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The Effective Leadership Style in a Law Firm: An Approach  
through Questionnaire Research  
(Lawyers and Business Professionals)

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Patras, Greece, May 2024

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The Effective Leadership Style in a Law Firm: An Approach  
through Questionnaire Research  
(Lawyers and Business Professionals)

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*To my family*

## **Abstract**

This dissertation explores through questionnaire research the different leadership styles in law firms and how they impact factors such as organizational culture, employee satisfaction, and organizational effectiveness to achieve success. Data were collected from a questionnaire answered by lawyers and business professionals analyzing the contribution of leadership styles to problem-solving, organizational culture, employee performance, and goal achievement. The research highlights the importance of a multi-based leadership approach, combining characteristics of different leadership styles, such as collaborative leadership, which is valued as the most important, fostering open communication, teamwork, and shared decision-making, and adaptive leadership, considered beneficial in navigating rapidly changed environments and empowering flexibility and innovation. Research findings demonstrate the impact of this combination, promoting effective problem-solving and innovation through sharing knowledge and open communication between legal and non-legal teams. Decision-making becomes more efficient through collaboration, while adaptability enhances contingency planning, and ensures the company stays informed across legal trends. Furthermore, by emphasizing transparency and valuing different viewpoints between lawyers and business professionals, collaborative leadership leads to a more positive organizational culture and balances legal and business goals through open communication and conflict resolution. However, the study acknowledges limitations such as the size of the sample to generalization of results, as well as demographic characteristics considering the locality of the respondents.

## **Keywords**

Leadership, collaboration, innovation, risk management, law firms

## Περίληψη

Στόχος αυτής της διπλωματικής εργασίας είναι να διερευνήσει τα επικρατέστερα είδη ηγεσίας που εφαρμόζονται σε δικηγορικές εταιρείες, εξετάζοντας πώς αυτά συμβάλουν στην επίλυση προβλημάτων, στις διαδικασίες λήψης αποφάσεων, την ικανοποίηση των εργαζομένων και την επίτευξη των στόχων της εταιρείας. Η έρευνα πραγματοποιήθηκε με τη χρήση ερωτηματολογίου, το οποίο χορηγήθηκε σε δικηγόρους και επαγγελματίες στελέχη του κλάδου προς συμπλήρωση, υπογραμμίζοντας το διαφορετικό επαγγελματικό υπόβαθρο τους. Προσβλέπει να εξετάσει τις αντιλήψεις τους σχετικά με το αποδοτικότερο είδος ηγεσίας που δύναται να εφαρμοστεί σε μία δικηγορική εταιρεία, με στόχο την επίτευξη βελτιστοποίησης των διαδικασιών εντός των διαφορετικών ομάδων, καθώς και του συνολικού στόχου της εταιρείας. Τα αποτελέσματα της έρευνας τονίζουν την ανάγκη για μια πολυδιάστατη προσέγγιση στην εφαρμογή είδους ηγεσίας, αναδεικνύοντας την συμμετοχική ηγεσία ως το πιο αποδοτικό είδος ηγεσίας, το οποίο προσβέβει και ενθαρρύνει την επικοινωνία χωρίς περιορισμούς, την ομαδική εργασία καθώς και την λήψη αποφάσεων σε συλλογικό επίπεδο. Παράλληλα, η προσαρμοστική ηγεσία διαδραματίζει σημαντικό ρόλο στην ηγεσία των δικηγορικών εταιρειών, αναδεικνύοντας την ανταπόκριση τους σε σημαντικές αλλαγές του ταχέως εξελισσόμενου νομικού κλάδου, καθώς και προωθώντας την ευελιξία, καινοτομία και τη δημιουργία προληπτικών στρατηγικών προς αντιμετώπιση των εκάστοτε αλλαγών. Ο συνδυασμός των ανωτέρω ειδών ηγεσίας, αντλώντας επιμέρους χαρακτηριστικά, οδηγεί, βάσει των αποτελεσμάτων της έρευνας, σε ενισχυμένη επίλυση προβλημάτων και καινοτομία, σε ανταλλαγή γνώσεων και σε δυνατότητα ανοιχτής συζήτησης χωρίς περιορισμούς, τα οποία διευκολύνουν την συνεργασία μεταξύ των τμημάτων και οδηγούν σε μεγαλύτερη παραγωγική απόδοση. Εντός αυτού του πλαισίου είναι και η ενίσχυση της διαφάνειας τόσο διαδικαστικά, αφού προκαθορίζονται διακριτά όλες οι διαδικασίες, όσο και σε επίπεδο επικοινωνίας μεταξύ των μελών. Η μελέτη αναγνωρίζει περιορισμούς ως προς το μέγεθος του δείγματος, προς γενίκευση των αποτελεσμάτων, καθώς και ως προς τα δημογραφικά χαρακτηριστικά των συμμετεχόντων, κυρίως αναλογιζόμενη τον τοπικό χαρακτήρα της πρωτεύουσας.

### Λέξεις – Κλειδιά

Ηγεσία, στυλ ηγεσίας, διοίκηση, συνεργασία, καινοτομία, διαχείριση κινδύνου

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# **1 Introduction**

The scope of this Thesis is to explore thorough leadership styles within the law firm management. The study aims to get deep into different leadership approaches that have been adopted by both lawyers in managerial roles and business professionals working in law firms. It examines the impact of factors such as organizational culture, employee satisfaction, and organizational effectiveness in implying different kinds of leadership and will try to present how legal expertise and business acumen interact to shape leadership practices within law firms.

This chapter will present the dissertation scope, the research questions based on the research is structured for analysis, a small summary of this thesis and what will be analyzed in each chapter, and finally, the expected results of the questionnaire research.

## **1.1 Dissertation Scope**

This dissertation aims to explore and evaluate the efficient type of leadership in law firms by research based on the use of a questionnaire which is used to gather data from legal and business professionals. Considering that many studies about leadership have been focused on various industries except the legal profession, this study will try to fill this research gap by investigating the role of leadership styles in abetting a positive organizational culture, as well as the relationship between different relationship styles, the employee satisfaction and engagement and the organizational effectiveness. To encourage honest responses and to enhance convenience, accessibility for participants, and anonymity, data have been collected through Google Forms, an online survey platform, to analyze them and come to meaningful conclusions. From an academic view, it will contribute to the existing knowledge of leadership and organizational behavior within law departments. Additionally, the research will provide practical implications for law firm leaders and managers, offering recommendations to enhance leadership effectiveness and improve organizational performance in the legal profession.

## **1.2 Research Questions**

Considering the research's results, this study aims to provide answers to the following questions, which will be crucial in the study's analysis of the best leadership styles within

law firms and what practices can promote innovation, shape organizational culture, and improve overall performance within law firms.

- *What are the dominant leadership styles in law firms, as perceived by lawyers in managerial roles and business professionals?*

Leadership Skills of the questionnaire (Section 2) will help us to analyze the dominant leadership styles in law firms, analyzing the different points of view in qualities or traits that are considered essential by individuals within the legal profession when evaluating leadership effectiveness.

- *How do the different leadership styles in law firms affect legal innovation and creative problem-solving?*

Problem Solving and Adaptability (Section 5) & Client and Stakeholder Relations (Section 6) of the questionnaire will help us to analyze how the different leadership styles affect innovation and creative problem-solving by covering issues such as problem-solving strategies, collaboration, handling conflicts, staying informed about legal trends, and fostering a culture of innovation, as well as understanding perceptions related to client relations and stakeholder engagement within the legal department.

- *How do different leadership styles contribute to organizational culture in law firms and to what extent?*

Collaboration and Communication (Section 4) & Decision-Making and Strategy (Section 3) of the questionnaire will help us to analyze how communication, collaboration, and decision-making relate to understanding the contribution of leadership styles to organizational culture.

- *What is the impact of leadership styles on employee satisfaction, engagement, and work-life balance in law firms?*

Collaboration and Communication (Section 4) of the questionnaire will help us to analyze how communication, collaboration, and team dynamics can provide insights into the impact of leadership styles on satisfaction, engagement, and work-life balance.

- *Do and in what way different leadership styles contribute to achieving specific legal or business goals in law firms?*

Decision-making and Strategy (Section 3) & Client and Stakeholder Relations (Section 6) of the questionnaire will help us to analyze how leadership styles contribute to the achievement of specific goals, examining the relevance of decision-making, strategy, and goal alignment are relevant.

### **1.3 Dissertation Summary**

This dissertation focuses on the impact that different leadership styles have on the success of law firms, focusing on the styles and practices used by lawyers, in leadership positions and business professionals leading these organizations. It mentions that there is a gap in existing leadership literature considering the legal profession and tries to highlight its dynamics.

Its main goal is to investigate in what way employee well-being, motivation, and commitment are affected by each different style of leadership and to present how different leadership styles affect the performance of a law firm, beginning with exploring how work environments and values can be shaped by different leadership styles. Finally, it examines the way a law firm's success in achieving objectives is contributed by each style of leadership.

#### **1.3.1 Methodological Approach**

This study adopts a research design. Uses a thoughtfully crafted questionnaire distributed via an online platform (Google Forms) for participant convenience and anonymity. Statistical tools, like Tableau or Power BI, will analyze the data collected to draw insights.

#### **1.3.2 Research Questions**

This study seeks to answer the following critical questions:

- **Primary Leadership Styles:** What leadership styles are commonly observed in law firms as perceived by legal and business authorities?
- **Impact on Innovation:** How do various leadership approaches affect legal innovation and the ability to solve problems creatively?
- **Organizational Culture:** To what degree do leadership styles play a role in shaping the culture and values of a law firm?
- **Employee Well-being:** How do leadership styles impact lawyer satisfaction, engagement, and work-life balance?

- Goal Achievement: How do various leadership styles influence the accomplishment of business goals within a law firm?

## **1.4 Expected Results**

This study expects to contribute academically to the current knowledge base on leadership and organizational behavior in the legal sector, while from a practical view, the findings of this study will provide helpful insights for legal leaders and managers. Specifically, the results can enhance law firm performance, by boosting leadership effectiveness and fostering an efficient working atmosphere for legal practitioners.

### **1.4.1 Alignment with Questionnaire Design:**

Questionnaire sections were structured briefly to directly address the research questions, as they have been outlined above. More specifically, Section 2 (Leadership Skills), the most important section of the questionnaire, is going to identify the dominant leadership styles within the target groups. Sections 3 (Decision-Making and Strategy) and 4 (Collaboration and Communication) will look at the relationship between leadership styles, company culture, and goal achievement. Section 4 will also provide insights into how leadership affects employee well-being. Sections 5 (Problem-Solving and Adaptability) and 6 (Client and Stakeholder Relations) will examine the impact of leadership on innovation, goal attainment, and client relationships.

## 2 Literature Review

This chapter is going to quote a literature review on leadership styles, citing their basic characteristics and pointing out their strengths and weaknesses. Therefore, the theoretical framework is quoted to analyze the interaction of leadership techniques applied to performance evaluation.

### 2.1 Introduction

Leadership remains one of the most popular current topics that have been researched and tens of billions have been spent on the education and development of leaders and leadership behaviors across sectors (Ruben & Gigliotti, 2019)<sup>1</sup>. Considering these, we are going to simply define the definition of leadership and how leadership performs in distinctive styles and behaviors.

According to Northouse, leadership is a process where an individual influences a group of individuals to achieve a common goal (Northouse, 2022)<sup>2</sup>. This definition is particularly important because it presents leadership as a complex of four dimensions that occur between the leader and the followers and not as a trait or characteristic of a leader. It allows analyzing leadership as an interactive event and not as a linear one, considering that process, as the first dimension, implies that there is an affection between leader and followers on both sides, without restricting it to a formally designed leader in a group. Therefore, it emphasizes the communication between leaders and followers, by involving influence, as the second dimension, which is the sine qua non of leadership (Ruben & Gigliotti, 2019)<sup>3</sup>. As a third dimension, leadership must be occurred in groups, with a common purpose, where an individual, the leader, influences a small or large group of employees to achieve common goals. And this is considered the fourth dimension, where leaders focus their efforts on employees, trying to achieve selected goals, as a mutual purpose.

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<sup>1</sup> Ruben, B. D., & Gigliotti, R. A. (2019). *Leadership, Communication, and Social Influence: a Theory of Resonance, Activation, and Cultivation*. Emerald Publishing Limited

<sup>2</sup> Northouse, P. G. (2022). *Leadership: Theory and Practice* (9th ed.). SAGE Publications.

<sup>3</sup> Ruben, B. D., & Gigliotti, R. A. (2019). *Leadership, Communication, and Social Influence: a Theory of Resonance, Activation, and Cultivation*. Emerald Publishing Limited



## 2.2 Leadership Styles and Theoretical Framework

In this chapter, we are going to explore five different traditional styles of leadership, focusing on the impact of communication, decision-making, collaboration, and ultimately the effectiveness of an organization's performance, as well as some others more relevant to adopted in law firms.

### 2.2.1 Leadership styles review

#### 2.2.1.1 Democratic Leadership

Democratic leadership is also known as participative leadership, and it is characterized by team members' participation in decision-making. It is well-known that it emphasizes on collaboration of the members and leaders who adopt such a style of leadership try to engage the team in the process of making decisions, by actively seeking inputs from their team in all procedures. This treatment aims to motivate team members and surely boost their commitment to the organization's goal (Yukl, 2022)<sup>4</sup>.

However, there are some challenges that democratic leaders must deal with such as gathering input and reaching a consensus may be time-consuming, especially when dealing with complex decisions. Also, situations that need quick decisions, and a high degree of control may be very challenging for this style of leadership.

##### 2.2.1.1.1 Key Characteristics of Democratic Leadership

Some of the basic characteristics of democratic leadership are the following:<sup>5</sup>

- Democratic leader seeks members' input on solutions, gathering the pros and cons of each point in open discussions and fostering decision-making skills of their team. They try to involve every member of each team in procedures of new thinking and boost the team's ability to brainstorm.
- They motivate team members to express themselves freely, without any concern, and produce ideas in open communication. This tactic leads to more creative and innovative solutions, letting them to come up with different situations faster and more effectively.

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<sup>4</sup> Yukl, G. 2022. Leadership in organizations (10th ed.). Pearson Education Limited

<sup>5</sup> Yukl, G. 2022. Leadership in organizations (10th ed.). Pearson Education Limited

- Democratic leaders let them take charge of their work tasks and make decisions, fostering in that way the trust and responsibility of their team members.
- Lastly, they encourage collaboration between team members, sharing the same goals and providing opportunities to gain knowledge and experience from each other.

#### **2.2.1.1.2 Strengths of Democratic Leadership**

Using democratic leadership to enhance team performance has several benefits. First, fosters an atmosphere where a variety of viewpoints and ideas are freely exchanged, leading to more informed judgments because of varied perspectives. This encourages comprehension of the circumstances, resulting in thorough and well-informed conclusions. Furthermore, democratic leaders foster a sense of ownership and accountability among team members by involving them in decision-making and valuing their contribution. This enhances commitment and motivation among team members. Team members become more committed and motivated because of feeling personally engaged in the project's or organization's success. enhances problem-solving through teamwork, which is a key component of democratic leadership. Democratic teams are better able to handle problems when they collaborate and make use of each member's skills.

#### **2.2.1.1.3 Weaknesses of Democratic Leadership**

Although democratic leadership has advantages, there are certain disadvantages to take into account. First of all, because collaboration is required, time-consuming is viewed as a weakness. Reaching an understanding and coming to choices as a group can take a long time. It frequently entails negotiations and concessions, which might block success. Moreover, not all situations lend themselves to democratic leadership, especially those that call for fast conclusions and may necessitate a more directive approach. Additionally, to control group dynamics and promote dialogue, leadership abilities are needed. Democratic team leaders must be adept at handling disputes within the group, allowing everyone to contribute, and controlling group dynamics.

#### **2.2.1.1.4 When is Democratic Leadership Most Effective?**

Considering the above, Democratic leadership is likely to be most effective when team members have high levels of expertise and experience, and that's because their diverse viewpoints can greatly benefit decision-making and problem-solving processes. It is also effective when the task is complex and requires creative solutions. Democratic leadership is

helpful when solving issues that call for innovation and deviation. Collaboration allows for the investigation of various approaches and ideas for solving problems. In the same way, it works best when team members are extremely driven and dedicated to the job at hand because it can increase their sense of ownership and engagement by including them in the decision-making process. Democratic leadership also plays a critical role in including stakeholders in decision-making when it's necessary to create consensus and buy-in. This increases the likelihood that the selected course of action will be implemented and fosters a sense of ownership.

### **2.2.1.2 Autocratic Leadership**

Autocratic leadership, often known as authoritarian leadership, is marked by a decision-making process controlled by the person in charge. This type of leadership gives advice and oversight, directing tasks and solutions without requiring team members' participation. This strategy can be useful in time-sensitive situations or for work with specific aims, but it may restrict originality and innovation. However, if team input is not prioritized, opinions and ideas may be ignored. Furthermore, this strategy tends to demotivate team members who seek autonomy and control over their responsibilities (Yukl, 2022)<sup>6</sup>.

#### **2.2.1.2.1 Key Characteristics of Autocratic Leadership**

Some of the unique characteristics of autocratic leadership are the following:

- Autocratic leaders have the absolute authority to make decisions independently, with the expectation to be followed without question, while they have input from their team members and seek their advice.
- They are characterized by a high level of control, closely checking their team members' progress. Team members have limited autonomy since decision-making authority is concentrated at the leadership level.
- They provide precise directions and expectations so that team members understand what is expected of them. A very good characteristic in projects with specific goals and a defined purpose.
- Autocratic leaders can make quick decisions when they are required, because they can quickly direct the team's implementation of the plan, giving no space for

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<sup>6</sup> Yukl, G. 2022. *Leadership in organizations* (10th ed.). Pearson Education Limited

conversations. This is a very important characteristic in time-sensitive or critical situations.

- Lastly, communication limits and it flows one way from the leader to the team.

#### **2.2.1.2.2 Strengths of Autocratic Leadership**

Autocratic Leadership brings advantages especially, in clearly defined scenarios. Firstly, in this style there is efficiency. Autocratic leadership proves to be highly efficient in situations where quick decisions are required or when a high level of control is essential. The leader takes charge. The team follows suit minimizing delays and simplifying the process. In addition, there is clear guidance. Autocratic leaders offer unambiguous guidance leaving no room for confusion regarding expectations and objectives. This can be advantageous for team members who thrive in environments with a path ahead. Moreover, Autocratic leadership ensures a focus on completing tasks. With the leader setting the direction teams can progress swiftly towards achieving their goals for tasks with defined boundaries and clear objectives.

#### **2.2.1.2.3 Weaknesses of Autocratic Leadership**

Although autocratic leadership has advantages, there are certain disadvantages to take into account. Firstly, it blocks creativity and innovation because it does not encourage members to contribute or offer different ideas. Consider team members with ideas who would feel afraid to share them, resulting in missed possibilities for innovative solutions. Moreover, applying this style of leadership to people who value autonomy and a sense of ownership in their work and restricting them in all procedures may demotivate them and reduce motivation for all members. Also, when people feel unappreciated reduce their involvement in procedures in general and this affects team morale. Furthermore, this style of leadership must reduce problem-solving efficiency because autocratic leaders miss out on new perspectives and potential solutions due to restricting team members from decision-making.

#### **2.2.1.2.4 When is Autocratic Leadership Most Effective?**

Considering the above, Autocratic leadership is likely to be most effective in scenarios, such as crises or emergencies where it can be beneficial due to its quick decision-making and clear guidance. The rapid decision-making ability of this style is crucial for navigating circumstances. Also, Autocratic leadership can be beneficial when team members lack experience or expertise because, considering that the leader's knowledge plays a role in

ensuring tasks are carried out accurately, the leader can offer guidance and direction. In addition, this leadership style is most suitable for tasks that are simple, defined, and require direction from the leader because the leader can outline the steps to follow allowing the team to execute without deliberation.

### **2.2.1.3 Laissez-faire Leadership**

Laissez-faire leadership, often known as hands-off leadership, is characterized by a leader who gives staff freedom, independence, and flexibility when making decisions and carrying out responsibilities. In general, they provide limited advice and supervision to team members, relying on standard operating procedures.

#### **2.2.1.3.1 Key Characteristics of Laissez-faire Leadership**

Some of the basic characteristics of Laissez-faire leadership are the following:

- Laissez-faire leadership lacks a leader's involvement in procedures allowing team members to make decisions and complete tasks independently. Leaders just provide direction and resources, trusting people to fulfill their jobs independently.
- It encourages team members' autonomy, decision-making, and problem-solving skills. This style of leadership promotes transparency and creative thinking.
- This leadership style requires employees to handle their tasks and provide feedback on their progress.
- It also prioritizes achieving goals above managing previous steps. This method can be beneficial for challenges that necessitate innovation and novel solutions.
- Finally, it reduces communication. Information flow is usually one-way, with less emphasis on ongoing collaborative discussions or brainstorming sessions.

#### **2.2.1.3.2 Strengths of Laissez-faire Leadership**

Using Laissez-faire leadership to enhance team performance has several benefits. Empowers team members, fosters ownership by distributing responsibility and oversight to hands-off leaders, and lets freedom in performing. People feel trusted to make decisions and perform their jobs, which fosters a sense of ownership and inner motivation. Moreover, for those who are autonomous, demonstrating their skills, such a feeling of empowerment may lead to increased engagement and a more enjoyable job. Furthermore, it allows staff to try out new ideas and methods encouraging creativity and innovation. This relaxed style may inspire creativity, self-motivation, encourage thought and let team members to experiment

and take calculated risks, which may lead to discoveries that would not have been possible in a different atmosphere.

#### **2.2.1.3.3 Weaknesses of Laissez-faire Leadership:**

Although laissez-faire leadership has benefits, it is vital to understand its drawbacks to maintain a successful workplace. First, it lacks leadership and may produce uncertainty because leaders fail to provide clear direction or guidance to employees, particularly those who thrive on structure, who may get confused or unsure about project objectives and expectations. The lack of certain procedures can result in missed deadlines and inefficiencies affecting overall performance. Without direction, team members might find it difficult to prioritize activities or ensure that their efforts are in line with the project's overarching objectives. Furthermore, it eliminates accountability and performance issues, aimlessness among team members. Without supervision from a supervisor who monitors progress and provides feedback, there is a risk of missed deadlines, degraded job quality, and a lack of attention on continual improvement. Employees may become comfortable if expectations are not clearly established and performance reviews are not conducted regularly. It also has an impact on decision-making and teamwork, which become slow and inefficient when there is no leader to direct them. In some cases, a lack of direction and centralized oversight can result in delays, lost effort, and duplicated work. Collaboration and team effectiveness might suffer when there is no leader to foster communication and ensure alignment among team members.

#### **2.2.1.3.4 When is Laissez-faire Leadership Most Effective?**

Laissez-faire leadership may be most effective when combined with specific team characteristics, such as highly talented and experienced teams. When team members have substantial knowledge and experience, they may not require regular supervision<sup>7</sup> because their established knowledge and abilities enable them to manage their responsibilities, make decisions, and overcome obstacles efficiently. This leadership style does not make members feel bound by inspection and allows them to focus on their skills and accept responsibility for their work. Furthermore, for creative projects, a hands-off leadership style that lacks regulations may be useful since it allows people to explore new ideas and experiment. This

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<sup>7</sup> Zeleke Hundie, & Ephrem Habtewold. (2024). The Effect of Transformational, Transactional, and Laissez-Faire Leadership Styles on Employees' Level of Performance: The Case of Hospital in Oromia Region, Ethiopia. *Journal of Healthcare Leadership*, Volume 16, 67–82. <https://doi.org/10.2147/jhl.s450077>

setting promotes an experimental culture and encourages people to think creatively, which can lead to solutions and significant results. It is equally useful for people who are highly self-motivated and accept responsibility for their tasks operating independently. Having exceptional time management abilities, they can thrive in a controlled environment by laissez-faire leadership, which enables them to succeed by relying on their initiative and motivation.

#### **2.2.1.4 Transformational Leadership**

Transformational leadership is a style that inspires the encouragement of teams to achieve exceptional outcomes and motivates followers to go beyond their capabilities and achieve exceptional results.<sup>8</sup> These leaders prioritize the interests of the team or organization's interests, nurturing a shared vision<sup>9</sup> and steadfast dedication to a purpose that goes beyond aspirations. They don't just oversee tasks, but they motivate their teams to strive for excellence.

##### **2.2.1.4.1 Key Characteristics of Transformational Leadership**

Some of the basic characteristics of Transformational leadership are the following:

- First transformational leaders are charismatic, and they elicit an emotional connection and admiration from their fans, not from popularity, but from building faith and confidence in their vision and leadership skills.
- Second, they thrive at articulating a vision that enralls followers and motivates them to reach their best, going beyond tasks, presenting a worthwhile goal, and establishing a sense of purpose in the team.
- Transformational leaders do not accept the status quo. They challenge accepted norms and cultivate an environment of discovery and inquiry, aggressively encouraging critical thinking, creativity, and invention. They also engage in stimulating debates, which build a collaborative work environment in which new ideas and imaginative solutions thrive.
- They recognize that team members are unique individuals and treat everyone with respect and provide targeted assistance, guidance, and coaching. This helps them

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<sup>8</sup> Bass, B. M. (1985). *Leadership and Performance beyond Expectations*. Free Press.

<sup>9</sup> Kouzes, J. M., & Posner, B. Z. (2012). *The five practices of exemplary leadership* (Rev. and updated ed.). Wiley.



grow and capitalize on their abilities and produces a sense of worth and belonging in team members.

#### **2.2.1.4.2 Strengths of Transformational Leadership**

Transformational leadership benefits both the leader and the team. For starters, it fosters an environment in which people exceed their expectations for goal completion while also improving motivation and dedication by inspiring the team to continue aiming for perfection<sup>10</sup>. It is a fact that people get committed when believe in the group's success and overall vision and this style of leadership promotes this feeling. It also emphasizes how valuable are challenging standards and cultivating diverse perspectives, promoting creativity and innovation. Team members learn to think critically, explore new ideas, and discuss different points of view becoming more innovative and improving their problem-solving abilities. Furthermore, a shared vision promotes teamwork, unifies forces, and strengthens coworker connections.

#### **2.2.1.4.3 Weaknesses of Transformational Leadership:**

Although transformational leadership has its advantages, it is not without its challenges. Firstly, in this style leader has an ambitious vision, which means that the leader is present and motivates actively the members' team. This has as results to lead them to be too dependent on the leader's presence by reducing their ability to function independently. Furthermore, this fact produces situations of high stress, burnout, and feelings of inadequacy among followers because there are many expectations. It also raises ethical concerns<sup>11</sup> because these leaders, with charismatic personalities, can occasionally result in imbalances that are sensitive to problems to be solved. These leaders need to maintain integrity, act, and refrain from using their influence for gain.

#### **2.2.1.4.4 When is Transformational Leadership Most Effective?**

Transformational leadership can be useful in some situations, especially when guiding teams through times of transition and change. Leaders inspire and motivate others, which is crucial

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<sup>10</sup> Fauziah Aida Fitri, Muhammad Syukur, & Faradiba, D. (2024). The Effects of Management Control Systems and Leadership Style on Company Performance. *Australasian Accounting Business and Finance Journal*, 18(2), 175–187. <https://doi.org/10.14453/aabfj.v18i2.11>

<sup>11</sup> (2009). *The Leadership Quarterly*, 20(6), 854. <https://doi.org/10.1016/j.leaqua.2009.09.003>



for navigating uncertainty and uniting the team around a common vision for the future<sup>12</sup>. Furthermore, they challenge prevailing norms and cultivate ideas which leads to fostering innovation and certainly creativity by resulting in novel ideas and ground-breaking outcomes. Finally, it fosters effectiveness in leadership by offering a vision that inspires and motivates teams to achieve their objectives. Transformation leaders thrive at showcasing a compelling problem and rallying the team around it to achieve extraordinary results.

### **2.2.1.5 Transactional Leadership**

Transactional leadership is a style that prioritizes achieving outcomes through a clear communication channel, between the leader and followers. This leadership style emphasizes organizational order. Setting goals to reach desired results<sup>13</sup>.

#### **2.2.1.5.1 Key Characteristics of Transactional Leadership**

Some of the basic characteristics of Transactional leadership are the following:

- Firstly, they establish performance criteria and offer incentives, such as bonuses or advances, for meeting or exceeding established objectives. This leadership style fosters a connection between performance and acknowledgment, motivating team members to achieve their goals
- Additionally, this style's leaders offer guidance and assistance and mainly focus on intervening and rectifying performance issues as they emerge. This strategy underscores accountability. Ensures that established criteria are met. However, it may restrict opportunities for growth and feedback.
- Moreover, at times transactional leadership is seen as passive because the leader reacts to situations rather than actively shaping them. The emphasis is on preserving the situation and ensuring compliance, with established processes.

#### **2.2.1.5.2 Strengths of Transactional Leadership**

Although transactional leadership may look inflexible, it has advantages especially when it establishes performance objectives as well as produces a systematic system of rewards and

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<sup>12</sup> Kouzes, J. M., & Posner, B. Z. (2012). *The five practices of exemplary leadership* (Rev. and updated ed.). Wiley.

<sup>13</sup> Spillane, J. P. (2004). *Distributed leadership*. Lawrence Erlbaum Associates.

penalties.<sup>14</sup> This clarity can be beneficial for team members who value a framework and a clear path to achieving goals. Furthermore, in cases when goals are well-defined and activities are typical, this method can significantly improve performance. Processes can be streamlined by setting clear goals and focusing on meeting defined metrics. Ensure the outcomes. Furthermore, focusing on rewards might function as motivation for employees who are motivated by completing certain goals. Transactional leadership connects effort and recognition, potentially increasing team productivity.

#### **2.2.1.5.3 Weaknesses of Transactional Leadership:**

Although transactional leadership has its advantages considering the clarity and order that presents, it prioritizes obedience to established procedures and attaining predetermined goals which may stifle originality and innovation. There is a priority on researching ideas and thinking beyond the box, which may limit the team's ability to react to changing conditions. In addition, transactional leadership may favor short-term outcomes above long-term goals and development, thereby overshadowing planning and sustaining success. The emphasis on immediate performance metrics may overlook the significance of nurturing development and strategic insight. Furthermore, leaning significantly on rewards and penalties in leadership may undermine motivation and employee engagement. This strategy may cause team members to focus on completing the bare requirements for rewards, disregarding the possibility of growth and enjoyment received from internally driven work.

#### **2.2.1.5.4 When is Transactional Leadership Most Effective?**

When tasks are well-defined and procedures require precision and efficiency, transactional leadership can provide explicit directions to achieve consistent results keeping them to established norms. Moreover, in organizations where stability exists and no change has occurred, keeping the status quo can be beneficial since leaders value established systems and transparent expectations, which helps to speed operations and ensure consistent performance. Furthermore, it improves performance since teams want to reach goals that can be aided by a transactional leader's clear direction and inspiration.

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<sup>14</sup> Fauziah Aida Fitri, Muhammad Syukur, & Faradiba, D. (2024). The Effects of Management Control Systems and Leadership Style on Company Performance. *Australasian Accounting Business and Finance Journal*, 18(2), 175–187. <https://doi.org/10.14453/aabfj.v18i2.11>

## **Adapting to the Dynamic Legal Landscape Leadership Styles**

Considering the five classic leadership styles listed above, the study examines some alternative styles that can be input effectively in the increasingly dynamic legal world.

### **2.2.1.6 Adaptive Leadership**

Adaptive leadership stands out as an approach that highlights learning, experimentation, and adjustment to tackle complex challenges and promote positive transformations within legal entities.

#### **2.2.1.6.1 Key Characteristics of Adaptive Leadership**

Some of the basic characteristics of Adaptive leadership are the following:<sup>15</sup>

- Firstly, adaptive leaders motivate teams to embrace change and explore new opportunities, rather than remaining stagnant.
- Secondly, adaptive leaders are characterized by analytical thinking to make decisions, solve problems, gather information, examine incidents, and find root causes.
- Moreover, they promote a learning culture by promoting calculated risks and experimentation in a safe atmosphere, emphasizing the importance of test approaches freely.
- Finally, they encourage also healthy conversations and exchanges, with positive interactions.

#### **2.2.1.6.2 Strengths of Adaptive Leadership**

Legal organizations may benefit from adaptive leadership that welcomes change and promotes a learning culture increasing overall resilience. This style of leadership enables firms to adapt to new landscapes with agility, emphasizing experimentation and challenging approaches that promote innovation. Adaptive leadership encourages the development of new ideas and projects by fostering a more creative and solution-focused organizational culture. Finally, it increases engagement with leadership by allowing employees to contribute to solutions, which leads to commitment and value for their perspectives, resulting in a more engaged and productive workforce.

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<sup>15</sup> Ruben, B. D., & Gigliotti, R. A. (2019). *Leadership, Communication, and Social Influence: a Theory of Resonance, Activation, and Cultivation*. Emerald Publishing Limited

#### **2.2.1.6.3 Weaknesses of Adaptive Leadership:**

Although adaptive leadership provides benefits, it also has challenges by mostly making people feel uneasy and uncomfortable because of the constant emphasis on change and innovation. This feeling in comparison with the lack of leadership communication and support, it is extremely difficult to strike a balance between transitioning from a change-resistant workplace to one that promotes it. Moreover, to achieve leadership development, leaders must possess emotional intelligence and self-awareness, while producing excellent communication skills, all of which take time and devotion. Furthermore, executing leadership changes may meet criticism from individuals or groups that value state security, necessitating effective communication of the benefits of change and a clear transition strategy.

#### **2.2.1.6.4 When is Adaptive Leadership Most Effective?**

Adaptive leadership may be particularly effective in situations where settings continue to change. This happens because it prioritizes learning and adaptability which are both critical for overcoming uncertainty and succeeding in a changing legal landscape. Moreover, when leaders face problems that are unable to be solved, adaptive leadership promotes experimentation and fosters collaborative problem-solving. It is very important to mention that managing legal issues necessitates a strong ability of multi and creative thinking, which promotes continual learning, resulting in long-term growth and success. In that way, legal organizations are empowered to stay in the game, by adopting all the necessary skills and strategies needed for global success.

#### **2.2.1.7 Client-Centric Leadership**

Client-Centric Leadership prioritizes the demands, satisfaction, and accomplishments of clients in all decisions and activities. Leaders who adopt this style try to understand clients' needs and foster the company's culture to adapt services that will satisfy their clients<sup>16</sup>. This style emphasizes teamwork to give the best service by adjusting data based on client feedback.

##### **2.2.1.7.1 Key Characteristics of Client-Centric Leadership**

Some of the basic characteristics of Client-Centric leadership are the following:

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<sup>16</sup> Buttle, Francis. 2009. *Customer Relationship Management: Concepts and Strategies*. Cengage Learning EMEA

- Leaders actively aim to gain insight into their clients, understand their needs, desires, and difficulties, and guide decision-making processes. In that way, they guarantee that all procedures and their impacts resonate with what matters to their clients.
- Moreover, leaders focused on clients ensure that all team members, irrespective of their roles, are united in their dedication to surpassing client expectations.
- These leaders allow workers to make decisions and manage customer relations independently, holding them responsible for providing high-quality service and fostering a sense of obligation toward client success.
- Finally, client-focused leadership highlights the value of responding to changing client needs and promotes leaders to actively look for ways to improve their services and come up with solutions.

#### **2.2.1.7.2 Strengths of Client-Centric Leadership**

Client-centric leadership may be very advantageous by prioritizing client needs because fosters client satisfaction and loyalty and produces stronger client connections and recommendations<sup>17</sup>. Additionally, respect is a very crucial aspect when applying this style of leadership, especially when a client-focused approach builds trust and empathy, maintaining long-term partnerships that benefit both sides. Furthermore, respect is essential when implementing this leadership style, particularly when a client-focused approach fosters trust and empathy. This may benefit both sides and result in long-term partnerships. Finally, people are more motivated when they work for firms that value service delivery, making them promote a sense of purpose among the team.

#### **2.2.1.7.3 Weaknesses of Client-Centric Leadership:**

Although Client-Centric leadership has its benefits it also comes with its share of challenges in balancing internal aims with client needs. Leaders must manage resources effectively and guarantee that these adaptations do not affect the company in the future and it can be vital despite any change. Moreover, they must overcome any kind of internal resistance and be prepared to argue for this focusing and guiding the organization through this difficult transformation. However, considering indexes of the client satisfaction ratings and outcomes in net amount is a way to provide information about how well this technique is

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<sup>17</sup> Reichheld, Frederick F. 2006. *The Loyalty Effect: The Hidden Force Behind Growth, Profits, and Lasting Value*. Harvard Business School Press

performing and if the stability of the organization has been affected by the client-centric approach.

#### **2.2.1.7.4 When is Client-Centric Leadership Most Effective?**

Client-Centric leadership has many advantages, especially in industries providing services such as legal or producing goods in a consumer-based market. This happens because in these fields providers rely on cultivating strong client relationships and surpassing expectations. Adopting a client leadership model ensures they concentrate on what truly counts. It may also thrive in industries of consumer goods and services, where keeping customers satisfied and loyal is crucial, for increasing sales and market share. A focus on putting the customer first means making sure every aspect of their experience is tailored to enhance their satisfaction. Generally, customer-focused leadership goes beyond meeting client needs by involving partnerships for mutual benefit. Effective leaders focused on customers build trust maintain transparency and engage in dialogue with clients. This collaborative atmosphere fosters innovation. Drives value creation, for both the company and its clients.

#### **2.2.1.8 Collaborative Leadership**

Collaborative leadership involves tapping into a team's collective strength rather than putting decisions on one person. This method emphasizes the necessity of making decisions while fostering dialogue and working as a team to achieve common goals.<sup>18</sup> Leaders who value collaboration encourage their team members to respect different points of view and use the group's intelligence to come up with new ideas<sup>19</sup>.

##### **2.2.1.8.1 Key Characteristics of Collaborative Leadership**

Some of the basic characteristics of Collaborative leadership are the following<sup>20</sup>:

- Collaborative leaders involve members in decision-making and foster open and honest communication to explore new opportunities. They have minimal authority in the process trying to encourage the team to participate and express freely.
- Successful leaders provide their teams the freedom, resources, and support they need to succeed.

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<sup>18</sup> Yukl, G. 2022. *Leadership in organizations* (10th ed.). Pearson Education Limited

<sup>19</sup> Ruben, B. D., & Gigliotti, R. A. (2019). *Leadership, Communication, and Social Influence: a Theory of Resonance, Activation, and Cultivation*. Emerald Publishing Limited

<sup>20</sup> Northouse, P. G. (2022). *Leadership: Theory and Practice* (9th ed.). SAGE Publications.

#### **2.2.1.8.2 Strengths of Collaborative Leadership**

Collaboration promotes the interchange of ideas, creating an environment suitable to creativity and problem resolution with a positive team climate. When varied perspectives come together, the possibility for solutions increases dramatically. As a result, collaborative leadership promotes employee engagement and motivation. This is because when team members believe they are appreciated and have a part in decision-making processes, they are more likely to be engaged and driven to complete their work. Furthermore, it increases decision-making by using the team's intelligence in dealing with both difficulties and possibilities. These teams can adapt easily to changes and overcome challenges and are more flexible providing viewpoints and tapping into problem-solving abilities.

#### **2.2.1.8.3 Weaknesses of Collaborative Leadership**

Although collaborative leadership offers many advantages, it also has certain challenges considering that getting an agreement and incorporating team members in decision-making processes can be time-consuming. Moreover, there must be a balance between the need to seek agreement and actions because of the potential for diversity in the team. This enhances another issue for collaborative leaders' skills who must be able to resolve conflicts and handle disagreements. Lastly, collaboration leadership does not diminish the value of leadership and for that reason, leaders must be careful and maintain the balance between making decisions and providing clear direction when necessary.

#### **2.2.1.8.4 When is Collaborative Leadership Most Effective?**

Collaborative leadership can be especially beneficial in situations that do not have simple solutions because teamwork and conversation can examine multiple viewpoints, resulting in a more holistic knowledge of the subject. The main trait of this style of leadership is to come up with innovative ideas by using the team's talent and of course expertise. Moreover, collaborative leadership may have valuable results when the goal is to bring new ideas by allowing a variety of concepts to be examined and developed and fostering innovation and thinking. At last, this style helps in situations where it is necessary to support and secure changes by ensuring a smooth transition due to team members' engagement.

#### **2.2.1.9 Innovative Leadership**

Innovative leadership is a style that sticks out of the usual routine, fostering absolute creativity and innovation. Leaders dare projects and encourage exploration and new ideas.



Leadership in this style has a vision for the future by adopting innovation and pushing the limits of what is possible<sup>21</sup>.

#### **2.2.1.9.1 Key Characteristics of Innovative Leadership**

Some of the basic characteristics of Innovative leadership are the following:

- Firstly, innovative leaders have a clear vision for the future and prioritize constant development to ensure success by inspiring their people to seek better ways to complete tasks and embrace new viewpoints and ideas.
- Secondly, they encourage innovation by discussing new ideas freely which leads to an environment without criticism.
- Moreover, innovative leaders empower team members to be autonomous and experiment with different ideas because they recognize that taking risks is necessary for development.
- In addition, leaders being aware of today's ever-changing world believe in adaption and create a learning culture, making any change an opportunity for development. By this approach of being flexible to any change leaders ensure agility of the organization with a good response to market trends and technology improvements.
- Innovative leaders prioritize both exploration and responsibility. They provide frameworks to assess the efficacy of ideas and undertakings. This data-centric strategy helps them to track progress, identify areas for improvement, and ensure that innovation leads to results.

#### **2.2.1.9.2 Strengths of Innovative Leadership**

Innovative leadership may be advantageous considering competition as organizations that adopt this style of leadership emerge opportunities and gain growth by staying out of the competition because stay distinguished from all others due to innovative procedures that are followed<sup>22</sup>. Moreover, innovative leaders gain benefits by cultivating an environment that supports innovation and creating problem-solving approaches by empowering thinking and devising answers to challenging challenges that improve the organization's perspectives<sup>23</sup>.

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<sup>21</sup> Yukl, G. 2022. *Leadership in organizations* (10th ed.). Pearson Education Limited

<sup>22</sup> Fauziah Aida Fitri, Muhammad Syukur, & Faradiba, D. (2024). The Effects of Management Control Systems and Leadership Style on Company Performance. *Australasian Accounting Business and Finance Journal*, 18(2), 175–187. <https://doi.org/10.14453/aabfj.v18i2.11>

<sup>23</sup> Bass, B. M. (1985). *Leadership and Performance beyond Expectations*. Free Press.



Furthermore, leaders who believe in the team's values foster a sense of ownership that contributes to a productive work environment. Finally, an innovative culture allows organizations to be flexible to changes, gaining the advantage of new opportunities by exploring more solutions and innovative ideas.

#### **2.2.1.9.3 Weaknesses of Innovative Leadership**

Although innovative leadership offers many advantages, it also has certain challenges considering that there are many calculated risks, for example when an experiment fails. Leaders must value such risks and cultivate a culture where any failure must be thought as an opportunity for learning and development<sup>24</sup>. Moreover, in situations where certain employees may resist new developments and ideas, leaders must have the ability to explain how important any kind of innovation for the organization is and communicate the link to the upper goal to succeed. Additionally, as new technology, training materials, and support are necessary for implying innovation costing money, it is very important to advocate the potential return on investment that it may provide.

#### **2.2.1.9.4 When is Innovative Leadership Most Effective?**

In a variety of situations, innovative leadership can be beneficial especially in continually changing sectors, where continuous innovation is required to stay ahead of competition. This means that innovative leaders should apply methods to help firms adapt, create products or services, and sustain a competitive advantage. Furthermore, when faced with problems or seeking growth opportunities, innovation becomes a vital success component. Innovative leaders can guide teams in researching approaches to problem-solving and discovering new opportunities for the organization. Furthermore, innovative leadership thrives in situations that encourage new ideas and empower employees to challenge norms. Organizations that promote a culture are more inclined to experiment. Are more likely to receive the rewards of innovation<sup>25</sup>.

### **2.2.2 Theoretical Framework**

To explore the relationship between leadership techniques and the performance of law businesses this study focuses on viewpoints from three basic leadership frameworks: trait

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<sup>24</sup> Kouzes, J. M., & Posner, B. Z. (2012). *The five practices of exemplary leadership* (Rev. and updated ed.). Wiley.

<sup>25</sup> Yukl, G. 2022. *Leadership in organizations* (10th ed.). Pearson Education Limited.

theory, behavioral theory, and contingency theory and how they interact with each other and potentially strengthen one another. This means that a leader with communication skills, as pointed out in Trait Theory, might excel at adopting a leadership style by Behavioral Theory which is based on the specific requirements of a situation according to contingency Theory.

### **2.2.2.1 Trait Theory**

According to Trait Theory, effective leadership is inspired by inherent qualities and personal characteristics, that are crucial in analyzing. This section lists important personality traits regularly related to successful leadership in legal entities, which are the following:

- It demonstrates intellectual capacity where legal leaders, including business executives and lawyers, must possess great analytical and problem-solving abilities to understand complicated legal issues and develop effective strategies.
- It demonstrates decision-making skills where leaders must make well-informed legal context-updated decisions, especially in high-pressure situations.
- It demonstrates integrity and ethical behavior for legal executives, including business professionals and attorneys because they should aggressively promote behavior within their organizations to maintain their reputation and public trust.
- It demonstrates clear and convincing communication because legal leaders must communicate effectively with their clients, coworkers, and external parties.

### **2.2.2.2 Behavioral Theory**

Behavioral Theory promotes leadership through actions, emphasizing the necessity of building leadership abilities through training and hands-on experience. This study explores the most essential leadership behaviors as follows.

- Directive leadership can help mentor new team members and manage legal challenges.
- Supportive leadership promotes employee well-being, motivation, and job satisfaction.
- Participative leadership incorporates lawyers in decision-making, increasing team morale and commitment via ownership and shared accountability.
- Achievement-oriented leadership sets goals, expectations, and performance criteria to ensure accountability and success in legal firms.

### 2.2.2.3 Contingency Theory

According to the Contingency Theory, successful leadership styles vary depending on the circumstances and context. In a law firm setting, the following elements can influence the leadership approach:

- For complex tasks that require strict adherence to procedures, a direct leadership approach can assure clarity, focus, and effective performance.
- Leveraging the expertise and insights of attorneys can lead to advantages.
- Effective leaders who prioritize decision-making and foster a feeling of togetherness within a law company can lead to positive outcomes

## 2.3 Leadership and Employee Performance

This section investigates how various leadership styles affect employee performance in situations. By evaluating leadership models, this study hopes to bridge a knowledge gap and emphasize how leaders might influence performance measures in legal companies.

### 2.3.1 Leadership's Impact on Employee Performance

According to studies<sup>26</sup>, successful leadership styles can influence employee performance through the following key characteristics, which will be the basis for answering the research questions by analyzing the data obtained through the designed questionnaire.

- Improves motivation and engagement<sup>27</sup> by instilling a feeling of purpose, ownership, and dedication, which contributes to a company's success and performance, and by effectively communicating goals and acknowledging efforts to make people feel valued and inspired to succeed.
- Supportive and collaborative leadership styles improve job satisfaction by creating content legal teams that can better serve clients and reduce feelings of isolation.
- Improves decision-making by integrating team members and fostering effective communication. Creating a decision-making culture leads to more informed decisions that benefit both clients and the firm's income, as well as fostering a sense

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<sup>26</sup> Collinson, David & Bryman, & Grint, Keith & Jackson, Brad & Uhl-Bien, Mary. (2011). *The Sage Handbook of Leadership*.

<sup>27</sup> Wahyudi, L., Panjaitan, H. P., & Junaedi, A. T. (2023). Leadership Style, Motivation, and Work Environment on Job Satisfaction and Employee Performance at the Environment and Hygiene Department of Pekanbaru City. *Journal of Applied Business and Technology*, 4(1), 55–66.  
<https://doi.org/10.35145/jabt.v4i1.119>

of ownership among team members, resulting in improved support for the new procedures used.

- Promotes creativity and experimentation to tackle challenging legal issues and build a creative culture, enhancing the firm's competitive advantage.
- Improves efficiency through clear communication, performance targets, and resource allocation. Furthermore, clear communication avoids misunderstandings and rework, streamlines operations, and maximizes the use of existing resources.

However, despite the above positive outcomes, leadership styles' actual impact can be contingent on various factors. For instance, a study by Febrian and Nurhalisah (2024) found that authoritarian leadership had no significant effect on employee performance in a specific company. This emphasizes the need to consider contextual factors when examining leadership styles and their influence. Additionally, he discovered<sup>28</sup> that workload had no significant effect on employee performance when considering the specific company's context and work environment, implying that external factors from the employees themselves could be causing pressure, mitigating the impact of workload. In the same study, on the contrary, must be mentioned that the author identified a positive relationship between job stress and employee performance, showing that this favorable association may be limited to a specific amount of stress. Excess stress can be detrimental to performance. However, further research is needed to evaluate the potential curvilinear relationship between stress and performance in the legal profession.

## **2.4 Leadership and Organizational Culture**

Leadership has a considerable influence on the organizational culture of law firms, considering that leaders support organizational culture by modeling attitudes and actions that influence employee performance and overall success. This chapter investigates the relationship between leadership styles and professional culture.

### **2.4.1 Influence of Leadership on Organizational Culture**

In this section, the study tries to present how leadership styles can shape the working environment.

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<sup>28</sup> Febrian, W., & Nurhalisah, S. (2024). Determination of Workload, Work Stress, and Authoritarian Leadership Style on Performance Performance. *Dinasti International Journal of Digital Business Management*, 5(2), 282–292. <https://doi.org/10.31933/dijdbm.v5i2.2243>

Organizational culture is the set of shared values, beliefs, and practices that define a corporation. It encompasses the work environment, leadership styles, communication patterns, and the general psychological climate. A positive and supportive culture that values collaboration and open communication can significantly improve employee performance and satisfaction<sup>29</sup>.

Moreover, a leader can affect an organization's culture through his actions and decisions by setting standards and demonstrating desirable attributes such as integrity, teamwork, and respect, promoting an environment that reflects these values. Moreover, the way leaders make decisions shows the level of collaboration and diversity inside the firm<sup>30</sup>. For example when a leader values team feedback will foster collaboration and create a culture that promotes shared accountability, while on the opposite making decisions autocratically fosters anxiety and separation among team members. Furthermore, different leadership styles affect the employee's environment and how they feel inside it. When enhancing open communication and honesty skills, fosters trust and safety, and employees feel comfortable discussing issues and actively participating in discussions. Finally, leaders who value collaboration, innovation, and customer service contribute to the development of a culture that promotes values such as rewards and bonuses, values that affect their actions in progress. In contrast, considering a system based on hours may develop an environment based on quantity rather than quality, which potentially leads to tiredness.

#### **2.4.2 The Influence of Culture on Leadership**

Existing culture in a firm may shape leadership styles due to compatibility. Organizations with a strong tradition of collaboration may attract leaders who thrive in an interactive environment, while on the contrary others who are more hierarchical, might prefer leaders with a more authoritative approach. In addition, leaders may face cultural resistance that should be considered seriously to adapt to the cultural dynamics and navigate any changes tactfully.

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<sup>29</sup> Wahyudi, L., Panjaitan, H. P., & Junaedi, A. T. (2023). Leadership Style, Motivation, and Work Environment on Job Satisfaction and Employee Performance at the Environment and Hygiene Department of Pekanbaru City. *Journal of Applied Business and Technology*, 4(1), 55–66. <https://doi.org/10.35145/jabt.v4i1.119>

<sup>30</sup> Fauziah Aida Fitri, Muhammad Syukur, & Faradiba, D. (2024). The Effects of Management Control Systems and Leadership Style on Company Performance. *Australasian Accounting Business and Finance Journal*, 18(2), 175–187. <https://doi.org/10.14453/aabfj.v18i2.11>

### 2.4.3 Characteristics of an Ideal Legal Environment

According to studies, some of the most important characteristics that an effective legal culture should enclose are the following:

- The legal culture should prioritize providing exceptional client care, ensuring satisfaction, and exceeding expectations.
- The legal environment should foster teamwork and knowledge exchange among attorneys and business experts, enabling efficient collaboration and open communication.
- Maintaining proper standards is crucial for fostering a respectful environment
- Innovation should not be viewed as a change, but rather as a means of fostering progress
- Prioritizing work-life balance and employee well-being is crucial for maintaining a cohesive and happy workforce.

The above characteristics will be helpful during analyzing the data of the questionnaire, providing us with perspectives on how leadership can nurture an efficient organizational climate in legal practices.

## 2.5 Leadership and Organizational Behavior

The success of any company relies on the interaction with employees and how these interactions influence their behavior. This is especially crucial in law firms, where maintaining a high-performing culture is vital for attracting new clients, providing excellent services, and achieving the best outcomes. This section delves into the connection between leadership styles and organizational behavior within these firms, by examining the theories of leadership and their effects on the behaviors and overall culture found in law firms<sup>31</sup>.

### 2.5.1 Term Analysis

Before continuing with our analysis, it's essential to present for understanding the terms of leadership and organizational behavior. Leadership, as referred to in Chapter 2, is a process where an individual influences a group of individuals to achieve a common goal (Northouse, 2022). This involves leaders guiding and inspiring a group of individuals, by setting directions and contributing to the team's best efforts to achieve the organization's goals. On

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<sup>31</sup> Schein, E. H. (2010). *Organizational Culture and Leadership*. John Wiley & Sons)

the other hand, organizational behavior explores how these elements impact organizational performance, job satisfaction, and generally total effectiveness.

Therefore, there is a strong interaction between leadership and organizational behavior, as leadership can significantly shape organizational behavior and employee behavior can influence leadership styles. More specifically, as referred to in the previous chapter, leadership influences employee motivation, communication, the way members collaborate in teams and individually, and the work environment in general. So, an effective leader fosters a high-performing and engaged workforce. Organizational behavior, on the other hand, by understanding the behavior of employees, empowers leaders to tailor their strategies and communication methods to be more effective.

It is very important to understand comprehensibly both leadership and organizational behavior because the interaction between them can lead to devising strategies to cultivate a positive and efficient workplace, motivate employees, inspire a culture of continuing learning, as well as promote collaboration and teamwork. Concluding, healthy interaction between them can lead to an organization's effectiveness in general.

### **2.5.2 Inter-relationships with Human Resource Management**

Human Resource Management (HRM) can be defined as the strategic and coherent alignment of human resources practices within an organization to enable employee engagement, maximize performance, and ultimately achieve competitive advantage (Boxall & Purcell, 2016). Considering this definition, HRM professionals have a crucial role in an organization's effectiveness and achievement of goals. They are responsible for several procedures such as selecting the pool of talented and qualified professionals working in the organization, establishing performance expectations by providing feedback, fostering new skills and knowledge by training, and promoting a positive work environment.

Leadership and Human Resource Management (HRM) are intricately linked within legal organizations. Firstly, HRM practices such as talent acquisition and recruitment should provide highly qualified professionals, with specific skills according to the organization's culture to help leaders build strong teams. Moreover, HRM practices can support leadership's goals by adjusting compensation and benefits packages and motivating employees to perform their best. In addition, leaders can use effectively HRM tools and processes, to design a performance management system that prioritizes fairness and



transparency. Generally, leadership practices rely on strong HRM functions to attract, develop, and retain top talents which will contribute to the organization's effectiveness.

### **2.5.3 Methods and Practices**

This section investigates behavioral aspects and strategies for managing a more effective leader considering leadership theories and their impact on organizational behavior.

First, leaders who want to improve their leadership talents and understand themselves well seek criticism, including their talents, shortcomings, and leadership style. Furthermore, outlining an organization's purpose, values, and long-term goals is a critical characteristic of leaders who can create a vision, by transforming this vision into actionable goals and inspiring employees to participate in the organization's success. Communication is another important aspect of leadership. Leaders promote open communication with their teams, actively listening to problems and criticism to establish trust and solid connections inside the organization. Leaders should also empower their workers by assigning responsibilities and providing autonomous experience. Giving employees more authority increases their engagement and ownership while focusing on projects to encourage team growth. Furthermore, leaders who coach and mentor promote the growth of professionals within their organizations by offering chances for skill upgrading, knowledge sharing, and professional development. Finally, leaders must create an effective work environment by contributing to employee well-being, decreasing stress, and encouraging work-life balance. Law firm executives can develop a high-performance culture by actively applying these approaches and practices, resulting in a team of motivated and engaged legal professionals who are well-positioned to drive the firm's success.



### **3 Research Methodology**

In this chapter, we discuss the methodological technique used in this thesis to investigate effective leadership styles in legal firms. It describes the research concept, questionnaire development, sampling technique, data collection process, intended approach to data analysis, and result presentation.

#### **3.1 Research Design**

In this study, we employ a quantitative approach via a survey method. Lawyers and business professionals in law firms are given self-administered surveys to help them understand leadership styles and how they affect the workplace. This strategy is ideal for collecting data from a large number of respondents on perceptions of leadership styles and their impact on the workplace (Swanson & Holton, 2005). The quantitative approach allows for data collecting, which leads to statistical analysis and potentially generalizable findings across law firms.

#### **3.2 Questionnaire Development**

A questionnaire was used to gather data on perceptions of leadership styles and their impact on the work environment within law firms. The questionnaire was developed to ensure the tool's a. validity, by measuring the intended leadership styles and how they impact the work environment, b. reliability, by producing results used multiple times, and c. clarity, by ensuring it's easy for respondents to understand.

The questionnaire is organized into six sections, addressing the following main themes:

##### Section 1: General Information

This section provides participants' demographic information, such as age, gender, educational background, professional role (lawyer or business professional), and years of legal experience.

##### Section 2: Leadership Skills

This section investigates perceptions of leadership attributes that are important for effective leadership in a legal department. Respondents are asked to choose the most important qualities from a list that includes options such as in-depth legal knowledge, strategic thinking, excellent communication skills, team collaboration, decision-making abilities,

innovation, client relationship management, and the ability to translate legal issues for non-legal audiences. It also assesses the importance of legal expertise for management in a legal department.

### Section 3: Decision-Making and Strategy

This section investigates decision-making processes and strategic approaches in legal departments. It investigates who is thought to be better suited to developing legal strategies (lawyers or business professionals), the importance of legal expertise versus business alignment, and the most effective leadership style for guiding legal department strategy. The section also looks at the value of legal team members' involvement, legal risk management as part of the overall corporate strategy, variables influencing high-stakes legal decisions, and legal decision-making procedures in a fast-changing regulatory landscape.

### Section 4: Collaboration and Communication

This section looks into the value of excellent communication and collaboration within the legal department, as well as between legal and non-legal departments. It investigates which background (legal or business) is more useful for fostering collaboration, tactics for encouraging collaboration, and ways for assuring clarity and understanding when providing legal advice to non-legal stakeholders. It also discusses techniques for managing communication issues between legal and business professionals, settling conflicts within the legal team, and combining legal compliance with operational efficiency when working with non-legal departments. The part also collects information on preferred communication routes for legal announcements and updates, as well as techniques for encouraging knowledge exchange and ongoing learning among legal team members.

### Section 5: Problem Solving and Adaptability

This section focuses on legal departments' abilities to address problems and adjust to changing conditions. It investigates who is believed to be more likely to find novel answers to complicated legal issues and lead the department in adjusting to industry changes. It also covers problem-solving approaches for complex legal situations, strategies for resolving conflicts between legal solutions and business goals, methods for ensuring legal compliance in the face of rapid legislative changes, and techniques for facilitating a smooth transition for the legal team when legal strategies need to be changed. Finally, the part investigates how respondents keep updated about emerging legal trends and industry best practices, how

they unite the legal team for effective problem-solving facing unanticipated legal issues, and their experiences with successfully adjusting legal methods.

#### Section 6: Client and Stakeholder Relations

This section looks at how the legal department builds relationships with clients and stakeholders. It investigates who is thought to be more likely to develop good client relationships and represent the legal department in client-facing circumstances, as well as who would be more effective in representing the department during stakeholder meetings (lawyers or business professionals).

Before its complete use, the questionnaire had a pilot test with a small group of legal experts to guarantee clarity and effectiveness. The pilot test feedback was utilized to adjust the phrasing of the questions and confirm that the entire tool worked properly.

### **3.3 Sampling Technique**

This study intentionally adopted a non-probability sample technique, recognizing that it is too difficult to take samples from all legal professionals in the legal industry. The study used a web-based survey tool from Google Forms, which was given to lawyers and business professionals via email and Viber. Implying this strategy simplifies data collection with the awareness of potential limitations of generalizability when focusing on all legal business communities. Practically, there were 74 respondents, from an initial pool of approximately 200 persons. This means that the study discuss findings from a 37.00% response rate, which can still provide important insights regarding leadership styles and their influence on participating law firms.

### **3.4 Data Collection**

After completing the questionnaire, data was collected using a self-administered survey on Google Forms. This method ensures participant anonymity, convenience, and streamlined data management, simplifying the collection procedure. More specifically, the platform automatically recorded and organized responses, reducing the possibility of errors associated with manual data entry. Productivity, a link to the Google Form questionnaire was distributed via email and Viber to a targeted sample of around 200 lawyers and business professionals from conveniently located legal companies, with the request to share the survey with colleagues in other law firms, trying to reach a wider range of participants.

### 3.5 Data Analysis and Results

This section study presents the analysis of research results dividing them into sub-sections according to Chapter 4.2 Questionnaire questions, and the following is to analyze them by answering the basic research questions that are applied in Chapter 1.2 Research questions.

#### 3.5.1 Statistical significance of sample

To ensure the results are not only statistically sound but also applicable to a broader population beyond the immediate sample studied, results will statistically be tested using the chi-square test to assess the likelihood that the observed relationships are not due to chance.

The chi-square test is used to test the hypotheses of research, where the number of variables in the study's hypotheses is more than two variables, and the variables are categorical.

Investigating whether gender and educational background are related.

Hypothesis

H<sub>0</sub>: The two categorical variables are independent

H<sub>1</sub>: The two categorical variables are dependent

Chi-square test:

observed (fo)	Bachelor's Degree	Doctorate/Ph D	High School Diploma/IE K	Master's Degree	Grand Total
Female	14	1	7	25	47
Male	9	0	2	16	27
Grand Total	23	1	9	41	74

expected (fe)	Bachelor's Degree	Doctorate/Ph D	High School Diploma/IE K	Master's Degree	Grand Total
Female	14,61	0,64	5,72	26,04	47
Male	8,39	0,36	3,28	14,96	27
Grand Total	23	1	9	41	74

Chi-square	Bachelor's Degree	Doctorate/Ph D	High School Diploma/IE K	Master's Degree	Grand Total
Female	0,03	0,21	0,29	0,04	0,564816277
Male	0,04	0,36	0,50	0,07	0,983198705
Grand Total	0,07	0,57	0,79	0,11	1,55

Significance level	5%
Degrees of freedom	3
Test statistic (chi-square)	1,55
p-value	67,12%
Critical Value (CV	7,81

Considering the above calculations,  $\chi^2$  is smaller than CV ( $\chi^2 < CV$ ,  $1.55 < 7.81$ ) which means that we fail to reject hypothesis  $H_0$ , and our variables are independent. The same conclusion is by the p-value approach because the sample's p-value (67.12%) is bigger than the significance level of 5.00%.

Having the same test for variables of gender, educational background and years of work experience we get the followings:

Investigating whether gender, educational background and years of experience are related.

Hypothesis

$H_0$ : The tree categorical variables are independent

$H_1$ : The tree categorical variables are dependent

observed (fo)		Bachelor's Degree	Doctorate/PhD	High School Diploma/IEK	Master's Degree	Grand Total
Female	18-30 years	1	0	0	2	3
Female	31-40 years	8	0	0	12	20
Female	41-50 years	4	1	7	9	21
Female	51-60 years	1	0	0	1	2
Female	61 years and above	0	0	0	1	1
Male	18-30 years	1	0	0	2	3
Male	31-40 years	8	0	0	4	12
Male	41-50 years	0	0	2	8	10
Male	51-60 years	0	0	0	2	2
Grand Total		23	1	9	41	74

expected (fe)		Bachelor's Degree	Doctorate/PhD	High School Diploma/IEK	Master's Degree	Grand Total
Female	18-30 years	0,93	0,04	0,36	1,66	3
Female	31-40 years	6,22	0,27	2,43	11,08	20
Female	41-50 years	6,53	0,28	2,55	11,64	21
Female	51-60 years	0,62	0,03	0,24	1,11	2
Female	61 years and above	0,31	0,01	0,12	0,55	1
Male	18-30 years	0,93	0,04	0,36	1,66	3

Male	31-40 years	3,73	0,16	1,46	6,65	12
Male	41-50 years	3,11	0,14	1,22	5,54	10
Male	51-60 years	0,62	0,03	0,24	1,11	2
	Grand Total	23	1	9	41	74

Chi-square		Bachelor's Degree	Doctorate/PhD	High School Diploma/IEK	Master's Degree	Grand Total
Female	18-30 years	0,00	0,04	0,36	0,07	0,48
Female	31-40 years	0,51	0,27	2,43	0,08	3,29
Female	41-50 years	0,98	1,81	7,74	0,60	11,12
Female	51-60 years	0,23	0,03	0,24	0,01	0,51
Female	61 years and above	0,31	0,01	0,12	0,36	0,80
Male	18-30 years	0,00	0,04	0,36	0,07	0,48
Male	31-40 years	4,89	0,16	1,46	1,06	7,57
Male	41-50 years	3,11	0,14	0,51	1,09	4,84
Male	51-60 years	0,62	0,03	0,24	0,72	1,61
	Grand Total	10,66	2,52	13,47	4,04	30,70

Significance level	5%
Degrees of freedom	24
Test statistic (chi-square)	30,70
p-value	16,25%
Critical Value (CV)	36,42

Similarly in this case, considering the above calculations,  $\chi^2$  is smaller than CV ( $\chi^2 < CV$ ,  $30.70 < 36.42$ ) which means that we fail to reject hypothesis  $H_0$ , and our variables are independent. The same conclusion is by the p-value approach because the sample's p-value (16.25%) is bigger than the significance level of 5.00%.

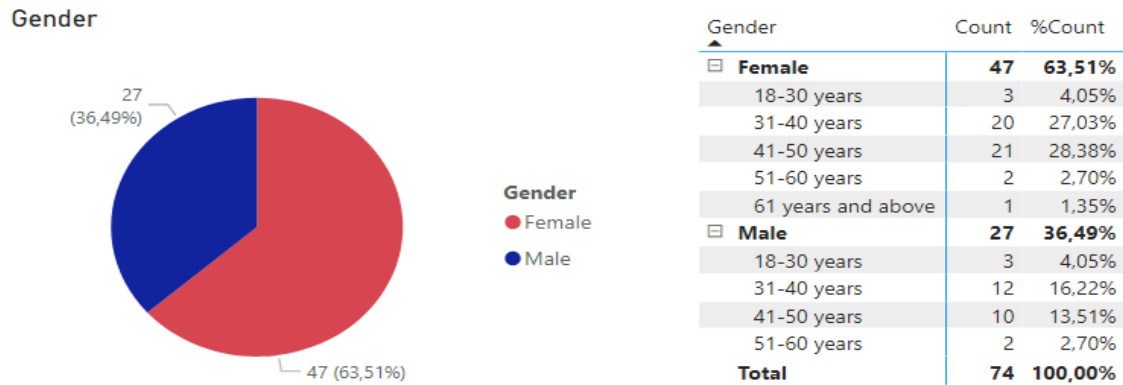
### 3.5.2 General information

To understand the perspectives of the results study first presents the demographic characteristics of participants, to examine through the diverse range of their age, gender, professional background, and experience how these characteristics affect the way leadership styles are applied by lawyers and business professionals and the level of considering to be important in law firms.

In total, there were 74 responses to an initial pool of approximately 200 requests, which gives a response rate of 37.00%. The ratio between men (36,49%) and women (63,51%) is not equally distributed, with women outnumbering by approximately 27%. Nevertheless,

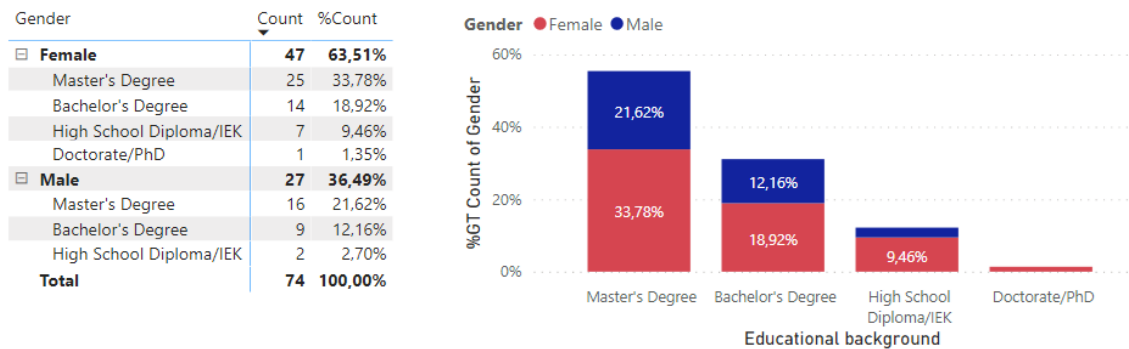
we observe a similar age ratio between them, with values to be concentrated in both cases in the over 30 years of age.

**Figure 1. Demographics Information/ Gender & Age**



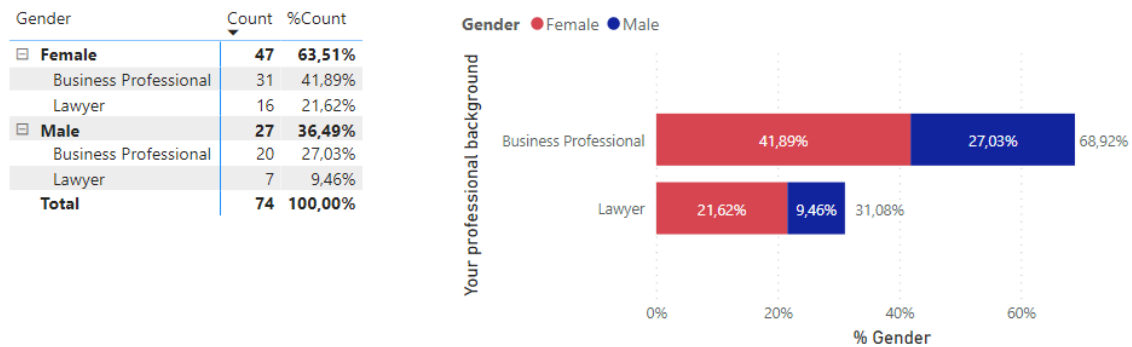
Regarding the academic background of the respondents, we observe that over 50% have a Master’s degree, with the remaining pool of respondents having at least a Bachelor's degree of around 30%. Moreover, taking gender into account, it is observed that women hold a higher percentage of education level, surpassing men by 12.16% in Master's degrees & 6.76% in Bachelor’s degrees.

**Figure 2. Demographics Information/ Gender & Educational background**



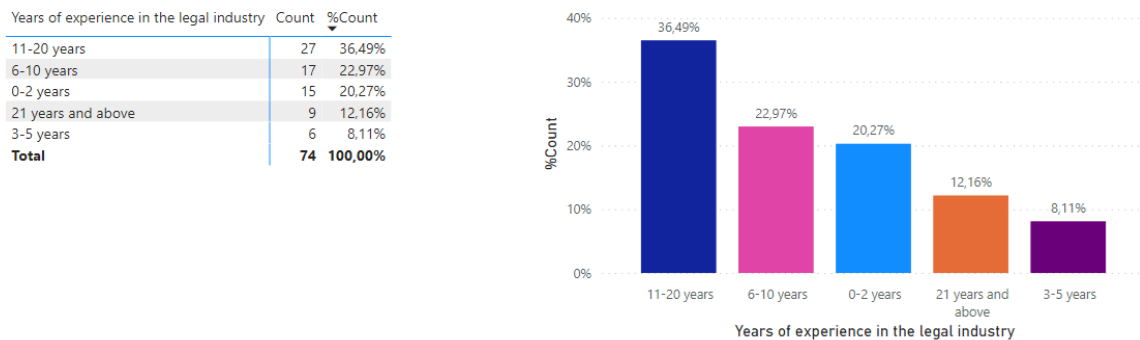
Considering the professional background of respondents, we notice that most of them are business professionals with a percentage of 68.92%, while women continue to make up most of each professional background.

**Figure 3. Demographics Information/ Gender & Professional background**



In addition to the above, examining the factor of previous experience we notice that most of the responders have 11-20 years of experience with a percentage of 36.49%, while the rest of them are mostly between values of 22.97% for 6-10 years of experience and 20.27% for up to two years of experience.

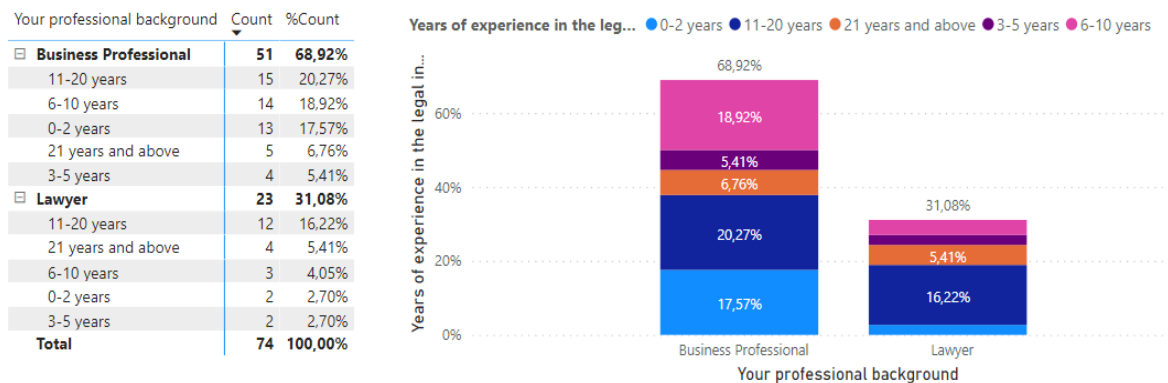
**Figure 4. Demographics Information/ Years of experience**



Furthermore, considering both factors of years of experience and professional background, we observed that for both lawyers and business professionals most responders fell within the 11-20 years of experience range. Specifically, most business professionals (20.27%) have 11 or more years of experience in the legal industry while lawyers hold a percentage of 16.27% in this category. The remaining categories in years of experience show the same percentages proportionally for each professional background.



**Figure 5. Demographics Information/ Years of experience and professional background**



### 3.5.3 Leadership skills

This section analyzes data from section 2 of the questionnaire. It focuses on answering the primary question of this research as mentioned in chapter 1.3 to identify the dominant leadership styles within law firms. To be aligned with the perspective of leadership styles applied in legal firms based on the professional background the study analyzes data having as a primary dimension the professional background.

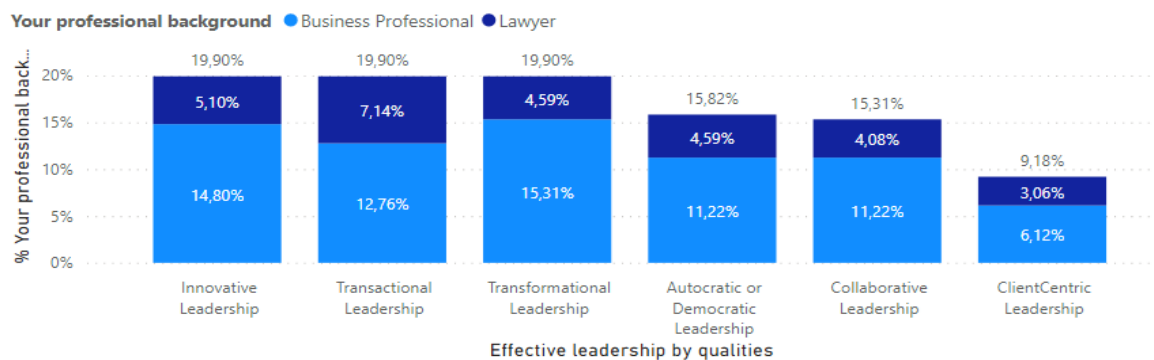
Analyzing the qualities that are considered essential by the responders when evaluating leadership effectiveness in legal departments, the quality of in-depth legal knowledge is the most selected holding a percentage of 19.90%. In addition, Decision-Making Skills, Excellent Communication Skills, and Strategic Thinking show an equal percentage ratio of preference at 15.82% while Team Collaboration holds a percentage at 15.31%. Innovation and strong business acumen were slightly selected by responders.

**Figure 6. Crucial qualities for effective leadership**



Considering the key characteristics of each leadership style analyzed in Chapter 2, and the given answers about the qualities above, it is not clearly defined what is the most effective type of leadership. Despite this, at a percentage of 19.90%, the predominant types of leadership are innovative leadership, characterized by qualities such as strategic thinking and strong business acumen, transformational leadership characterized by the combination of excellent communication skills and innovation and transactional leadership characterized by quality of in-depth knowledge, which as recorded above considered the most crucial quality.

**Figure 7. Effective leadership by qualities**



However, examining the results focusing on each professional background group, the study shows that among lawyers the most effective leadership style is transactional leadership at 25.00% while business professionals believe in transformational leadership with a percentage of 21.43%.

**Figure 8. Effective leadership by professional background**

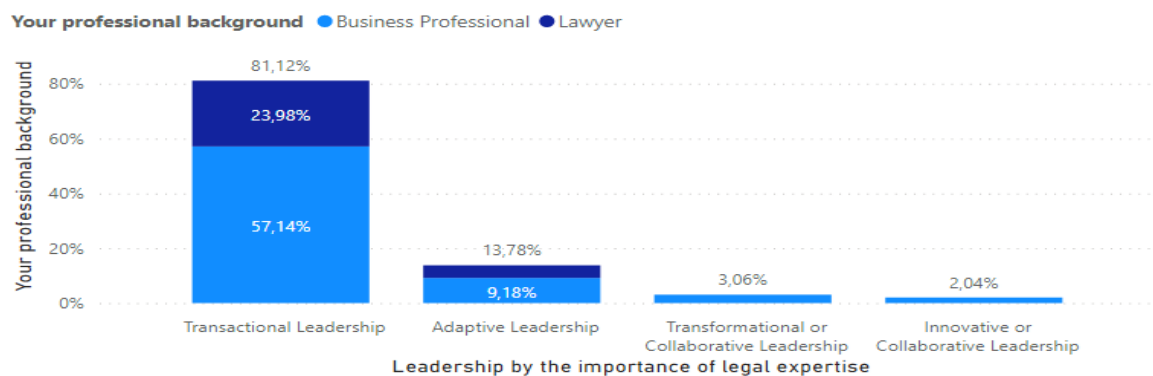
Effective leadership by qualities	Business Professional	Lawyer	Total
Innovative Leadership	20,71%	17,86%	<b>19,90%</b>
Transactional Leadership	17,86%	25,00%	<b>19,90%</b>
Transformational Leadership	21,43%	16,07%	<b>19,90%</b>
Autocratic or Democratic Leadership	15,71%	16,07%	<b>15,82%</b>
Collaborative Leadership	15,71%	14,29%	<b>15,31%</b>
ClientCentric Leadership	8,57%	10,71%	<b>9,18%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

Therefore, according to the results legal expertise in the role of a legal department manager is at least very important, holding a percentage of 81.13% (sum) and fostering a strong legal background in a managerial position. This is aligned with transactional leadership characteristics where technical skills, such as legal expertise, take high value.

Figure 9. Importance of legal expertise

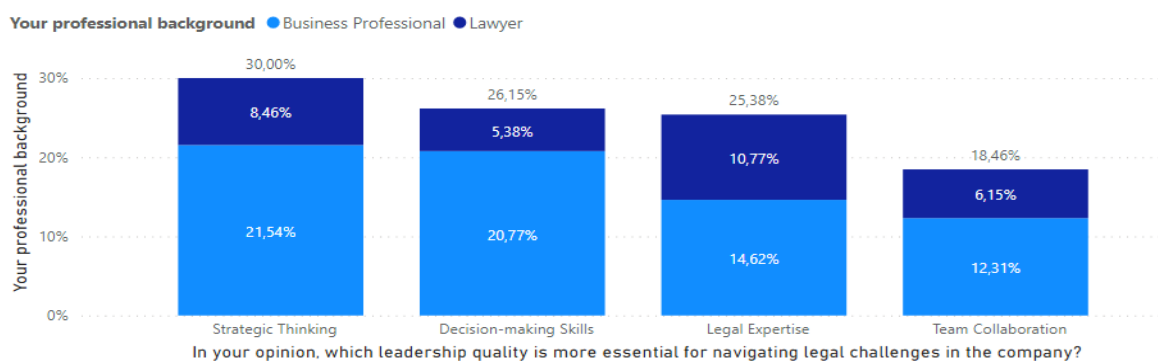


Figure 10. Leadership by the importance of legal expertise



Additionally, the results of the more essential qualities for navigating legal challenges, choosing between strategic thinking, decision-making skills, legal expertise, and team collaboration, do not present various ranges in total. However, analyzing data based on the professional background, lawyers still consider transactional leadership as the most effective style of leadership in contrast to business professionals who believe in innovative leadership.

Figure 11. Essential qualities in Navigating challenges

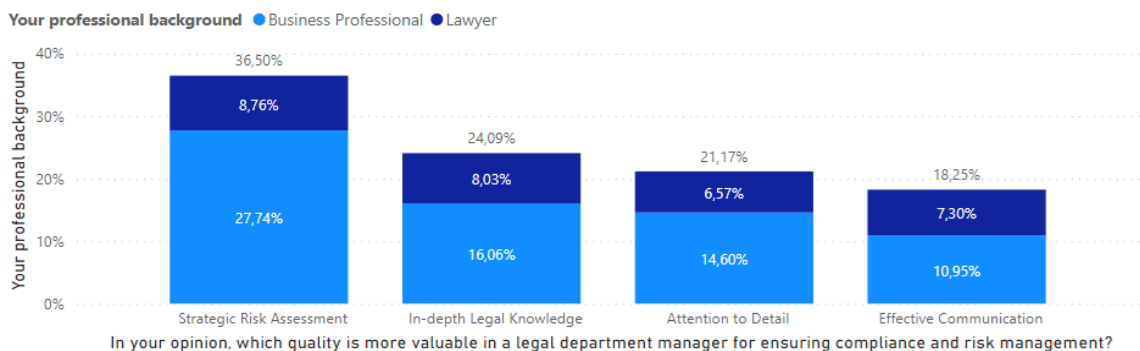


**Figure 12. Leadership in Navigating Challenges**

Navigating challenges leadership quality	Business Professional	Lawyer	Total
Autocratic or Democratic Leadership	30,00%	17,50%	<b>26,15%</b>
Collaborative Leadership	17,78%	20,00%	<b>18,46%</b>
Innovative Leadership	31,11%	27,50%	<b>30,00%</b>
Transactional Leadership	21,11%	35,00%	<b>25,38%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

Furthermore, measuring the qualities of ensuring compliance and risk management results show that strategic risk assessment is the most essential at 36.50%, followed by in-depth knowledge at 24.09% and attention to detail at 21.17%. These elements lead to transactional leadership, with a range of 45.26%, because it prioritizes technical competence and values legal expertise. Considering the professional background both sides agree that transactional leadership is crucial for risk management in legal firms.

**Figure 13. Valuable qualities in Risk management**

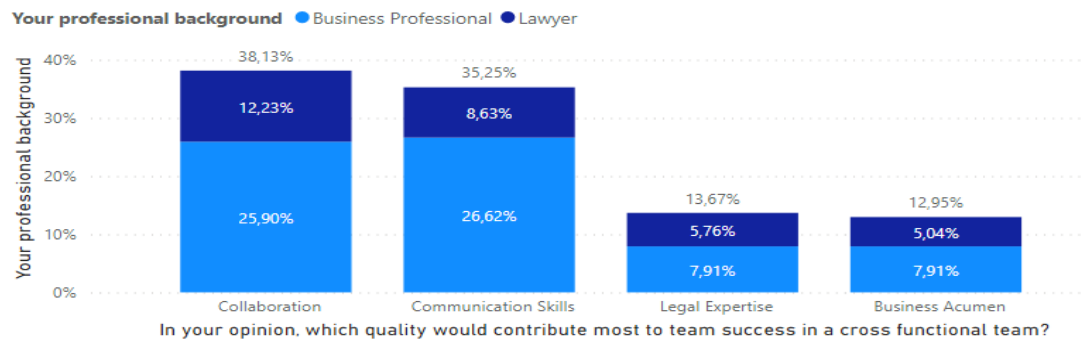


**Figure 14. Leadership in Risk management**

Leadership ensuring Risk and Compliance	Business Professional	Lawyer	Total
Innovative Leadership	40,00%	28,57%	<b>36,50%</b>
Transactional Leadership	44,21%	47,62%	<b>45,26%</b>
Transformational or Collaborative Leadership	15,79%	23,81%	<b>18,25%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

In addition, trying to analyze cross-functional teams and their importance in the selection of leadership style in law firms, results show that responders consider collaboration (38.13%) and communication skills (35.23%) excellent qualities in contributing to these teams. These characteristics are basic in applying collaborative leadership, selected by both target groups as the most effective style of leadership in these environments.

**Figure 15. Cross-functional team success**



**Figure 16. Leadership in Cross-functional teams**

Leadership in cross functional teams	Business Professional	Lawyer	Total
Collaborative Leadership	37,89%	38,64%	<b>38,13%</b>
Innovative Leadership	11,58%	15,91%	<b>12,95%</b>
Transactional Leadership	11,58%	18,18%	<b>13,67%</b>
Transformational or Collaborative Leadership	38,95%	27,27%	<b>35,25%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

Responders asked about the qualities that make a legal firm successful in dealing with legal projects. Among innovation (9.56%), Negotiation skills (23.53%), Legal expertise (27.94%), and Project management (38.97%) both target groups believe that managerial skills are crucial, which empower innovative and transformational leadership making them the most suitable for managing in the legal department. However, it must be mentioned that lawyers insist on legal expertise as the percentages between qualities of project management (12.50%) and legal expertise (11.03%) differ only by 1.47%.

**Figure 17. Qualities for success in leading legal projects**

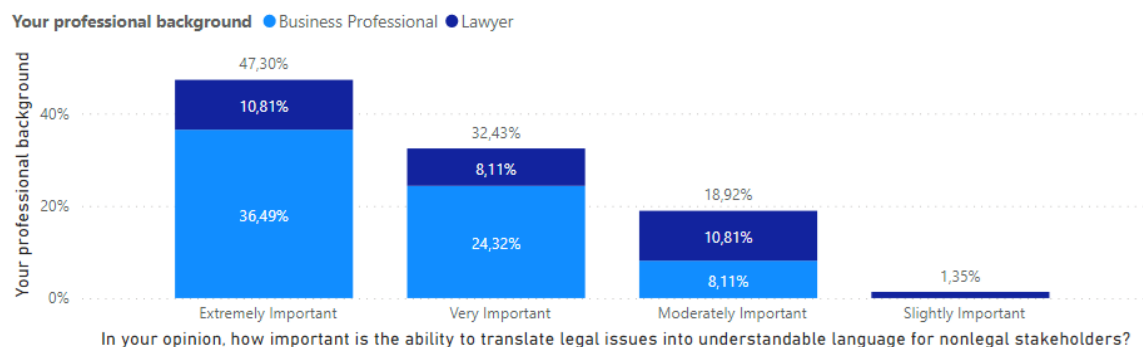


**Figure 18. Leadership for success in leading legal projects**

Leadership for success in leading legal projects	Business Professional	Lawyer	Total
Collaborative Leadership	25,53%	19,05%	<b>23,53%</b>
Innovative Leadership	11,70%	4,76%	<b>9,56%</b>
Innovative or Transformational Leadership	38,30%	40,48%	<b>38,97%</b>
Transactional Leadership	24,47%	35,71%	<b>27,94%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

Another factor analyzed in the research is the ability to translate legal issues to non-legal people and how this is important for legal departments. Even though most of the responders consider it extremely important at 47.30%, making transformational or collaborative leadership more qualified to be applied to legal management, analyzing it into target groups lawyers are divided between values of extremely and moderately important showing the same percentage at 10.81%, thus giving a tendency to adaptive leadership a top style applied in legal firms.

**Figure 19. Quality of translating legal issues to non-legal**



**Figure 20. Leadership by the ability to translate legal issues**

Leadership by the ability to translate legal issues	Business Professional	Lawyer	Total
Adaptive Leadership	11,76%	34,78%	<b>18,92%</b>
Collaborative Leadership	35,29%	26,09%	<b>32,43%</b>
Transactional Leadership		4,35%	<b>1,35%</b>
Transformational or Collaborative Leadership	52,94%	34,78%	<b>47,30%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

This tendency continues in analyzing how growth strategies could be supported by the team, where, despite responders prefer strategic vision (36.50%) fostering innovative leadership as the most appropriate style for such conditions, lawyers show that adaptability is more crucial for them leading to adaptive leadership.

Figure 21. Qualities supporting legal growth



Figure 22. Leadership in growth strategies

Leadership in growth strategies	Business Professional	Lawyer	Total
Adaptive Leadership	26,60%	32,56%	<b>28,47%</b>
Collaborative Leadership	24,47%	18,60%	<b>22,63%</b>
Innovative Leadership	41,49%	25,58%	<b>36,50%</b>
Transactional Leadership	7,45%	23,26%	<b>12,41%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

Summarizing this part of the leadership skills analysis study concludes that, regardless of the professional background of the respondents, the types of leadership that prevail as the most effective for management in legal departments are transactional, innovative, and transformational leadership emphasizing characteristics such as risk management, strategic vision, collaboration, in-depth knowledge, and communication. However, taking into account the professional background, the study concludes that among lawyers, transactional leadership is the most beneficial for legal firms, focusing on legal expertise and knowledge, thus for business professionals, innovative leadership is thought as the most appropriate, considering growth strategies and navigating challenges.

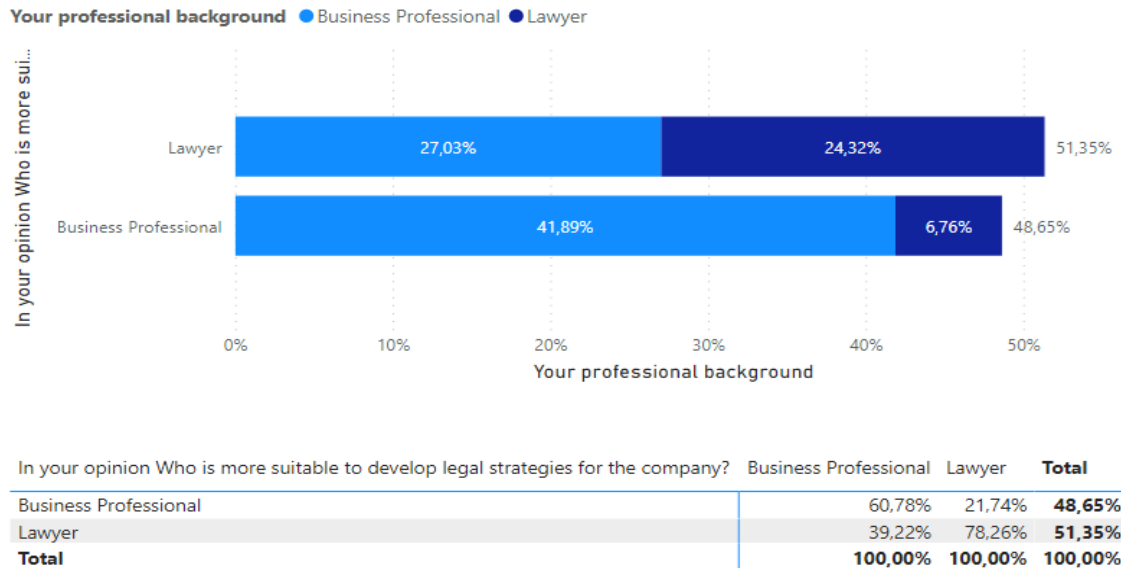
### 3.5.4 Decision-making and strategy

This section analyzes data from section 3 of the questionnaire. It investigates decision-making processes and strategic approaches in legal departments as mentioned in Chapter 1.4 to identify how leadership styles contribute to the achievement of developing legal strategies and to organizational culture.

Analyzing results to examine who is more suitable for developing legal strategies the study concludes that there is a slight difference between value lawyers and business professionals,

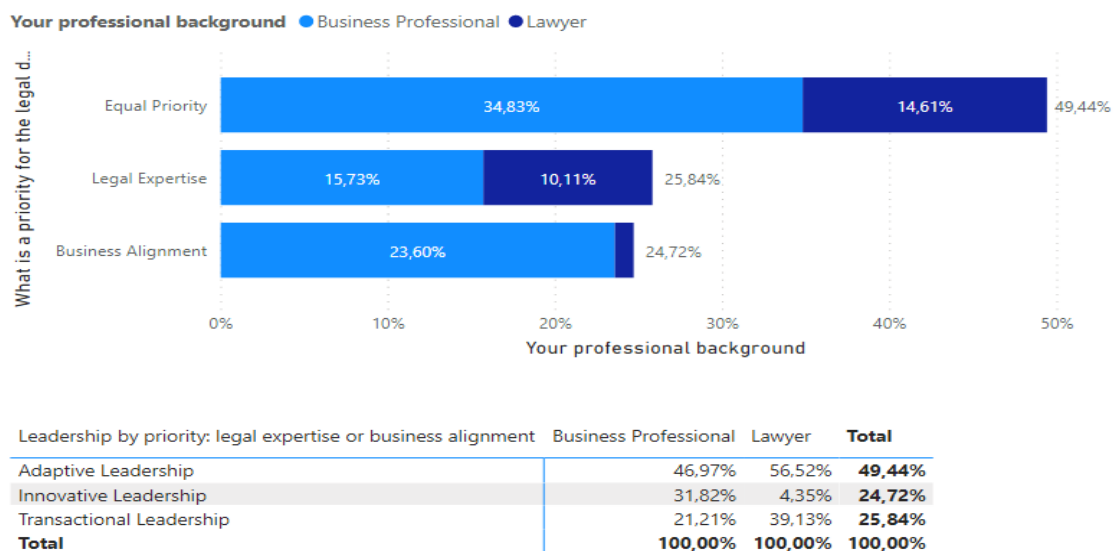
at 2.7% with value lawyers being considered as the most favorite. Taking a closer look at individually, the study can observe that lawyers believe in lawyers (78.26%) and business professionals in themselves (60.78%).

**Figure 23. More suitable for developing legal strategies**



Continuing to analyze who is more suitable for managing a legal department and what is thought of as a priority between legal expertise and business alignment, the study’s insights show that responders believe in equal priority at 49.44%, which can be translated to adaptive leadership indicating a balanced perspective.

**Figure 24. Decision making & strategy /Priority for legal department**





However, measuring the importance of the input from legal teams when developing legal strategies results show that it is very important for both sides, emphasizing teamwork and collaboration (56.76%). Aligned, analyzing which leadership style is most effective in guiding legal strategies the study presents collaborative leadership as the top selected style by both professional backgrounds, noting the same ratio in same-group metrics, following the trend.

Figure 25. Importance of the input from legal teams

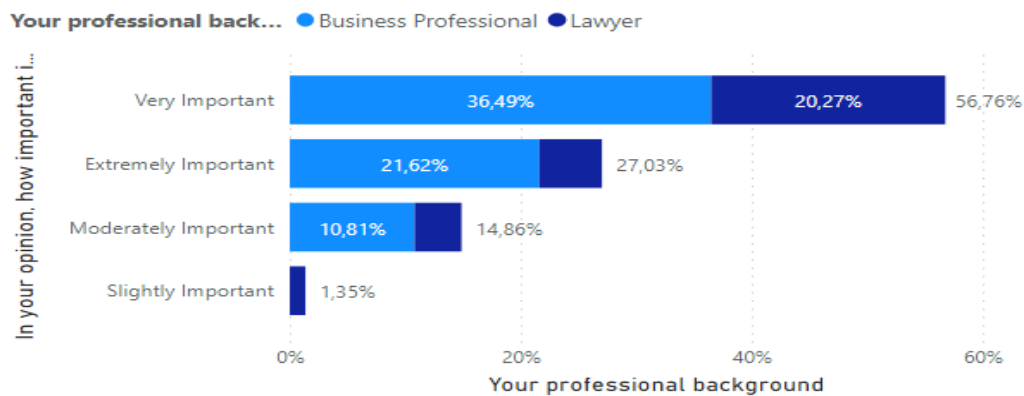
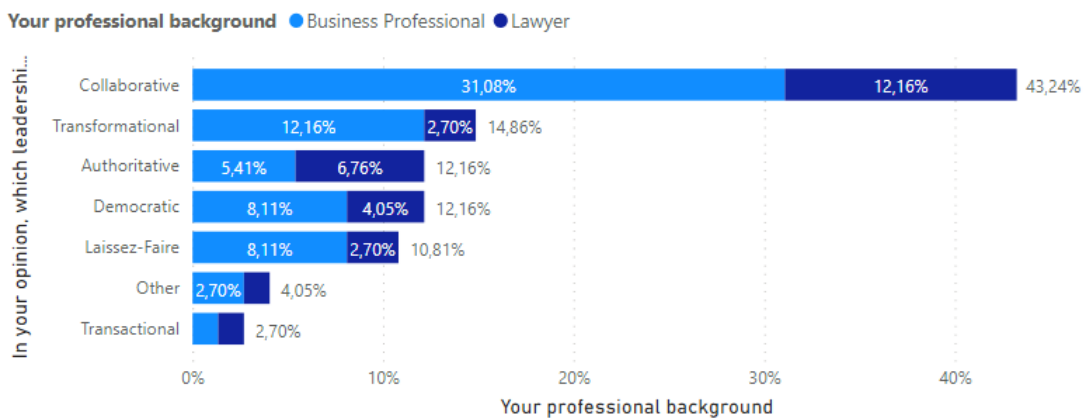


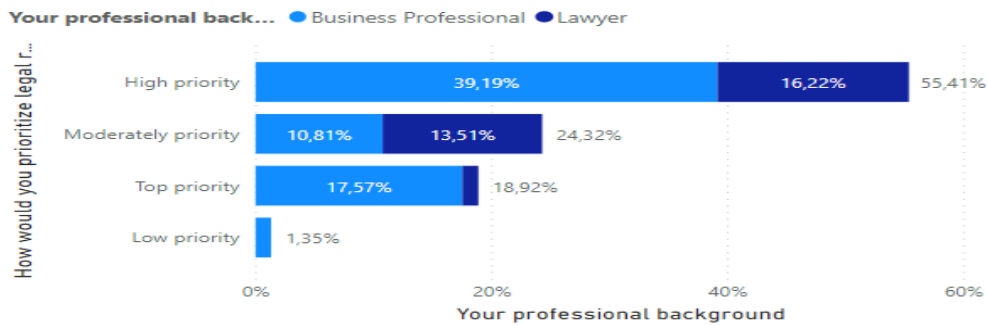
Figure 26. Leadership is more effective in guiding strategy



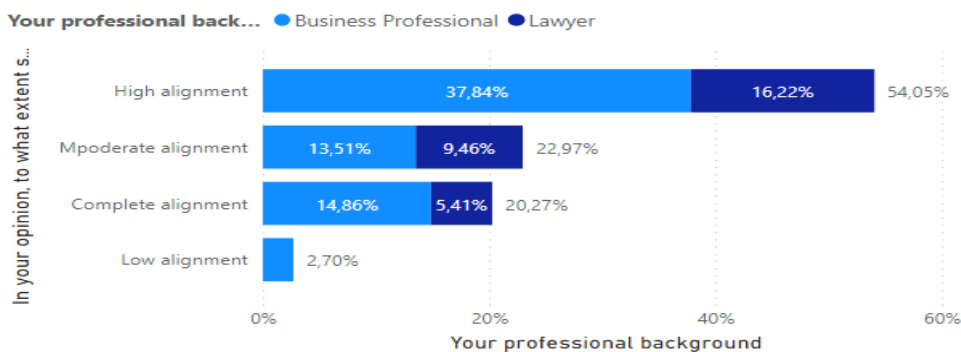
Continuing the examination of strategies applied in these departments, legal risk management is presented as a high priority at 55.41% which identifies that, in terms of overall company strategy, innovative leadership is more effective because focuses on the general profitability and growth of success. Aligned, responders also believe that legal strategies must be at a high level (54.05%) on the same page with the company's overall

business objectives, fostering again innovative leadership as a more suitable style of leadership for strategy.

**Figure 27. Prioritize legal risk management in an overall strategy**

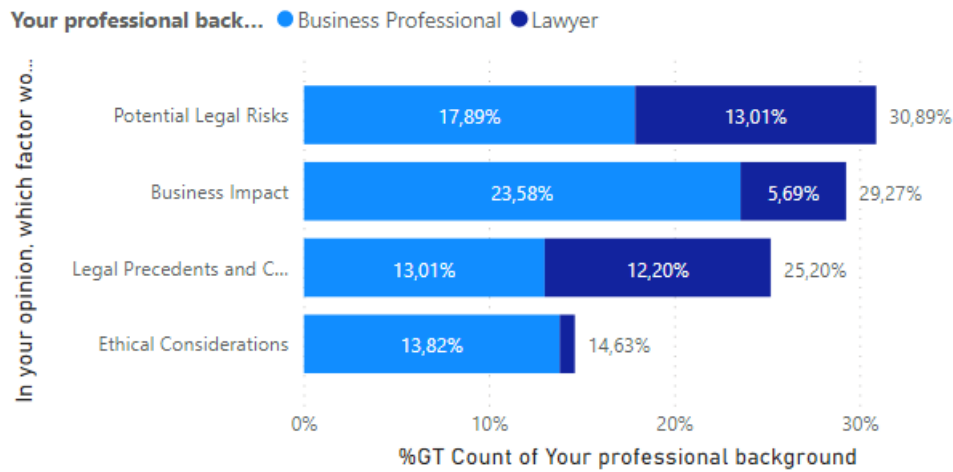


**Figure 28. Legal strategies aligned with overall business objectives**



In addition to the above, as we mentioned in Chapter 2.3, organizational culture influences the overall success of an organization, as well as a leader can affect employee performance through actions and attitudes. In this approach, considering factors that influence decision-making procedures when faced with a high stake's legal decision, results show that potential legal risks (30.89%), legal precedents and case law (25.20%), and business impact (29.27%) are evaluated as crucial, while ethical considerations take a lower percentage at 14.63%. This distribution means that transactional leadership is preferred among the responders in total, with a high tendency by lawyers at 79.49%, identifying and mitigating legal risks.

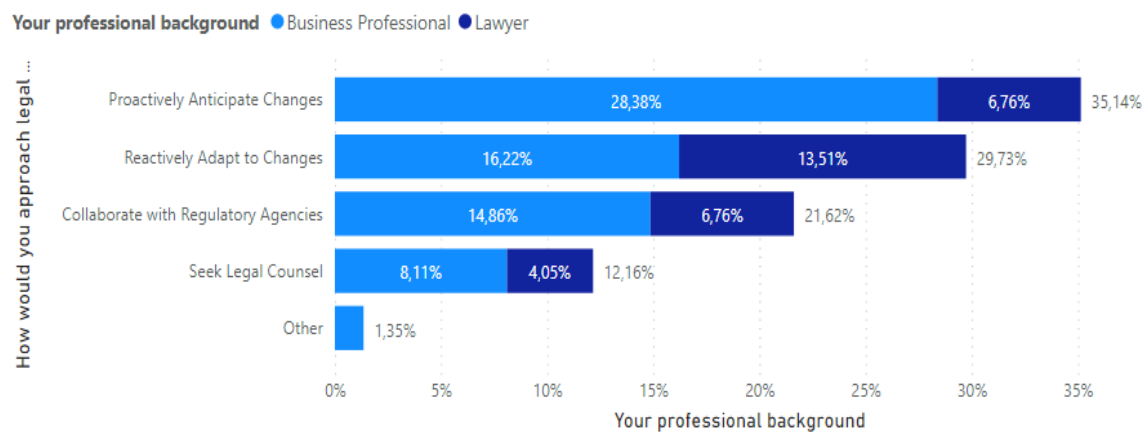
Figure 29. Factors influence decision-making



Leadership by factors influence decision-making	Business Professional	Lawyer	Total
Innovative Leadership	34,52%	17,95%	29,27%
Transactional Leadership	45,24%	79,49%	56,10%
Transformational Leadership	20,24%	2,56%	14,63%
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

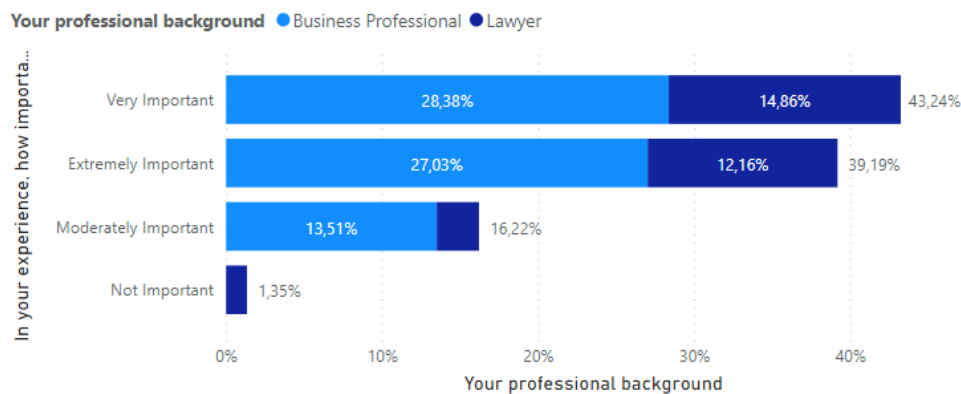
Continuing with the decision-making and examining attitudes, in a rapidly changing environment, the study shows that people would proactively anticipate changes (35.14%) with a following percentage of 29.73% on reactively adapting changes and 21.62% on collaborating with regulatory agencies. This could mean that people believe that adaptive leadership (34.14%) is the style that gives effort in these situations, emphasizing a forward-thinking approach to decision-making. However, collaborative leadership follows with a high percentage at 33.78% emphasizing collaboration with external stakeholders, and transactional leadership follows with a percentage of 31.08%. In conclusion, there is no restricted difference between the above values to conclude which is the best approach leading to a specific leadership style.

Figure 30. Approach of decision-making in rapid changes



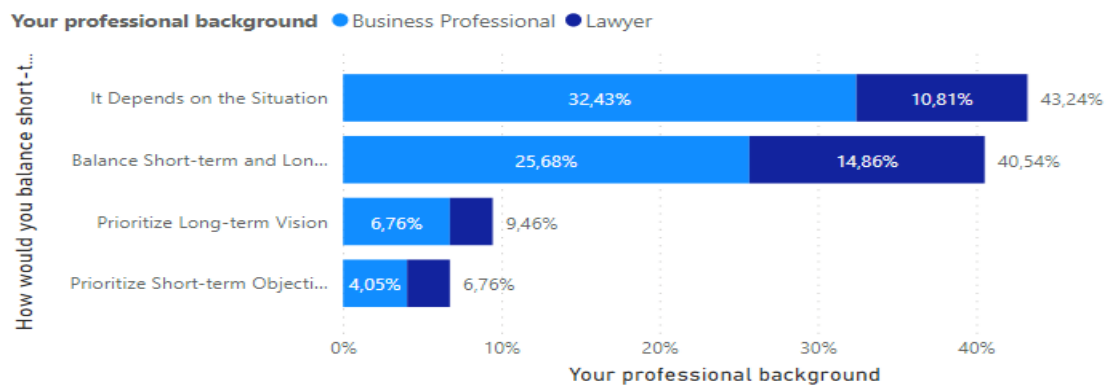
To further examination, the study explores the importance of flexibility in legal strategies to respond to unforeseen circumstances, which, according to responders is extremely important (39.19%) and very important (43.24%), gives the lead to adaptive leadership which indicates a high value of adaptability.

Figure 31. Flexibility in legal strategies



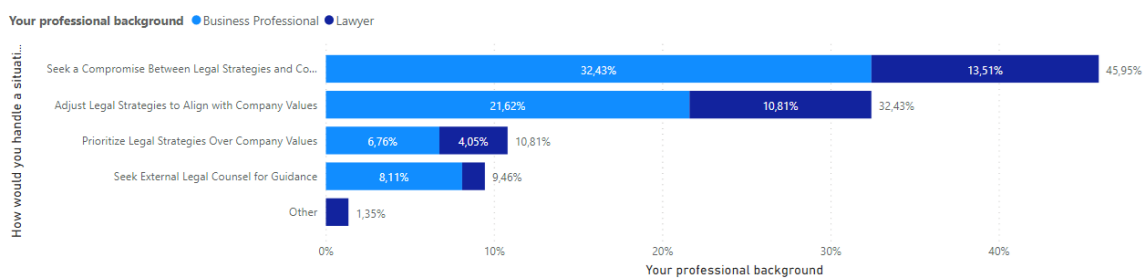
Aligned with the above, respondents were asked how to balance short-term objectives with long-term vision when developing strategies. Most of them replied that it depends on the situation (43.24%) which allies on adaptability, while others preferred to balance them equally (40.54%) giving a perspective more innovative and the rest prioritize them by long-term vision (9.46%) and short-term objectives (6.76%). Considering these results in total, innovative leadership is thought as the most appropriate to be applied at 50.00%, focusing on long-term vision and planning. In this point, it must be mentioned that percentages follow the following trend even when examined individually.

**Figure 32. Balance short-time objectives with long-term vision**



Finally, the study tries to measure how a situation can be handled when strategies conflict with organizational culture on company values and ethical standards. Most of the responders would seek a compromise between legal strategies and company values (45.95%) while some of the rest would adjust legal strategies to align with company values (32.47%). Also, some will prioritize them over company values (10.81%) or seek external legal counsel for guidance (9.46%). Based on the above, the study concludes that collaborative leadership is preferred by both lawyers and business professionals, following the same percentage tendency in their choices.

**Figure 33. legal strategies conflict with company values**



Summarizing the part of the decision-making and strategy, the study shows that it would be more efficient for legal firms to adopt a more innovative approach to their procedures of strategy and decision-making, absorbing the risk of legal strategies as a high priority and aligning it with the company vision. Through adaptability and flexibility, values that innovative leadership enhances, guiding strategic issues would be more beneficial. Moreover, as organizational culture is affected by different leadership styles, the study shows that according to attitudes there is no specific leadership style that can be adopted. Therefore, the most efficient style for handling rapidly changing environments and

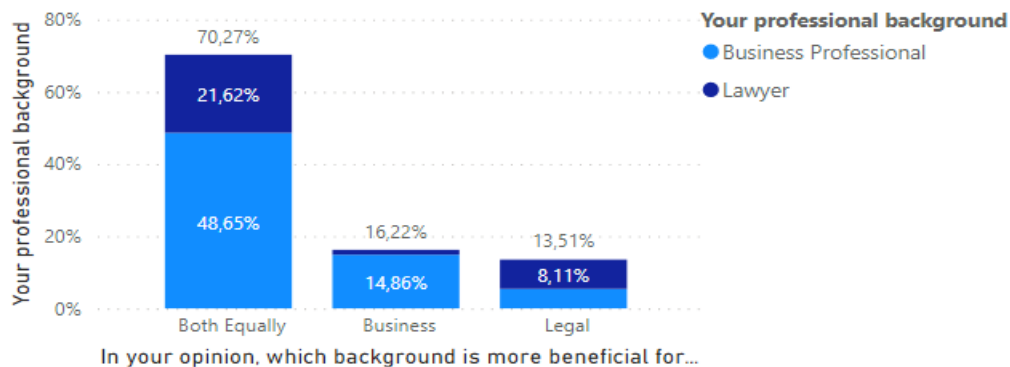
responding to unforeseen strategies would be a combination of innovation and adaptiveness, trying to pursue a more balanced environment.

### 3.5.5 Collaboration and communication

This section analyzes data from section 4 of the questionnaire. It investigates decision-making processes and strategic approaches in legal departments as mentioned in Chapter 1.4 to identify how leadership styles contribute to company culture, and goal achievement and provide insights into how leadership affects employee well-being.

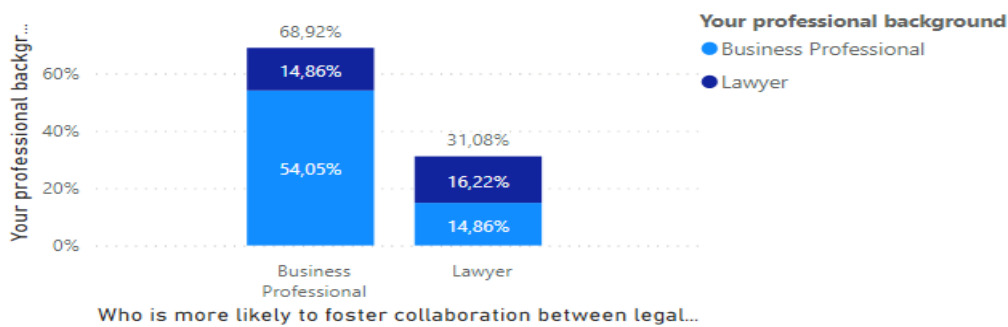
Analyzing which background is more beneficial for effective communication within legal departments and with other departments of the company, the study presents that the equal combination of two professional backgrounds is needed at a percentage of 70.27% while examining the individual results of lawyers and business professionals, both of them have as second preference their profession, with lawyers to believe that lawyers are more suitable at 26.09% and accordingly business professionals at 21.57%. In any case, an equal perspective indicates adaptive leadership, considering the benefits of both legal and business backgrounds.

**Figure 34. More beneficial background for effective communication**



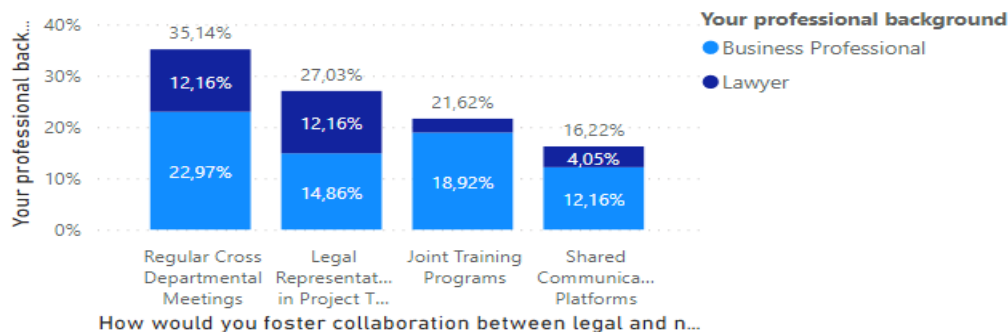
Considering the collaboration between departments of legal and non-legal employees, the study shows that business professionals are more likely to foster collaboration at 68.92% while lawyers are limited at 31.08%. This means that collaborative leadership is more beneficial in these circumstances, providing operational efficiency.

Figure 35. Who likely foster collaboration between departments



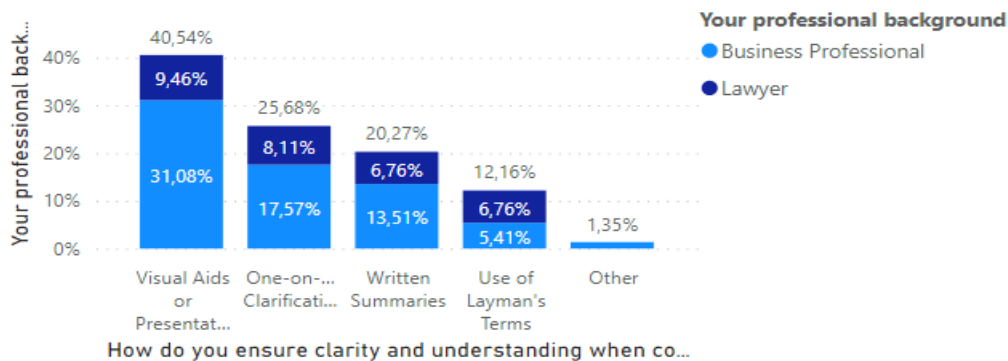
Continuing, responders believe that fostering collaboration between departments of legal and non-legal may happen by setting regular cross-departmental meetings (35.14%), having legal representatives in project teams (27.03%), joining training programs (21.62%) and sharing communication platforms (16.22%). Considering the above rates, adopting a collaborative leadership style empowers interaction between departments and enhances communication channels for improving collaboration.

Figure 36. How to foster collaboration between departments



Communication is a basic factor in leadership, thus the study measures how can be ensured clarity and understanding when communicating legal advice to nonlegal, finding that visual aids and presentations are thought as the most useful tool holding a percentage of 40.54% in total and providing the collaborative leadership as the most efficient. Both lawyers and business professionals believe in this collaborative tool, which provides a better way to understand a legal context, with lawyers holding a percentage of 30.43% and business professionals 45.10% individually analyzed by the target group.

**Figure 37. Ensure clarity and understanding**



Moreover, addressing communication challenges between departments is a crucial factor that the study examines, which results in establishing clear communication protocols (32.43%) and fostering a culture of open communication channels (32.43%) to optimize it. This also leads to a collaborative leadership style, addressing the importance of open communication and specific communication practices. Aligned, responses were given to prevent conflicts between legal and non-legal ensuring an orderly working environment, showing that open communication gathered a percentage of 41.89%, being a top priority for both lawyers and business professionals.

**Figure 38. Addressing communication challenges**

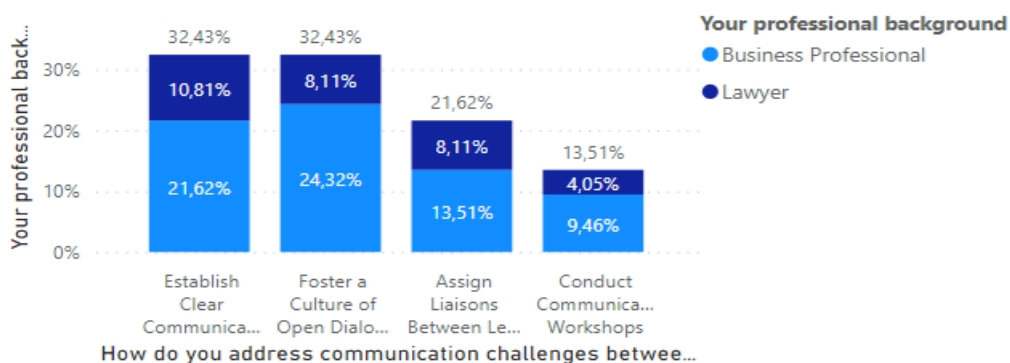


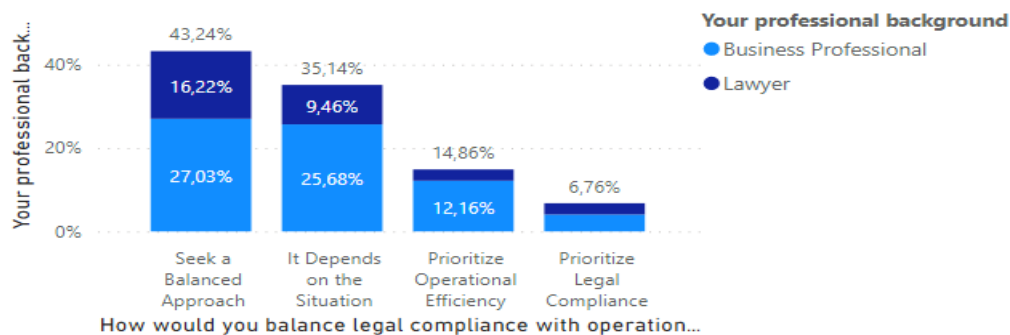


Figure 39. Addressing conflicts between legal and non-legal

How would you address conflicts within the legal team to ensure a cohesive working environment?	Business Professional	Lawyer	Total
Foster Open Communication Channels	41,18%	43,48%	<b>41,89%</b>
Implement Conflict Resolution Training	29,41%	30,43%	<b>29,73%</b>
Restructure Team Dynamics	15,69%	26,09%	<b>18,92%</b>
Facilitate Mediation Sessions	11,76%		<b>8,11%</b>
Other	1,96%		<b>1,35%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

Additionally, analyzing the legal compliance with operational efficiency study presents that most of the respondents believe that seeking a balanced approach is preferable (43.24%) providing a collaborative approach, with some of them promoting adaptivity and believing that it depends on the situation (35.14%). There is a similar percentage distribution between the responses of lawyers and business professionals, providing collaborative leadership as the most beneficial style of leadership, balancing the above.

Figure 40. Balance legal compliance with operational efficiency

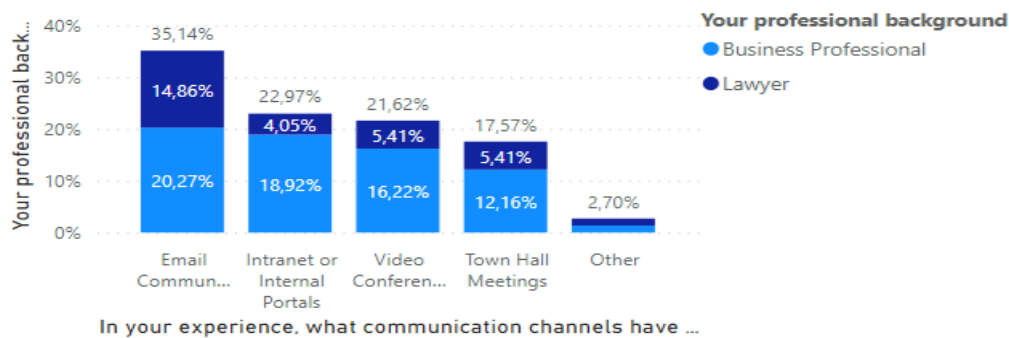


Considering legal announcements and updates, the study examines the communication channels that are thought as more helpful and effective. Communication through emails (35.14%) was selected as the most valuable to provide information about legal issues and any change on them, fostering transactional leadership as the most efficient leadership style. However, the following options of Intranet, or internal portals (22.97%), and video conference (21.62%), having high percentages in total, promote a collaborative approach emphasizing transparency in communication.

Analyzing target groups individually, lawyers prefer email communication at a percentage of 47.83% while business professionals divide their preferences between email

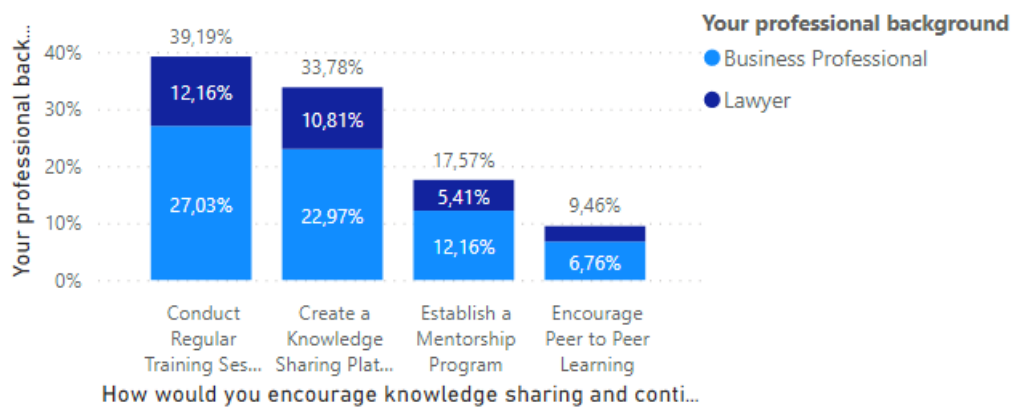
communication (29.41%) and Intranet, or internal portals (27.45%). This means that lawyers adopt a more adaptive perspective in leadership than business professionals who believe in a collaborative style of leadership.

**Figure 41. Effective communication channels**



Finally, the study examines how knowledge-sharing and continuous learning can be encouraged among legal team members, resulting in conducting regular training sessions (39.19%) being the most effective, followed by creating a knowledge-sharing platform (33.78%). Both promote a collaborative leadership style, emphasizing in learning procedures and transparency.

**Figure 42. Encouraging knowledge sharing and learning**



Summarizing the part of collaboration and communication, the study shows that it would be more efficient for legal firms to adopt a more collaborative approach to promoting operational efficiency. An equal participation of both lawyers and business professionals makes communication more effective, provoking a balance between cross-functional teams and fostering collaboration between teams. Adopting a collaborative leadership style

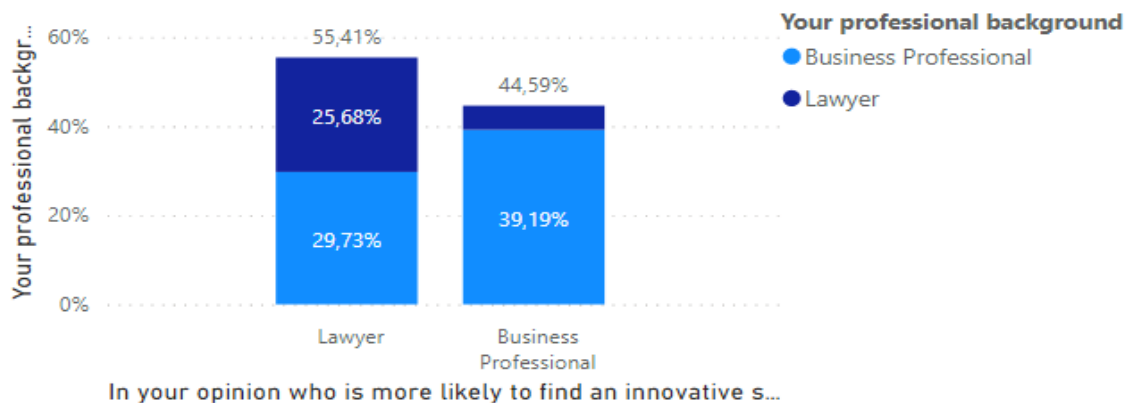
empowers open communication and transparency in procedures, helps learning, and reduces misunderstandings via changes and updates.

### 3.5.6 Problem-solving and adaptability

This section analyzes data from section 5 of the questionnaire. It investigates innovation and creative problem-solving as mentioned in Chapter 1.4 to identify how leadership affects leadership on innovation and goal attainment through problem-solving procedures.

Analyzing who is more likely to find an innovative solution when there is a complex legal issue impacting the company, the study shows that responders believe that lawyers are qualified at 55.41% while business professionals at 44.59%. Of course, this discrepancy is very small, and it is worth mentioning that by analyzing the responses of the lawyers individually, this percentage reaches 82.61%, while correspondingly for the business professionals, the percentage decreases to 43.14%.

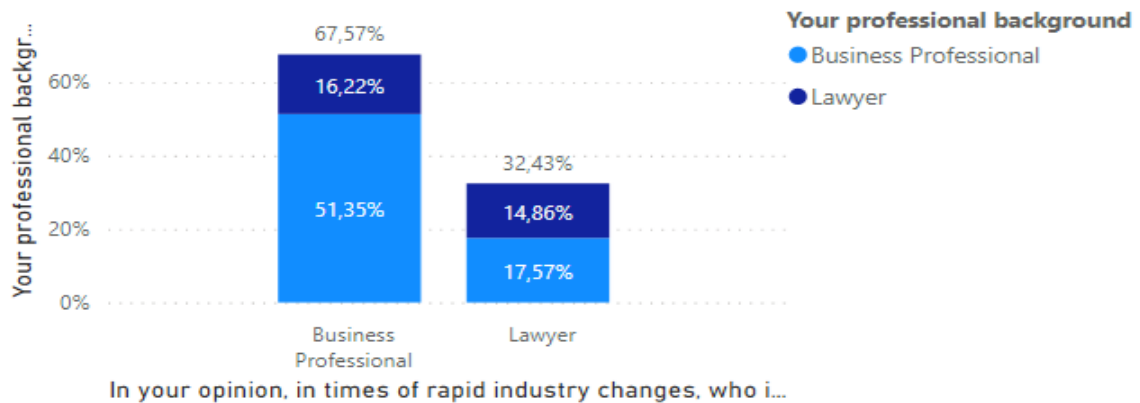
**Figure 43. Who is more likely to find an innovative solution**



In your opinion who is more likely to find an innovative solution when there is a complex legal issue impacting the company?	Business Professional	Lawyer	Total
Business Professional	56,86%	17,39%	<b>44,59%</b>
Lawyer	43,14%	82,61%	<b>55,41%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

In the same context, considering a rapidly changeable environment, and analyzing who is likely to lead the legal department in adapting to new trends the study concludes with the value of business professionals at 67.57%, while the value of lawyers takes a percentage of 32.43%. In this case, both sides agree to the results with a different proportion, promoting collaborative leadership as the most effective in these situations.

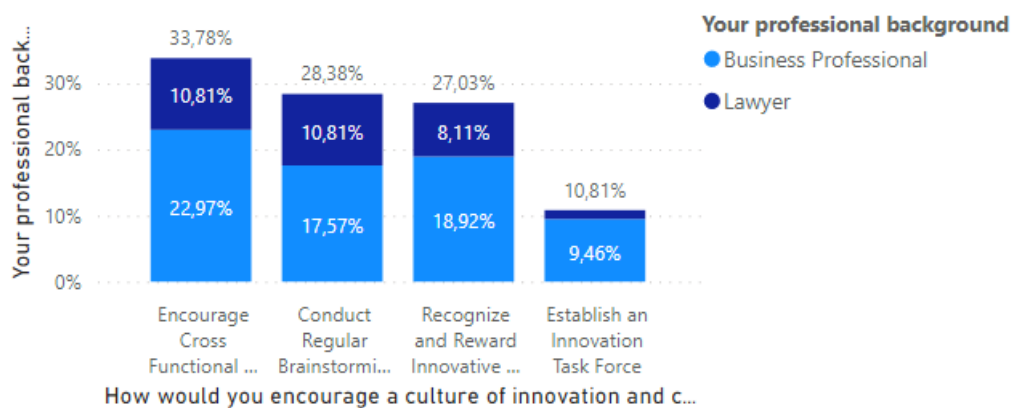
Figure 44. Who is more likely to lead a legal department in adapting to new trend



In your opinion, in times of rapid industry changes, who is more likely to lead the legal department in adapting to new trends?	Business Professional	Lawyer	Total
Business Professional	74,51%	52,17%	<b>67,57%</b>
Lawyer	25,49%	47,83%	<b>32,43%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

Additionally, concerning innovation, responders were asked about how would encourage a culture of innovation and continuous improvement within the legal department, replying that they would encourage cross-functional collaboration for new ideas (33.78%), conduct regular brainstorming sessions (28.38%), recognize and rewarding innovative solutions (27.03%) and establishing an innovation task force (10.81%). Considering these results, collaboration, and innovation are promoted leading to the adoption of a collaborative leadership style in legal departments.

Figure 45. How you encourage a culture of innovation and continuous improvement.

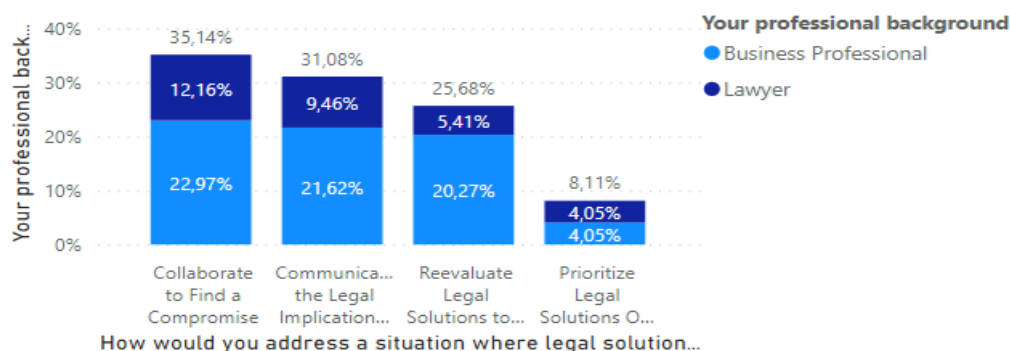


Considering problem-solving skills, the study shows that most responders believe that collaborating with legal teams for multiple perspectives, at a percentage of 60.81%, is the best solution to solve a complex legal issue. In addition, collaborations stand first in responders' answers taking a percentage of 35.14% when legal solutions conflict with business goals. Specifically, respondents believe that collaborating to find a compromise is one of the best ways to address such a situation, with communicating the legal implications to business stakeholders (31.08%) and reevaluating legal solutions to align with business goals (25.68%) to follow. All these promote a collaborative leadership style, where transparent communication addresses conflicts and values the input of teams in problem-solving.

**Figure 46. How do you approach problem-solving when there is a complex legal issue**



**Figure 47. How do you address a situation where legal solutions conflict with business goals**



In addition, the study examines the factors that ensure legal compliance in the face of rapid legislative changes where most of the respondents believe that establishing regular legal compliance training (47.30%) is the best way to deal with these situations. Both lawyers

and business professionals agree in that perspective, promoting collaborative leadership which suggests openness to external collaboration for compliance.

**Figure 48. Ensuring legal compliance in the face of rapid legislative changes**

How would you ensure legal compliance across the organization in the face of rapid legislative changes?	Business Professional	Lawyer	Total
Collaborate with Regulatory Agencies for Guidance	25,49%	26,09%	<b>25,68%</b>
Conduct Immediate Legal Audits	9,80%	4,35%	<b>8,11%</b>
Establish Regular Legal Compliance Training	41,18%	60,87%	<b>47,30%</b>
Implement Automated Compliance Monitoring Systems	23,53%	8,70%	<b>18,92%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

Furthermore, the study explores factors that ensure a smooth transition for the legal team when legal strategies need adjustments. Implying results, conducting training sessions for new strategies (40.54%) is the most popular factor according to both lawyers and business professionals, making collaborative leadership once more the most effective style of leadership, valuing training, and development for smooth transitioning.

**Figure 49. Ensuring a smooth transition for the legal team when legal strategies need adjustments**

How do you ensure a smooth transition for the legal team when legal strategies need adjustment?	Business Professional	Lawyer	Total
Assign Mentors to Aid the Transition	17,65%	8,70%	<b>14,86%</b>
Communicate the Rationale for the Changes Clearly	25,49%	30,43%	<b>27,03%</b>
Conduct Training Sessions for the New Strategies	39,22%	43,48%	<b>40,54%</b>
Monitor and Provide Support During Implementation	17,65%	17,39%	<b>17,57%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

Moreover, considering unexpected legal challenges, the study examines the factors that can rally the legal team for effective problem-solving. Assigned specialized task forces for immediate action (35.14%) is thought in total as the most crucial way to deal with these circumstances, while establishing clear communication channels for quick updates holds a great percentage at 32.43%. Both foster a proactive and collaborative approach to problem-solving, emphasizing open communication for efficiency. These characteristics lead to the adoption of a collaborative leadership style as the most beneficial in these situations. As far as concern individually the target group of lawyers, it must be mentioned

that a high percentage of 30.43% hold emergency team meetings, ensuring immediate collaboration in crises.

**Figure 50. How to rally the legal team for effective problem-solving when facing unexpected legal challenges**

How would you rally the legal team for effective problem solving when facing unexpected legal challenges?	Business Professional	Lawyer	Total
Assign Specialized Task Forces for Immediate Action	37,25%	30,43%	<b>35,14%</b>
Collaborate with External Legal Experts	9,80%	4,35%	<b>8,11%</b>
Establish Clear Communication Channels for Quick Updates	31,37%	34,78%	<b>32,43%</b>
Hold Emergency Team Meetings	21,57%	30,43%	<b>24,32%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

Finally, exploring the way of guiding the legal team in decision-making when faced with ambiguity in legal regulations, the study provides that developing contingency plans based on different interpretations (43.24%) is the most beneficial way to ensure flexibility and adaptability in planning for different interpretations. This means that responders believe in adaptive leadership style, with lawyers (56.52% individually) believing more in this tactic than business professionals who believe equally that collaborating with industry peers for insights (37.25% individually) is beneficial too, staying aligned to collaborative leadership.

**Figure 51. How to guide the legal team in decision-making when faced with ambiguity in legal regulations**

How would you guide the legal team in decision-making when faced with ambiguity in legal regulations?	Business Professional	Lawyer	Total
Collaborate with Industry Peers for Insights	37,25%	13,04%	<b>29,73%</b>
Communicate the Ambiguity to Relevant Stakeholders	11,76%	8,70%	<b>10,81%</b>
Develop Contingency Plans Based on Different Interpretations	37,25%	56,52%	<b>43,24%</b>
Seek External Legal Opinions for Clarification	13,73%	21,74%	<b>16,22%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

Summarizing the part of problem-solving and adaptability, the study shows once again that in legal organizations it would be more efficient to adopt collaborative leadership empowering transparency in communication that helps deal with conflicts and add value to problem-solving procedures. Moreover, encourages cross-functional collaboration for new ideas and innovation, ensures legal compliance when meeting changes, and focuses on



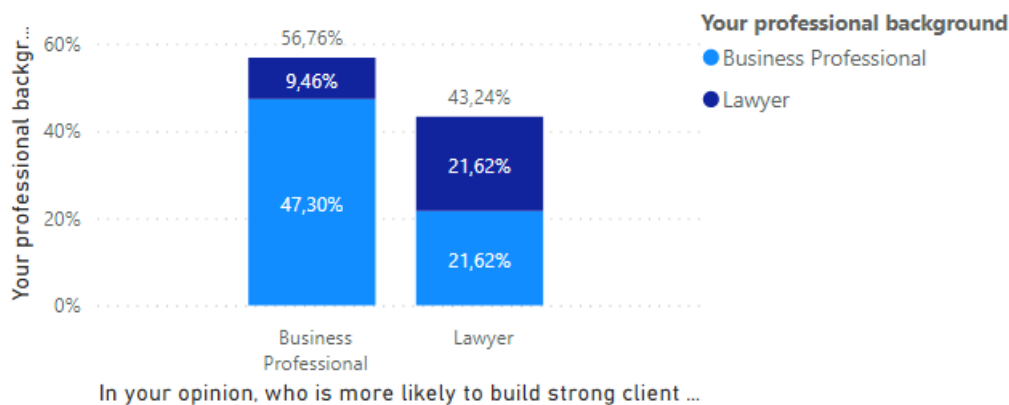
guiding the legal team in decision-making, especially when factors such as ambiguity in legal regulations take place.

### 3.5.7 Client and stakeholder relations

This section analyzes data from section 6 of the questionnaire. It investigates client relationships in legal companies as mentioned in Chapter 1.4 to identify how leadership styles contribute to constructing and conserving relationships between the legal firm and the clients, achieving the corporate goal and efficient cooperation.

Analyzing who is more likely to build strong client relationships and represent the legal department in client-facing situations, the study shows that responders believe that lawyers are qualified at 43.24% while business professionals at 56.76%. However, this discrepancy is very small and does not lead to safe conclusions. For this reason, it is worth mentioning that by analyzing the responses of the lawyers individually, this percentage reaches 69.57%, while correspondingly for the business professionals, the percentage decreases to 68.63%, which means that each of the target groups believes that his group is more qualified to deal with this situation.

**Figure 52. Who is more likely to build strong client relationships and represent in client-facing situations**



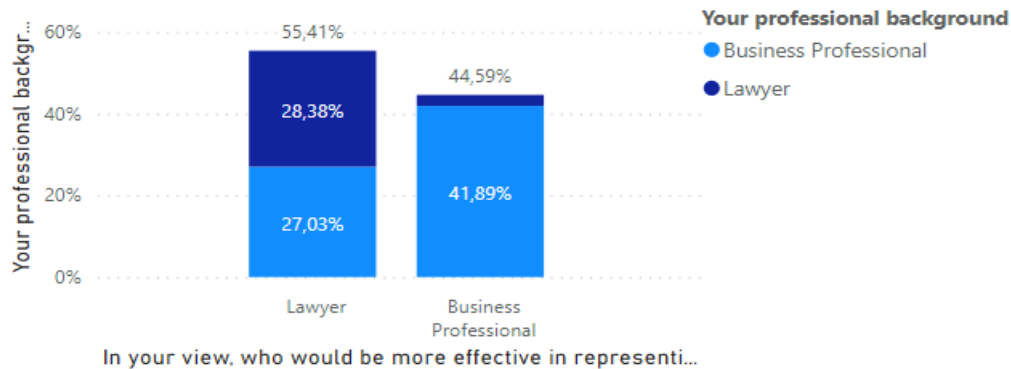
In your opinion, who is more likely to build strong client relationships and represent the legal department in client facing situations?	Business Professional	Lawyer	Total
Business Professional	68,63%	30,43%	<b>56,76%</b>
Lawyer	31,37%	69,57%	<b>43,24%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

Additionally, exploring the most effective role in representing the legal department in stakeholder meetings, the study shows once again that there is a small discrepancy between



the two groups. Lawyers hold a percentage of 55.41% while business professionals 44.59%. It is important to mention that in this case, individually analyzing the data, lawyers believe more in themselves with a percentage of 91.30% considering that lawyers are more suitable for this role, while business professionals hold a percentage of 60.78%, close enough to general proportion.

**Figure 53. Who is more effective in representing the legal department in stakeholder meeting**



In your view, who would be more effective in representing the legal department in stakeholder meetings?	Business Professional	Lawyer	Total
Business Professional	60,78%	8,70%	<b>44,59%</b>
Lawyer	39,22%	91,30%	<b>55,41%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

### 3.5.8 Summing up all sections

This section sums up all the above results analyzed in the preceding subsections, presenting them by target group. The chapter aims to aggregate the opinions of lawyers and business professionals, giving a total picture of what each group believes, and highlighting the differences and similarities they may present regarding the subject of leadership styles. Additionally, for a better understanding of the real desires of the two groups, an attempt is made to correlate the results of the two groups based on their education as well as their years of work experience. This approach aims to observe whether there is variation in group preferences, taking into account these two variables and whether this affects our analysis as a whole.

#### 3.5.8.1 Correlation between Lawyers and Business Professionals

Considering the section on leadership skills, and the answers of the responders as presented above, the research sums up to the following findings as shown in figures 54 & 55, where figure 54 presents the preferred leadership style according to their answers analyzed by

professional background and in the following figure are presented the percentages of their choices, pointed that Lawyers prefer transactional leadership at 50,00% while business professionals prefer innovative leadership at 37.50% among their groups.

**Figure 54. Leadership style according to leadership skill**

Analysis Questions/Leadership skills	Lawyer	Business Professional
Valuable qualities in Risk management	Transactional Leadership	Transactional Leadership
Quality of translating legal issues to non-legal	Collaborative Leadership	Collaborative Leadership
Qualities supporting legal growth	Adaptive Leadership	Innovative Leadership
Qualities for success in leading legal projects	Innovative Leadership	Innovative Leadership
Importance of legal expertise	Transactional Leadership	Transactional Leadership
Essential qualities in Navigating challenges	Transactional Leadership	Innovative Leadership
Effective leadership by qualities	Transactional Leadership	Transformational Leadership
Cross-functional team success	Collaborative Leadership	Collaborative Leadership

**Figure 55. Leadership style according to leadership skill chosen by Business Prof. & Lawyers**

section	%CT Count of Business Professional	section	%CT Count of Lawyer
<b>Leadership skills</b>	<b>100,00%</b>	<b>Leadership skills</b>	<b>100,00%</b>
Collaborative Leadership	25,00%	Adaptive Leadership	12,50%
Innovative Leadership	37,50%	Collaborative Leadership	25,00%
Transactional Leadership	25,00%	Innovative Leadership	12,50%
Transformational Leadership	12,50%	Transactional Leadership	50,00%
<b>Total</b>	<b>100,00%</b>	<b>Total</b>	<b>100,00%</b>

Similarly, presenting the summing findings for the section on Decision-making and strategy, the research results as shown in Figures 56 & 57, lead to the conclusion that both target groups prefer adaptive or collaborative leadership for decision-making and strategy.

**Figure 56. Leadership style according to Decision-making and strategy**

Analysis Questions/ Decision Making and strategy	Business Professional	Lawyer
Decision making & strategy /Priority for legal department	Adaptive Leadership	Adaptive Leadership
Flexibility in legal strategies	Adaptive Leadership	Adaptive Leadership
Importance of the input from legal teams	Collaborative Leadership	Collaborative Leadership
Leadership is more effective in guiding strategy	Collaborative Leadership	Collaborative Leadership
Legal strategies aligned with overall business objectives	Innovative Leadership	Innovative Leadership
More suitable for developing legal strategies	Innovative Leadership	Transactional Leadership
Prioritize legal risk management in an overall strategy	Innovative Leadership	Innovative Leadership

**Figure 57. Leadership style according to Decision-making and strategy chosen by Business Prof. and Lawyers**

section	%CT Count of Business Professional	section	%CT Count of Lawyer
<b>Decision-making and strategy</b>	<b>100,00%</b>	<b>Decision-making and strategy</b>	<b>100,00%</b>
Adaptive Leadership	28,57%	Adaptive Leadership	28,57%
Collaborative Leadership	28,57%	Collaborative Leadership	28,57%
Innovative Leadership	42,86%	Innovative Leadership	28,57%
<b>Total</b>	<b>100,00%</b>	Transactional Leadership	14,29%
		<b>Total</b>	<b>100,00%</b>

Continuing with the summing up findings for the section on Collaboration and communication, the research results as shown in figures 58 & 59, show that the majority of both target groups prefer collaborative leadership.

**Figure 58. Leadership style according to Collaboration and Communication**

Analysis Questions/Collaboration and communication	Business Professional	Lawyer
Addressing communication channels	Collaborative Leadership	Collaborative Leadership
Addressing conflicts between legal and non-legal	Collaborative Leadership	Collaborative Leadership
Balance legal compliance with operational efficiency	Collaborative Leadership	Collaborative Leadership
Effective communication challenges	Transactional Leadership	Transactional Leadership
Encouraging knowledge sharing and learning	Collaborative Leadership	Collaborative Leadership
Ensure clarity and understanding	Collaborative Leadership	Collaborative Leadership
Factors influence decision-making	Transactional Leadership	Transactional Leadership
How to foster collaboration between departments	Collaborative Leadership	Collaborative Leadership
More beneficial background for effective communication	Adaptive Leadership	Adaptive Leadership
Who likely foster collaboration between departments	Collaborative Leadership	Transactional Leadership

**Figure 59. Leadership style according to Collaboration and Communication chosen by B.Prof & Lawyers**

section	%CT Count of Business Professional	section	%CT Count of Lawyer
<b>Decision-making and strategy</b>	<b>100,00%</b>	<b>Decision-making and strategy</b>	<b>100,00%</b>
Adaptive Leadership	28,57%	Adaptive Leadership	28,57%
Collaborative Leadership	28,57%	Collaborative Leadership	28,57%
Innovative Leadership	42,86%	Innovative Leadership	28,57%
<b>Total</b>	<b>100,00%</b>	Transactional Leadership	14,29%
		<b>Total</b>	<b>100,00%</b>

Finally, summing up findings for the section on Problem-solving, the research results as shown in figures 60 & 61 that collaborative leadership is the preferred leadership style again, gaining percentages at 77.78% for Lawyers and at 88.89% for Business professionals.

**Figure 60. Leadership style according to problem-solving and Adaptability**

Analysis Questions/Problem-solving and Adaptability	Business Professional	Lawyer
Ensuring a smooth transition for the legal team when legal strategies need adjustments	Collaborative Leadership	Collaborative Leadership
Ensuring legal compliance in the face of rapid legislative changes	Collaborative Leadership	Collaborative Leadership
How do you address a situation where legal solutions conflict with business goals	Collaborative Leadership	Collaborative Leadership
How do you approach problem-solving when there is a complex legal issue	Collaborative Leadership	Collaborative Leadership
How to guide the legal team in decision-making when faced with ambiguity in legal regulations	Collaborative Leadership	Adaptive Leadership
How to rally the legal team for effective problem-solving when facing unexpected legal challenges	Collaborative Leadership	Collaborative Leadership
How you encourage a culture of innovation and continuous improvement	Collaborative Leadership	Collaborative Leadership
Who is more likely to find an innovative solution	Transformational Leadership	Transactional Leadership
Who is more likely to lead a legal department in adapting to new trend	Collaborative Leadership	Collaborative Leadership

**Figure 61. Leadership style according to problem-solving and Adaptability chosen by B.Prof & Lawyers**

section	%CT Count of Business Professional	section	%CT Count of Lawyer
<b>Problem-solving and adaptability</b>	<b>100,00%</b>	<b>Problem-solving and adaptability</b>	<b>100,00%</b>
Collaborative Leadership	88,89%	Adaptive Leadership	11,11%
Transformational Leadership	11,11%	Collaborative Leadership	77,78%
<b>Total</b>	<b>100,00%</b>	Transactional Leadership	11,11%
		<b>Total</b>	<b>100,00%</b>

Overall, considering the results in total, the research concludes that the collaborative leadership style is the most popular choice for both target groups. However, analyzing the rest of the choices research shows that Lawyers believe in transactional leadership at 27.03% while business professionals are thinking more innovatively, gaining a percentage of 27.02% summing up choices for adaptive and innovative leadership.

**Figure 62. Leadership style by professional background in total sections**

Business Professional	%CT Count of Business Professional	Lawyer	%CT Count of Lawyer
Adaptive Leadership	13,51%	Transformational Leadership	2,70%
Collaborative Leadership	54,05%	Transactional Leadership	27,03%
Innovative Leadership	13,51%	Innovative Leadership	8,11%
Transactional Leadership	10,81%	Collaborative Leadership	48,65%
Transformational Leadership	8,11%	Adaptive Leadership	13,51%
<b>Total</b>	<b>100,00%</b>	<b>Total</b>	<b>100,00%</b>

### 3.5.8.2 Correlation analysis by education and work experience

Considering the answers of the responders as presented above (correlation by professional background), the research tries to continue analyzing results and correlate them by education and work experience in the sections that they provide differences between their choices. The purpose of this is to understand if variables of education level and years of work experience are the reasons why their choices differ.

Considering leadership skills, as described in the previous chapters business professionals prefer transformational leadership at 21.43%, while lawyers prefer transactional leadership at 25.00%. Correlating educational backgrounds to these results, the study shows that only

9.29% of business professionals who hold a Master's degree prefer transformational leadership, while the majority of them prefer innovative leadership style at 12.14%. Considering the rest educational backgrounds there is no important diversity in their preferences. As far as concerns lawyers, transactional leadership is mostly preferred by those who hold a master's degree at 17.86%, but a high percentage of 14.29% prefer also democratic and transformational leadership styles. By these results, the study can mention that educational background does not affect leadership style, noticing that there is a percentage proportion in choices between target groups considering the rest of educational backgrounds. Their choices become despite the variable of educational background and are just their beliefs.

**Figure 63. Effective leadership by qualities and educational background**

Effective leadership by qualities	Business Professional	Lawyer	Total	Effective leadership by qualities	Business Professional	Lawyer	Total
<b>Bachelor's Degree</b>	<b>27,86%</b>	<b>30,36%</b>	<b>28,57%</b>	<b>Autocratic or Democratic Leadership</b>	<b>15,71%</b>	<b>16,07%</b>	<b>15,82%</b>
Autocratic or Democratic Leadership	3,57%	1,79%	3,06%	Bachelor's Degree	3,57%	1,79%	3,06%
ClientCentric Leadership	3,57%	5,36%	4,08%	High School Diploma/IEK	2,14%		1,53%
Collaborative Leadership	4,29%	7,14%	5,10%	Master's Degree	10,00%	14,29%	11,22%
Innovative Leadership	4,29%	7,14%	5,10%	<b>ClientCentric Leadership</b>	<b>8,57%</b>	<b>10,71%</b>	<b>9,18%</b>
Transactional Leadership	5,00%	7,14%	5,61%	Bachelor's Degree	3,57%	5,36%	4,08%
Transformational Leadership	7,14%	1,79%	5,61%	High School Diploma/IEK	2,14%		1,53%
<b>Doctorate/PhD</b>	<b>1,43%</b>		<b>1,02%</b>	Master's Degree	2,86%	5,36%	3,57%
Collaborative Leadership	0,71%		0,51%	<b>Collaborative Leadership</b>	<b>15,71%</b>	<b>14,29%</b>	<b>15,31%</b>
Transformational Leadership	0,71%		0,51%	Bachelor's Degree	4,29%	7,14%	5,10%
<b>High School Diploma/IEK</b>	<b>20,00%</b>		<b>14,29%</b>	Doctorate/PhD	0,71%		0,51%
Autocratic or Democratic Leadership	2,14%		1,53%	High School Diploma/IEK	3,57%		2,55%
ClientCentric Leadership	2,14%		1,53%	Master's Degree	7,14%	7,14%	7,14%
Collaborative Leadership	3,57%		2,55%	<b>Innovative Leadership</b>	<b>20,71%</b>	<b>17,86%</b>	<b>19,90%</b>
Innovative Leadership	4,29%		3,06%	Bachelor's Degree	4,29%	7,14%	5,10%
Transactional Leadership	3,57%		2,55%	High School Diploma/IEK	4,29%		3,06%
Transformational Leadership	4,29%		3,06%	Master's Degree	12,14%	10,71%	11,73%
<b>Master's Degree</b>	<b>50,71%</b>	<b>69,64%</b>	<b>56,12%</b>	<b>Transactional Leadership</b>	<b>17,86%</b>	<b>25,00%</b>	<b>19,90%</b>
Autocratic or Democratic Leadership	10,00%	14,29%	11,22%	Bachelor's Degree	5,00%	7,14%	5,61%
ClientCentric Leadership	2,86%	5,36%	3,57%	High School Diploma/IEK	3,57%		2,55%
Collaborative Leadership	7,14%	7,14%	7,14%	Master's Degree	9,29%	17,86%	11,73%
Innovative Leadership	12,14%	10,71%	11,73%	<b>Transformational Leadership</b>	<b>21,43%</b>	<b>16,07%</b>	<b>19,90%</b>
Transactional Leadership	9,29%	17,86%	11,73%	Bachelor's Degree	7,14%	1,79%	5,61%
Transformational Leadership	9,29%	14,29%	10,71%	Doctorate/PhD	0,71%		0,51%
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	High School Diploma/IEK	4,29%		3,06%
				Master's Degree	9,29%	14,29%	10,71%
				<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

Examining the effective leadership style by qualities, correlating the variable of years of experience the study shows that there is no percentage diversity in responses of transformational leadership for business professionals, while in the target group of lawyers, the majority (12.50%) of those who select transactional leadership as the most effective leadership style have 11-20 years of experience. In the rest of those having the same years of experience, there is no significant percentage of differences to be mentioned.

**Figure 64. Effective leadership by qualities and years of work experience**

Effective leadership by qualities-				Effective leadership by qualities			
	Business Professional	Lawyer	Total		Business Professional	Lawyer	Total
<b>0-2 years</b>	<b>30,71%</b>	<b>7,14%</b>	<b>23,98%</b>	<b>Autocratic or Democratic Leadership</b>	<b>15,71%</b>	<b>16,07%</b>	<b>15,82%</b>
Autocratic or Democratic Leadership	5,00%		<b>3,57%</b>	0-2 years	5,00%		<b>3,57%</b>
Client/Centric Leadership	2,86%		<b>2,04%</b>	11-20 years	5,71%	7,14%	<b>6,12%</b>
Collaborative Leadership	5,00%	1,79%	<b>4,08%</b>	21 years and above	0,71%	7,14%	<b>2,55%</b>
Transactional Leadership	7,14%	1,79%	<b>5,61%</b>	3-5 years	0,71%	1,79%	<b>1,02%</b>
Transformational Leadership	10,71%	3,57%	<b>8,67%</b>	6-10 years	3,57%		<b>2,55%</b>
<b>11-20 years</b>	<b>30,00%</b>	<b>57,14%</b>	<b>37,76%</b>	<b>Client/Centric Leadership</b>	<b>8,57%</b>	<b>10,71%</b>	<b>9,18%</b>
Autocratic or Democratic Leadership	5,71%	7,14%	<b>6,12%</b>	0-2 years	2,86%		<b>2,04%</b>
Client/Centric Leadership	2,14%	8,93%	<b>4,08%</b>	11-20 years	2,14%	8,93%	<b>4,08%</b>
Collaborative Leadership	4,29%	8,93%	<b>5,61%</b>	21 years and above		1,79%	<b>0,51%</b>
Transactional Leadership	2,86%	12,50%	<b>5,61%</b>	6-10 years	3,57%		<b>2,55%</b>
Transformational Leadership	15,00%	19,64%	<b>16,33%</b>	<b>Collaborative Leadership</b>	<b>15,71%</b>	<b>14,29%</b>	<b>15,31%</b>
<b>21 years and above</b>	<b>7,14%</b>	<b>14,29%</b>	<b>9,18%</b>	0-2 years	5,00%	1,79%	<b>4,08%</b>
Autocratic or Democratic Leadership	0,71%	7,14%	<b>2,55%</b>	11-20 years	4,29%	8,93%	<b>5,61%</b>
Client/Centric Leadership		1,79%	<b>0,51%</b>	21 years and above	0,71%		<b>0,51%</b>
Collaborative Leadership	0,71%		<b>0,51%</b>	3-5 years	1,43%	1,79%	<b>1,53%</b>
Transactional Leadership	1,43%	3,57%	<b>2,04%</b>	6-10 years	4,29%	1,79%	<b>3,57%</b>
Transformational Leadership	4,29%	1,79%	<b>3,57%</b>	<b>Innovative Leadership</b>	<b>20,71%</b>	<b>17,86%</b>	<b>19,90%</b>
<b>3-5 years</b>	<b>5,71%</b>	<b>10,71%</b>	<b>7,14%</b>	0-2 years	4,29%	1,79%	<b>3,57%</b>
Autocratic or Democratic Leadership	0,71%	1,79%	<b>1,02%</b>	11-20 years	9,29%	10,71%	<b>9,69%</b>
Collaborative Leadership	1,43%	1,79%	<b>1,53%</b>	21 years and above	2,14%	1,79%	<b>2,04%</b>
Transactional Leadership	2,14%	3,57%	<b>2,55%</b>	6-10 years	5,00%	3,57%	<b>4,59%</b>
Transformational Leadership	1,43%	3,57%	<b>2,04%</b>	<b>Transactional Leadership</b>	<b>17,86%</b>	<b>25,00%</b>	<b>19,90%</b>
<b>6-10 years</b>	<b>26,43%</b>	<b>10,71%</b>	<b>21,94%</b>	0-2 years	7,14%	1,79%	<b>5,61%</b>
Autocratic or Democratic Leadership	3,57%		<b>2,55%</b>	11-20 years	2,86%	12,50%	<b>5,61%</b>
Client/Centric Leadership	3,57%		<b>2,55%</b>	21 years and above	1,43%	3,57%	<b>2,04%</b>
Collaborative Leadership	4,29%	1,79%	<b>3,57%</b>	3-5 years	2,14%	3,57%	<b>2,55%</b>
Transactional Leadership	4,29%	3,57%	<b>4,08%</b>	6-10 years	4,29%	3,57%	<b>4,08%</b>
Transformational Leadership	10,71%	5,36%	<b>9,18%</b>	<b>Transformational Leadership</b>	<b>21,43%</b>	<b>16,07%</b>	<b>19,90%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	0-2 years	6,43%	1,79%	<b>5,10%</b>
				11-20 years	5,71%	8,93%	<b>6,63%</b>
				21 years and above	2,14%		<b>1,53%</b>
				3-5 years	1,43%	3,57%	<b>2,04%</b>
				6-10 years	5,71%	1,79%	<b>4,59%</b>
				<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

Continuing the analysis for the most effective leadership for achieving growth strategies, the study has shown, in the previous chapters that business professionals believe that innovative leadership is most suitable, while lawyers believe that adaptive leadership is preferred better. Considering these results and trying to correlate them with educational backgrounds and years of work experience as shown in the following figures 65 & 66, the study shows that these two variables do not affect the results, as there is a percentage proportion between the values of choices that does not make any difference.



**Figure 65. Leadership in growth strategies and educational background**

Leadership in growth strategies	Business Professional	Lawyer	Total	Leadership in growth strategies	Business Professional	Lawyer	Total
<b>Bachelor's Degree</b>	<b>25,53%</b>	<b>34,88%</b>	<b>28,47%</b>	<b>Adaptive Leadership</b>	<b>26,60%</b>	<b>32,56%</b>	<b>28,47%</b>
Adaptive Leadership	7,45%	13,95%	<b>9,49%</b>	Bachelor's Degree	7,45%	13,95%	<b>9,49%</b>
Collaborative Leadership	6,38%	2,33%	<b>5,11%</b>	High School Diploma/IEK	7,45%		<b>5,11%</b>
Innovative Leadership	9,57%	11,63%	<b>10,22%</b>	Master's Degree	11,70%	18,60%	<b>13,87%</b>
Transactional Leadership	2,13%	6,98%	<b>3,65%</b>	<b>Collaborative Leadership</b>	<b>24,47%</b>	<b>18,60%</b>	<b>22,63%</b>
<b>Doctorate/PhD</b>	<b>2,13%</b>	<b>1,46%</b>	<b>1,46%</b>	Bachelor's Degree	6,38%	2,33%	<b>5,11%</b>
Collaborative Leadership	1,06%	<b>0,73%</b>	<b>0,73%</b>	Doctorate/PhD	1,06%		<b>0,73%</b>
Innovative Leadership	1,06%	<b>0,73%</b>	<b>0,73%</b>	High School Diploma/IEK	5,32%		<b>3,65%</b>
<b>High School Diploma/IEK</b>	<b>20,21%</b>	<b>13,87%</b>	<b>13,87%</b>	Master's Degree	11,70%	16,28%	<b>13,14%</b>
Adaptive Leadership	7,45%		<b>5,11%</b>	<b>Innovative Leadership</b>	<b>41,49%</b>	<b>25,58%</b>	<b>36,50%</b>
Collaborative Leadership	5,32%	<b>3,65%</b>	<b>3,65%</b>	Bachelor's Degree	9,57%	11,63%	<b>10,22%</b>
Innovative Leadership	5,32%	<b>3,65%</b>	<b>3,65%</b>	Doctorate/PhD	1,06%		<b>0,73%</b>
Transactional Leadership	2,13%	<b>1,46%</b>	<b>1,46%</b>	High School Diploma/IEK	5,32%		<b>3,65%</b>
<b>Master's Degree</b>	<b>52,13%</b>	<b>65,12%</b>	<b>56,20%</b>	Master's Degree	25,53%	13,95%	<b>21,90%</b>
Adaptive Leadership	11,70%	18,60%	<b>13,87%</b>	<b>Transactional Leadership</b>	<b>7,45%</b>	<b>23,26%</b>	<b>12,41%</b>
Collaborative Leadership	11,70%	16,28%	<b>13,14%</b>	Bachelor's Degree	2,13%	6,98%	<b>3,65%</b>
Innovative Leadership	25,53%	13,95%	<b>21,90%</b>	High School Diploma/IEK	2,13%		<b>1,46%</b>
Transactional Leadership	3,19%	16,28%	<b>7,30%</b>	Master's Degree	3,19%	16,28%	<b>7,30%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

**Figure 66. Leadership in growth strategies and years of work experience**

Leadership in growth strategies	Business Professional	Lawyer	Total	Leadership in growth strategies	Business Professional	Lawyer	Total
<b>0-2 years</b>	<b>24,47%</b>	<b>9,30%</b>	<b>19,71%</b>	<b>Adaptive Leadership</b>	<b>26,60%</b>	<b>32,56%</b>	<b>28,47%</b>
Adaptive Leadership	4,26%	4,65%	<b>4,38%</b>	0-2 years	4,26%	4,65%	<b>4,38%</b>
Collaborative Leadership	7,45%	2,33%	<b>5,84%</b>	11-20 years	9,57%	16,28%	<b>11,68%</b>
Innovative Leadership	9,57%		<b>6,57%</b>	21 years and above	3,19%	6,98%	<b>4,38%</b>
Transactional Leadership	3,19%	2,33%	<b>2,92%</b>	3-5 years	3,19%	2,33%	<b>2,92%</b>
<b>11-20 years</b>	<b>28,72%</b>	<b>48,84%</b>	<b>35,04%</b>	6-10 years	6,38%	2,33%	<b>5,11%</b>
Adaptive Leadership	9,57%	16,28%	<b>11,68%</b>	<b>Collaborative Leadership</b>	<b>24,47%</b>	<b>18,60%</b>	<b>22,63%</b>
Collaborative Leadership	4,26%	6,98%	<b>5,11%</b>	0-2 years	7,45%	2,33%	<b>5,84%</b>
Innovative Leadership	12,77%	11,63%	<b>12,41%</b>	11-20 years	4,26%	6,98%	<b>5,11%</b>
Transactional Leadership	2,13%	13,95%	<b>5,84%</b>	21 years and above	1,06%	4,65%	<b>2,19%</b>
<b>21 years and above</b>	<b>9,57%</b>	<b>18,60%</b>	<b>12,41%</b>	3-5 years	1,06%	4,65%	<b>2,19%</b>
Adaptive Leadership	3,19%	6,98%	<b>4,38%</b>	6-10 years	10,64%		<b>7,30%</b>
Collaborative Leadership	1,06%	4,65%	<b>2,19%</b>	<b>Innovative Leadership</b>	<b>41,49%</b>	<b>25,58%</b>	<b>36,50%</b>
Innovative Leadership	5,32%	4,65%	<b>5,11%</b>	0-2 years	9,57%		<b>6,57%</b>
Transactional Leadership		2,33%	<b>0,73%</b>	11-20 years	12,77%	11,63%	<b>12,41%</b>
<b>3-5 years</b>	<b>7,45%</b>	<b>9,30%</b>	<b>8,03%</b>	21 years and above	5,32%	4,65%	<b>5,11%</b>
Adaptive Leadership	3,19%	2,33%	<b>2,92%</b>	3-5 years	2,13%	2,33%	<b>2,19%</b>
Collaborative Leadership	1,06%	4,65%	<b>2,19%</b>	6-10 years	11,70%	6,98%	<b>10,22%</b>
Innovative Leadership	2,13%	2,33%	<b>2,19%</b>	<b>Transactional Leadership</b>	<b>7,45%</b>	<b>23,26%</b>	<b>12,41%</b>
Transactional Leadership	1,06%		<b>0,73%</b>	0-2 years	3,19%	2,33%	<b>2,92%</b>
<b>6-10 years</b>	<b>29,79%</b>	<b>13,95%</b>	<b>24,82%</b>	11-20 years	2,13%	13,95%	<b>5,84%</b>
Adaptive Leadership	6,38%	2,33%	<b>5,11%</b>	21 years and above		2,33%	<b>0,73%</b>
Collaborative Leadership	10,64%		<b>7,30%</b>	3-5 years	1,06%		<b>0,73%</b>
Innovative Leadership	11,70%	6,98%	<b>10,22%</b>	6-10 years	1,06%	4,65%	<b>2,19%</b>
Transactional Leadership	1,06%	4,65%	<b>2,19%</b>	<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>				

In the previous chapters, the study analyzed decision-making and strategy factors where, according to the responders of business profession background, innovative leadership style is thought as the most valuable leadership style at 60.78%, while lawyers prefer transactional leadership at 78.26%. Considering the variable of educational background and if this could affect results and in what way, the study observed that there is no percentage proportion between educational backgrounds, mentioning that the ratio between innovative and transactional leadership is approximately equal for those holding at least a bachelor's degree.

Figure 67. Suitable leader in developing legal strategies and educational backgrounds

More suitable leader to develop legal strategies	Business Professional	Lawyer	Total	More suitable leader to develop legal strategies	Business Professional	Lawyer	Total
<b>Bachelor's Degree</b>	<b>29,41%</b>	<b>34,78%</b>	<b>31,08%</b>	<b>Innovative Leadership</b>	<b>60,78%</b>	<b>21,74%</b>	<b>48,65%</b>
Innovative Leadership	15,69%	8,70%	13,51%	Bachelor's Degree	15,69%	8,70%	13,51%
Transactional Leadership	13,73%	26,09%	17,57%	Doctorate/PhD	1,96%		1,35%
<b>Doctorate/PhD</b>	<b>1,96%</b>		<b>1,35%</b>	High School Diploma/I EK	13,73%		9,46%
Innovative Leadership	1,96%		1,35%	Master's Degree	29,41%	13,04%	24,32%
<b>High School Diploma/I EK</b>	<b>17,65%</b>		<b>12,16%</b>	<b>Transactional Leadership</b>	<b>39,22%</b>	<b>78,26%</b>	<b>51,35%</b>
Innovative Leadership	13,73%		9,46%	Bachelor's Degree	13,73%	26,09%	17,57%
Transactional Leadership	3,92%		2,70%	High School Diploma/I EK	3,92%		2,70%
<b>Master's Degree</b>	<b>50,98%</b>	<b>65,22%</b>	<b>55,41%</b>	Master's Degree	21,57%	52,17%	31,08%
Innovative Leadership	29,41%	13,04%	24,32%	<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>
Transactional Leadership	21,57%	52,17%	31,08%				
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>				

Furthermore, as far as concern the variable of years of work experience the study shows that years of experience affect the choices of both business professionals and lawyers, concluding that as they gain experience through the years they converge in their choices, evaluating the same criteria and characteristics. The trend of their behavior is mostly led by those having at least 6-10 years of experience in the field, with those of 10 years plus following.

Figure 68. Suitable leader in developing legal strategies and years of work experience

More suitable leader to develop legal strategies	Business Professional	Lawyer	Total	More suitable leader to develop legal strategies	Business Professional	Lawyer	Total
<b>0-2 years</b>	<b>25,49%</b>	<b>8,70%</b>	<b>20,27%</b>	<b>Innovative Leadership</b>	<b>60,78%</b>	<b>21,74%</b>	<b>48,65%</b>
Innovative Leadership	13,73%	4,35%	10,81%	0-2 years	13,73%	4,35%	10,81%
Transactional Leadership	11,76%	4,35%	9,46%	11-20 years	15,69%	8,70%	13,51%
<b>11-20 years</b>	<b>29,41%</b>	<b>52,17%</b>	<b>36,49%</b>	21 years and above	7,84%	4,35%	6,76%
Innovative Leadership	15,69%	8,70%	13,51%	3-5 years		5,88%	4,05%
Transactional Leadership	13,73%	43,48%	22,97%	6-10 years	17,65%	4,35%	13,51%
<b>21 years and above</b>	<b>9,80%</b>	<b>17,39%</b>	<b>12,16%</b>	<b>Transactional Leadership</b>	<b>39,22%</b>	<b>78,26%</b>	<b>51,35%</b>
Innovative Leadership	7,84%	4,35%	6,76%	0-2 years	11,76%	4,35%	9,46%
Transactional Leadership	1,96%	13,04%	5,41%	11-20 years	13,73%	43,48%	22,97%
<b>3-5 years</b>	<b>7,84%</b>	<b>8,70%</b>	<b>8,11%</b>	21 years and above	1,96%	13,04%	5,41%
Innovative Leadership	5,88%		4,05%	3-5 years	1,96%	8,70%	4,05%
Transactional Leadership	1,96%	8,70%	4,05%	6-10 years	9,80%	8,70%	9,46%
<b>6-10 years</b>	<b>27,45%</b>	<b>13,04%</b>	<b>22,97%</b>	<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>				

Continuing the analysis, the study analyzed collaboration and communication factors where, according to the responders of business profession background, collaborative leadership style is thought as the most effective leadership style at 78.43%, while lawyers prefer transactional leadership at 52.17%. Observing results the study concludes that educational background does not affect choices of business professional, while in lawyers the study shows that a high percentage (30.43%) of those holding a bachelor's degree believe in collaborative leadership and not in transactional leadership, which means that this variable can affect results for this target group, and maybe in bigger sample results will show that transactional leadership is not though as the most effective leadership style chosen by lawyers, considering collaboration and communication factors.



**Figure 69. Fostering collaboration between departments -business and law- and educational backgrounds**

Fostering collaboration between legal and other departments	Business Professional	Lawyer	Total	Fostering collaboration between legal and other departments	Business Professional	Lawyer	Total
<b>Bachelor's Degree</b>	<b>29,41%</b>	<b>34,78%</b>	<b>31,08%</b>	<b>Collaborative Leadership</b>	<b>78,43%</b>	<b>47,83%</b>	<b>68,92%</b>
Collaborative Leadership	23,53%	30,43%	25,68%	Bachelor's Degree	23,53%	30,43%	25,68%
Transactional Leadership	5,88%	4,35%	5,41%	Doctorate/PhD	1,96%		1,35%
<b>Doctorate/PhD</b>	<b>1,96%</b>		<b>1,35%</b>	High School Diploma/IEK	13,73%		9,46%
Collaborative Leadership	1,96%		1,35%	Master's Degree	39,22%	17,39%	32,43%
<b>High School Diploma/IEK</b>	<b>17,65%</b>		<b>12,16%</b>	<b>Transactional Leadership</b>	<b>21,57%</b>	<b>52,17%</b>	<b>31,08%</b>
Collaborative Leadership	13,73%		9,46%	Bachelor's Degree	5,88%	4,35%	5,41%
Transactional Leadership	3,92%		2,70%	High School Diploma/IEK	3,92%		2,70%
<b>Master's Degree</b>	<b>50,98%</b>	<b>65,22%</b>	<b>55,41%</b>	Master's Degree	11,76%	47,83%	22,97%
Collaborative Leadership	39,22%	17,39%	32,43%	<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>
Transactional Leadership	11,76%	47,83%	22,97%				
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>				

Continuing analyzing the variable of years of work experience, in correlation to the previous results, the study shows that, for both target groups, business professionals and lawyers, there is no percentage diversity between years of work experience, concluding that this variable does not affect the results of the sample as it is.

**Figure 70. Fostering collaboration between departments -business and law- and years of work experience**

Fostering collaboration between legal and other departments	Business Professional	Lawyer	Total	Fostering collaboration between legal and other departments	Business Professional	Lawyer	Total
<b>0-2 years</b>	<b>25,49%</b>	<b>8,70%</b>	<b>20,27%</b>	<b>Collaborative Leadership</b>	<b>78,43%</b>	<b>47,83%</b>	<b>68,92%</b>
Collaborative Leadership	17,65%	4,35%	13,51%	0-2 years	17,65%	4,35%	13,51%
Transactional Leadership	7,84%	4,35%	6,76%	11-20 years	25,49%	21,74%	24,32%
<b>11-20 years</b>	<b>29,41%</b>	<b>52,17%</b>	<b>36,49%</b>	21 years and above	9,80%	4,35%	8,11%
Collaborative Leadership	25,49%	21,74%	24,32%	3-5 years	3,92%	4,35%	4,05%
Transactional Leadership	3,92%	30,43%	12,16%	6-10 years	21,57%	13,04%	18,92%
<b>21 years and above</b>	<b>9,80%</b>	<b>17,39%</b>	<b>12,16%</b>	<b>Transactional Leadership</b>	<b>21,57%</b>	<b>52,17%</b>	<b>31,08%</b>
Collaborative Leadership	9,80%	4,35%	8,11%	0-2 years	7,84%	4,35%	6,76%
Transactional Leadership		13,04%	4,05%	11-20 years	3,92%	30,43%	12,16%
<b>3-5 years</b>	<b>7,84%</b>	<b>8,70%</b>	<b>8,11%</b>	21 years and above		13,04%	4,05%
Collaborative Leadership	3,92%	4,35%	4,05%	3-5 years	3,92%	4,35%	4,05%
Transactional Leadership	3,92%	4,35%	4,05%	6-10 years	5,88%		4,05%
<b>6-10 years</b>	<b>27,45%</b>	<b>13,04%</b>	<b>22,97%</b>	<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>
Collaborative Leadership	21,57%	13,04%	18,92%				
Transactional Leadership	5,88%		4,05%				
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>				

Finally, the study analyzed problem-solving and adaptability, where responses between two target groups showed that business professionals prefer collaborative leadership while lawyers believe in adaptive leadership when they have to deal with problem-solving and adapt to any changes. Examining the variable of educational background in correlation to business professionals there is no serious diversity at their percentages of choices. However, as far as concern lawyers the study shows that a big percentage of those holding a Master's degree prefer collaborative leadership to adaptive, and this means that in a bigger sample of results, the study might have different results in their choices in total.

**Figure 71. Guiding legal teams in decision-making and adaptability – educational background**

Guide the legal team in decision-making when faced with ambiguity	Business Professional	Lawyer	Total	Guide the legal team in decision-making when faced with ambiguity	Business Professional	Lawyer	Total
<b>Bachelor's Degree</b>	<b>29,41%</b>	<b>34,78%</b>	<b>31,08%</b>	<b>Adaptive Leadership</b>	<b>37,25%</b>	<b>56,52%</b>	<b>43,24%</b>
Adaptive Leadership	9,80%	26,09%	14,86%	Bachelor's Degree	9,80%	26,09%	14,86%
Collaborative Leadership	19,61%	8,70%	16,22%	High School Diploma/IEK	3,92%		2,70%
<b>Doctorate/PhD</b>	<b>1,96%</b>		<b>1,35%</b>	Master's Degree	23,53%	30,43%	25,68%
Collaborative Leadership	1,96%		1,35%	<b>Collaborative Leadership</b>	<b>62,75%</b>	<b>43,48%</b>	<b>56,76%</b>
<b>High School Diploma/IEK</b>	<b>17,65%</b>		<b>12,16%</b>	Bachelor's Degree	19,61%	8,70%	16,22%
Adaptive Leadership	3,92%		2,70%	Doctorate/PhD	1,96%		1,35%
Collaborative Leadership	13,73%		9,46%	High School Diploma/IEK	13,73%		9,46%
<b>Master's Degree</b>	<b>50,98%</b>	<b>65,22%</b>	<b>55,41%</b>	Master's Degree	27,45%	34,78%	29,73%
Adaptive Leadership	23,53%	30,43%	25,68%	<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>
Collaborative Leadership	27,45%	34,78%	29,73%				
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>				

Examining the variable of years of work experience, the study can conclude the same results as above, due to approximately the same percentage proportion between choices of business professionals. In the case of lawyers, study shows that those who hold a master's degree continue to have the behavior, which leads again to thoughts for different results in a bigger sample's analysis.

**Figure 72. Guiding legal teams in decision-making and adaptability – years of work experience**

Guide the legal team in decision-making when faced with ambiguity	Business Professional	Lawyer	Total	Guide the legal team in decision-making when faced with ambiguity	Business Professional	Lawyer	Total
<b>0-2 years</b>	<b>25,49%</b>	<b>8,70%</b>	<b>20,27%</b>	<b>Adaptive Leadership</b>	<b>37,25%</b>	<b>56,52%</b>	<b>43,24%</b>
Adaptive Leadership	5,88%		4,05%	0-2 years	5,88%		4,05%
Collaborative Leadership	19,61%	8,70%	16,22%	11-20 years	13,73%	26,09%	17,57%
<b>11-20 years</b>	<b>29,41%</b>	<b>52,17%</b>	<b>36,49%</b>	21 years and above	3,92%	17,39%	8,11%
Adaptive Leadership	13,73%	26,09%	17,57%	3-5 years	3,92%		2,70%
Collaborative Leadership	15,69%	26,09%	18,92%	6-10 years	9,80%	13,04%	10,81%
<b>21 years and above</b>	<b>9,80%</b>	<b>17,39%</b>	<b>12,16%</b>	<b>Collaborative Leadership</b>	<b>62,75%</b>	<b>43,48%</b>	<b>56,76%</b>
Adaptive Leadership	3,92%	17,39%	8,11%	0-2 years	19,61%	8,70%	16,22%
Collaborative Leadership	5,88%		4,05%	11-20 years	15,69%	26,09%	18,92%
<b>3-5 years</b>	<b>7,84%</b>	<b>8,70%</b>	<b>8,11%</b>	21 years and above	5,88%		4,05%
Adaptive Leadership	3,92%		2,70%	3-5 years	3,92%	8,70%	5,41%
Collaborative Leadership	3,92%	8,70%	5,41%	6-10 years	17,65%		12,16%
<b>6-10 years</b>	<b>27,45%</b>	<b>13,04%</b>	<b>22,97%</b>	<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>
Adaptive Leadership	9,80%	13,04%	10,81%				
Collaborative Leadership	17,65%		12,16%				
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>				

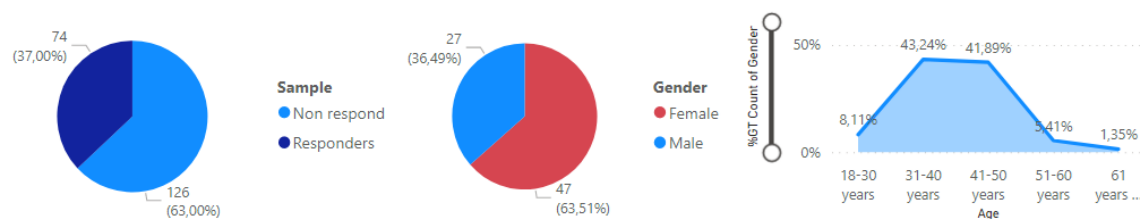
Summing up, examining variables of educational background and years of work experience the study shows that they, in practice, do not affect responses, despite the size of the sample. An exception could be though only in cases of problem-solving and strategies, where there were similarities between lawyers holding a master's degree and those with bachelor's degrees. Generally, analyzing education and work experience the study concludes that the more experience and knowledge someone gains the most will try to adapt characteristics of collaboration, adaptability and communication to achieve higher levels of performance.

## 4 Discussion and Implications

### 4.1 Summary of Findings

Summarizing the results of the survey, analyzing the data from the responses of 74 participants with a response rate of 37.00%, we observe that most participants are women (63,51%) while the total population presents a relatively even age distribution, mainly over 30 years old.

**Figure 73. Response of Questionnaire’s analysis**



Considering their educational background, over 50% of responders hold a Master’s degree, while the rest of them, in a percentage of 31.08%, hold a Bachelor's degree. Business professionals hold the majority (68.92%) compared to lawyers (31.08%), while in total most of the respondents had 11-20 years of experience (36.49%), with the rest of them mostly having 6-10 years of experience (22.97%) and up to 2 years of experience (20.27%), mentioning that experience distribution remained similar across both professional backgrounds (lawyers and business professionals).

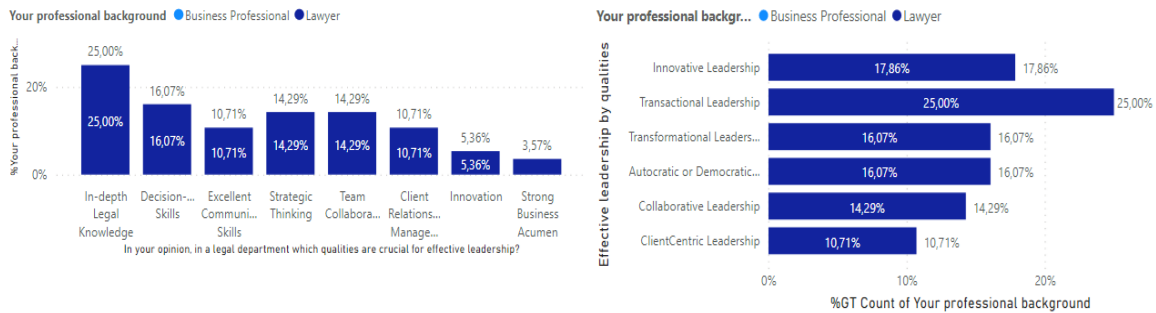
**Figure 74. Education Background and Work experience by target group**

Educational background	Business Professional	Lawyer	Total	Years of experience in the legal industry	Business Professional	Lawyer	Total
Master's Degree	35,14%	20,27%	<b>55,41%</b>	11-20 years	20,27%	16,22%	<b>36,49%</b>
Bachelor's Degree	20,27%	10,81%	<b>31,08%</b>	6-10 years	18,92%	4,05%	<b>22,97%</b>
High School Diploma/IEK	12,16%		<b>12,16%</b>	0-2 years	17,57%	2,70%	<b>20,27%</b>
Doctorate/PhD	1,35%		<b>1,35%</b>	21 years and above	6,76%	5,41%	<b>12,16%</b>
<b>Total</b>	<b>68,92%</b>	<b>31,08%</b>	<b>100,00%</b>	3-5 years	5,41%	2,70%	<b>8,11%</b>
				<b>Total</b>	<b>68,92%</b>	<b>31,08%</b>	<b>100,00%</b>

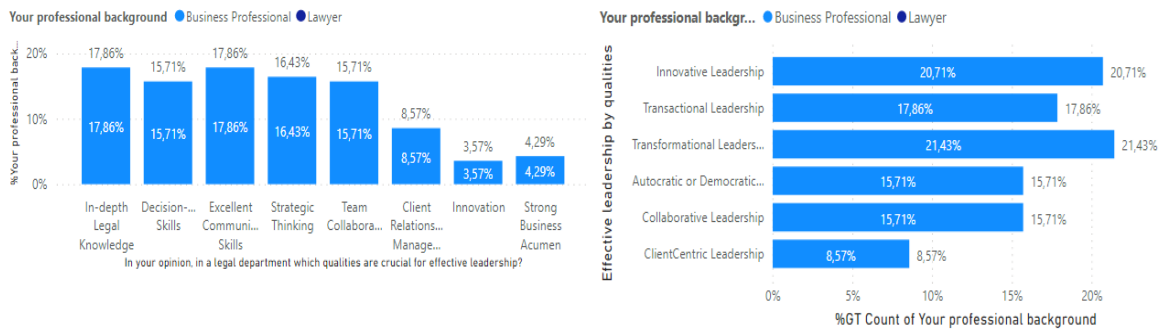
Considering the leadership skills analyzed in the second section of the data analysis, the study concludes that there are key qualities for effective leadership such as in-depth knowledge (19.90%), decision-making, communication, and strategic thinking holding equal percentages (15.82% each), while team collaboration and innovation are less valued. Lawyers follow transactional leadership (25.00%) prioritizing legal expertise (81.13%)

while business professionals adopt transformational leadership (21.43%) emphasizing communication and innovation.

**Figure 75. Crucial qualities for effective leadership by Lawyers**



**Figure 76. Crucial qualities for effective leadership by business professional**



However, in situations that need navigating legal challenges business professionals lean towards innovative leadership, while lawyers remain stable to their preferences. In risk management, both groups foster transactional leadership (45.26%) as the most beneficial because of its focus on technical competence, while strategic risk assessment (36.50%) is considered the most valued quality, followed by legal knowledge (24.09%). When leading legal projects, lawyers again emphasize legal expertise (27.94%) which leans towards transactional leadership, but in general managerial skills such as project management (38.97%) are thought to be the most crucial by both groups, aligning with innovative and transformational leadership.

Figure 77. Navigating legal challenges and risk management by each target group



Moreover, cross-functional teams need collaboration (38.13%) and communication (35.23%) making collaborative leadership most effective, which is followed also by situations that need translating legal issues, which has been marked as highly valued (47.30%). However, lawyers in these cases follow adaptive leadership, which is preferred in cases of supporting growth strategies where strategic vision is most valued (36.50%) fostering innovative leadership. In general, lawyers prioritize legal expertise, promoting transactional leadership while business professionals value growth strategies, enforcing innovative leadership.

Figure 78. Cross-functional teams' values and leading legal departments

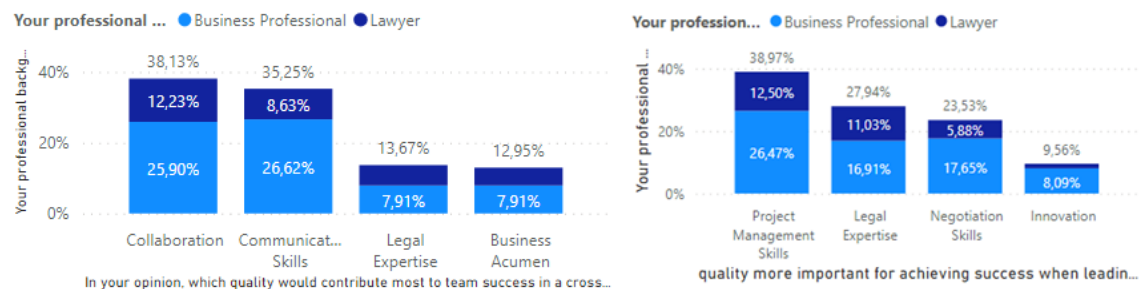
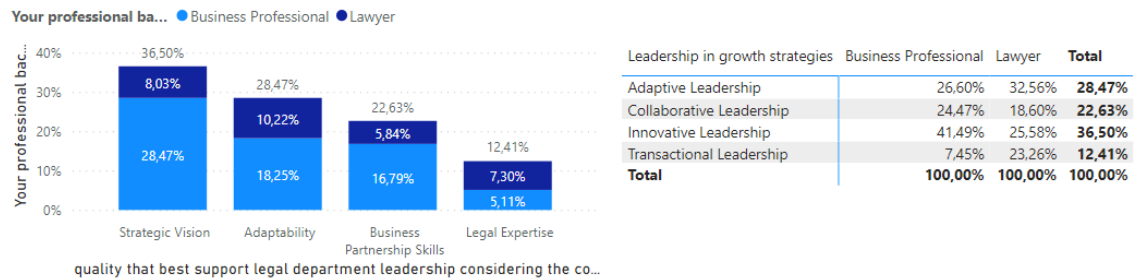
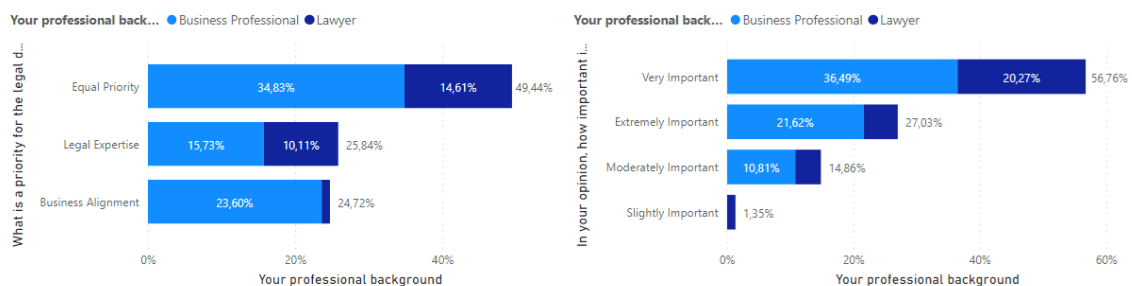


Figure 79. Values of supporting growth strategies



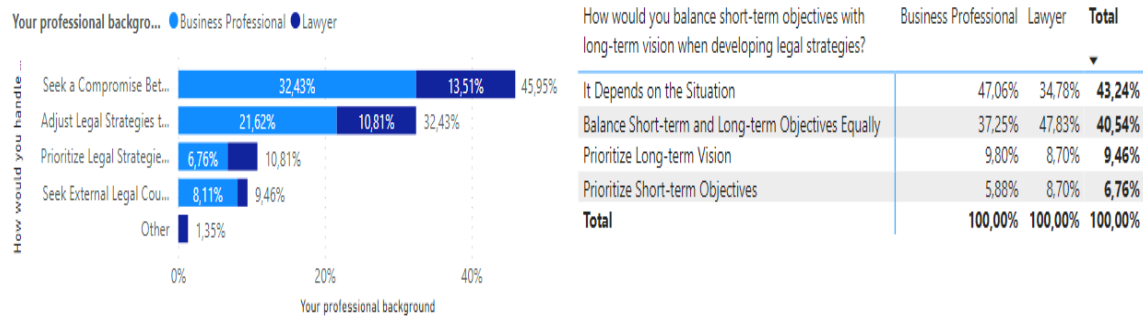
Considering the decision-making and strategy part analyzed in the third section of the data analysis, the study concludes that both legal expertise and business alignment are seen as equally important priorities (49.44%). Developing legal strategies needs the input of legal teams (56.76%) which is highly valued and fosters collaborative leadership, which is promoted by both lawyers and professional businesses as the most efficient for guiding strategies.

Figure 80. Important priorities and value of legal team’s input



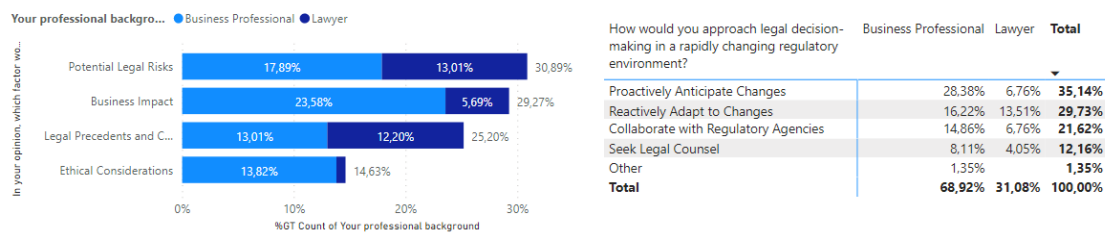
Noticing strategies and the overall company goal, legal risk management (55.41%), and alignment with company objectives (54.05%) are voted as top priorities, focusing on growth and profitability aligned with innovative leadership. When strategies conflict with company goals respondents value that seeking compromise (45.95%) is preferred mostly, leading to a more collaborative approach, while flexibility (82.43%) being valued as important in legal strategies, gives a more adaptive way in leadership in legal departments. For most, balancing short-term and long-term goals in a legal company needs an adaptive approach in leadership as it depends on the situation and how leaders will deal with the facts (43.24%), but others believe in a balanced approach (40.54%) or prioritize long-term goals, aligning to innovative leadership.

**Figure 81. Conflicts with goals and balance of short-term with long-term vision**



Moreover, considering factors that influence decision-making, the most valued are potential legal risks (30.89%), legal precedents (25.20%), and business impact (29.27), while ethical considerations are less important (14.63%). All these empower transactional leadership, especially emphasized by lawyers who hold a percentage of 79.49% individually analyzed, emphasizing risk mitigation. However, when the environment changes rapidly there is no clear preference in decision-making among leaders. Others believe that it is more efficient to proactive change anticipation (35.14%) to foster an adaptive approach, others to reactively adapt changes (29.73%) to promote a transactional way to deal with things, and others to collaborate with regulatory agencies (21.62%) to empower collaborative leadership style.

**Figure 82. Factors influence decision-making and affect it in a rapidly changing environment**



Summing up, the study shows that a combination of innovative and adaptive leadership is most effective in navigating changing environments and unforeseen circumstances, while innovative leadership applied on its one, is suitable for overall strategy because focus on risk management, long-term vision, and alignment with company goals. On the other hand, collaborative leadership is beneficial for fostering teamwork and navigating conflicts with company values.



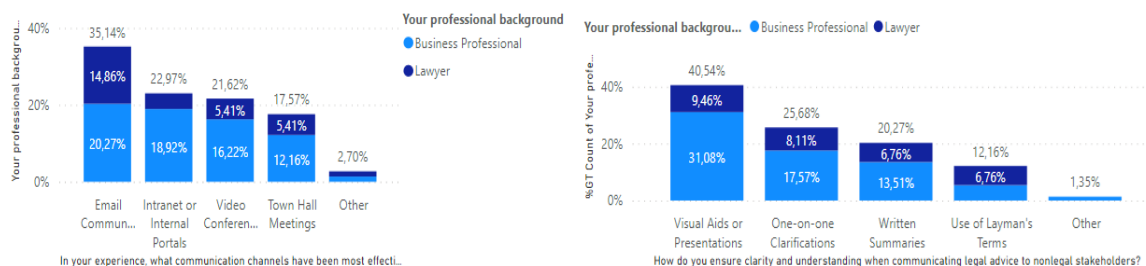
Considering the collaboration and communication part analyzed in the fourth section of the data analysis, the study concludes that both lawyers and business professionals believe that their background is most beneficial in effective communication, while an equal combination (70.27%) is preferred as most valued.

**Figure 83. The most beneficial background in effective communication**

In your opinion, which background is more beneficial for effective communication within the legal department and with other company departments?	Business Professional	Lawyer	Total	Who is more likely to foster collaboration between legal and other departments in the company?	Business Professional	Lawyer	Total
Both Equally	70.59%	69.57%	<b>70,27%</b>	Lawyer	21,57%	52,17%	<b>31,08%</b>
Business	21,57%	4,35%	<b>16,22%</b>	Business Professional	78,43%	47,83%	<b>68,92%</b>
Legal	7,84%	26,09%	<b>13,51%</b>	<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>				

To ensure clarity in legal communication, visual aids, and presentations (40.54%) are considered the most effective tool for communicating legal issues to non-legal people, emphasizing a collaborative approach to leadership. When things change and legal issues need updates, the most valuable tool to communicate legal announcements is email communication (35.14%) followed by intranet portals (22.97%) and video conferences (21.62%) leading to an aligned collaborative approach.

**Figure 84. valuable tools to communicate legal announcements and ensure clarity in communication**



Moreover, to address communication challenges the study shows that methods like establishing clear communication protocols (32.43%) and fostering open communication (32.43%) are the most effective, aligned to collaborative leadership, promoting open communication, and encouraging knowledge sharing, through regular training sessions (39.19%) and creating a knowledge-sharing platform (33.78%). Concerning collaboration between teams, business professionals are seen as more likely to foster collaboration (68.92%) than lawyers (31.08%), giving effort to operational efficiency, and adopting a



collaborative approach through interaction between departments. The most effective methods to do that are regular cross-departmental meetings (35.14%) and shared communication platforms (16.22%).

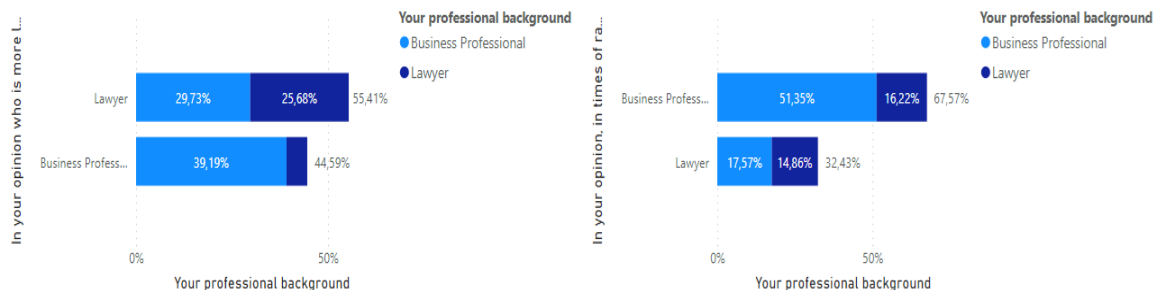
**Figure 85. Foster collaboration and address communication challenges**

How would you foster collaboration between legal and nonlegal departments within the company?	Business Professional	Lawyer	Total	How do you address communication challenges between legal and business professionals in the company?	Business Professional	Lawyer	Total
Regular Cross Departmental Meetings	33.33%	39.13%	<b>35.14%</b>	Establish Clear Communication Protocols	21.62%	10.81%	<b>32.43%</b>
Legal Representatives in Project Teams	21.57%	39.13%	<b>27.03%</b>	Foster a Culture of Open Dialogue	24.32%	8.11%	<b>32.43%</b>
Joint Training Programs	27.45%	8.70%	<b>21.62%</b>	Assign Liaisons Between Legal and Business Teams	13.51%	8.11%	<b>21.62%</b>
Shared Communication Platforms	17.65%	13.04%	<b>16.22%</b>	Conduct Communication Workshops	9.46%	4.05%	<b>13.51%</b>
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>Total</b>	<b>68.92%</b>	<b>31.08%</b>	<b>100.00%</b>

Summing up, the study concludes that a collaborative leadership style is more effective for fostering communication and collaboration within legal departments, through open communication channels, transparency, knowledge sharing, and balanced participation from both legal and business backgrounds.

Considering the problem-solving and adaptability part analyzed in the fifth section of the data analysis, the study concludes there is not a straight line between lawyers (55.41%) and business professionals (44.59%) for being more qualified to find innovative solutions. However, business professionals are more likely to adapt to new trends (67.57%) when there is a rapidly changing environment, suggesting the strength of collaboration from both backgrounds. Especially, when there are rapid legislative changes to ensure legal compliance must provide regular legal compliance training (47.30%).

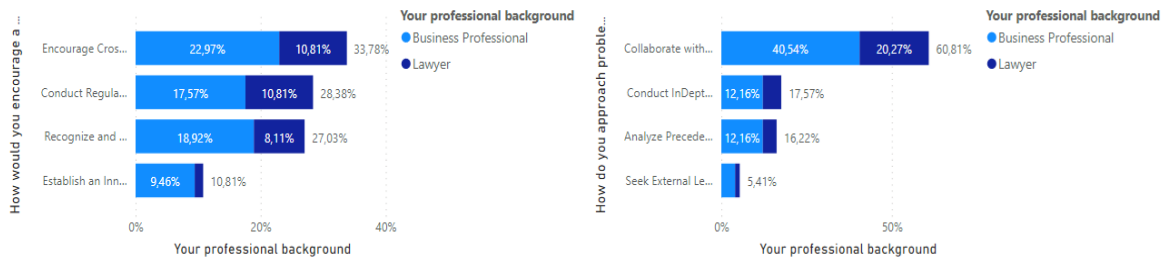
**Figure 86. Who is more suitable for innovation and ensuring legal compliance**



Moreover, to encourage a culture of innovation, collaborative approaches such as cross-functional teams (33.78%) and brainstorming (28.38%) are most valued, and aligned with collaborative leadership, emphasizing teamwork and innovation. Staying on the same page,

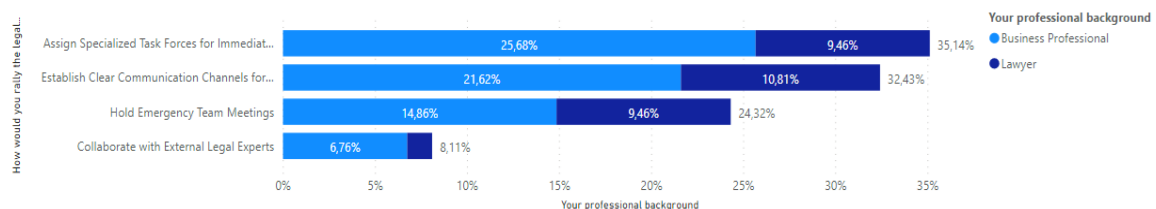
when approaching complex legal issues, collaboration with legal teams (60.81%) is the best way for efficient problem-solving.

**Figure 87. Encouraging and approaching complex legal issues**



However, in cases that must address conflict solutions teams have to find a compromise (35.14%) emphasizing communication and conflict resolution through collaboration. Furthermore, problem-solving benefits from assigned task forces (35.14%) and clear communication channels (32.43%), which help the team to rally for unexpected challenges.

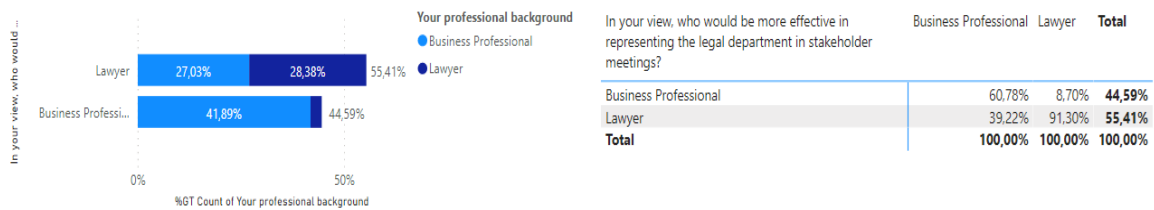
**Figure 88. Addressing conflict solutions and rally unexpected challenges**



Summing up, collaborative leadership is most effective for problem-solving and communication within legal departments. This can be achieved through open communication, transparency, teamwork, and a focus on continuous learning and improvement.

Considering the client and stakeholder relation part analyzed in the sixth section of the data analysis, the study cannot conclude whether lawyers (56.76%) or business professionals (43.24%) are suitable for building strong client relationships, due to small discrepancies in their percentages. However, once again, both believe that individually analyzed they are the most suitable for accomplishing such relations. Similarly, data do not help the study present the most beneficial for representing the legal department in client-facing situations.

**Figure 89. More effective leader for representing the company to clients**



Finally, trying to correlate the above results with variables of educational background and years of work experience the study shows that there is no significant correlation between them that affects results in total, except for the target group of lawyers who in factors of problem-solving and strategies show a difference in their choices among those holding a master’s degree and a bachelor’s degree. Specifically, in approximately the same percentage proportion they select different characteristics in their choices, with those holding a master’s degree to lead in a more collaborative approach, similar to what a business professional would have chosen.

## 4.2 Discussion of Results

In this chapter the study discusses the results of the research according to the primary questions that were raised in the introductory part of the paper (1.2), trying to answer each question separately, by assigning the most efficient way of achieving each part, based on the answers of the participants.

### 4.2.1 Dominant leadership styles in law firms

Analyzing data to answer the primary question of this research “What are the dominant leadership styles in law firms, as perceived by lawyers in managerial roles and business professionals?”, the study shows that collaborative leadership style may be the most efficient style in law firms, while a multi-style approach could bring better results in overall company efficiency and success. Specifically, even though collaborative leadership emphasizes shared decision-making, open communication, and teamwork, fostering a culture of transparency, other leadership styles can benefit efficiency in certain circumstances. Transactional leadership, most preferred by lawyers, focuses on efficiency and clear expectations and can be considered very important when dealing with legal compliance and short-term objectives. On the other hand, innovative leadership, most preferred by business professionals, encourages creativity and strategic thinking and can be

considered valuable for long-term vision, risk management, and aligning legal strategy with company goals. Lastly, adaptive leadership, in combination with an innovative approach, can be crucial for navigating challenges in a rapidly changing environment, promoting flexibility, contingency planning, and staying informed about legal trends.

#### **4.2.2 Impact on legal innovation and creative problem-solving**

Analyzing data to answer the following question of this research “How do the different leadership styles in law firms affect legal innovation and creative problem-solving?” the study shows that, in terms of promoting a culture of innovation, collaborative leadership is the most effective style of leadership, encouraging innovation through cross-functional collaboration to come up with a broader range of ideas and solutions. Moreover, when facing legal problems, a collaborative approach leads to innovative solutions through empowering brainstorming and fostering teams to open discussion and creative thinking. This tactic of sharing knowledge and expertise within teams helps people to learn through collaboration and build upon existing solutions. However, in terms of a culture of problem-solving, adaptive leadership seems to be the most beneficial style to adopt, because it is receptive to technology and new approaches, bringing new solutions to the table. Furthermore, promotes planning for different scenarios giving a more flexible approach to solving problems, while producing different prospects to be adapted. Additionally, identify new opportunities keeping them up to date with the latest developments, and following the trends.

#### **4.2.3 Impact on Organizational Culture**

Analyzing data to answer the following question of this research “How do different leadership styles contribute to organizational culture in law firms and to what extent?”, the study shows that, once more, a combination of leadership styles can be beneficial in contributing to organizational culture. First, collaborative leadership contributes to a positive culture by fostering trust, collaboration under better conditions, and transparency to open communication for better problem-solving. Moreover, recognizing the value of both target groups (lawyers, and business professionals), leads to a fully dynamic approach to making decisions by valuing different perspectives. On the other hand, adaptive leadership helps navigate changes by encouraging continuous learning by which legal departments can adapt to new opportunities and face new challenges. It promotes adaptability in a dynamic environment such legal department, allowing procedures to be flexible and people willing to change pages.

#### **4.2.4 Impact on employee satisfaction and work-life balance**

Analyzing data to answer the following question of this research “What is the impact of leadership styles on employee satisfaction, engagement, and work-life balance in law firms?”, the study shows that collaborative leadership is the most effective style for employee satisfaction because it promotes teamwork and fosters open communication. Employees who are valued as part of a team get a greater sense of purpose and belonging, while clear communication reduces stress and misunderstandings, sets clear expectations improves work-life balance, fostering trust and respect.

#### **4.2.5 Impact on achieving specific legal and business goals**

Analyzing data to answer the following question of this research “Do and in what way do different leadership styles contribute to achieving specific legal or business goals in law firms?” the study shows that more than one leadership style contributes to achieving goals, analyzing it from a different viewpoint. Firstly, collaborative leadership is crucial because it can balance legal and business goals by applying open communication in all procedures of the company, making them clearly understood to all teams, in a common base grounded towards finding solutions that benefit both sides. Therefore, possible conflicts of interest can be resolved constructively. Secondly, from another point of view, adaptive leadership is valuable when dealing with achieving goals in rapidly changing environments, because of flexibility and contingency planning. With these approaches, legal departments have different plans applied to adjust to any changing environment to continue operating effectively. Thirdly, by considering a more transactional approach to ensuring legal compliance and short-term objectives, organizations can meet all legal requirements and provide a clear structure for achieving specific goals. Finally, considering long-term goals, innovative leadership can be crucial in identifying and mitigating potential legal risks, finding creative solutions to any challenge, and producing strategies that always stay aligned with overall company goals.

### **4.3 Policy Implications**

Effective leadership, despite the size or the industry, is thought to be very crucial for the success of every firm, considering that leaders can influence an organization's direction from dealing with complex difficulties to fostering innovation and employee participation. In this chapter study delves into the topic of policy implications, trying to examine how well-

defined policies can translate leadership ideals into real actions in a range of organizational settings.

#### **4.3.1 Policy's Impact on Leadership**

The policy provides a fundamental framework for defining organizational leadership practices. It does more than just outline expectations; it also gives a road map for converting leadership concepts into actionable behavior. Effective policies can achieve a variety of essential objectives, including providing a consistent approach to leadership across departments and teams. This promotes fairness and predictability, letting everyone understand the standards for leadership behavior and decision-making. As a result, well-defined policies encourage openness by making the leadership approach evident to all employees. Transparency fosters trust and open communication inside the company.

#### **4.3.2 Translating research findings to policy implications**

Policies recommendations, based on research findings about leadership styles, may promote collaborative work, depending on the needs of the company. Leadership entails encouraging teamwork, open communication and shared decision-making, which can result in better problem-solving, creativity, and employee engagement. Policies encouraging cooperation may include team-based project structures, knowledge-sharing programs, and open communication channels. Furthermore, leaders must be able to adapt their strategy to changing circumstances. Policies that promote continual learning, data analysis, and disaster planning can assist leaders in becoming more adaptive. Leaders may also need to adjust their styles to match the maturity and experience level of their teams. Policies can motivate leaders to investigate issues and use directing, mentoring, supportive, or delegated tactics as appropriate. Understanding the power of policies in shaping leadership practices is crucial for creating a foundation that empowers leaders to navigate complex challenges and achieve organizational goals.

#### **4.3.3 Implications for Law firms**

Considering the research's results, as described above, the study gives many insights into leadership styles that can be applied to legal firms to improve their procedures in different ways. Starting with, collaborative leadership is a beneficial style of leadership that can be adopted by legal departments to help them emphasize teamwork, open communication, and shared decision-making. Implying a collaborative approach in their daily operational

processes leads to better problem-solving and innovation, with different viewpoints to be pointed and transparency to all procedures. In this way, legal expertise and business acumen can be combined to tackle complex challenges, provide respect to legal and non-legal employees, and make it more efficient operationally and align to achieving company goals in any challenges. Collaborative leadership also improves employee performance due to the empowerment of a greater sense of purpose and belonging, which impacts general performance individually, but mostly the general view of the company's efficiency. The basic concept is that anyone can interact with others, without restrictions and all can gain knowledge for better thinking and decision-making.

On the other hand, the research's insights promote a balanced combination of different styles of leadership by which legal departments can cross-functionally adopt characteristics depending on the circumstances. For example, applying the above characteristic of collaborative leadership, in combination with flexibility that promotes adaptive leadership in rapidly changing legal environments, benefits the company by promoting, additionally, contingency planning and staying informed about legal trends. This means that the organization has to adopt more analytical thinking, gathering information to assess situations and underlying issues that afterward must be considered in open communication and defined decision-making, promoted by the collaborative approach. Furthermore, by combining transactional approaches, the company can boost productivity by setting specific performance expectations, clearly defined goals, and operating in a framework of rewards and expectations, inspiring team members to reach desired results. In this way, short-term objectives can be achieved and legal compliance to be ensured. Moreover, to adjust to technological improvements, leaders may adopt an innovative approach to their leadership style, promoting the importance of adaptability and innovation, achieving long-term vision, and taking advantage of fresh opportunities.

Considering all the above, law firms should invest in developing the leadership skills of both lawyers and business professionals, encouraging personal development which can lead, among others, to a more engaged and effective team environment. Providing training programs on strategic thinking, problem-solving, decision-making, and communication builds qualified teams, specialized in different sections, who can handle challenges for achieving profitability and efficiency.



Finally, effective leadership translates into benefits for clients, which benefit the legal department in two ways: expansion of the portfolio and financial profits. So, legal departments must adopt the characteristics of a combined leadership style, such as collaborative and innovative leadership, to improve communication with clients, faster problem-solving, and manage a more positive overall client experience.

#### **4.3.4 How Findings Can Be Implicated to Other Organizations**

This study even though focuses on leadership styles in law businesses, its findings can be extended to other business fields in different organizations. As described above in the analysis the study emphasizes the value of collaborative leadership in promoting teamwork, creativity, and employee engagement, which can benefit significantly all kinds of companies by adjusting such policies and practices to foster cooperation, such as team-based structures and open communication channels. Encouraging different viewpoints and innovative problem-solving via open communication leads to a dynamic and engaged workforce, where employee voices are valued with freedom to participate. Furthermore, the study also emphasizes the importance of a balanced approach and a leader's flexibility, which means that employing strategic planning and ongoing learning can help organizations empower their leaders. They will be able to utilize different leadership philosophies based on the situation and adjust to changing conditions. For businesses in any industry trying to develop strong leadership, these results offer important suggestions, considering that leadership styles are implied to empower the profitability and success of each company.



## 5 Conclusion

In this chapter, the study presents a summary of main conclusions, as they were presented in 4.1 Summary of Findings, pointing out only basic key characteristics of the research that can be implied to all sectors of different industries. Moreover, in this chapter are quoted limitations and prospects of the research, as well as researcher's contribution to leadership field of management, and how this can be applied to different sections.

### 5.1 Main Conclusions

Generally, the response rate of research was 37.00%, from which 68.92% are business professionals and the rest 31.08% are lawyers, with a percentage over 50% of responders holding at least a Master's degree and having approximately 11-20 years of work experience, with rest showing a similar percentage distribution of years of work experience.

A combination of collaborative, adaptive, and potentially some transactional and innovative leadership is most effective. This multi-faceted approach allows legal teams to address diverse situations. Individually, the study shows that, as far as concerns leadership skills, lawyers follow transactional leadership (25.00%) prioritizing legal expertise (81.13%) while business professionals adopt transformational leadership (21.43%) emphasizing communication and innovation. However, when leading legal projects, lawyers again emphasize legal expertise (27.94%) which leans towards transactional leadership, but in general managerial skills such as project management (38.97%) are thought to be the most crucial by both groups, aligning with innovative and transformational leadership.

In general, lawyers prioritize legal expertise, promoting transactional leadership while business professionals value growth strategies, enforcing innovative leadership. Summing up, the study shows that a combination of innovative and adaptive leadership is most effective in navigating changing environments and unforeseen circumstances, while innovative leadership applied on its one, is suitable for overall strategy because focus on risk management, long-term vision, and alignment with company goals. On the other hand, collaborative leadership is beneficial for fostering teamwork and navigating conflicts with company values.

Furthermore, collaborative and adaptive leadership impacts a culture of innovation and creative problem-solving, promoting open discussion, brainstorming, and sharing

knowledge which can help both legal and business backgrounds. Mentioning collaboration between teams, business professionals are seen as more likely to foster collaboration (68.92%) than lawyers (31.08%), giving effort to operational efficiency, and adopting a collaborative approach through interaction between departments. The most effective methods to do that are regular cross-departmental meetings (35.14%) and shared communication platforms (16.22%). Moreover, to encourage a culture of innovation, collaborative approaches such as cross-functional teams (33.78%) and brainstorming (28.38%) are most valued, and aligned with collaborative leadership, emphasizing teamwork and innovation. Staying on the same page, when approaching complex legal issues, collaboration with legal teams (60.81%) is the best way for efficient problem-solving.

Additionally, considering client and stakeholder relations, both lawyers and business professionals believe that individually analyzed they are the most suitable for accomplishing such relations. Similarly, data do not help the study present the most beneficial for representing the legal department in client-facing situations.

Moreover, collaborative leadership creates a positive organizational culture by valuing diverse perspectives and encouraging transparency, while adaptive leadership fosters continuous learning and adaptability within the organization. It also facilitates communication and conflict resolution, enabling the balancing of legal and business goals, while adaptive leadership promotes flexibility to adjust strategies for achieving goals in a dynamic environment.

Finally, correlating results by professional backgrounds with variables of educational background and years of work experience, the study shows that there is no significant correlation between them that affects results in total. As an exception noticed the difference in lawyers' choices as far as concern factors of problem-solving and strategies among those holding a master's degree and a bachelor's degree. Specifically, in approximately the same percentage proportion they select different characteristics in their choices, with those holding a master's degree to lead in a more collaborative approach, similar to what a business professional would have chosen.

## 5.2 Research limitations

Considering the results of the research some limitations need to be explored, starting with the demographic data of the participants. The study investigates data mainly from a specific geographical area, namely the cities of Athens and Thessaloniki, due to the concentration of law firms in the wide area. This limits the generalizability of the research, adapting the data to focused practices prevailing in these areas.

Additionally, the questionnaire design may affect respondents, considering that some questions and their choices for answers could guide them. More specifically, specific words and phrases may be used more commonly by some of the target groups leading them to choose an answer without thinking too much.

Finally, considering the size of the sample, it could extract different results by having a bigger range of responses both overall and per category of respondents. Ideally, it could provide better results if it was answered as part of a training process within the organizations, optimizing the range of answers both quantitatively and qualitatively.

## 5.3 Research Prospects

Considering the results of the research and to understand their practical implications deeper, some prospects need to be explored in the future. First, it could directly measure the satisfaction and work-life balance of employees in law firms through moderated discussions, where small groups of employees, divided into groups of different departments, will participate in an open discussion, well-organized in structuring, to give insights about leadership styles, their impact on the work environment, and the effect on employee satisfaction and work-life balance. In that way, it is possible to analyze more factors than answering a typical questionnaire survey, expecting a deeper understanding of values.

Furthermore, exploring the range of areas of investigation in factors such as the size of the firm and practical area, and analyzing case studies of successful law firms with different structures and sizes, can provide valuable results in the analysis of leadership styles on how they are adapted in each case study, and how they impact on solving problems and decision making overall in legal business division. Moreover, this could be combined with employee training sessions for boosting specific leadership characteristics, evaluating their applications pro and after the session, and measuring their impact through the variance on the company's efficiency and achievement of goals.

Finally, in a client-centric approach, it could be beneficial to involve clients' preferences in communication styles, the level of legal team engagement, and KPI results to explore, through surveys and interviews, how this can affect the organization's leadership style in team interaction strategies and communication channels, expecting client satisfaction and operational efficiency.

#### **5.4 Researcher's Contribution**

This research contributes to leadership studies, through a literature review on leadership styles and their effectiveness within organizations, synthesis of existing research findings and theoretical frameworks, and primary research through questionnaire analysis. In addition to clarifying effective leadership styles in law firms, this research broadens the scope of the study by investigating possible links and applications in the larger corporate sector.

Considering the law business leadership, based on the results, this research contributes to highlighting the importance of multi-based leadership styles in law firms, suggesting a combination of collaborative and adaptive leadership, promoting open communication, problem-solving, and adaptability to achieve both legal and business goals. Provides insights into the connection between chosen leadership style and operational factors and helps understand the need to further investigate and measure values such as employee satisfaction and well-being. In conclusion, it opens the door for exploring the connection to leadership practices which can provide valuable insights for law firms seeking to optimize their leadership strategies and create a thriving legal environment for all.

Furthermore, by trying to broaden the outcome of the results, the study can be applied within all kinds of organizations, by utilizing the research's findings to develop more effective leadership management and training programs. We could identify leadership styles that foster employee engagement, teamwork, and innovation within legal firms, and provide valuable guidance for creating a more effective leadership style within various business contexts of companies, leading to improved performance and a more engaged workforce. Also, considering that businesses, in general, must adapt and succeed in a rapidly evolving environment, and law firms operate in a dynamic environment with many daily unforeseen challenges, the results of the study can be used by leaders generally to learn to be adaptable and succeed in any change facing. This research also examines the similarities and potential

differences between lawyers and businesspeople in an attempt to foster information exchange between the legal and business leadership communities. Business executives can gain significant insights from the unique leadership challenges and strategies employed in law firms, and established leadership development programs in the business sector can offer priceless insights to legal practitioners. Expertise sharing amongst professionals from different industries may help create more thorough and effective leadership methods.

In the end, all of them might be used as a starting point for further research on the relationship between client satisfaction and leadership philosophies in law firms, as well as the impacts of specific leadership philosophies on service, communication, and the client experience overall. In addition, the legal profession is placing an increasing amount of attention on diversity and inclusion. This creates chances for additional research into how diverse leadership styles may promote a more inviting workplace and assist various attorneys in advancing their careers.

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## Appendix A: The Questionnaire

### **Section 1: General Information**

- 1. Age:**
  - a. 18-30 years
  - b. 31-40 years
  - c. 41-50 years
  - d. 51-60 years
  - e. 61 years and above
- 2. Gender:**
  - a. Male
  - b. Female
  - c. Prefer not to say
- 3. Educational background:**
  - a. High School Diploma/IEK
  - b. Bachelor's Degree
  - c. Master's Degree
  - d. Doctorate/PhD
  - e. Other (please specify): .....
- 4. Your professional background:**
  - a. Lawyer
  - b. Business Professional
- 5. Years of experience in the legal industry:**
  - a. 0-2 years
  - b. 3-5 years
  - c. 6-10 years
  - d. 11-20 years
  - e. 21 years and above

### **Section 2: Leadership Skills**

- 1. In your opinion, in a legal department which qualities are crucial for effective leadership? (please select up to two)**
  - a. In-depth Legal Knowledge
  - b. Strong Business Acumen
  - c. Strategic Thinking
  - d. Excellent Communication Skills
  - e. Team Collaboration
  - f. Decision-Making Skills
  - g. Innovation

- h. Client Relationship Management
- 2. In your opinion, how important is legal expertise in a legal department manager?**
    - a. Extremely Important
    - b. Very Important
    - c. Moderately Important
    - d. Slightly Important
    - e. Not Important at All
  - 3. In your opinion, which leadership quality is more essential for navigating legal challenges in the company? (please select up to two)**
    - a. Legal Expertise
    - b. Strategic Thinking
    - c. Decision-making Skills
    - d. Team Collaboration
  - 4. In your opinion, which quality is more valuable in a legal department manager for ensuring compliance and risk management? (please select up to two)**
    - a. In-depth Legal Knowledge
    - b. Attention to Detail
    - c. Strategic Risk Assessment
    - d. Effective Communication
  - 5. In your opinion, which quality would contribute most to team success in a cross functional team? (please select up to two)**
    - a. Legal Expertise
    - b. Business Acumen
    - c. Communication Skills
    - d. Collaborative Leadership
  - 6. In your opinion, which quality is more important for achieving success when leading legal projects? (please select up to two)**
    - a. Legal Expertise
    - b. Project Management Skills
    - c. Negotiation Skills
    - d. Innovation
  - 7. In your opinion, how important is the ability to translate legal issues into understandable language for nonlegal stakeholders?**
    - a. Extremely Important
    - b. Very Important
    - c. Moderately Important
    - d. Slightly Important
    - e. Not Important at All
  - 8. In your opinion, which quality is more critical for a legal department manager when facing ethical dilemmas? (please select up to two)**

- a. Legal Expertise
  - b. Integrity and Ethical Leadership
  - c. Decision-Making Skills
  - d. Stakeholder Communication
- 9. In your opinion, which quality would best support legal department leadership considering the company's growth strategies? (please select up to two)**
- a. Legal Expertise
  - b. Strategic Vision
  - c. Adaptability
  - d. Business Partnership Skills

### **Section 3: Decision-Making and Strategy**

- 1. In your opinion Who is more suitable to develop legal strategies for the company?**
- a. Lawyer
  - b. Business Professional
- 2. What is a priority for the legal department: legal expertise or business alignment? (please select up to two)**
- a. Legal Expertise
  - b. Business Alignment
  - c. Equal Priority
- 3. In your opinion, which leadership style is most effective in guiding legal department strategy?**
- a. Democratic
  - b. Authoritative
  - c. Laissez-Faire
  - d. Transformational
  - e. Transactional
  - f. Collaborative
  - g. Other (please specify): .....
- 4. In your opinion, how important is the input from legal team members when developing legal strategies?**
- a. Extremely Important
  - b. Very Important
  - c. Moderately Important
  - d. Slightly Important
  - e. Not Important at All
- 5. How would you prioritize legal risk management in the overall company strategy?**
- a. Top Priority
  - b. High Priority

- c. Moderate Priority
  - d. Low Priority
  - e. Not a Priority
- 6. In your opinion, to what extent should legal strategies align with the company's overall business objectives?**
- a. Complete Alignment
  - b. High Alignment
  - c. Moderate Alignment
  - d. Low Alignment
  - e. No Alignment
- 7. In your opinion, which factor would most influence your decision-making when faced with a high stakes' legal decision? (please select up to two)**
- a. Legal Precedents and Case Law
  - b. Business Impact
  - c. Ethical Considerations
  - d. Potential Legal Risks
  - e. Other (please specify): .....
- 8. How would you approach legal decision-making in a rapidly changing regulatory environment?**
- a. Proactively Anticipate Changes
  - b. Reactively Adapt to Changes
  - c. Seek Legal Counsel
  - d. Collaborate with Regulatory Agencies
  - e. Other (please specify): .....
- 9. In your experience, how important is flexibility in legal strategy to respond to unforeseen circumstances?**
- a. Extremely Important
  - b. Very Important
  - c. Moderately Important
  - d. Slightly Important
  - e. Not Important at All
- 10. How would you balance short-term objectives with long-term vision when developing legal strategies?**
- a. Prioritize Short-term Objectives
  - b. Balance Short-term and Long-term Objectives Equally
  - c. Prioritize Long-term Vision
  - d. It Depends on the Situation
  - e. No Consideration for Long-term Vision
- 11. How would you handle a situation where legal strategies conflict with company values or ethical standards?**

- a. Adjust Legal Strategies to Align with Company Values
- b. Seek a Compromise Between Legal Strategies and Company Values
- c. Prioritize Legal Strategies Over Company Values
- d. Seek External Legal Counsel for Guidance
- e. Other (please specify): .....

#### **Section 4: Collaboration and Communication**

- 1. In your opinion, which background is more beneficial for effective communication within the legal department and with other company departments?**
  - a. Legal
  - b. Business
  - c. Both Equally
- 2. Who is more likely to foster collaboration between legal and other departments in the company?**
  - a. Lawyer
  - b. Business Professional
- 3. How would you foster collaboration between legal and nonlegal departments within the company?**
  - a. Regular Cross Departmental Meetings
  - b. Joint Training Programs
  - c. Shared Communication Platforms
  - d. Legal Representatives in Project Teams
  - e. Other (please specify): .....
- 4. In your opinion, how important is establishing strong relationships with external legal counsel for the success of legal initiatives?**
  - a. Extremely Important
  - b. Very Important
  - c. Moderately Important
  - d. Slightly Important
  - e. Not Important at All
- 5. How do you ensure clarity and understanding when communicating legal advice to nonlegal stakeholders?**
  - a. Use of Layman's Terms
  - b. Visual Aids or Presentations
  - c. One-on-one Clarifications
  - d. Written Summaries
  - e. Other (please specify): .....
- 6. How do you address communication challenges between legal and business professionals in the company?**

- a. Conduct Communication Workshops
- b. Establish Clear Communication Protocols
- c. Foster a Culture of Open Dialogue
- d. Assign Liaisons Between Legal and Business Teams
- e. Other (please specify): .....

**7. How would you address conflicts within the legal team to ensure a cohesive working environment?**

- a. Facilitate Mediation Sessions
- b. Implement Conflict Resolution Training
- c. Foster Open Communication Channels
- d. Restructure Team Dynamics
- e. Other (please specify): .....

**8. How would you balance legal compliance with operational efficiency when engaging with nonlegal departments?**

- a. Prioritize Legal Compliance
- b. Seek a Balanced Approach
- c. Prioritize Operational Efficiency
- d. It Depends on the Situation
- e. No Consideration for Operational Efficiency

**9. In your experience, what communication channels have been most effective for legal announcements or updates?**

- a. Email Communications
- b. Intranet or Internal Portals
- c. Town Hall Meetings
- d. Video Conferencing
- e. Other (please specify): .....

**10. How would you encourage knowledge sharing and continuous learning among legal team members?**

- a. Establish a Mentorship Program
- b. Conduct Regular Training Sessions
- c. Create a Knowledge Sharing Platform
- d. Encourage Peer to Peer Learning
- e. Other (please specify): .....

**Section 5: Problem Solving and Adaptability**

**1. In your opinion who is more likely to find an innovative solution when there is a complex legal issue impacting the company?**

- a. Lawyer

- b. Business Professional
- 2. In your opinion, in times of rapid industry changes, who is more likely to lead the legal department in adapting to new trends?**
  - a. Lawyer
  - b. Business Professional
- 3. How do you approach problem solving when there is a complex legal issue?**
  - a. Collaborate with Legal Team for Multiple Perspectives
  - b. Conduct InDepth Legal Research
  - c. Seek External Legal Counsel
  - d. Analyze Precedents and Case Studies
  - e. Other (please specify): .....
- 4. How would you address a situation where legal solutions conflict with business goals?**
  - a. Reevaluate Legal Solutions to Align with Business Goals
  - b. Communicate the Legal Implications to Business Stakeholders
  - c. Collaborate to Find a Compromise
  - d. Prioritize Legal Solutions Over Business Goals
  - e. Other (please specify): .....
- 5. How would you ensure legal compliance across the organization in the face of rapid legislative changes?**
  - a. Establish Regular Legal Compliance Training
  - b. Collaborate with Regulatory Agencies for Guidance
  - c. Implement Automated Compliance Monitoring Systems
  - d. Conduct Immediate Legal Audits
  - e. Other (please specify): .....
- 6. How do you ensure a smooth transition for the legal team when legal strategies need adjustment?**
  - a. Conduct Training Sessions for the New Strategies
  - b. Communicate the Rationale for the Changes Clearly
  - c. Assign Mentors to Aid the Transition
  - d. Monitor and Provide Support During Implementation
  - e. Other (please specify): .....
- 7. How do you stay informed about evolving legal trends and industry best practices?**
  - a. Regularly Attend Legal Conferences and Seminars
  - b. Subscribe to Legal Journals and Publications
  - c. Participate in Legal Webinars and Online Forums
  - d. Engage in Professional Legal Networks
  - e. Other (please specify): .....



- 8. How would you rally the legal team for effective problem solving when facing unexpected legal challenges?**
- a. Hold Emergency Team Meetings
  - b. Assign Specialized Task Forces for Immediate Action
  - c. Establish Clear Communication Channels for Quick Updates
  - d. Collaborate with External Legal Experts
  - e. Other (please specify): .....
- 9. In your experience, how have you successfully adapted legal strategies to changing business environments?**
- a. Implemented Agile Legal Project Management
  - b. Revised Legal Policies and Procedures
  - c. Conducted Legal Risk Assessments Periodically
  - d. Collaborated with Business Leaders for Strategic Alignment
  - e. Other (please specify): .....
- 10. How would you encourage a culture of innovation and continuous improvement within the legal department?**
- a. Establish an Innovation Task Force
  - b. Recognize and Reward Innovative Solutions
  - c. Conduct Regular Brainstorming Sessions
  - d. Encourage Cross Functional Collaboration for New Ideas
  - e. Other (please specify): .....
- 11. How would you guide the legal team in decision-making when faced with ambiguity in legal regulations?**
- a. Seek External Legal Opinions for Clarification
  - b. Develop Contingency Plans Based on Different Interpretations
  - c. Collaborate with Industry Peers for Insights
  - d. Communicate the Ambiguity to Relevant Stakeholders
  - e. Other (please specify): .....

## **Section 6: Client and Stakeholder Relations**

- 1. In your opinion, who is more likely to build strong client relationships and represent the legal department in client facing situations?**
- a. Lawyer
  - b. Business Professional
- 2. In your view, who would be more effective in representing the legal department in stakeholder meetings?**
- a. Lawyer
  - b. Business Professional

Author's Statement:

I hereby expressly declare that, according to the article 8 of Law 1559/1986, this dissertation is solely the product of my personal work, does not infringe any intellectual property, personality and personal data rights of third parties, does not contain works/contributions from third parties for which the permission of the authors/beneficiaries is required, is not the product of partial or total plagiarism, and that the sources used are limited to the literature references alone and meet the rules of scientific citations.