"Essence of Leadership in the Pharmaceutical Firms"

Researcher:
Pharmacist Maen A. Addassi

Abstract: it is a well-established fact in leadership research that interaction is one of the main activities of leaders (e.g., Yukl 2002). Pharmaceutical companies face complex issues that grow more challenging by the day. Healthcare reform and changes in technology, government policy, and consumer expectations are revolutionizing relationships with key stakeholders and impacting operations in unforeseen ways. Much of the existing research has focused on the "results" of social interactions, such as subordinates' satisfaction with leaders, their commitment to the goals of the organization, their task-fulfilment, the quality of leader-follower relationships, etc. Seldom, however, in this article we analyzed the leadership skills for two leaders in one of reputable pharmaceutical firm in order to answer the key questions: What leadership competencies are most critical for success in pharmaceutical organizations? And How strong are current pharma leaders in the competencies most critical to success?

Keywords: Leadership, leadership behavior ,pharmaceutical firms

1. Introduction:

Leadership has become the most important issue in business and organization. CEOs and boards are now monitored intensely by shareholders, regulators, politicians, and the legal system, and their specific decisions are being second-guess (Conger and Riggio, 2007).

One of the most crucial questions facing pharmaceutical industry is what leadership skills will need to navigate the organization in the complex and fast changing situation. These competencies may include the ability to lead the followers, have a strategic perspective and taking initiative.

Can develop these leaders and how? Leadership skills can be developed and leaders can develop and improve their own effectiveness across a wide range of situations (Conger and Riggio, 2007).

The executives in leadership positions of an organization frequently make decisions aimed at improving or maintaining the company's performance through utilization of new and innovative technologies (Deming, 1982). It is also commonly understood that executives in management positions also make decisions aimed looking for exceeding organizational goals (Crosby, 1979).

The next few pages will cover the literature review for leadership and later theories consider the role of followers and the contextual nature of leadership. Then 2 examples of leadership style in pharmaceutical organization with their behavior analysis. At the end, summary of learning points.

2. Review of leadership literature

2.1. Definitions of leadership

"What is leadership?" Researchers who study leadership have struggled with this question for many decades and they have made several researches about the nature of leadership (Bass, 1990; Conger & Riggio, 2007).

Leadership is a combination of two arms–process and behaviors (Barker, 2002 in Winston & Patterson, 2006).

As a result for review for l60 articles and books that contained a definition, a scale, or a construct of leadership, an "Integrative Definition of Leadership" was created (Winston & Patterson, 2006):

Quote:

"A leader is one or more people who selects, equips, trains, and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization's mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives. The leader achieves this influence by humbly conveying a prophetic vision of the future in clear terms that resonates with the follower(s) beliefs and values in such a way that the follower(s) can understand and interpret the future into present-time action steps." (Winston & Patterson, 2006).

End of Quote

Some researchers explain leadership as "personality and its effects". The leader "must possess status and must know what stimulating factors will condition adequate responses for his purpose and develop a technique for presenting these stimuli" (Bernard, 1926 in Bass, 1990, p. 12). The trait approaches to leadership request to determine the combination of traits which facilitate an individual to be a leader (Bass, 1990).

"Leadership is a process; therefore an individual influences a group of individuals to achieve a common goal." (Northouse, 2010) The process viewpoint suggests that leadership is a phenomenon that exists in the perspective of the interactions between leaders and their followers. As process, leadership can be learned which makes leadership available to anyone.

Leadership processes reflect the huge differences in values, beliefs, traits, and decision styles.

On the other hand, leadership as a trait or characteristic differs from leadership as a process. The trait viewpoint suggests that certain individual have special characteristics or qualities that lead them to be a leader. (Northouse, 2010) But on the other hand, trait doesn't create business results; behavior does. (Conger & Riggio, 2007) In figure (1): Different Views of Leadership (Northouse, 2010)
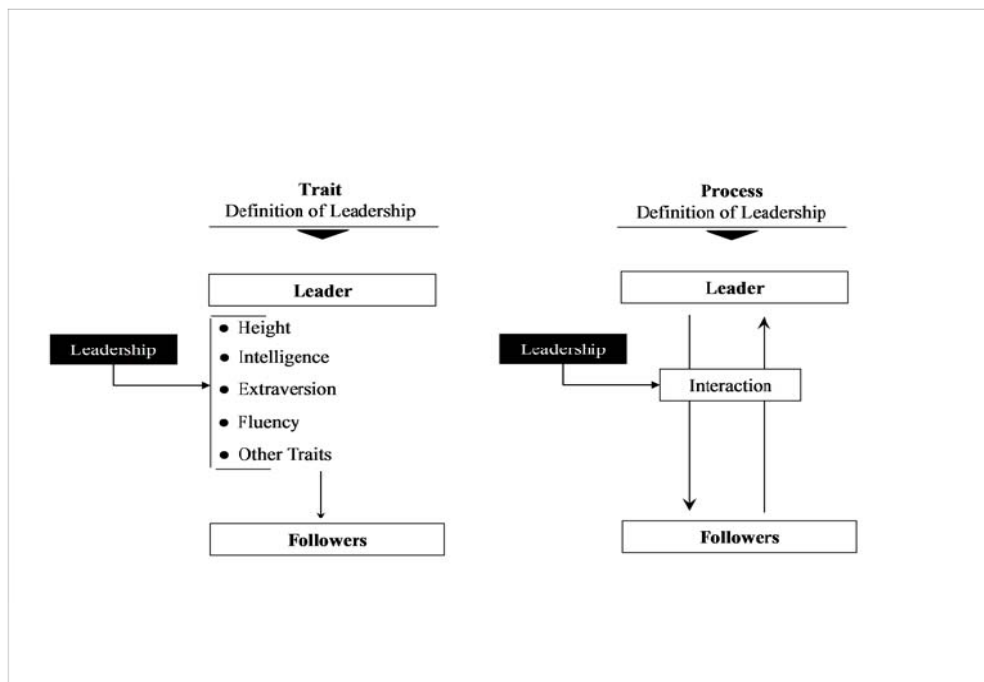
Figure (1) Different Views of Leadership adopted from (Northouse, 2010)

As same as , leadership as inducing compliance implies influence by the leader without recognizing the role of the followers and the group. It refers to authoritarian, directive and coercive leadership.

The effect on the followers or the group covers by an explanation of leadership as activities to influence others to achieve goals (Bass, 1990). Or the process of these activities may influence others to achieve goals (Bass, 1990).

Defining leadership in terms of goal achievement led to the use of reinforcement theory to understand leader-follower behavior. The leader creates a vision and indicates how to obtain the goals. Followers are transformed into wanting to strive towards the vision.

There are several leadership approaches and theories that have been developed over the years, most of them fall into one of six major leadership categories:

1. Trait Theory

2. Contingency Theory

3. Behavioral Theory

4. Power-Influence Theory

5. Leader-member exchange theory

6. Transformational and Transactional Theory

2.2. Leadership selection :

Selection for leadership development can occur at any management level, but specialized succession management programs are usually aimed at higher levels. If the organization is in trouble or is moving in a new direction external hiring is common for the higher level (Conger & Riggio, 2007), figure (2) shows some of the points at which leader selection occurs
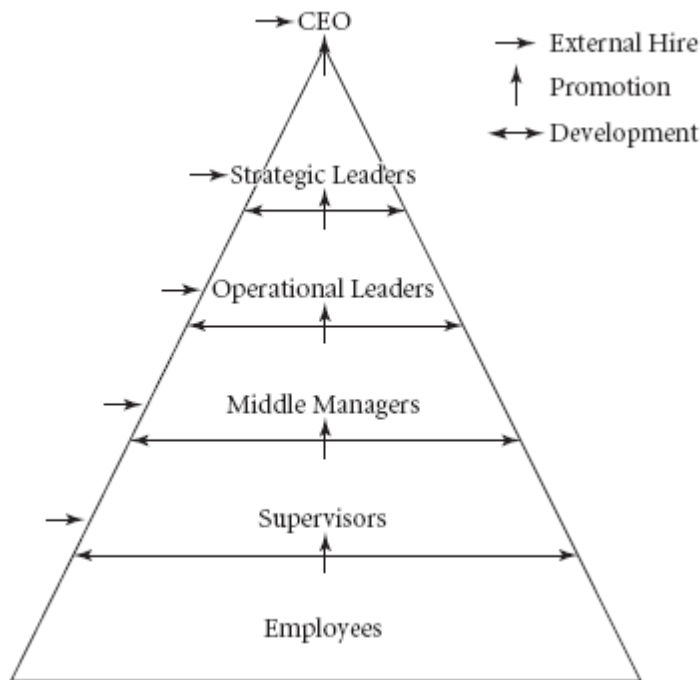
Figure (2) The points at which leader selection occurs adopted from (Conger & Riggio, 2007 page 13)

In case of internal selection, information about what characteristics need strengthening are an essential part of the process, not only for those who are selected, but also for those not selected who want to try again. The shoring-up process, for knowledge as well as skill development, can come in the form of training, coaching, or a critical assignment. (Conger & Riggio, 2007)

In order to enhance understanding and build practical applications a new selection paradigm was developed which is focuse on the nature of construct and their interrelationships. Qhich is, different dimensions of job performance are related to variations in the validity of selection methods across different contexts (Conger & Riggio, 2007)

2.3. Leadership approaches

2.3.1. The Trait Theory

The main and earliest known theory of leadership is the great man theory; this theory was based on the belief that great leaders throughout history possessed certain traits that enabled them to accomplish high levels of leadership effectiveness , the main principles for this theory was presented by Borgatta and at 1954. The research goal of the great man theory was to identify several traits that differentiate leaders from non-leaders. The assumption was that the more leadership traits a person possessed, the more he or she is likely to be an effective leader (Yukl, 1998).

Within the time several problems with this approach appeared. The most significant was the high level of changeability of trying to predict leadership effectiveness based on a predefined set of traits. For example, the relation between intelligence trait and to leadership effectiveness (Jago, 1982) also none of the traits guaranteed leadership success (Yukl, 1994). Subsequently, researchers started to damage the reputation of the trait approach and focused on what leaders actually do (Yukl, 1998; Jago, 1982) which lead at the end to move into the contingency theories.

Stogdill (1974) identified the main traits and skills as the following table:

Traits	Skills
• Adaptable to situations • Alert to social environment • Ambitious and achievement-orientated • Assertive • Cooperative • Decisive • Dependable • Dominant (desire to influence others) • Energetic (high activity level) • Persistent • Self-confident	• Clever (intelligent) • Conceptually skilled • Creative • Diplomatic and tactful • Fluent in speaking • Knowledgeable about group task • Organised (administrative ability) • Persuasive • Socially skilled

Figure (3) the main traits and skills Stogdill (1974)Adopted from http://www.profernst.de/fileadmin/downloads_allgemein/Leadership_Theory.pdf

2.3.2. Contingency Theories

Many researchers changed their attention from unobservable traits to characteristics that a leader exhibits in various situations (Jago, 1982). The two best-known contingency theories are situational leadership theory and path-goal leadership theory.

a. Situational Leadership Theory

This theory was developed by Hersey & Blanchard (1977). The basis for this theory is that the leader's behavior is directly related to the maturity level of the subordinates. The Hersey-Blanchard Leadership Model also takes a situational perspective of leadership. The developmental levels of a leader's subordinates play a major role with the most appropriate leadership styles (leader behaviors). The key basis of this theory are the amount of direction (task behavior) and socio-emotional support (relationship behavior) a leader must provide given the situation and the "level of maturity" of the followers.

Therefore leader behaviors go down into two categories:
- Directive Behavior: One-way communication, followers' roles clearly communicated and close supervision of performance.
- Supportive Behaviors: Two-Way Communication, listening, providing support and encouragement and facilitate interaction involve follower in decision-making

As a result, four leadership styles result:
- Directing: With low follower willingness, the leader provides clear instructions and specific direction.
- Coaching: Leader has responsibility and controls decision making but encourages two-way communication and helps build confidence and motivation
- Supporting: Share decision making between the leader and followers
- Delegating: Followers are fully competent and motivated to take full responsibility.

In an analysis of this theory on 151 senior level executives that were employed by Fortune 100 companies (Carines, Hollenback, Preziosi & Snow, 1998), found very little support for this theory. As a result, they concluded that the situational leadership theory remains "intuitively appealing and empirically contradictory" (Carines, et al. 1998, p. 113).

b. Path-Goal Leadership Theory

The main goal of this theory is to provide follower with the right form of leadership and direction that will enable them to meet their goals as well as the goals set out by the organization (Silverthorne, 2001).

Path-Goal leadership theory provides a framework that explains the success of leaders who are flexible and able to generate high levels of work group effectiveness by increasing members' motivation through 4 elements: clarification, direction, structure, and rewards (Silverthorne, 2001).

The styles of the leader according to Path-Goal leadership are:

- Directive: Clarify and provide direction for followers.

- Supportive leaders and help

- Remove obstacles and involve subordinates in the decision-making process.

- Provide encouragement and rewards for goal achievement.

The leader achieves the objectives because of his/her influential posture, ability to work effectively with others, and success in generating worker satisfaction (Youngjin, 2006). This theory is based on four leadership styles (Silverthorne, 2001):

According to the theory, these leadership styles are not mutually exclusive and leaders are capable of selecting more than one kind of a style suited for a particular situation dependent on the following variables:

- Employee needs, experience, satisfaction and motivation.
- Work environment, task structure and team dynamics Directive leaders inform subordinates what is expected of them and give specific guidance and enforce rules and procedures.

If the task is well defined then less guidance is needed and the leader can be fewer directives, whereas, if the task is poorly defined, subordinates will require more guidance and direction from the leader.

2.3.3. Behavioral Leadership Theory

The behavioral leadership theory began with the Ohio State study in the late 1940's (Robbins, 1993). Thousand different leadership behaviors were identified but the researchers of the Ohio State grouped the behaviors into two specific areas: initiating structure and consideration (Robbins, 1993).

Starting area is the extent that a leader defines and structures his or her position and his or her relationship for how organizational goals will be completed.

Considerations include the leader's ability to form relationships based on mutual trust and respect for the subordinates. Even though the massive volume of behavioral research showed promise, this theory suffered the same fate as the others in that it could not consistently identify leadership behavior (Robbins, 1993).

In 1960 Douglas McGregor's published "The Human Side of Enterprise ". He linked the performance and output with all the behavioral theories. He concluded that leadership strategies are influenced by a leader's assumptions about human nature; he summarized two assumptions made by managers in industry (Theory X & Theory Y Managers).
X and Y Theory is a set of assumptions or beliefs about workers or employees as the following (Pugh, 1990)

a. Theory X managers believe that:

- The average human being has natural find objectionable toward work and will avoid it if possible.
- Due that, most people must be pressurized, controlled, directed, or exposed with punishment to get them to put effort in order to achieve organizational objectives.
- The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all else.

b.   Theory Y managers believe that:

- It is natural to expend effort (physically and/or mentally) in work and with proper conditions, the average human being, learns, not only accept, for extra responsibility.
- People will exercise self-direction and self-control to achieve objectives to which they are committed.
- The capacity to exercise a relatively high level of ingenuity, imagination and creativity in the solution of organizational problems is widely, not narrowly, distributed in the population, and the intellectual potentialities of the average human being are only partially utilized under the conditions of modern industrial life.

Therefore the leader would prefer an autocratic style (Theory X assumptions) or participative style if holding Theory Y assumptions.

2.3.4.   Two-Dimensional Views of Leadership Style: Managerial Grid

Blake and mouton (1964) constructed a grid that focuses on task (production) and employee (people) orientations of managers, as well as combinations of concerns between the two extremes. It classified leader-managers as having five basic styles.

The vertical axis of the grid shows concern for employee (people) while the horizontal axis shows concern for the task (production). A leader manager's style is determined by a combination of the, except, some managers exhibit more of one over the other, as in (1,9) and (9,1) showing more concern for people and more concern for work respectively. In (1,1) the leader-manager has very little concern for people and work, while in(5,5) the manager has concern for both the work and the workers, but is not as much as in (9, 9). Blake and Mouton propose that "Team Management" (9,9) a high concern for both employees and production - is the most effective type of leadership behavior. (Kurfi, 2009)
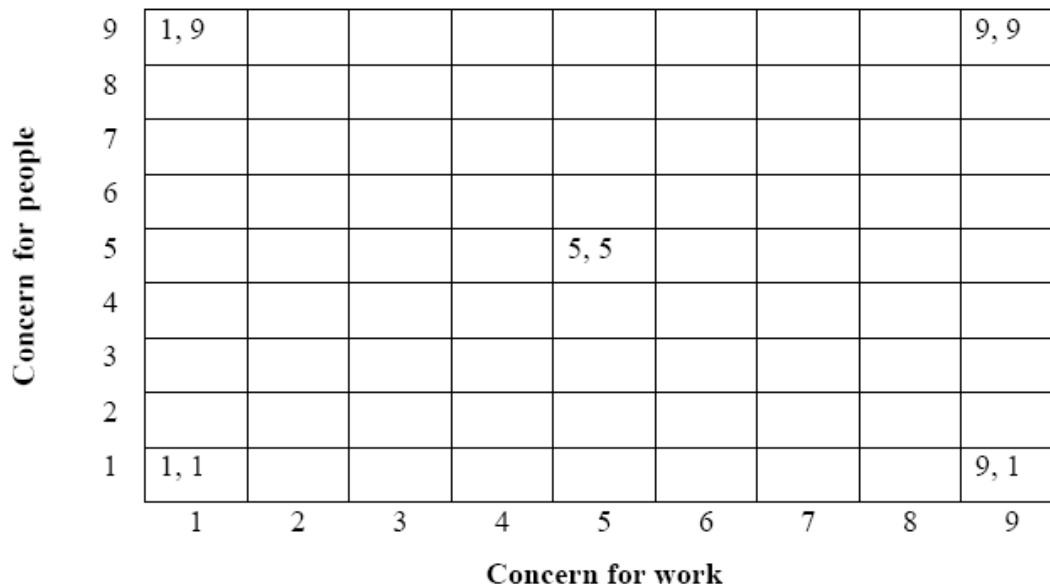
Figure(4)   The Blake Mouton Managerial Grid (Blake & Mouton, 1964) adopted from (Kurfi, 2009)

2.3.5.   Leader-member exchange theory

Leader-member exchange (LMX) theory explains leadership and follower relationships as an interactive process (Bass, 1990).

The interaction connection between leader and each individual follower should be considered rather than the relationship with the group as a whole. The fundamental elements of this theory are in-group and out-group. How leader treats the follower as an out-group member versus in-group member. In-group members are allowed more independence and receive more attention and other rewards, resulting in better performance and greater satisfaction, the out-group provides the leader with esteem in exchange for the leader's unique contribution to group goals.

2.3.6.　　　Laissez-faire leadership

The leader does not participate in decision making or set clear goals related to the group's activities but leaves this responsibilities to followers. The leader does not try to influence followers or provide support. This style cannot be regarded as that effective. Follower reaction might include conflict, the leader being seen as not credible, and followers taking over the leader's role. Highly active leadership might not always be necessary; it depends on the followers, the task and the organization. A less active leadership style could lead to empowerment of followers. (Gibson and Marcoulides ,1995)

2.3.7.　　　Adair's Action-Centered Leadership Model (Functional approach)

The influencer of the theory of action-centered is John Adair; he categorized leadership in three major areas according to their managerial activities (Rayner and Adam-Smith, 2009):

a.　　Concerned with building maintain the team.
b.　　Concerned with developing the individual within the team.
c.　　Those aimed at the achievement of the task.

He created a famous three circle diagram is a simplification of the variability of human interaction, the challenge for the leader is to manage all sectors of the diagram:

Figure (4) Adair, J, Leadership Action-Centred Leadership Model adopted from London management center http://www.lmcuk.com/management-tool/adair-s-model-of-leadership-functions

a.　　Task:
-　　Define the task
-　　Create the proper plan to achieve the task

- Allocate work and resources
- Ensure and control the quality and prognosis rate of work
- Monitor the performance according to the plan
- Adjust the original plan if needed .
b. Team:
- Ensure and maintain the discipline
- Create team spirit
- Encourage motivation
- Develop the group
- Ensure proper communication within group
c. Individual:
- Develop the individual
- Recognize and use individual abilities
- Attend to personal problems
- Admire individuals

2.3.8.   Power Influence Theory

The power influence theory is based on five forms of power that were developed by French and Raven (1959): Reward power as the power to give or withhold something of value as perceived by others.

Coercive power is the power to inflict some kind of punishment that others want to avoid.

Legitimate power is the power to use a position, or superior knowledge, or greater experience to persuade others to perform tasks based on the belief that they have the authority to do so.

Referent power is the power to influence people to do things based on their personality, social status, or popularity.

Expert power is the ability to influence others based on a superior skill.

As a result of heavily researches across power influence theory (Gibson and Marcoulides ,1995), two leadership theories emerged in the business world: transactional and transformational.

2.3.9.   Transformational and Transactional Leadership Theory

In his research, Burns (1978) studied the leadership characteristics of several political leaders. As a result, the concept of transformational and transactional leadership was developed.

Transformational leadership is the process in which leaders and followers raise one another to higher levels of morality and motivation; and transactional leadership is an exchange of rewards for compliance.

This theory was expanded by adding five characteristics (Bass, 1985) three of which are the foundation of transformational leadership: charismatic leadership, individualized consideration, and intellectual stimulation, and the remaining two characteristics are the foundation for transactional leadership: management by exception and reward contingency.

-          Charismatic leadership is defined as a process in which a leader influences followers by exciting strong individualized emotion, advises, guides, and respects within the leader for follows.

-          Intellectual stimulation is the development process increase follows' awareness of problems and encourages them create different way and methods to find a solution.

-          Contingent reward: the follower will rewards upon completed specific tasks.

- Management by exception is when the leader only intervenes when tasks are not being completed in accordance with regulations (Robbins, 1993).

2.4. Personality traits for Transactional and Transformational leadership styles :

In 1985 Bernard Bass worked out on the Multifactor Leadership Questionnaire (MLQ), in order to measure transformational and transactional leader behaviors over several leaders in military, educational, and commercial organizations, the MLQ has classified as the primary means of quantitatively assessing transformational leadership (Bryant, 2003).

Four factors were identified to be exhibited by effective transformational leaders, which are (Hall, Johnson, Wysocki and Kepner ,2002)

1. Idealized influence (attributes and behaviors): building confidence and trust and providing a role model those followers seek to follow. (Charisma)

2. Individualized consideration: followers will be are treated individually and differently on the basis of their talents and knowledge and motivate followers individually

3. Inspirational motivation: motivate individuals, encourage followers to become part of the overall organizational culture and environment, make clear view of the future, give followers the opportunity to see meaning in their work, and challenge them with high standards.

4. Intellectual stimulation: changing followers' awareness of problems and their capacity to solve those and encourage followers to be innovative and creative, approaching old problems in new ways.

2.5. Characteristics of Transformational Leaders:

- Clear sense of purpose, expressed simply (e.g. metaphors, anecdotes)	- Emotionally mature - courageous
- Value driven	- Risk-taking - risk-sharing - visionary
- Strong role model	
- High expectations	- Unwilling to believe in failure
- Persistent	- Considerate of the personal needs of employees
- Self-knowing	- listens to all viewpoints to develop spirit of cooperation
- Perpetual desire for learning	- Mentoring - Able to deal with complexity, uncertainty and ambiguity
- Love work	
- Life-long learners	- Enthusiastic
- Identify themselves as change agents - Effective communicator	- Able to attract and inspire others
	- Strategic

Table (1) Adopted from : Hay:

http://www.leadingtoday.org/weleadinlearning/transformationalleadership.htm

The Sources: Bass (1990a); Cox (2001); Epitropaki (undated); Hall, Johnson, Wysocki & Kepner (2002); Lussier & Achua (2004); Stone, Russell & Patterson (2003); Tichy & Devanna (1986); and University of Regina (undated).

2.6.   Leaders and their followers :

2.6.1.   Servant Leadership :

It was proposed by Robert K. Greenleaf in 1970, (Spears, 2010) he emphases the need for a better approach to leadership to include all parties such as followers, customers, and community.

The servant-leader is one who is a servant first and it is a long-term, transformational approach to life and work.

Characteristics of the Servant-Leader (Spears, 2010 ; Irving & Longbotham, 2007) :

The following characteristics are central to the development of servant-leaders:

1. Listening: Strong commitment to listening closely to others.

2. Empathy: understanding and empathizing with others and accepted and recognized the special and unique spirits for others even with not accepted behavior or performance.

3. Healing: "to make whole" the potential for healing one's self and others.

4. Awareness: especially self-awareness.

5. Persuasion: rather than using authority in decisions making process.

6. Conceptualization: must think beyond day-to-day realities.

7. Foresight: the ability to understand the lessons from the past, the realities of the present, and the likely consequence of a decision for the future.

8. Stewardship: the use of openness and persuasion rather than control.

9. Commitment: people have an intrinsic value beyond their real contributions as workers.

10. Building community: true community can be created among those who work in businesses and other institutions.

3.   Leadership in pharmaceutical organization:

3.1.   Introduction:

Pharmaceutical industry is vast, complex, highly scientific, and historically profitable. It has been claimed that it would take an average of more than a dozen years and $1 billion to discover and eventually market a new drug. This is shown on the adjacent figure. (Kiely, 2004)
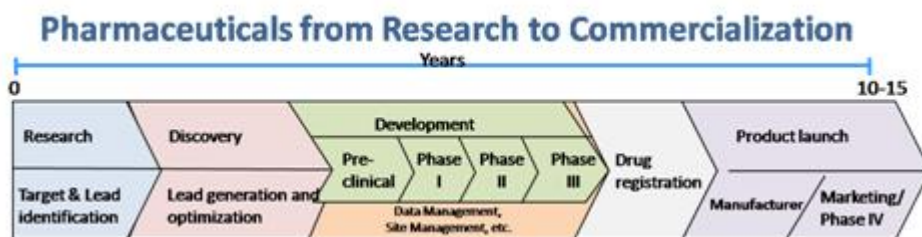
العدد الثالث والثلاثون
تاريخ الإصدار: 2 – تموز – 2021 م
www.ajsp.net

Pharmaceuticals from Research to Commercialization

Figure (5) adopted [Collaborative Leadership and the Pharmaceutical Industry | The Coaching Collaborative](#)

Recent changes in the pharmaceutical industry including for example rapid globalization, patent expiries and thin pipelines etc. have resulted in even more complexity. Indeed the industry is struggling to maintain its historic profit margins, reputation, and strengths.

One of the most crucial questions:

- What leadership competencies are most critical for success in pharmaceutical organizations?
- How strong are current pharmaceutical industry leaders in the competencies most critical to success?
- What potential pitfalls lie ahead?

3.2. Leadership in family business:

Family firms are businesses owned and managed by a family or family relations and they were the backbone of socio-economic progress across global. E.g. F. Hoffmann La Roche, Toyota and others.

Both employees and the owner's are highly committed and loyal to their firm, and generally provide firms with firm-specific tacit knowledge, quality social networks, and even financial and physical assets (Danes, 2004)

Therefore, the way of leading employees in such firm in order to maintain achievement and loyalty have always been an important concern.

Compared with transactional leadership, transformational leadership is supposed to improve followers' loyalty, self-esteem, trust and self-efficacy (Burn, 1978)

Researchers have different opinions regarding transformational leadership in family firms, some of them suppose that family businesses provide a perfect ground for the implement of transformational leadership. (Tagiuri and Davis, 1996) Claimed that owners and employees share same vision, value and beliefs, and with high level of loyalty, long term commitment and trusted relationship , and these values are communicated across several generation based on their long-term family relationship.

On the other hand, some of researchers are disagreed, may this leadership approach is not be meet the needs for both owners and employees (Tagiuri and Davis, 1996)

4. Behavior of selected leaders:

The organization: Hikma Pharmaceutical PLC. Is a multibillion-dollar multinational pharmaceutical company with plants in USA, Germany, Italy Jordan, Portugal, Saudi Arabia, Algeria, Egypt and Tunisia, Hikma has over 8.600 employees, with a market capital of $7.7 billion and revenue of Revenue: 2.341 billion USD (2020) (www.hikma.com)

4.1. Darwazah, Samih

4.1.1. Brief Biography:

Mr. Samih Darwazah is founder and Chairman of Hikma Pharmaceuticals PLC., establishing Hikma Pharmaceuticals in Jordan in 1977, between 1995 and 1996 he served as Minister of Energy and Mineral Resources in Jordan.

Mr. Darwazah published a book entitled "Build A Global Success" he defied all the experts and reinvented the corporation and described how he built a multibillion-dollar global company.

4.1.2. Evaluation of the leadership behavior :

From his book and some short interviews with him and his followers, I can summaries his leadership behavior as the follow:

- According to Said Darwazah, his son, his father's greatest traits included faith and an unwavering belief in the power of education, investing in people and human resources. (Opening speech, American university -Beirut January 25, 2011)

- "The door is always open to new challenges and possibilities"

- "One of the most important qualities I look for potential employees is leadership ability" (Darwazah, 2005 page 90)

- The leader is someone who can guide followers and make them happy by achieving their goals. (Darwazah, 2005) the main leader job is to utilize all the strengths of his followers.

- A true leader knows to motivate his team, supportive, motivating, show a respect for the others. He knows to deal with people and they have empathy for others.

- Leaders are able to create a sense of self-respect in the followers. (Darwazah, 2005)

How he lead others to build a multibillion firm:

- Be a good listener , Good mentor (take care of follower) or empathy ,always add new blood, be honest, show respect for everyone , business first, address the root of a problem, . (Darwazah, 2005).

- The key for developing leaders : understand and appreciate each other's, communications skills, active listening, giving and receiving feedback and being able to understand the motivation, decisions making , share values and goals with others .

4.1.3.   An analysis for Mr. Darwazah leadership style.

a. **From understanding of transformational leadership and the close relationship between charismatic and transformational leadership most authors in the field propose that four factors make up transformational leadership whereas Leithwood (Leithwood & Jantzi, 2000) suggests six, which are :**

Leithwood's Six
1.   Building vision and goals.
2.   Providing intellectual stimulation.
3.   Offering individualized support.
4.   Symbolizing professional practices and values.
5.   Demonstrating high performance expectations.
6.   Developing structures to foster participation in decisions.
Source: Leithwood & Jantzi (2000).

b.   I applied the 6 traits with Mr. Darwazeh leadership style as the follow:

| Leithwood's Six	Mr. Darwazeh leadership style
Building vision and goals.	He build a clear vision with specific goals(Hikma)
Providing intellectual stimulation.	He stimulates the logical thinking.
Offering individualized support.	Each follower was gotten an individualized treatment and support.
Symbolizing professional practices and values.	The system is practical and highly professional with respects of values
Demonstrating high performance expectations.	
Developing structures to foster participation in decisions.	

c.   On the other hand if we compare his style with the Bass' classical traits:

1.   Idealized influence (attributes and behaviors): building confidence and trust and providing a role model those followers seek to follow. (Charisma)
2.   Individualized consideration: followers will be are treated individually and differently on the basis of their talents and knowledge and motivate followers individually
3.   Inspirational motivation: motivate individuals, encourage followers to become part of the overall organizational culture and environment, make clear view of the future, offer followers the opportunity to see sense in their work, and challenge them with high standards.
4.   Intellectual stimulation: changing followers' awareness of problems and their capacity to solve those and encourage followers to be innovative and creative, approaching old problems in new ways.

d.   Behavioral Leadership style :

I applied the theory X and Theory Y with Mr. Darwazeh leadership style as the follow: Mr. Darwazeh believes that the ideal and proper employee to work in Hikma should has natural capability to work hard , ability to learn and has to be ambitious to look for extra responsibility . Therefore most likely Mr. Darwazeh is "Y" manager/.

On the other hand, the proposed managerial grid for him as the follow:
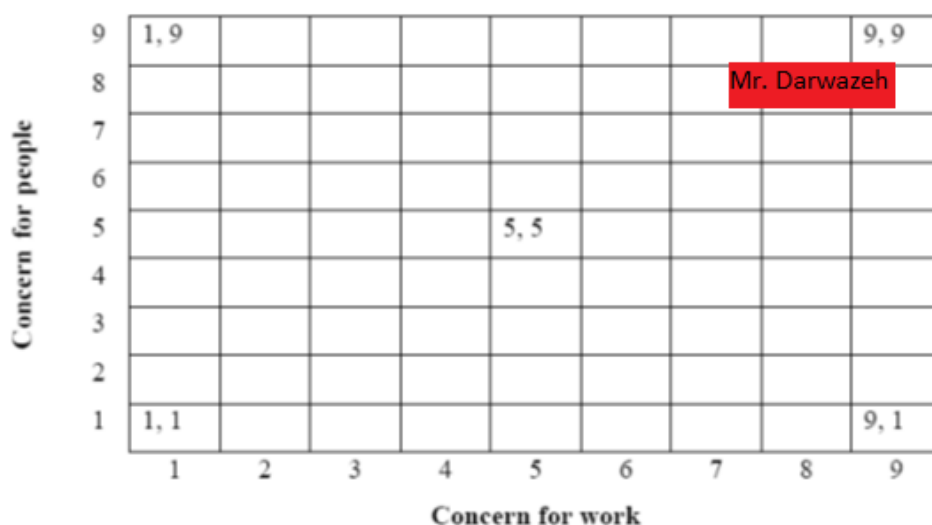
Figure (6) the proposed managerial grid for Mr. Darwazeh

He has high concern for both business and employee, for example : Hikma was the first company provides aids for education and share options for all employees , therefore ,most probably, he has 9,9 type .

e.   Directive behavior or Supportive behavior:

I applied the Situational Leadership theory with Mr. Darwazeh leadership style as the follow: He has two-way communication with high level of active listening and encourage follower to take a decision; therefore he is delegating leader and has supportive behavior.

Conclusion:

On applying the above tables on Mr. Darwazeh behaviors, the most appropriate leadership style for Mr. Darwazah is transformational leadership style as servant leaders

4.2.   Jalal, Ibrahim

4.2.1.   Brief Biography:

Dr. Ibrahim Jalal is Senior Corporate Vice President - Technical Affairs of Hikma Pharmaceuticals Plc. He joined Hikma in June 1979, He has played a major role in Hikma securing United State food and drug administration (US-FDA) approval as the 1st company from the Middle East.

4.2.2.   Evaluation of the leadership behavior :

I met Dr. Jalal several times and I traveled with him several times also, I asked him and some of his followers about leadership; especially the role of leaders and followers to achieve the objectives (US-FDA approval). The response as the follow:

-       The role of leadership is crucial for pharmaceutical organizations.
-       Leaders are the key success factor within an organization ;Pharmaceutical company face complex issues that grow more challenging day by day, e.g. : healthcare reform and changes in technology, government policy and strict regulatory laws.
-       The leader should be aggressive, assertiveness and follow the "standard operating procedure" SOP's (Bureaucratic) because the risk is very high; for example: US- FDA can legally put on trial responsible leaders for serious violations of the Federal Food, Drug, and Cosmetic law.
-       The leader should ensure that all compliance status for FDA-regulated firms is applied in the firm.
-       Leaders of pharmaceutical industry need to ensure that regulations are understood by their followers.
-       Right people in the right jobs and followers will be promoted based on their ability to match to the rules.
-       Leadership is considered as a major factor in the implementation of compliance and SOP's thus, compliance itself is the conclusion, the final declaration of an interaction between compliance and executive leaders' role in its execution.
-       Regarding leadership and innovation: The leaders can encourage follower to be innovative and creative in many department such as sales and marketing, business development and research and development dept., but not when it comes to compliance or quality. Compliance is much stricter and there is very little opportunity for creativity.
-       Pharmaceutical employee are required to function within a controlled and regulated environment , so the leader's responsibility is to guarantee all guide and regulation are applied , motivate the team and achieve the setting goals.
-       If the leader is committed to compliance, staff will follow through with compliant practices.
-       There are many behavioral options available to the leader to achieve this task: Create healthy working culture and fulfill with corporate values, and develop a shared vision.

- Generally: Regardless of the organization or the business, compliance with regulations is essential.
- A bureaucratic leadership style is necessary due to high risks involved in the pharmaceutical industry

4.2.3.   An analysis for Mr. Jalal leadership style.

It is very clear that Dr. Jalal leadership style is bureaucratic leadership style: with some tendency for of Path-Goal Leadership
-    He manages "As the book or standard of procedures (SOP's)
-    Everything done according to SOP's,
-    But with some Path-Goal Leadership style because he provides his followers with the right direction that will enable them to meet their goals as well as the goals set out by the organization.
-    He makes clarification for the guidelines.
-    Directed his team
-    Build a structure and remove obstacles
-    Behavioral Leadership style :

I applied the theory X and Theory Y with Dr. Jalal leadership style as the follow: Dr. Jalal believes that the employee should direct and monitor closely. Therefore most likely Dr. Jalal is "X" manager/.

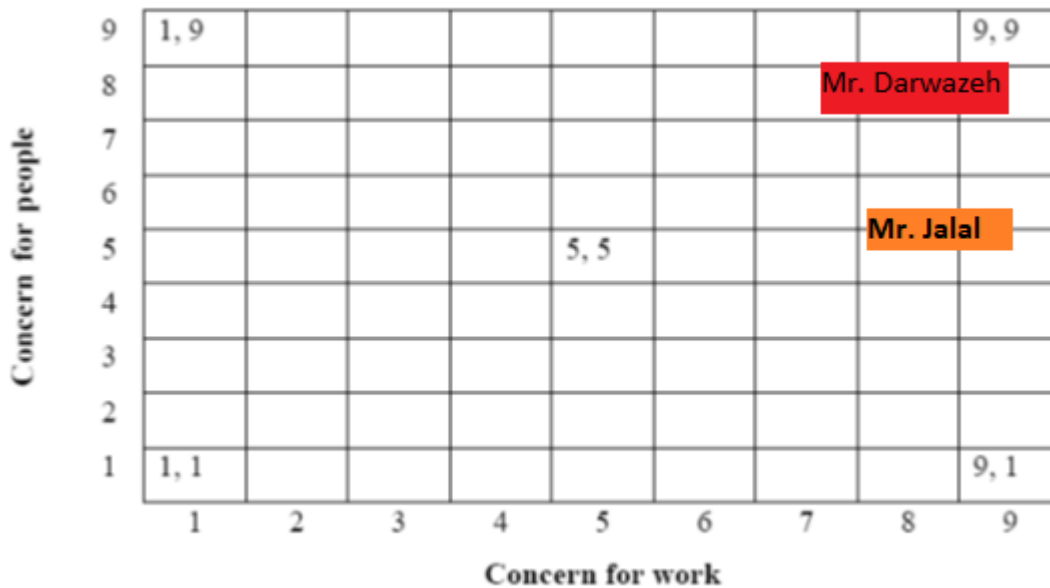On the other hand, the proposed managerial grid for him as the follow:

Figure (7) the proposed managerial grid for Mr. Jalal

He has high concern for business and some concerns for employee, for example : Hikma was the first company get US-FDA approval and he encourage his follower to maintain this achievement , therefore ,most probably, he has 9,6 type .

-    Directive behavior or Supportive behavior:

I applied the situational leadership theory with Dr. Jalal leadership style as the follow:

He has one-way communication, the followers should follow the instructions with high level of monitoring and the followers should not take any decisions without consult their leaders; therefore he is directing leader and has directive behavior.

That's match with Path-Goal leadership styles of the leader (Silverthorne, 2001).

5. Summary and conclusion :

In the pharmaceutical industry people should be highly skilled, capable, ethical, and possess integrity because of the critically nature the work. The goal of pharmaceutical business is about making people feel better or curing people, therefore, extra care must be taken to do everything. This means that people working in this industry have to be dedicated and want to be there. The employees at all levels may work without supervision, in various shifts and it is imperative that they do not compromise the quality of the drug.

The culture has effect on leader behaviors which complicates leader selection. Multinational organizations often want a common model across geographical units. (Conger & Riggio, 2007),

Which is the best leadership style?

- Many experts judge there is no "Best" leadership type or style.
- Leaders must be able to adjust their leadership style.
- Three elements that influence which leadership style to use:

i.   The leader: Personality, education, knowledge, values, ethics, and experiences.
ii. Followers themselves : different personalities and education, different ages ,
iii. The organization itself: Purpose, profit vs. non-profits, traditions etc…

References:

Bass, B.M. (1985). Leadership and performance beyond expectations. New York Free Press.

Bass, B.M. (1990a). Bass & Stodgill's . Handbook of Leadership. Theory, Research and Manageri Applications (3rd ed.). New York, NY: The Free Press.

Bass, B.M., Avolio, B.J., Jung, D.I., & Berson, Y. (2003). Predicting unit performance by assessir transformational and transactional leadership. Journal of Applied Psychology, 88(2.

Borgatta, E.F., Bales, R.F. & Couch, A.S. (1954). Some findings relevant to the Great Man Theory leadership. American Sociological Review, 19, 755-759.

Bresnen, M. J. (1995). All things to all people? Perceptions, attributions, and constructions of leadershi The Leadership Quarterly, 6: 495-513.

Bryant, S.E. (2003). The role of transformational and transactional leadership in creating, sharing ar exploiting organizational knowledge. Journal of Leadership and Organizational Studies, 9(4)

Burns, J.M. (1978). Leadership. New York: Harper & Row.

Cairns, T.D, Hollenback, J., Preziosi, R.C. & Snow, W.A. (1998). Technical note: a study of Hersey ar Blancards's situational leadership theory. Leadership & Organization, 19, 113-116.

Conger, J.A., Riggio, R.E. & Bass, B.M. Eds. (2007). The practice of leadership: Developing the ne generation of leaders. San Francisco: Jossey-Bass

Crosby, P. (1979). Quality is Free. New York: McGraw-Hill Book Company.

Danes S., Stafford K., Haynes G., and Amarapurkar S.(2009), "Family Capital of Family Firms: Bridgir Human, Social, and Financial Capital, Family Business Review, vol. 22, pp. 199-215, 2009.

Darwazah, S.M (2005). Build a global success, Hudson books

Deming, E. (1982). Quality, Productivity, and Competitive Position. Massachusetts Institute of Technolog Cambridge, MA 02139

DOH, J. (2003). Can Leadership Be Taught?, Academy of Management Learning and Education, 2003, Vo 2, No. 1, 54–67.

Dubrin, A. Dalglish C. and Miller P, (2006) Leadership, 2nd Ed Asia Pacific Edition John, Wiley and Sor Australia

Gibson, C. & Marcoulides, G.A. (1995). The cultural contingency approach to leadership: Examining model across four countries. Journal of Managerial Issues, 7(2), 176-192.

Graeff, C. (1983). The situational leadership theory: a critical review. The Academy of Management Review 8, 285-291.

Hall, J., Johnson, S., Wysocki, A. & Kepner, K. (2002). Transformational leadership: the transformation managers and associates. Retrieved August 3, 2006, from http://edis.ifas.ufl.edu

Hersey, P., & Blanchard, K.H. (1977). Management of organizational behavior: Utilizing human resource (3rd ed). Englewood Cliffs, NJ: Prentice-Hall.

Hughes, R.L, Ginnett, R.C. Curphy, G.J. (1999). Leadership: Enhancing the lessons of Experience. (3r Ed.). Irwin McGraw-Hill. Boston.

Irving, J. & Longbotham, G. (2007). Team Effectiveness and Six Essential Servant Leadership Theme International Journal of Leadership Studies, Vol. 2 Iss. 2, 2007, pp. 98-113

Jago, A.G. (1982). Leadership: perspectives in theory and research. Management Science, 28, 315-336.

Jung, D., & Avolio, B. (1998). Effects of leadership style on follower's cultural orientation on performanc in group and individual task condition. Academy of Management Journal, 42,

Kurfi, A. (2009). Leadership Styles: The Managerial Challenges in Emerging Economies. Internation Bulletin of Business Administration ,ISSN: 1451-243X Issue 6 , EuroJournals, Inc. 2009

Leithwood, K. & Jantzi, D. (2000). The effects of transformational leadership on organizational condition and student engagement with school. Journal of Educational Administration, 38(2)

Lung, D. I. (2001). Transformational and transactional leadership and their effects on creativity in group Creativity Research Journal, 13, 185-195.

McGregor, D. (1960). Theory X and theory Y. in Pugh, D. (1990) Organization theory. Third Editio Penguin Books, London, UK, 358-374.

Northouse, P.G.(2010): Leadership: Theory and Practice, 5th Edition, Thousand Oaks 2010

Rayner, C. and Adam-Smith, D.(2009) Managing and Leading People. CIPD

Robbins, S. P. (1993). Organizational behavior. Prentice-Hall, Inc., 366-392

Silverthorne, C. (2001). "A Test of the Path-Goal Leadership Theory in Taiwan." Leadership Organizational Development Journal 22 (4): 151-158.

Spears, L. (2010). Character and Servant Leadership. The Journal of Virtues & Leadership, Vol. 1 Iss. 2010, 25-30.

Tagiuri R. and Davis J, Bivalent (1996) . Attributes of the family firm.   Family Business Review, vol. 9, p 199-208, 1996

Winston, B. and Kathleen Patterson, K. International Journal of Leadership Studies, Vol. 1 Iss. 2, 2006, p 6-66

Youngjin, K. 2006. "Supporting Distributed Groups with Group Support Systems: A Study of the Effect of Group Leaders and Communication Modes on Group Performance." Journal of Organizational and En User Computing 18 (2): 20-38.

Yukl, G. (1998). Leadership in organizations (4th edn). Englewood Cliffs, NJ: Prentice-Hall.