

connection with the case and presents the framework of ‘toxic triangle’ as a different perspective on the interaction between leaders and followers in a certain environment which can provide a new conception of the subtle way of leading.

In his book ‘Leading minds’ Howard Gardner emphasized that it is important for a leader to be a good story-teller. He said that leaders have the faculty to tell a story and make them understood even by untutored mind. Stories provide context that can make it easier to internalize values and lessons of leadership and experience. Through this work, my objective is to tell you the story of Gaddafi by reflecting the main dimensions of his leadership. Scholars and researchers have no specific definition of leadership and through the years new approaches have been studied to arrive at the conclusion that the styles of leadership depend on situations, followers and context. I truly believe there are not only brave leaders but that being able to reach the head of a state proves certain leadership qualities I will try to demonstrate. The aim is not only to confirm some leadership skills but also to emphasize the wrong way his leadership took and trying to find the reasons. The art of leadership has been described as a process of social influence in which one person can enlist the help of a group to achieve a common task” (Chemers 1997). Leaders and group members with whom they work influence each other but we all agree that a leader can play its role in different ways. Several years of research with groups and organizations have helped develop many theories about leadership styles. In 1939, a group of researchers directed by psychologist Kurt Lewin and his collaborators Lippitt and White led an extremely famous experiment to identify the influence of attitudes on leading work quality and morale of a group focused on a task. They set out to recognize different styles of leadership. After those further researches have renowned more specific types of leadership but this early study was very significant and established three major leadership styles. In the study, schoolchildren were allocated to one of three groups with an authoritarian, democratic or laissez-faire leader.

The children were then led in arts and crafts project while scholars and researchers were observing the behavior of children in response to the different styles of leadership.

After defining the 3 concepts built up by Lewin, I try to describe the fusion of leadership styles of Gaddafi from the early usage or his ascension to power till his downfall explained thus:

Authoritarian

Authoritarian leadership, also known as autocratic is characterized by a leader who provides clear expectations for what, when, and how to do the work. There is also an apparent separation between the leader who makes all the decisions independently from the rest of the group and the subordinates who are expected to pursue the directives. This style of leadership is based on the power of the chief on the group members: the assumption the leader knows everything better than others and the dedication of the followers to oneself. As the research shows, this style is appropriated for certain environments such as military, education or prison. It has been proven that it leads to more respect and preferable to democracy for the achievement of tasks. Authoritarian leadership is best applied to situations where there is little time for group decision making or when the leader is the most knowledgeable member of the group. We can also add that in general, this rude style of leadership is less creative than the others because it does not let the people free to express their ideas.

Democratic

Democratic Leadership promotes decision making by a group. In this model of leadership, the leader (the boss, the team leader etc.) consults his team and asked their opinions to make decisions. This style of leadership encourages each group member to make its voice heard, to advise, and participate. That is why we also give the name as Participative leadership.

From this perception, participative leadership can be seen as a leadership style that relies heavily on the leader functioning as a facilitator rather than simply issuing orders or making assignments.

This type of involved leadership style can be employed in business, commercial and political organizations. One of the main benefits is the development of additional leaders who can serve the organization at a later date. Because leaders who use this style support active involvement on the part of everyone on the team, people often are able to express their creativity and demonstrate

abilities and talents that would not made apparent otherwise. Even if it requires more time before the decision is taken. The discovery of these unseen assets helps to benefit the work of the current team, but also alerts the organization to people within the team who should be provided with opportunities to further develop some skill or ability for future use.

However, it is important to note that the final decision is only made by the Chief. This takes into consideration the opinions of group members, but he always takes the final decision.

Laissez-faire leadership also called Passive Leadership is a style in which the leader allows the group to make decisions. It is a hand off approach of management style that allows employees to work without much control. The style often works best where employees are self-starters and have personal motivation that lends to their working successfully. Laissez-faire leadership also has drawbacks where employees may run without proper guidance from managers. Laissez-faire leadership attempts to achieve the control activities in a fine manner. For example, rather than being directly involved with how employees complete daily activities. The laissez-faire leader leaves the workers to their own devices.

From another point of view, the laissez-faire style is the avoidance or absence of leadership and is by definition, the most inactive as well as the most inattentive according to almost all research on the style (Bass & Avollo, 1994). By laisc,-faire it is meant that the leader is not sufficiently statement to be correct, there are also situations in which highly active leadership is not necessary.

Transformational Leadership

It is seen that there are differences in connection with the types of leadership. After the three leadership models found by Lewin and his colleagues (1939) have just described, Bums (1978) developed the initial ideas on transformational and transactional leadership through a qualitative analysis of the biographies of various political leaders. Bass (1985) further retuned these models and introduced them to the organizational literature. According to him, transformational leaders motivate their followers to perform beyond expectations by activating followers' higher order needs, fostering a climate of trust, and inducing followers to transcend their self interest for the sake of the organization. Bass (1985) elaborated on bum's conceptualization of these two

types of leadership and argued that they are not opposite but two separate concepts.

The most recent version of his transformational leadership can be conceptually organized along four correlated dimensions: charisma-idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Using charisma, the leader inspires admiration, respect, and loyalty, and emphasizes the importance of having a collective sense of mission. By inspirational motivation, the leader creates a clear picture of the future state that is both optimistic and attainable, and encourages others to raise their expectations, reduces complexity to key issues and uses simple language to convey the mission. By intellectual stimulation, leaders stimulate their followers' efforts to be innovative and motivated or adequately skilled to perform supervisory duties while this creative by questioning assumptions, reframing problems, and approaching old situations in new ways. By individualized consideration, leaders pay special attention to each individual's needs for achievement and growth by acting as coach or mentor (Bass & Avolio, 1994).

Transactional Leadership

According to Bass & Avolio (1994) transformational leadership is an expansion of transactional leadership. Transactional leadership emphasizes the transaction or exchange that takes place among leaders, colleagues, and followers. This exchange is based on the leader discussing with others what is required and specifying the conditions and rewards these others will receive if they fulfill those requirements. Transactional leadership diverges from transformational leadership in that the transactional leader does not individualize the needs of subordinates nor focus on their personal development (Northouse, 2009). In other words, transactional leader motivates subordinates to perform as expected while the transformational leader typically inspires followers to do more than originally expected (Hartog & Van Muijen, 1997). Contingent Reward and Management-by-Exception are the two dimensions which make up transactional leadership style. Contingent Reward is how the leader and followers exchange specific rewards for outcomes or results. Goals and objectives are agreed upon by both the leader and followers and the achievement is rewarded or punished. Management-by-Exception is when a leader makes corrective criticisms or uses

negative reinforcement. This leadership behavior monitors followers closely so they can point out mistakes and errors.

Conclusion

“Power tends to corrupt and absolute power completes absolutely” Lord Acton; Gaddafi who started his political career with a dream of democracy, unionist and socialist projects for his country has built through the years a total domination marked by violent repression, imprisonment, tortures and murders on his own people: How can we understand that? Why Eminent social psychologist Phil Zimbardo has made a career on the study of coercion, obedience, and evil. After years of research he has developed a theory called the Lucifer effect” on how good people can turn evil. Essentially, he believes that given the right social conditions, most people lose their moral compass and can commit acts that they would not think they were capable of. Leadership and Power can be seen as conditions to explain such unethical behaviors. Although philosophers from Plato to lobes to Bertrand Russell have analyzed leadership. Modern social science has tended to take a one-sided view of the topic, emphasizing its positive and constructive aspects while avoiding its darker side (Hogan & Kaiser, 2005; Kellerman, 2004; Yukl, 1999).

This thesis aimed to analyze Colonel Ciaddall's life from a leadership perspective, stressing the bad way it took and trying to understand the effects top position can have on a normal man. But it is not only about worldwide known leaders: recent abodes of authority in business, politics and religion have revived an interest in that issue.

From Machiavelli to Hitler, from Louis XIV to Saddam Hussein until Bashar Assad still in operation, the world has ever known tyrants leaders lawless. So the derivative form of power has become a key point of leadership studies. Sex and rape, embezzlement, violence and torture and corruption by analyzing Gaddafi we realize that a place of high rank all evil can sometimes be expressed with impunity. This is not an isolated case, we find the example in our daily lives, a teacher who abuses his authority over his children a husband who abuses his power over his wife, a politician who shows offense of initiated without control, justice, abuse prevention could be even more frequent. As stated by Alain Juppe, Foreign minister under Sarkozy, the day after the election of Francois Hollande, “when there is no cons-power, power is always going

farer'. At a time when the gap between boss and employees, representatives and people have so increased that they pose an ethical problem, the abuse of power raises a real question of society and demonstrates the need for a return to normal (Paul Magnette, Minister of public enterprises about the salaries of top managers, 65 times bigger than simple workers).

This work also describes the formation of an absolute power not only depends on a person but is linked to certain conditions which weak followers and conducive environment are part of.

The choice of an Arab country is not insignificant and shows that in a culture quite different from ours, where the problem persists and is even stronger the example of revolutions of the Arab spring, a notable future is to hope. Another leadership issue is considered: the leadership of revolution and peace. Gaddafi gave us a good example that a good willing revolution can resume in four decades of tyranny: we can so ask feared that if the guide was removed this is maybe to implement radical Islamists or to allow foreign powers (mainly Western) to continue the exploitation of the country leaving populations whole. Even the UN cannot give the feeling of a selective intrusion: being involved in Libya and ignoring crimes committed in Syria, Bahrain or Yemen. When justice is two-speed, justice becomes unjust.

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