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## **LIBYAN POLITICS AND THE NATURE OF GADDAFI LEADERSHIP STYLE IN PROMOTING LIBYA AS A NATION.**

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### **ABSTRACT**

*Against popular belief, Libya, which western media described as “Gaddafi’s military dictatorship” was in actual fact one of the world’s most democratic. The nation State of Libya was divided into several small communities that were essentially “mini-autonomous States” within a State. These autonomous States had control over their districts and has make a range of decisions including how to allocate oil revenue and budgetary funds within these mini autonomous States, the three main bodies of Libya’s democracy were Local Committees, People’s Congresses, and Executive Revolutionary Councils. The study uses secondary data from previous studies of related area of study to analyze the leadership style of Gaddafi of Libya using local institutions from grassroots level. The study has the following findings that leaders in Africa in the process of practicing democracy they tend copy some leadership values that are giving advantage to the development of Western Nations than their immediate communities that voted them in to power, secondly, leaders in Africa prefer to die in power by using various mean of manipulation to retain power deceiving the large as if they are practicing democracy.*

**Keywords:** *People’s Congress, Nation State, autonomous States.*

## INTRODUCTION

Part of our enduring romance with leadership comes from its attractive explanatory power in the absence of rational, objective explanations of extraordinary organizational performances (Meindl, 1985). Several hundred definitions of leadership have been presented over the years and there are many different concepts of leadership. “A leader is first an individual (or, rarely, a set of individuals) who significantly affects the thoughts, feelings, and/or behaviors, of a significant number of individuals” Gardner, H. I truly believe that the understanding of leadership is easier to assimilate if it is done through a life-story approach. The world has witnessed many great leaders along the centuries and considerable portions of them were described as crazy, extremely authoritarian, bloody. I do not think these persons were born like that but rather that their devastating power they built turned them mad and changed entirely their method of leading. All Libyans were allowed to take part in local committees meetings, and at times Colonel Gaddafi was criticized. In fact, there were numerous occasions when his proposals were rejected by popular vote and the opposite was approved and put forward for legislation.

For instance, on many occasions, Mr. Gaddafi proposed the abolition of capital punishment and he pushed for home schooling over traditional schools. However, the People’s Congresses wanted to maintain the death penalty and classic schools, and ultimately the will of the People's Congresses prevailed. Similarly, in 2009, Colonel Gaddafi put forward a proposal to essentially abolish the central government altogether and give all the oil proceeds directly to each family. The People's Congresses rejected this idea too.

One step up from the People's Congresses was the Executive Revolutionary Councils. These Revolutionary Councils were elected by the People's Congresses and were in charge of implementing policies put forward by the people. Revolutionary Councils were accountable only to ordinary citizens and may have been changed or recalled by them at any time. Consequently, decisions taken by the People's Congresses and implemented by the Executive Revolutionary Councils reflected the sovereign will of the whole people, and not merely that of any particular class, faction, tribe, or individual.

## **Libya Democratic Process**

The Libyan direct democracy system utilized the word 'elevation' rather than 'election' and avoided the political campaigning that is a feature of traditional political parties and benefits only the bourgeoisie's well-heeled and well-to-do. Unlike in the west, Libyans did not vote once every four years for a President and local parliamentarian who would then make all decisions for them. Ordinary Libyans made decisions regarding foreign, domestic, and economic policy themselves.

Several western commentators have rightfully pointed out that the unique Jamahiriya system had certain drawbacks, inter alia, regarding attendance, initiative to speak up, and sufficient supervision. Nevertheless, it is clear that Libya conceptualized sovereignty and democracy in a different and progressive way.

The fundamental difference between western democratic systems and the Jamahiriya's direct democracy is that in Libya citizens were given the chance to contribute directly to the decision making process, not merely through elected representatives. Hence, all Libyans were allowed to voice their views directly not in one parliament of only a few hundred elite politicians—but in hundreds of committees attended by tens of thousands of ordinary citizens. Far from being a military dictatorship, Libya under Mr. Gaddafi was Africa's most prosperous democracy.

Democracy is not just about elections or political parties. True democracy is also about human rights. During the NATO bombardment of Libya, western media conveniently forgot to mention that the United Nations had just prepared a lengthy dossier praising Mr. Gaddafi's human rights achievements. One area where the United Nations Human Rights Council praised Mr. Gaddafi profusely is women's rights. Unlike many other nations in the Arab world, women in Libya had the right to education, hold jobs, divorce, hold property, and have an income. When Colonel Gaddafi seized power in 1969, few women went to university. Today, more than half of Libya's university students are women. One of the first laws Mr. Gaddafi passed in 1970 was equal work law, only a few years after a similar law was passed in the U.S. In fact, Libyan working mothers enjoyed a range of benefits including cash bonuses for children, free day care, free health care centers, and retirement at

55. Democracy is not merely about holding elections simply to choose which particular representatives of the elite class should rule over the masses. True democracy is about democratizing the economy and giving economic power to the majority.

Fact is, the west has shown that unfettered free markets and genuinely free elections simply cannot co-exist. Organized greed always defeats disorganized democracy. How can capitalism and democracy co-exist if one concentrates wealth and power in the hands of few, and the other seeks to spread power and wealth among many? Mr. Gaddafi's Jamahiriya however, sought to spread economic power amongst the downtrodden many rather than just the privileged few.

Prior to Colonel Gaddafi, King Idris let Standard Oil essentially write Libya's petroleum laws. Mr. Gaddafi put an end to all of that. Money from oil proceeds was deposited directly into every Libyan citizen's bank account. One wonders if Exxon Mobil and British Petroleum will continue this practice under the new democratic Libya.

Democracy is not merely about elections or political parties. True democracy is also about equal opportunity through education and the right to life through access to health care. Therefore, isn't it ironic that America supposedly bombarded Libya to spread democracy, but increasingly education in America is becoming a privilege, not a right, and ultimately a debt sentence? If a bright and talented child in the richest nation on earth cannot afford to go to the best schools, society has failed that child. In fact, for young people the world over, education is a passport to freedom. Any nation that makes one pay for such a passport is only free for the rich but not the poor. Under Mr. Gaddafi, education was a human right and it was free for all Libyans. If a Libyan was unable to find employment after graduation the State would pay that person the average salary of their profession.

Muammar Gaddafi inherited one of the poorest nations in Africa. However, by the time he was assassinated, Libya was unquestionably Africa's most prosperous nation. Libya had the highest GDP per capita and life expectancy in Africa and less people lived below the poverty line than in the Netherlands. Libyans did not only enjoy free health care and free education, they also enjoyed free electricity and interest free loans. The price of petrol was around

\$0.14 per liter and 40 loaves of bread cost just \$0.15. Consequently, the UN designated Libya the 3rd highest in the world in human development.

### **Transition from Federal to Unitary state**

The governmental system in Libya, after it gained independence in 1951, was federalism. Cyrenaica, Tripolitania and Fezzan were the three autonomous provinces. This system was abolished at the end of the reign or to make way for a centralized state strengthened by Muammar Gaddafi after he took office in 1969. To establish his authority, Gaddafi has little by little changed the whole political structure. As Brass and Burckhardt stated, "structure provides the context that mediates the relationship between behavior and power", and power is the essence or leader behavior (Yukl, 2002). From this perspective, the connection between organization structure and leadership is quite clear. In the realm of political leadership, organizational context reveals the issues that are integral to the creation of the political environment. On 2 March 1977, the process launched in 1973 by the discourse of Zouara leads the official transition to a new form of government. The regime engages in a radical change by making the official name of Socialist people's Libyan Arab Jamahiriya and by formally adopting a mode of government based on "direct democracy". As Adolf Hitler "Meim Kamp" which sets out the ideological base or the political program of the Fuehrer, Muammar Gaddafi published a programme entitled "The Green book" considered as a new constitution. He advocated an innovative process to govern without parliament, political party or referendum which he accused of substituting the post of people. He therefore decides the people in basic people's congresses, representing the territorial basis (districts and municipalities). In turn, all adulthood the right and duty to participate in the deliberation of their local Basic People's congress (BPC), whose decisions were passed up to the GPC for consideration and implementation as national policy. The BPCs were in theory the repository of ultimate political authority and decision making, being the embodiment of what Gaddafi termed direct people's power. The set of Basic People's Congresses had to choose people's committees which replaced the government. Finally, a general people's congress is established and meets once a year all executive groups of people's congresses, people's committees and labor unions. The Secretaries of General people's Congress met in a general people's committee and serve as minister. There is so a large quantity of assemblies (without forgetting the revolutionary committee) which dilute the power and benefit to the guiding the strategy "divide and

conquer”, Gaddafi retained virtually all power, by heading the revolutionary committee, this military journal put in place in 1969 which control all instances of the country.

The changes in Libyan leadership since 1976 culminated in March 1979, when the General People's Committee declared that the “vesting of power in the masses” and the “separation of the state from the revolution” were complete. Gaddafi relinquished his duties as general secretary of the GPC being known thereafter as “the leader” or “Leader of the Revolution”. In less than ten years. Libya passed from a federal to a unitary state governed as one single supreme unit. The regime of Muammar Gaddafi knows various reforms over time, sometimes presented without apparent concern for maintaining consistency between them and the confusion about the real responsibilities of government. Although not engaged in any official, Gaddafi leads in fact the work of the General People’s Congress officially as “adviser”. Political decisions are taken in arbitrary conditions by Gaddafi homeland his entourage by family and tribal. Based on the tribes, between which it strives to keep a certain balance to preserve their support, Gaddafi remains the absolute ruler of Libya beyond the institutional confusion that he sometimes knowingly maintains. The researcher Antoine Basbous summarizes the strategy of internal politics of Gaddafi by a desire to "create an indecipherable

### **Gaddafi Politics and Libyan Economy**

Jones and Olken (2005) found that changes in a country's leadership can trigger changes in gross domestic product (GDP) growth: they show that who is the head of the country matters for economic growth. Compare to King Idriss, Gaddafi with the reforms he held, has completely changed the economic situation of the country from his first months in power. Muammar Gaddafi:

- nationalized oil companies and foreign banks
- claimed the monopoly of foreign trade
- asked the British army to leave Libya, after 13 years of presence
- ordered the U.S. to evacuate their military bases
- managed to impose for the first time an increase or oil prices SK
- Doubled the minimum wage and cancelled the rents.
- released Royal palaces in public buildings
- Required the education in Arabic

In 1977, Gaddafi's personal ideology, the "Third Universal Theory", was then applied gradually to the economic domain. As Kotsogiannis and Schwager (2006) argue, the implementation of new and unknown policies is more demanding than running 'business as usual' since it requires imaginative leadership rather than operational routine". Determined, the guide called for a natural socialism, based on equality of inputs and ensuring equitable distribution of land products and what are basic needs like housing, income or means of transport must be the property of the individual. Each worker with his work instrument can produce on his own thus preventing any exploitation. In Economy, Gaddafi follows in the same logic he had in politics of official suppression of "intermediaries". House must go back "to its occupant" earth "to the tiller", industrial enterprises to the state or "those who work there." Thanks to an agreed increase in oil prices, the guide had no financial worries and can handle just about anything. The real estate sector was partially nationalized. A program of confiscation of properties over 10 hectares was progressively implemented. Throughout the year 1978, elected committees take over private companies. Few months later, the abolition of small businesses was announced: from 1981 retail and wholesale trading operations were replaced by state-owned 'people's supermarkets', where Libyans could in theory purchase whatever they needed even luxury goods at low prices. The liberal professions deemed incompatible with the new economic system must be retrained. The radical positions of the regime in terms of international politics does not necessarily translate into a severance of economic relations with hostile states, despite appalling relations between Libya and USA, American oil companies remain active participants in Libya in early 1980.

Regardless of the episode of the expulsion of the former colonists in 1970, Libya maintains strong trade links with Italy, which stays its main partner, including at the height of the international isolation of Gaddafi's regime. The interventionism of the administration in the 1980s helps to stop the relative state of grace which, with its oil revenues, he enjoyed so far in the population: the removal of small businesses, highly unpopular, coincides with the collapse of oil revenues and the first austerity plans. Libya's population, after years of prosperity, discover shortages in the 1980s. Between 1980 and 1982, revenues are almost halved, and then are again reduced by half due to the fall of the U.S. dollar in 1986: the economic embargo imposed by the United States exacerbates the situation. At the time of the fall in oil prices, the government realizes its

dependence vis-a-vis foreign workers and attempts to limit inflows of migrants on its territory, but failed mainly because of illegal migration networks.

Libya under Gaddafi also continues to attract substantial immigration of foreign workers from neighboring Arab countries, but also sub-Saharan Africa. The different categories of immigrants are regularly hit by waves of expulsion, often linked to the current political situation: in 1985, Libya Egyptian prohibits work on its soil in response to a similar measure taken by Egypt to Libyans: Tunisian workers are expelled - which causes a break in diplomatic relations with Tunisia- as well as Malians, Mauritians, Syrians and Nigerians, officially because of a desire for self- sufficiency. The role of immigrants is nevertheless essential, particularly in the private sector after the resurgence in the 1980s foreigners make up more than half of the workforce in Libya.

On 26 March 1987, Gaddafi advocated to make a more flexible interpretation of the economic doctrine Jamahiriya. If the wage was still officially abolished, workforce could be hired in sectors reduced to inactivity by the expulsion of foreign workers a few years earlier. If the return to women economic liberalization, particularly in commercial improves the image of the regime, difficulties continued to accumulate in the 1990s with the increase of food prices and the tensions between Gaddafi's rule and private sector. During the Gulf War, oil revenues are growing up but from 1992, the Libyan Arab Jamahiriya is subject to a new economic embargo, also affecting the oil, this time because of its role in the bombing of Lockerbie. The sanctions were lifted by the security council of United Nations in 1999, after the extradition of Libyan officials responsible for the attack. After the end of the embargo which cost 28 billion. Libyan reinserted into international trade with a high oil price and its wealth of reserves, which allowed Libyan economy to grow very quickly. Excepted in 2009 due to the crisis, Libya experienced high growth. The country had a 5% growth in 2003 and 2007 in 2010 growth exceeded 10% and GDP per person increased by 8.5%.



## **Leadership styles resulting effect on the Libyan Economy**

### **History or Leadership styles**

Before Gaddafi, Libya was a monarchy which supposes an aristocratic way to lead. In 1969, thanks to a coup, a military junta took place as the head of the state. During some years, the country a stratocracy which means that it was ruled directly by the military leaders known as CCR (commandment revolution committee) chaired by Gaddafi. But little by little, the Colonel who was afraid to lose his supreme power on his group of revolutionaries, eliminated most of them. Domestically, the relationship between Gaddafi and other actors of the white revolution fester. Coups are multiplying: July 1970, a conspiracy which involved two ministers: Abdel Baccouche and Hussein Mazek, is foiled.

On August 7 the same year, two former companions of Colonel Gaddafi. the lieutenants, Adam Fawaz and Moussa Ahmad, arrested in December 1969 on charges of conspiracy, were sentenced to life in prison and 21 other officers were hit with penalties ranging from 3 to 30 years in prison.

In distress, Gaddafi then decided to relinquish power to the hands of the people by creating his own cultural revolution. He is still targeted in 1975 by officers and CCR's members who tried to overthrow him but failed. In 1977, the country officially became Socialist and Populist. Libya was at this moment considered as a democratic state. Unofficially. Gaddafi centralized power by creating the popular committees, reducing so the influence of the revolutionary committees.

A large number of free unionist officers are dismissed or executed. From the twelve officers of the board of the Revolutionary Command (CRR) who overthrew the monarchy in late 1969. There are three left: Mustapha Karroubi, Khouildi Hamidi and Abu Jaber, totally dedicated to the guide and elevated to the rank of general. Even the eternal dolphin. Abdesselam Djalloud, cannot avoid the disgrace, yet he has been so long number two of the CRR and Prime Minister from 72 to 77. He is progressively marginalized about tribal power struggle, disagreements on international politics and positioning for the succession. Since that time, the children of the guide have grown and have been instructed to key positions of the country, which sits a little more his authority and mark the Oligarchic form the state has taken.

Vilfredo Pareto had even recommended socialism as a means favorable for the creation of a new working-class elite, and he regarded the courage with which the socialist leaders face attack and persecution as a sign of their vigor, and as the first condition requisite to the formation of a new political class. The sociological phenomena whose characteristics have been well described by Robert Michels in his chapter entitled "Democracy and the Iron Law of Oligarchy" which offers numerous vulnerable points to the scientific opponents of democracy. These phenomena would seem to prove beyond dispute that society cannot exist without dominant or political class, and that the ruling class, while its elements are subject to a frequent partial renewal, nevertheless constitutes the only factor or sufficiently durable efficacy in the history of human development. According to this view, the government, or, if the phrase be preferred. The state, cannot be anything other than the organization of a minority. It is the aim of this minority to impose upon the rest of society a legal order", which is the outcome of the exigencies of dominion and the exploitation of the mass of helots effected by the ruling minority, and can never be truly representative of the majority. The majority is thus permanently incapable of self-government. Even when the discontent of the masses culminates in a successful attempt to deprive the bourgeoisie of power. This is after all, so Mosca contends, affected only in appearance: always and necessarily there springs from the masses a new organized minority which raises itself to the rank of governing class: Thus the majority of human beings in a condition of eternal tutelage, are predestined by tragic necessity to submit to the dominion of a small minority, and must be content to constitute the pedestal of an oligarchy.

In the Arab world, nepotism is the rule: Bachar El Assad replaced his father. Hosni Mubarak paved the way for his son who happily took advantage of his status: Saddam Hussein and Uday left Qussai make it rain or shine in Iraq, Ben Al was under the thumb of his wife "the regent of Carthage"

A diplomatic cable published by wiki leaks describes the persuasiveness of the family of Libyan leader Muammar Gaddafi, in key sectors of the economy. What do we know about the family of the Libyan tyrant? And what is the exact role played by each of his offspring?

Muammar Gaddafi had 9 children (one adopted daughter) from two different weddings: Fatiha Al Nourri (whom he divorced in 1970) gave him an only son, Mohamed, who became president of the Libyan telecommunications

organization, the Olympic Committee, the automobile Club and the Coca Cola franchise in Libya. With his second wife, Safia El farkach Barrasi, he first had Seif Al Islam, very involved in politics of his country and designated as the successor of his father. He controls several major companies and holdings, such as the National Oil Company via the holding

Oilinvest and LAFICO (Lybian Arab Foreign Investment Company). He also runs the Gadhafi Foundation for the development project (FKD) founded in 1997 and has built an impressive network of connections in Europe in order to restore the prestige of the family. Seif Al Islam's younger brother, named Saadi (b. 1973), is a passionate of football. He is vice-president of the Libyan Football Federation, president of the largest club in the country and a shareholder in Juventus. As the country's development also involves real estate, Saadi managed this area. Saadi had a career in the army where he led an elite unit: he was also the official importer of the Adidas brand in Libya. The third from the second marriage is Khamis: formed in Russia, he is the head of an elite unit responsible for the safety of his father. It is also to him and his militia that are entrusted the difficult missions abroad. To “make a living” he also serves as an intermediary in the purchase of weapons. Mutasim Billah nka Hannibal is an army colonel, member of the National Security Council and head of the National Shipping Company which carries much of the Libyan oil. Since the lifting of UN economic sanctions, small businesses, including apparel, has shown some strength. Many new shops have sprung up in the country and, according to the diplomatic cable: it is the second wife of Gaddafi, Safia, und their daughter Aisha who control it. Aisha, graduated in law from the University of Paris is also director of the charity association Waatassimou.

The last two children were the guide Seif Al arab. Officer graduated from the Technische Universitat Munchen, who was killed in an air raid the night of 30 May 2011 and his adopted daughter Hannah. This one was killed at the age of 2 years during Operation “Eldorado Canyon” led by the U.S. in retaliation for the bombing or Berlin. We have very little information about these last two. Like all tyrants. Gaddafi showed nepotism by placing members of his family to the most important positions of regime. Alike Ben All and Mubarak, he did not hesitate to give his family many advantages and, to prevent his sons having too much influence over him, he played on their rivalry to lose none of his power. But all indications are that the escapades of his offspring have fueled popular discontent and accelerated the process or revolt. Institutional mess for foreign

countries which allows him to lock the system and privatize for eternity Libya for his single profit'. Out of the tribal system, the civil society is weak and unstructured in Libya, so they cannot develop any efficient political opposition. In I 980s. Libya tried to resolve problems arising from its international isolation by some economic liberalization and relative political openness. But the policy or openness did not last and prisons were quickly replenished by new political prisoners, including Islamists. Administrative reforms announced in early 1990, were proved to be inapplicable. While constantly claiming Islam, Gaddafi proposed a very personal approach to the Muslim religion and social issues, often progressive, and even iconoclastic. Nevertheless, in 1994, to prevent a challenge to his regime in the name of religious principles, he proclaims the application of Sharia (Islamic law) in Libya. In the late 1 990s and early 2000s, the Libyan manages to break its diplomatic isolation. Actor of the diplomatic opening to the head of the Gaddafi Foundation, Saif al-Islam Gaddafi is also the lawyer of reforms in terms of domestic politics, while trying to position himself as a potential successor to his father, who provides him unequal support. Nevertheless He had to face significant resistance within the conservative elite of the regime. In the early 2000s, Libya had still not chosen representatives, nor any real constitution or instrument of control over the use of public funds, nor legal system.

### **Introduction to leadership styles**

Part of our enduring romance with leadership comes from its attractive explanatory power in the absence of rational, objective explanations of extraordinary organizational performances (Meindl, 1985). Several hundred definitions of leadership have been presented over the years and there are many different concepts of leadership. 6A leader is first an individual (or, rarely, a set of individuals) who significantly affects the thoughts. Feelings, and/or behaviors, of a significant number of individuals” Gardner, H. I truly believe that the understanding of leadership is easier to assimilate if it is done through a life-story approach.

World has witnessed many great leaders along the centuries und a considerable portions of them were described as crazy, extremely authoritarian, bloody. I do not think these persons were born like that but rather that their devastating power they built turned them mad and changed entirely their method of leading. Consequently, the study discusses different dimensions of leadership in

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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