks should be assigned by the leader and the team member should feel the responsibility towards that. They can have freedom in choosing the tasks but not too much freedom.

Mostly, Hisham preferred to be more friendly with his team members. There might be some exceptions according to the team member's personalities, but in general the

friendly way of leading is more effective in his opinion. It makes it easier to communicate with his team members, reduces the conflicts and jealousy within the team. Moreover, he thinks that this way of leadership does not have any disadvantages.

What Hisham thinks needs to be developed in his leadership is not to be too serious as he used to be. The scariest thing about leading a team from Hisham's point of view if the leader will not be able to communicate with the team and understand them and they could not understand him as well. Finally, Hisham totally agrees that leadership is a service that is provided by the leader to his team members.

10. **Minna Karhu**
    April 19, 2018

Minna is a 51 year old marketing director in Turku Science Park Ltd., which is a public service provider. She has been practicing leadership in high level positions for 12+ years within the past twenty-four years. The largest team directly reporting to her was consisting of 18 members.

According to Minna's leadership test answers, if there is a serious conflict within her team, she will bring her people together so that they can talk it through. She trusts her team very much. But, if she has some of her team members who are highly skilled and motivated, they will be subject to the same workplace strategies and processes as everyone else. The best way to ensure that the team meets its goals from her point of view, is to delegate often and widely. In tough and narrow deadline situations, she would issue instructions and deadlines for each team member. She believes that poor performance should be talked through with the individual, so that they can learn. And, if she needs to develop and apply a new strategy, she will tell her team what the challenge is and ask them for suggestions to meet it.

Minna likes to make the decisions but not until her team has had input. If she has a new starter in her team, she would invite him/her to team collaborative meetings to learn. She thinks that great leaders are humble and understand that teams work best collectively. Minna agrees wholeheartedly that she likes to serve her team. If Minna noticed that one of her team members is demotivated, she will make extra effort to ensure that she/he is involved in the team discussions.

In the interview Minna expressed that, understanding that leadership as such is the role and not only a substance or a side duty, is the most challenging thing about having a leadership position. In addition, time pressure and the allocation of time is hard; how much time the leader has in his/her calendar available for the people he/she is leading and not only for the projects that he/she is leading. Minna believes that letting people participate in innovative decision making and making them feel that they have the ability to influence is the most motivating thing for people. She also believes that is more motivating than money; which she sees as a short-term motivation than the high commitment, trust and good work climate.

From Minna's point of view, the best team size is preferably less than 10, because it means that in practice the leader will have time for people. For Minna the most memorable situation was when she had to make an active colleague redundant because of the business situation. Then, when she faced this team member later, both of them started crying because it made no sense but they had to do it. She added that, they are still very much friends and she is promoting this team member for new jobs.

For Minna's leadership way, people always come first. She wants to understand not only the competences, but also the people's personalities, what motivates them and what support they need; not only in technical matters, but also in time management, prioritization or social situations. So, she cares about understanding the people as a whole first and then finding the best ways to support and help their growth. Minna also believes that she needs to take better care of herself, because while she is a humble leader and priorities others in her daily life, it is important to remind herself to take care of herself in order to be able to be a good leader. She added when the leader is affiliative leader who has passion for what he does, his challenges are multiplied, because he has the responsibility about his people as well not only working for his own career/interests. So, commitment goes both ways; the leader gets the commitment from the team, but he also commits him to the team members as persons.

From Minna's point of view, the big advantage of being close to her team members is the commitment; she said "then you can close your eyes and you can trust people"; that commitment and better relationships will result in having happier people, more successful teams, better organizations and the everyday life of so many people would be better if there was better leadership. On the other hand, the challenge is being committed to develop team members as professionals; whether they are young or old

people, especially for the people how want to grow and they expect that from their leader. In that case the leader has a strong bond with his team members, however, it can be a disadvantage in a way that, it can be very time consuming, or in such cases when the leader has to make someone redundant, it will not be easy for the leader because he/she is committed to the persons. However Minna had that situation few times and had to make some of her team members redundant, she is still on a good relationship with them.

Minna believes that commitment and trust is a two-way street; So, we cannot expect commitment and trust from the people if we are not giving the commitment and trust back. She added, "In that sense, work becomes more than just a work". Minna also thinks that when the leader is committed to developing the people and the work climate, automatically the business results are better.

Scariest thing about leading from Minna's point of view is also regarding commitment and being afraid to leave a big hole when she leaves the team she leads; As the team becomes more committed to her personally more than they are committed to the organization, the team may collapse in such a situation and the work climate may drop. Minna believes that leadership is a service that is provided by the leader to the team; and it is enabling their success.

3.1.2 Team members' interviews

Each interviewee answers were summarized in the following texts beside a declaration of their main data (age, personality test result, profession and working industry).

1. **Slava Eduard**
   March 23, 2018

Personality test result:

ENFP (50% Extrovert, 3% intuitive, 22% feeling, 12% perceiving)

Age: 34

Middle senior sales-manager, Electrical engineering industry

Salva believes that, leader is someone who gives examples, always being on his team members' side and is a combining many skills. A leader sometimes needs to keep distance between him and his team members but at other times he/she needs to be very close; In practical matters more direct and keep distance but when the team members need support the leader should be closer. He said, it is very important that a leader never betrays his/her team; He should stay on their side and fight for them in all situations and till the end whatever happens. In his last team he believes that his leader missed a lot of opportunities with him with poor leading and not understanding his skills and abilities well. If his leader could take his skills more seriously and respect his abilities he would be more satisfied. This situation also resulted in decreasing his motivation.

He with his colleagues respected the leader because he is smart. One very memorable situation for him is when his leader fought for him when the payroll department made some deductions from his salary while he was on sick leave. He liked and stayed memorable for him also when his leader in some situations gave him the trust, freedom and responsibility to deal with the matter the way he thinks was the best.

According to Salva, a leader can be a friend with his team members and he needs to be very diplomatic. Friendship development needs efforts from both sides, the leader and the team members. If the leader is a friend to his team member it puts more responsibilities on him. In difficult situations especially regarding money it will require more effort from the leader to solve it but generally it will be easier for both the leader and team members to understand each other and solve conflicts because they understand each other's mentalities.

It is very important for both team members and the leader to understand the responsibility of their relationship as friends and as work relationship and to respect each other's positions. He thinks that, someone can start to use his friendship with the leader badly, which will lead to bad situations and break their friendship.

Salva is totally sure that he will choose the less paying job with better team than the other highly paying company with bad team because mental stability and enjoying the work is much more important than more money. As he believes that the bad team and work environment leads to negative life and will affect badly on his life, health and many other things. He does not want to lose enjoyment of team, work and life for earning more money.

2. **Naseem Fakhri**
   April 12, 2018

Personality test result:
ENFJ (16% Extrovert, 41% Intuitive, 28% Feeling, 41% Judging)

Age: 25
Safety Engineer / Solar Energy industry

Naseem believes that, a leader should be experienced in leadership, have the skills of being a leader not just leading because of being the most senior person in the team, he should teach and mentor team members, respect their ideas and efforts, be honest about their efforts and not attribute them to himself, give constant constructive feedback, respect team members and respect their personal sides, respect his job responsibilities and not assign a non-related tasks to his responsibilities to him (respect job description), keep the communications on the needed level between team members and following-up.

From his point of view, the advantages of having a friendly leader are that he will be more understanding towards the team members, their personalities, keys of motivation, best communication way and their habits. But the disadvantages are that the team member may become lazy in work or not taking the work seriously enough, and the leader may use this relationship to put more responsibilities on the team member's shoulder. Also, if the leader could not be equal to all team members then jealousy will be arising among the team members.

He said that, if the leader could understand all his team members well, then, he will be able to focus on the advantages, be equal, motivate them and avoid the disadvantages.

If he is a leader, he will never disparage any of his team member's jobs or mistreat them. He will respect all ideas however small or less important they are and he will make sure to listen to their opinions and views.

Memorable situations Naseem shared:

In his first job, while being working in a position that did not fit his ambition and skills, he proposed to his leader that he is skilled in some other area. The best thing is that his leader listened to him, tested him and started to assign some different tasks to him, which made him more satisfied about what he is doing and gave him the feeling of being dependable, trusted, valued and notable among his team mates because of his skills.

In his second job, one day he was tired and not feeling well psychologically in the middle of the working day because of some personal issues. So, his leader who - was also his friend - asked him to stop working that day, invited him to have lunch together in some restaurant after work, shared a good time and memory together which helped him to overcome his bad mood. He said that, this situation gave him a boost and resulted in doubling his efforts in the following working days unintentionally because of feeling trusted and thankful.

Third, at some point he felt happy and valued because of his leader's positive feedback about this work quality and skills.

The best thing about his current team is that the job owner is a great leader, because he is taking care of details to make team members satisfied, giving them a space of freedom, and cares about their enjoyment of work environment. He is also, always mentoring and helping his team members, giving them the trust, respects his team members' inputs and ideas and he is always gentle with them even if they are mistaken or less-productive which pushes them to make an extra effort to make sure that he is satisfied with their efforts. The worst thing about that team, is the jealous atmosphere between team members in the working site because of being from different backgrounds and being offered non-equal benefits. In addition, some people within the team try to bypass their direct leaders and report to higher leaders directly in order to gain their satisfaction and get closer to them which results in a non-comfortable work environment.

He chose the less paying company with good team over the higher paying company with bad team.

3. Hana Tarek
April 02, 2018

Personality test result:

ENFJ (38% Extrovert, 16% Intuitive, 19% Feeling, 9% Judging)

Age: 26

Interior designer / Furniture Company and Graphic Designer / IT company

From Hana's point of view, the most important characteristic in a leader is that he listens to his team members and discusses with them. If a leader and a team member are friends that leads them to be understanding each other better. One disadvantage, that it may be used from one side to put more load on the other side.

If Hana is a leader, she will never put levels within her team or make them feel that she is better than them because of her position or her experience and she will try to get closer to them as much as possible. One situation she did forget was when her leader blamed her for a task which was not a part of her responsibilities; He believed that she should take care of something, while she did not know or agree and had not been informed of that. One good situation he mentioned with her previous leader, is when he took her side and supported her in some situation against the higher management.

A good thing about Hana's previous team was that she had good friends within the team. That gave her support, but, the bad thing was when a new unfit member joined that team which resulted in raising trouble.

She chose to go for the lower salary with a good team than higher salary with a bad team, and she mentioned that she previously left a company with a very good salary and good position because of a bad team.

4. Lamia Shadi
April 09, 2018

Personality test result:

INTP (9% introvert, 16% intuitive, 1% thinking, 16% perceiving)

Age: 23

Administrative assistant / consulting company then Sales agent / Travel Company

Lamia prefers her leader to be friendly but precise and strict enough; she likes to have a friendly environment in the work place, while at the same time not being too friendly in a way that getting work to be loose. She believes that employees should respect their manager because they like him, not because they fear of him or because of his authority. If she has a close friendship with her leader, she thinks this will make her more comfortable in the work environment, will be able to understand her leader better and work more cooperatively. On the other hand, she thinks she may not take her leader's instructions seriously or may not do her job as she should, if she felt that it will not be a problem for her as the leader is her friend. She was also concerned that the relationship may be used by her leader to give her extra work. That is why she believes the leader should be precise and strict enough to avoid these situations.

The thing Lamia thinks she should never do -if she is a leader- is to insult or mistreat any of her team members. One memorable situation with her previous leader was when they were discussing an issue which she believed it should be done in a certain way according to her studies (which she realized later that was a very theoretical way which is not being applied in real-life) while her leader did not agree on that according to his real-life expertise, and they went through a very long discussion but at the end of the day, she could not convince him, so she felt very bad and cried. One more thing about her previous team, that even when they had a friendly working environment but they had one person in that team who was not good to his/her colleagues, backstabbing them and creating problems, and because of this team member and the problems he/she creates, she found it very heavy and was not motivated to go to work every day. Also, one of her previous leaders was paying too much attention to accounting and was keeping mentioning the benefits he provides and the things he pays for them, e.g. the coffee break and kitchenette stuff, which was a very annoying thing for her and her colleagues. One good situation with her leader was that, when she made a fatal mistake

during the work process and she was expecting a harsh reaction from her leader. However, he handled the issue and taught her gently, although the problem she caused for the work was big. That reaction made her care much more in the future and pay attention not to repeat the same mistake again.

Lamia mentioned that the best thing in her first job which had a friendly environment was that she felt very comfortable and it had enough flexibility while it was still precise and enough strict at the same time, she also learned and been developed by her leader who had the patience to teach her again and again and he was close enough, humble and shared leisure time with them. Her colleagues were also cooperative and never refused to teach her even about her tasks or about their tasks which was good for her. However, in both her previous jobs she had some women colleagues who were jealous of her and not treating her well and trying to raise problems for her because of this jealousy.

Lamia chose the less paying job with better teamwork over the higher paying job with bad team. She said that she had experienced both kinds of teams in her previous jobs, and that is why she is sure that she prefers to have a better work environment over having better salary.

5. Yasmine Aziz

April 13, 2018

Personality test result:
INTP (56% Introvert, 12% Intuitive, 30% Thinking, 22% Perceiving)

Age: 25
3D artist / Animation industry

Yasmine prefers her leader to be a semi friendly leader (not too friendly and not very formal). She likes that she has a friendly work environment in her current work and thinks that helps them in doing their jobs, but she does not like things when they are too friendly. E.g. she does not like to have birthday parties in the working place and thinks that is too friendly. She believes that having a close relationship with her leader makes it much easier to communicate with him and to solve problems, besides feeling and having the support of her leader in various kinds of situations. That also allowed

her to learn a lot from him, both things related to her tasks and other things which are not. He has taught her more than others who are not close to him personally. On the other hand, being in a close friendship with the leader gets her involved sometimes in his problems, like listening to him and to the obstacles and problems he has while she does not like to do so and it becomes exhausting for her. Also sharing these problems and knowing about every issue around, makes her feel negative easily and becomes exhausted of that. She added that, however there are some disadvantages of this close relationship, but, it is still good to have her leader as a friend and the advantages makes it better and cover those disadvantages.

If Yasmine is a leader she would never project the negative feelings and problems to her team members, but she thinks she should discuss that with the higher managers instead. The best things about her current team is that they learn from each other, they are helpful and they are sort of friends. And the worst thing is the feeling of inequality; in their work appreciation where effort is not linked to the amount of salary and in task distribution where sometimes her leader gives her more load of work because it is easier for him to deal with her than others.

Yasmine chose to go with the less paying job with better team but for a limited time, so, she will join the better team and sacrifice the high salary for a year or two, but after that if she is still less payed, she will leave for the better paying job despite the fact that the work environment is bad there.

6. Taina Pasi
April 19, 2018

Personality test result:
ENFP (78% Extrovert, 22% Intuitive, 84% Feeling, 16% Perceiving)

Age: 39
Service designer / telecommunication industry

Taina prefers a leader who sees the big picture and evaluates how people are feeling in different situations and makes the effort to know the people he is working with, so, he is not always trying to push to get things done the way he wants, but takes the whole situation into consideration and is a people person. From her point of view, when the leader and the team member has a close friendship, the leader will be able to know how

his team members react to situations, how they feel and what is important to them, but, if there are difficult decisions to be made, e.g. layoffs, it will be harder for the leader. So, the leader should have some emotional limits for himself that when he is making those difficult decisions, he should make it not based on the persons but on the facts he has.

If Taina becomes a leader, she would not micro-manage, follow every movement of the people and try to control them. She will let her team members be self-guided. First she will make sure they know their goals, how they are being measured and where they are headed, then let them work independently.

It is very memorable for Taina how she was treated when her company was doing layoffs, she mentioned two different situations, in the first one the leader gave them as much information as possible, talked to them and tried to help them the best way he could. While in the second situation the leader did not give any information, and did not even talk to them, which made it more difficult for them as they did not know what was happening and they felt mistreated. She believes that in the second situation the leader was not caring about them and did not defend them or try to keep them.

The best thing about her current team is that they are very innovative and a nice group of people and she is learning a lot from them and she feels welcome among them as she is new to that team. The bad things are that they do not have the ways of working, processes and methods that they can follow in doing their jobs and that most of the team is Helsinki centered while she is in Turku. About her previous team, she thinks that the cooperation could have been better and she feels that, it was because they were missing a strong leader, also it was a team of all women which sometimes is a negative thing from her point of view, like in some neighboring teams where people talked behind each other's backs and it was hard to trust anybody there. However, her team had very strong professional members and they really cared about each other which were the advantages of that team.

Taina would choose the less paying job with a better team over the higher paying job with bad team, because as she said it is something that affects her every day and if she has negative feelings and actions every day when she goes to work it will affect her mentally in the long term and probably she will not stay for a long time in such a team.

But, if she knows that she could affect that team and make it better she might choose it.

7. Axel Hackländer
April 25, 2018

Personality test result:
ISTJ (6% Introvert, 12% Sensing, 12% Thinking, 9% Judging)

Age: 20
Labourer / Construction materials trading company

It matters a lot for Axel to have the kind of leaders who are friendly and funny. He thinks that, it affects the work environment positively and makes the team members want to do their best in their tasks to satisfy the leader. However, at the same time the leader should be serious and strict enough to keep the work process on track. He added, it is important too that the leader does not deal with his team members as numbers, but to deal with them as persons and to give them the feeling importance. Axel thinks that being a friend of his leader will make him more motivated, comfortable and liking his job more. However, he believes that friendship may result in overlapping the two levels of the leader and the team members, which is not an ideal thing from his point of view. He thinks it is enough that the leader is friendly but not to be a friend of his team members because it may end up with neglection in work responsibilities. That is why, the leader wants to have this kind of friendship with his team members should be a very wise person who can put limits, make the balance between friendliness and responsibilities and monitor well in order to keep the work process on track. He may also be a friend for his team members but after working times or in outings and parties, where they can be very close and even calling each other with their first names with no titles, but, during working hours the leader is just friendly but not a friend.

If Axel is a leader he will never be very strict with his team members because this would result in having his team members hating their jobs and not caring about their work and quality. And, if he adopts the friendly leadership style, he will not make the priority to his friendship with his team members, but for the work productivity. One thing Axel likes about his current leader is that he is very participative and humble; He participates with the team members in doing their tasks and he is always the most

effective one of them. He shows an example of how things should be done by doing, although he does not have to do so and he could just give orders as other leaders do.

The worst thing about Axel's current team is that they are not productive and his coworkers deceive their leader that they are busy working all the time while they are not. Axel believed that happened due to the poor leadership and uncaring about the team productivity from their employer.

Axel would join the higher paying job with a bad team over the less paying job with a good team. He said that, money matters more for him now and he did not experience being in an extremely bad team that cannot be borne. So, he thinks he can bear the bad team for having more money and he will keep in mind that it will be a temporary work for a set time; maybe a year or more until he finds better job where he can find a better work environment.

3.2   Group interview

This group interview take place with two of the customers group (team members) on April 15, 2018. They work in different industries and from two different cultures (France and Finland). The same interview questions were used as the customers' group interviews.

Interviewees:

1. Riina Mikko

Personality test result:
ENFP (6% Extrovert, 16% intuitive, 50% feeling, 19% perceiving)
Age: 36
Taxi driver and waitress

2. Laurent Manu

Personality test result:
ESFJ (47% Extrovert, 50% Sensing, 28% Feeling, 19% judging)
Age: 43
Fork lifter / Hardwar stores and chemical industries

Riina prefers her leader to be kind of strict, giving clear instructions and to give the reason why things are being done in a certain way. She likes the leader to say things straight but in a friendly way. In addition, he should be fair and treat all his team members equally. For Laurent, he does not like to work in big companies, because he prefers to have his leader close to him and not to be treated as just a number. He likes the leader to be clear with his instructions.

Riina has a very good friendship with her leader and thinks that it is good for both of them because it makes them both flexible with the work and from her side it gives commitment to the work and makes her want to do her work as well as she can, while the disadvantage of this situation is that it makes it harder for her to say no sometimes even if she would like to. For Laurent too, a close relationship with his leader is good for the flexibility it provides and he is very motivated to work when his leader is close to him, but, it requires a good follow up because sometimes he may delay his tasks to be done later.

If Riina is a leader she would never assume that her team members know everything and not giving them enough information because of this assumption. She will make sure to always give all the needed info to make them feel confident in doing their tasks. And Laurent would never treat people in a bad way and always give them the respect. The most memorable situations for Riina were when everybody in the team helps each other, they all work hard and achieve good results together, then they leave at the end of the day with a big smile on their faces. Laurent said that it is unforgettable for him when they had a big task and they were working hard on it and because of his leader's good words and motivation and his way of leading, they could finish the task one day before the deadline which was a big success.

The best thing about Riina's current team is that her leader always has good words to bring up the spirit, but the bad thing is that she sometimes feels disorganization. For Laurent the best thing about his team was that they help each other in their work, e.g. when somebody finishes his task, he goes to help the other ones with their tasks too, but the bad thing is that some minority of the workers are not having the same spirit in helping as others.

Both Riina and Laurent chose the less paying job with better team over the higher paying job with bad team. Riina said it is important for her to arrive home with a smile after each working day than having more money that brings all the worries and bad feelings, and Laurent said that he prefers to just have enough to live than having more money and have big stress every day when he wakes up to go to work and be waiting for the time to go out of it, he said money is not the priority to have a good life. Then Riina added, that if the job is a short period (temporary work) she may consider the higher paying job, but, for a normal permanent job, she chooses the better team.

3.3 Open discussion

One of the most beneficial methods used for this research was the open discussion with an expert in the leadership field, as it allowed for more freely expression of thoughts and ideas and allowed for gaining more of her knowledge and experiences in leading teams in her past twenty-four years. The discussion has been held with Minna Karhu, the marketing director of Turku science park. Minna has had various top management positions in different companies for 12+ years within the past twenty-four years; She has been a communication manager, vice president of MacGREGOR company (marine and offshore industry) and project manager then vice president heading the communications of Cargotec Corporation. In addition, she has been the chairperson of the board for around seven years in Lautasella ry and chairperson of board for more than two years in Real Estate Company Turun Orienta. Moreover, she has academic backgrounds/studies in future research, e-business, digital marketing, economics, sociology, geography, interpretation and translation and statistics. (LinkedIn). Minna was also acting as leadership ambassador in Korn Ferry. According to McGraw-Hill education Canada, Korn Ferry is the biggest executive recruitment company and talent management solutions provider in the world (McGraw-Hill education Canada 2012).

The following are the outcomes of the open discussion with Minna Karhu:

After proposing the Friendly leadership style idea to Minna, what it means and how should it look, Minna commented that a good work climate always leads to good business results and referred to data identified during her participation in Korn Ferry about the work climate dimensions and how to influence these dimensions, which is done through a set of leadership styles that leaders apply, while they still have certain styles that dominant.

Some of these styles are, coercive leadership, where the leader is able to show the directions and inspire others to follow him, the participative style, which is about how to get people along and involve them in the decision making and work effectively. And, the directive style, which is effective in crisis situations or in the army, which is as per Minna's point of view a very good style but rarely effective in a normal environment. Also, there is the pacesetting style, where the leader keeps track of the next milestone, the deadlines and the next goal to achieve and only focuses on that, which is common in engineering and IT organizations and it is not very effective and kills motivation,

however, it might be a good additional style when the company field makes it required to be very keen on deadlines. Next, there is the coaching style which is the opposite of the directive style used in crises. This one is to be used in stable, normal situations where the leader has to apply more patience and motivation to help people grow, and it is a very effective style, because the leader lets his team members freer, make mistakes and not to assume that everybody is 100% ready for their roles and jobs. It sets the ambition through visionary leadership but also letting people figure out a bit by themselves. Moreover, there is the affiliative style which is all about friendliness, understanding the human nature, understanding that everyone has his own struggles which they are facing in their private lives and come with that load also to the working place in the morning. Here it is very important to create the feeling of trust. However, affiliation alone does not get the leader anywhere. It is something the leader needs to apply, it is foundational, but it is not enough by itself. So, if the leader only has the style of affiliation, he will not be a good leader.

Then we came back to the work climate dimensions and she explained them one by one. The first dimension is "Clarity", which Minna believed that it needs special attention. Clarity means that everybody knows what is expected from them. When everybody comes to the work, there are goals to be reached and results to be achieved. People do not go to work for fun or only for meeting each other. Being in the work place has a goal and it needs to be reached. So, that helps a lot in a way that people know what is expected from them? what are their roles in the work? who are the ones who help them to succeed? who do they help? and so on. They should have a clear set of rules, how to operate in a specific situation? What are the rules of the game? This creates the climate of clarity, which is usually a very strong target for her when she is in a new situation, project or even a meeting to make it clear; what do they want to do and who does what? When the leader combines that with the affiliative leadership style, it becomes very powerful.

Additionally, there is the "team commitment" dimension, it is not only about how to lead the team members, it is more about encouraging them to collaborate with each other, how to make sure that they get along, how to make sure that they are all having the same goals and they know how they are supposed to behave. It is the leader's job to build the commitment among the team members, not to leave it alone.

Next, there is the "flexibility" climate dimension, which is important in a sense of, how much can the team members influence, what is the size of their playground, what areas is the team member able to make a decision in. It is also related to the clarity of the set of rules. It is a big motive for people to have enough flexibility but not too much, because if you have too much flexibility, you get lost. It is basically paving the road for the team members; Where can we influence and what is out of our hand as a team? As in big organizations there are always certain rules that you need to respect and need to go through a system. So, the leader should have a good balance and make it clear on the team's freedom areas plus making a mutual agreement on how they do this and that. Then, when the team members feel that they have enough flexibility and they can influence, it becomes a big motive. But again, it is not the only climate dimension. Which means, it cannot be applied alone to make everybody happy. It is one of several important and needed dimensions.

The following dimension Minna mentioned is "the standards". It is about the quality standards; how high does the team aim, where are the limits, what is good enough and what is not? So, the leader needs to set the standards and the mutual agreement on the level of standard needed. If everybody in the team understands that, then it is easier to keep those standards and not to be always looking for unlimited improvements or being laid behind the acceptable standards. In that sense, having those standards clear is very important.

Then, goals play a big role on how attainable they are, she said. There is a lot of research on what kills your motivation and what triggers it, one important aspect of that is setting goals correctly. It should be inspiring enough, but does not kill the motivation. For example, if we have an athlete who is used to jumping 4 meters and we are asking him to jump 6.5 meters, then he knows that it is not possible, and it is never going to happen. So, it is a motivation killer. But, if we say that, ok, you have jumped 4 meters, let's do 4.20 next time. 4.20 is quite possible, so, it triggers his motivation. On the other hand, if we asked him to jump only 3 meters while he already did 4 meters, this is also demotivating and miss setting of the goals. The same also applies in a team context, the goal should be inspiring enough but not to kill the motivation.

From Minna's point of view, we all have all leadership styles. It depends on the character, the experience and nature of a person, but, a good leader always has all the leadership styles in his pack, so that, he can apply any of them depending on the

situation, because leadership is very bound to the situation, who you are leading, what is the team composition and how much time pressure you have. So, there are a lot of variables in the surroundings, and it is not only about the leader's behavior, it is also about the team dynamics, but the leader has always the biggest impact. The leader should be aware of the different styles as they are all needed in different aspects/situations. That makes the leader more conscious on how he behaves and if he at some point finds that he is facing some problems with reaching the goals or the atmosphere within the team is not ok, then, he can take a step back and find out what is missing/needed at that point and be able to understand what needs to be changed in his behavior. Since in certain situations certain styles work, but not every time. Minna gave an example of a situation of a crisis that happened in her past job where there was a bomb in Brazil airport and they needed to find out who of their colleagues are going to Brazil and who might have been at the airport. Then, she did not have to ask the team "who would like to find out…?", but she assigned tasks quickly and directly and everyone just followed her orders quickly to make it happen. On the other hand, if she is in a situation of making a big cultural change, then she starts to negotiate, think with her team members and become more participative and asks for everybody's opinion. So, leadership is very situational, although it is still the same person, but in different contexts. That is why she thinks leadership is tricky and not as easy as we might think because the variables are always there, but when the leader understands that the climate is what makes a difference and how these kinds of climates can be created, then, it becomes powerful. Minna added that it is all about the life experiences, hard experiences, how she as a person is, how the leaders she has learned from were and much more. So, it is a combination of many things.

We asked Minna, if she thinks that the leader's style is more affected by his personality or he can acquire the styles and the ways he is leading. She said, yes it can be acquired but the person forms the basis. But then, to acquire it, it means that the person needs to change as a person first, and that is where it becomes challenging, because the only tool the person has is himself as a person. That means, he has to develop as a person. And, how honest he is to himself on his weaknesses and how motivated he is to make the change makes the difference. So, it is a huge effort if the person needs to change his behavior and build certain styles. But, at that point the person starts to think about a path of growth, then he becomes more aware of it and of his need to that development. A person cannot improve something that he does not know exists.

Then, Minna said that, she thinks Friendly leadership is very related to affiliation. It is about being as well-behaving human-beings are, that the leader is actually treating everybody as a person well and respect them as individuals, build commitment and make everybody around them see the same (applying clarity). But it is not enough, there are more elements and more dimensions needed to be a good leader. It cannot help if the leader is always friendly, nice, avoiding conflict and does not give bad feedback then the leader is doing a very unfavorable act to his team members. It doesn't help the team to be realistic where they are.

She added, affiliation is especially effective and increasingly important in leading teams across big distances where they are working in different locations in the world; they do not meet, cannot read the body language in meetings, and do not know how people are feeling and what happens in their lives outside the work. She said that with her global team they did not talk about the weekly projects in their team meetings, they had another meetings or ways for that, but she focused on how everybody is feeling? what are their big struggles? is there anything any team member can help with? They even went through very individual life circumstances, shared their personal life problems, and somebody could cry and tell about his own problems and how that affects his or her life and work, which created an atmosphere of sharing, helping, and covering each other. We asked her if it was easy to get people to share their own struggles and get involved in these meeting? She said no, it was not easy, but it comes with affiliation that the leader genuinely shows that he or she cares and open his or her mind as well, and shares the unprofessional part of the leader that he or she is vulnerable and has also their problems and struggles, but with paying attention not to bring his or her problems to the table, then because of the hierarchy people become forced to listen to the leader. On the other hand, the leader needs to find that support somewhere else.

Something very notable, is that the team climate Minna created was scoring 100% many times in management effectiveness scale, which is abnormal according to Minna. That proves that this way works.

During her role as a leadership ambassador and while mentoring other leaders, she faced many cases of leaders having some trouble with their teams. She said the solutions were very simple, but they never thought about them. Like for example, having Monday virtual coffee meetings, maybe even online, whether they are at home

or in the office. It also does not matter if they work in the office or at home, but what matters is that they do their work and the leader should give them the trust especially while working in a global team where it is not easy to meet physically regularly. It is about very basic stuff to do, like, looking them in the eyes, understanding them as human beings and motivating them.

We asked, how big was that team where she used to have the weekly gatherings and people share their life circumstances, she said they were from 8 to 18.

The example Minna shared reminded us of the idea some employees shared with us before about the team-building events their companies try to do regularly, which they do not like, they looked at it as an extra and heavy task and they did not believe in that kind of gatherings or outings. So, how could Minna avoid that and use the same way but very effectively? She answered, first of all, she made these meetings during the office hours, she did not expect people to spend their evenings on that, as she had a philosophy that this is an investment in the trust, and when the leader has the trust within his team, it is priceless. Minna said that she never had to question whether her team members are doing their best or they can to do extra, but on the contrary, sometimes she had to push them home as they were doing too much.

We asked if that attitude depends on the team members themselves and their behaviors? She said of course yes, but then if she had a new team member who would not like these meetings at the beginning, but two weeks later, this team member will say "I wouldn't keep it away".

We wondered, what if we have a not good team member within that team, who may use this freedom and trust in a bad way which can destroy the whole team's relationships? She said that she had some of those as well in her team but since they had the rules of the game clear, so, she deals with that immediately and makes it clear that some behaviors are not acceptable in her team, because it kills the motivation for others, so sometimes she has to be very strict on what kind of behaviors are not accepted.

We said, what if these bad behaviors are not clear to judge; some behaviors that happen under the table by some people and it is cracking the team bonds; like back-stabbing and cheating, and in such a friendly team, that may even affect faster and more badly. Minna said, yes, it takes time and it is not easy to deal with that and that is why she says

leadership is not an easy task. It is not a side duty. For example, in her current work as a marketing director she believes that she should master the marketing and communication and business developments, but that is not her core competence. Her core competence is leadership. That's why she thinks it is weak leadership if the leader could not deal with such situations. They can be very tough to deal with and they can take a lot of the leader's energy, but that's normal. We commented, do you think that in these situations those people's behaviors can be fixed or they should be terminated immediately? She said that she did not face such kind of people before, but she is used to having individual discussions and the agreement between her team on what they do and how they do it which is all about the participative leadership. One of the fine lines is where the leader gives a mechanism for other team members to raise the flag, because sometimes it can be very heavy on the leader if there is a misbehavior or somebody is breaking the team's rules constantly. And that is the part of leadership which a leader cannot delegate, no matter how busy he or she is or how many meetings they have, if these situations happen, they always need attention immediately. So, it is a lot of work, but when it comes to what the leader enjoys doing the most, then it does not feel that hard.

Minna concluded, she believes that her main role is these kinds of leadership tasks, while the other tasks – which people think are her real tasks – are just side tasks for her. As her main role is the leadership itself. However, generally people are hired based on their knowledge in the technical fields and afterwards they become leaders. It is a recruitment problem understanding the core competence in the position. It is not about putting the best engineer on the top of the engineering team.

3.4 General highlights

During the previous interviews and discussion many ideas have been expressed and discussed with the participants from both the expert and customer groups. Following are the highlights of these ideas in points:

Possible advantages of friendly leadership include:

- Best communication and understanding between team leader and team members.
- Less negative acts such as jealousy between team members within the team.
- Leader will be strongly supported by his/her team.
- Having social life within the work life, people will enjoy being at work doing their jobs and "work becomes more than just work".
- Organizations will perform better and team members will cooperate better.
- Teams will be easier to lead.
- Team members are able to maneuver tough situations more easily.
- Leader will be able to understand his team members better, understand their personalities and key motivations and habits.
- Team members will be strongly committed to the team.
- Raising trust.

Threats:

- Difficulty for the leader to say No when he needs to.
- Reverse leading; losing authority and control.
- Being affected by the personal life situations of others in the team.
- Blindness and inability for the leader to be objective.
- A leader will have more responsibilities towards his team members which require more effort from the leader's side.
- Misusing the benefits of the friendship by the leader or the team members.

General insights:

- Most of the participants from both experts and customers groups, strongly supported the Friendly leadership idea.
- Most of the experts strongly agreed that Leadership should be considered as a service that is provided by the leader for his team members.

- Most of the customers' group interviewees chose to join a less paid job with better work environment and teamwork over almost a double paid job but with bad team spirit.

- Most experts suggested less than 10 members (directly reporting) as the optimal team size.

4. Conclusion

The last part of the previous chapter gave a summary of the possible advantages and disadvantages of the friendly leadership style and the common thoughts of the interviewees from various backgrounds and working levels, which answers the researches first question about the advantages and disadvantages of the friendly leadership, especially that many of the interviewees already have experienced close leadership environments to what we are referring to.

Following we will be concluding by answering the second research question and combining the theoretical studies outcomes, the interviews outcomes and the first research question answer to form our view of the effective friendly leadership and how to build and maintain it.

4.1   Friendly leadership fittingness

Based on both the theoretical data and the real-life expertise gathered, we could form a clearer and more effective model for the Friendly leadership style. This model consists of a set of elements, rules and conditions to be built and achieved by the leader in his or her work environments to ensure the success of his or her leadership and at the same time gain the benefits of having a friendly led work environment.

Friendly leadership can be applied no matter what type the organization is or how the organizational structure goes; In a functional, divisional or matrix structure, the tree of the organization consists of teams led by leaders and those leaders together form upper teams, which are led by other leaders and so on. In this case each leader on a higher or lower level can apply friendly leadership on his own team, even if the whole organization does not; it is not expected that some organizations will set it as a rule and say ok, we will change to friendly leadership, because leadership is an individual approach at the end of the day; it depends on the leader's personality, thoughts, beliefs and skills. But, having a friendly led team and non-friendly led team at the same organizations will work perfectly. It may make the non-friendly led teams jealous of the friendly led teams, but this will be a beneficial jealousy; It can be a motive for other leaders to reconsider being friendly leaders and adopt this leadership style when they figure out how successful it is, and how much better the friendly led teams operate and

achieve. So, it becomes a good infection that spreads in the organization as long as it is proving its effectiveness.

In the flat organizational structure, it is closer and easier to adopt the friendly leadership style. However, it depends on the team size in the first place; In small and medium organizations, it will be ok to have a friendly led environment, but, in bigger organizations it will not be effective. It will be hard for one leader to direct, get close, monitor and develop very large number of people at one time, while still being able to handle all communication lines within the organization, keep track of the atmosphere and building positive strong bonds within the team.

Friendly leadership also affects the team structures in some cases; for example, a hierarchical team will not be considered hierarchical anymore if the team leader applies friendly leadership. Maybe the outer look of the team and the structure looks the same, but the ways of communication will change, which results in enhancing the team performance.

Similarly, the flatter and holacratic team structures are good environments for applying friendly leadership. They will encounter some changes too; that may affect some of the main markers of them. But, it will create better versions.

However, Flatarchies teams' ability to adopt and succeed with friendly leadership is again as in flat organizations and teams depends on the team size in the first place. The bigger the team, the more effort is needed from the leader and the more difficult it is for a leader to adopt friendly leadership style.

4.2   A Friendly leader

Basically, a friendly leader should be characterized by having social intelligence; she or he should be able to understand people well, understand differences between personalities, be able to deal with each personality type with the most suitable way for that personality, understand the cultural differences and the genders' differences. A leader should work hard on himself/herself to gain the needed knowledge regarding these aspects. It is great to have some or all of these abilities inherently, but, it is still very important to study and read about these aspects, find science findings and theories and apply them on real-life.

A leader should use this knowledge, abilities and qualifications to build strong relationships with his team members, getting closer to them and befriending them. He may also use friendship development tactics that can help him getting closer to his team members; Leaders usually have the basics which are the meeting and continuous interactions, then, they can cultivate this by showing similarities, being genuinely interested in their team members, smile, listen to them well, mention their names, forgive and give them the feeling of importance. A leader should know that to be closer it is expected to have the trust between him and his team members, they should help each other, cooperate, make sacrifices and understand each other well. Above all, he should never fake any of these actions, never trick or betray, not pay much attention to accounting and never fail to defend them. Moreover, he should form a shell that covers his followers and make them feel comfortable and secured.

In addition to that, a leader should create the positive work environment that enables team members to do the same with each other. To achieve that, first of all, a leader should be humble; it does not make sense if the leader is trying to build a friendly led environment while he is keeping himself above and away from his team members and putting levels within the team that prioritize persons over others or require keeping a set distance between these levels in their communications and interactions. A leader should also be fair and equal to all his team members; they should never feel inequality of treatment at any point or get the impression that some person or people are closer to him than others, in order not to raise the jealousy between team members and break the team spirit. They should not feel the inequality in applying rules too, either between team members or by having the team leader himself not respecting these rules as he should.

It is very important that the leader sets the roles and rules clearly. Each team member should be aware of his own role and responsibilities, how it affects the team's success and the purpose and importance of his work towards the team's goals, while they should also know the leader's role and responsibilities towards them and work and they should respect that. Team members should be aware that being a friendly leader does not mean being negligent; they still should respect their leader, respect the rules and decisions of the team and work, and know the fine line between a friendly work environment and chaotic work environment. It is the leader's challenge to keep that balance and keep that fine line clear for all. A leader also have to give his team members

the trust and flexibility and build that between them too. They should be aware of that and they will work on keeping their leader's trust in them if they feel trusted. They will support each other better when they have this spirit between them. That does not mean that the leader should leave them without guidance, mentoring and monitoring. It is still his task to keep an eye on them, develop them, monitor their success and achievements and keep them on the right track, but in a way where they have the flexibility and feel the trust from the leader's side, and they also trust their leader and know that he has their backs.

Furthermore, a friendly leader should set and unify the team's goals and make sure that all the team members are working towards those goals with the same understanding from them all for these goals. If team members are not working in the same direction, the team will not achieve any progress or will go very slow. It is like a group of people pushing a box in different directions at the same time, it will not move. All team members should be aware of the big goals and have the vision clear. It is the leader's role to set these goals clearly, keep them inspiring enough and define the quality standers. Then, if they know the importance of their role towards achieving these goals and how they are part of the vision, they will perform better.

It is important that the leader believes that his job is to serve his team and help them be happy, satisfied, develop their skills and perform better. He should listen well and give the needed care plus giving equal opportunities for them all. That is the concept of the leader who is providing the service of leadership for his team members not having his team serving him. It is always about the people and how they feel, if they believe in their importance, believe in the work they are doing, feeling comfortable and trusted, the work performance will always get up and the team success as well, which reflects on the whole organization's performance as well.

On the other hand, as the leader should be social intelligent he should also be able to evaluate the circumstances and the surrounding situations well. It is not reasonable to act the same way and use the same reactions in all kinds of situations. E.g. a friendly leader should differ between the crises situations and normal ones; Some circumstances require direct and fast or strict actions while in other situations it is better to discuss, study more and listen to different opinions. Also, in some situations it is recommended to be very strict while in other situations, it is better not to be. It depends on the leader's experience and knowledge in the first place and on his

personality in the second place. It does not mean that this is unchangeable or developable, but it requires eagerness to learn and change. That leads us to the most important aspect about the friendly leader, which is enjoying leadership. It is obvious from what we have mentioned that friendly leader has as enormous amount of things to care about, lots of tasks and responsibilities, big amount of work and a non-stop learning process. That is why it is a must that the leader is enjoying what he is doing. Otherwise, he will not succeed and will not be able to bear that load. But, if the leader really enjoys leadership for leadership, if he is enjoying learning more every day about it and about people and he finds these bonds between him and his team members good for him and making his life better and makes him enjoying the success he is achieving, then, even if he ends up not having any time in the day for himself, he will not be upset about that, but he will still be enjoying it more and more.

4.3 A Friendly leadership environment

The friendly environment is the perfect working environment where the friendly leadership is applied. There where work becomes more than just work, where the team members are friends, the team size is not too big, they have the social life they need exists within their work life, they understand each other very well, no bad emotions or jealousy exist and they understand what their colleagues do and the importance of their jobs and support each other. It is where the leader helps his team members to grow and the team members support their leader, they all work towards the same goals while the leader understands his team members well and knows the differences between their personalities and habits and is able to motivate them well. Leader in the friendly leadership environment is a very close friend to all of his team members evenly and they are like a big family, but at the same time they all know their responsibilities well, respect it and respect their leader. It is where the commitment and trust is the theme of the work environment and maneuvering tough situations together becomes very easy.

We know, it might sound utopian and it is not very easy to build such a working environment, but we are sure that it is possible to have this work environment, because it already exists; some leaders were able to build this environment within their teams and so does any leader who has the willingness and belief to do so. In brief, it is that environment where people wake up every morning with a big desire to go to work.

4.4   Going further

This research was meant to be an initial step in the way for developing and cultivating a customized scheme for leaders that works as a manual for them on getting the most out of their teamwork, building long-lasting relationships between team members and between leaders and their teams. To achieve that goal, many researches and efforts still need to be done, not only by us, but, by all people concerned about better leadership, work environments and healthier organization. Studying the relationship between team members' personality types and effectiveness of friendly leadership, the friendly leadership suitability for different cultures, the cultural differences and their impact on the friendly leadership environment, the relation between motivation ways and the friendly leadership environment and much more are still subjects to be looked through deeply for better results and understanding. Thus, we are going to continue in the way we started, and we hope to find many researchers working on developing friendly leadership and helping in forming better future of effective leadership and happier and healthier work environments for all of us.

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Figures

Tables

Appendices

Appendix 1: Interview questions

Experts' interviews (Leaders)

Experts' interviews consisted of eight major questions and they are:

What are the difficulties of having a leading role from you point of view?

What do you think can raise the motivation between your team members?... Are these motives being better than Money?

What is the perfect team size from your point of view? Why?

Do you have a memorable/surprising situation that happened while leading a team to tell about?

Which leadership way do you prefer and why?

What do you think should be developed in your leadership style?

In a friendly leadership work environment where the leader and the team members are close friends, what will be the advantages and disadvantages of this relationship and work environment?

What is the scariest thing about leading a team?

Do you agree that a leader is a service provider who provides leadership as a service for his team?

Customers' interviews (Team members)

Customers' interviews consisted of six questions which are:

How do you prefer your leader to be / Which way of leadership do you prefer? Why?

What are the advantages and disadvantages of having a friendship with your leader?

If you are a leader, what will not you do?

Can you tell about a memorable situation you had with your leader/team?

What was/is the best and worst about your last/current team?

If you have two job opportunities offered; One opportunity is offering a good team with a salary that only covers your life expenses and the other opportunity is offering eighty to hundred percent higher salary but in a bad team, which opportunity will you choose?