

Management and Organisational Behaviour (BMIH5004)

Critically evaluate the different approaches to leadership and their effectiveness within the hotel industry

Lecturer name: Ernest Wavei

Student name: Gergo Balla (2209327)

Word Count: 2053

Date of upload: 10 May 2024

Leadership is the act of guiding individuals, with the intention of captivating, motivating, and shaping their actions in a manner that yields positive outcomes.

The notion of leadership has undergone transformation throughout the years. As a result, the economic situation and the rapid pace of the market have generated new requirements for the human aspect of professionals. Novel leadership concepts have arisen in response to societal shifts and in alignment with individuals' evolving expectations regarding working environments. (Almeida and Buzady, 2022)

This essay is going to analyse different leadership theories, compare the different theories, and present the preferred managerial styles within the hospitality industry. It is important that to benefit from the hospitality system, analysis has to be based on different sections as different departments like front office, food and beverage, accommodation requires different leadership theories. (Mullins and Dossor, 2013)

The first Blake and Mouton leadership style is the Impoverished Management which is clearly not a good choice to have in The Hospitality Industry as it's focus is low on people and also low on results. Not interested in getting the job done or creating a motivated team so probably the tasks are not being completed to the standard required and the team members will be dissatisfied too. This leadership style is only really advisable if the manager has a highly motivated and competent team working for him/her but this style should be very rarely used. (Singh and Jampel, 2010, p. 176-188)

The second leadership style is the Produce or Perish Management style. This style has a low people focus and a high results focus so this leadership style should be used if interested in results only. This type of style does not care about the team and can often be autocratic and look on the team as a means to an end to achieve

results and nothing more. It can produce great results but they are usually short-lived because over time morale starts to drop as the team and their needs are ignored. This particular style of working may decline to cooperate with another department due to the belief that it would divert attention away from the established goals. This style can be used in a Hotel having its own restaurant which is lead and running like an independent organisation. This style should be employed exclusively in critical circumstances, such as when an organisation requires a complete transformation. (Gowreesunkar, 2021, p. 315-327)

The next style is the Middle-of-the-Road style. This approach demonstrates a moderate emphasis on both individuals and outcomes. This management style may appear to be a satisfactory compromise, but it ultimately falls short in driving for optimal results and meeting the team's goals due to its perpetual state of compromise. This leader consistently achieves mediocre outcomes. It should only be utilised when it is agreed to allow one of the teams to work independently while temporarily shifting the focus to more important tasks. These types can be used in a Hospitality industry for smaller, low budget brands. (Reimer, Van Doorn, Heyden, 2016, p. 281-287)

Country club management is the fourth style. This prioritises individuals heavily, but places minimal emphasis on outcomes. This type of leader prioritises the welfare and requirements of their team. The team will enjoy working under this leader, but the results will likely suffer as a consequence. Leaders who adopt this management style often fall into the trap of assuming that a happy team will automatically be motivated to work hard and achieve outstanding results. However, this assumption is flawed because although the work environment may be pleasant, it does not necessarily foster productivity. Consequently, the team may develop a lack of

respect for the leader due to their inability to produce desired outcomes. Temporary use of this type of leadership is possible in the hospitality industry, particularly after a season when the team has been working exceptionally hard and faces burnout risks. Also, this type of leader is more common in family-run businesses. (Cho et al., 2018, p. 103-118)

The ultimate approach is team management, characterised by a strong emphasis on both individuals and outcomes. This leader exemplifies a high level of expectations for achieving exceptional outcomes, while simultaneously exerting significant effort to fulfil the requirements and desires of the team. Based on the Blake and Mouton hypothesis, this style of leader is considered the most optimal choice for the majority of situations. To ensure long-term success, it is important for the organisation to motivate the team to fully commit to the goals, take ownership of their responsibilities, and focus on personal growth. Being employed by this boss instills a sense of respect and trust. This sort of leader should be consistently employed, except in cases where one of the alternative styles may be better suited for a highly unique circumstance. (Yin et al., 2022)

The Blake and Mouton managerial grid offers several advantages.

The graphical method of this resource offers a concise and tangible summary of leadership types and behaviours. The leadership styles of the Grid theory are easily understandable and have clear results. It illustrates that a leader can exhibit multiple types of behaviours simultaneously, which was a groundbreaking concept when it was first introduced. The theory benefits from a wide range of management approaches, which enhances its versatility and strengthens its relationship to real-world situations. (Hannabuss, 2016)

The Blake and Mouton managerial grid also has some disadvantages, as listed below:

It is solely focused on behaviour and does not take into account situational factors. It does not imply that leaders have the ability and should actively transition between several types. Grid Theory fails to include team development, hence rendering different styles beneficial during different phases of team maturity. (Hannabuss, 2016)

John Adair has produced Action-Centred Leadership, which is a widely used tool for analysing different leadership styles. The primary objective is to effectively lead the team, regardless of the chosen leadership style. To achieve this, Adair implemented three distinct areas of action. Steps must be taken to achieve the goal. Ensure that the team promotes efficient collaboration and unity. Address each team member's specific demands individually. Each region depends on either one or both of the other regions for its success. An effective leader must maintain a harmonious equilibrium between their actions in all three areas of responsibility. (Adair, 2018, p. 51-62)

Any leadership scenario can utilize action-centered leadership due to its user-friendly nature. The model consists of three distinct stages. The initial step is to cultivate fundamental leadership abilities. In order to be successful, leaders at various levels must cultivate specific leadership abilities. Leadership is the act of guiding individuals with the intention of drawing their attention, motivating them, and exerting influence over their actions in order to achieve positive outcomes. The notion of leadership has undergone transformation throughout the years. As a result, the economic situation and the rapid pace of the market have generated new requirements regarding the interpersonal skills of professionals. Emerging social

shifts have given rise to new notions of leadership that align with people's evolving expectations for working circumstances. (Adair, 2018, p. 51-62)

Action-centred leadership is based on the concept that leaders are not inherently born with their leadership abilities, but rather they are created and cultivated over time. Furthermore, it is predicated on the fundamental notion that leadership abilities can be acquired and transmitted without an inherent possession of the appropriate characteristics. This leadership style prioritises aspiring leaders, emphasising the essential actions necessary for achieving long-term success in any leadership position. (Adair, 2022)

Team leaders must possess proficient planning and briefing abilities. In order to effectively manage a situation, it is necessary to clearly establish certain responsibilities and exercise authority over them. Leaders should provide support and encouragement to their team members, while also conducting thorough evaluations of their work. Operational leaders must exert influence and provide information to their teams, interpret objectives and outcomes, and begin plans and projects. They must possess the requisite skills to execute choices, establish networks, and strategize successions. Strategic leaders require all of the aforementioned talents plus additional ones. In order to achieve success, it is imperative for them to establish alliances and cultivate emerging leaders. (Braun, Avital, Martz, 2012, p. 176-195)

Using Adair's action-centred leadership theory in the hospitality industry offers several advantages, as it happened in the Crowne Plaza Hotel, Kenya. It has the potential to enhance an organization's morale, optimise productivity, and fortify its outcomes. However, this type of leadership does have several drawbacks, which are outlined below: Many organisations feel constrained by linear organisational

systems. Its method can be deemed overly simplistic. Uneven allocation of focus among the elements might lead to subpar outcomes. Some individuals perceive the paradigm as too dictatorial due to its emphasis on control and directives from the leader. (Irungu, 2022)

Douglas McGregor developed two management theories known as Theory X and Theory Y. He elucidated the impact of managers' beliefs on their management style, specifically in relation to motivating their employees. The individual designated these theories as X and Y, and associated them with two distinct management styles: authoritarian (theory X) and participative (theory Y). According to McGregor, if team members have a strong aversion to their task and lack motivation, they are inclined to adopt an authoritarian management style. Typically, this strategy entails closely supervising and controlling individuals' tasks to guarantee their thorough execution. McGregor designated this theory as X. Individuals who possess a sense of pride in their work and perceive it as a stimulating task are more inclined to embrace a participative approach to management. Managers that employ this methodology have confidence in their subordinates' ability to assume responsibility for their tasks and perform them efficiently without constant supervision. McGregor designated this theory as Y. (McGregor, Cutcher-Gershenfeld, 2006)

Theory X is predicated on the suppositions that employees possess minimal intrinsic motivation, lack ambition, solely engage in labour for monetary compensation, and necessitate continual oversight. Theory Y is founded on the premise that employees possess an intrinsic desire to engage in work, assume accountability, and require minimal supervision. Theory X management is founded on the belief that employees lack ambition and internal motivation. Managers provide motivation by constantly

monitoring employees' performance and ensuring correct execution. (Lawter, Kopelman, Prottas, 2015, p. 84-101)

McGregor's X and Y theory offers several advantages. Theory X posits that managers typically exercise direct supervision over their staff. In addition, they oversee staff operations and provide consistent guidance and constructive feedback. In contrast, Theory Y managers typically demonstrate a high level of confidence in their team members, granting them the autonomy to freely express their thoughts and opinions. (Kopelman, Prottas, Davis, 2008)

McGregor's X and Y theory also has some disadvantages, as listed below:

Nowadays, this theory is outdated, representing two extremes. It can lead to low productivity and employee dissatisfaction. It presupposes that employees possess self-motivation and decision-making abilities, however this may not invariably be true. (Josephine, 2010)

Conrad Hilton exemplifies several leadership styles, seamlessly transitioning between them as necessary. He possesses innate leadership qualities. Hilton has employed numerous techniques in recent decades to maintain competitiveness and relevance in the hospitality business. It maintained competitiveness in both its products and services. He displayed a clear and assertive approach, and his style and numerous achievements indicate that he was a commanding, visionary, charismatic, and transformative leader. Conrad Hilton, a command-and-control leader, successfully adjusted to his responsibilities when he took charge of the general store. Because he was a young boss, he was required to protect his firm and expand his talent pool. He transitioned from overseeing his father's store to assuming a more authoritative role. As he transitioned into the realm of politics, it is

likely that he had to adopt a more moderate stance while still demonstrating his willingness to engage in unscrupulous activities if necessary. Over time, he acquired the ability to adjust his leadership approach and incorporate his expertise from politics and the general store. As a visionary leader, one must possess the qualities of exceptional leadership in order to effectively communicate and inspire people to go beyond their individual capabilities. Conrad Hilton was the one who accomplished it. In 1940, he became a pioneer in the hotel industry by introducing televisions in guest rooms. He required the approval and support of those around him to demonstrate the advantages for guests. We can characterize Conrad Hilton as an inventive and forward-thinking CEO. While expanding his business, he employed innovative thinking to generate additional value. As a politician, he employed innovative strategies to cultivate devotion to the Hilton brand. Conrad Hilton might be considered a transformational leader. He employed his charm and personal magnetism to inspire and encourage employees, enabling the staff to deliver a high standard of service to guests. (Abrams et al., 1996)

Leadership theories elucidate the mechanisms and rationales behind the emergence of particular persons as leaders. They highlight the traits and behaviours that individuals might acquire to enhance their leadership abilities. (Aggestam, Hyde-Price, 2020)

An effective leader should possess qualities such as honesty, self-awareness, courage, respect, compassion, and resilience. They should acquire the skills to adapt quickly and exert their impact while conveying the vision, expressing appreciation, and cooperating efficiently. A good leader has more managerial style

and can switch between these styles depending on the situation. (Plutarch, Beneker, 2019)

Leadership theories provide useful insights into different leadership styles and tactics. By acquiring knowledge about these theories, you can discern your aptitudes and limitations as a leader and formulate tactics to augment your leadership abilities and efficacy. (Lussier, 2022)

References:

1. Abrams, G. W., Golway, J. F., Graves, P., & Jaffe, Bob. (1996). Conrad Hilton : innkeeper to the world. A&E Television Networks.
2. Adair, J. E. (2018). Lessons in leadership : the 20 key concepts. Bloomsbury Business. p.51-62.
3. Adair, J. E. (2022). Develop your leadership skills : fast, effective ways to become a leader people want to follow (Fifth edition.). KoganPage.

4. Aggestam, L., & Hyde-Price, A. (2020). Learning to Lead? Germany and the Leadership Paradox in EU Foreign Policy. *German Politics*, 29(1), 8–24.
Available at: <https://doi.org/10.1080/09644008.2019.1601177>
5. Almeida, F., & Buzady, Z. (2022). Recognizing leadership styles through the use of a serious game. *Journal of Applied Research in Higher Education*, 14(4), 1592–1602. Available at: <https://doi.org/10.1108/JARHE-05-2021-0178>
6. Braun, F. C., Avital, M., & Martz, B. (2012). Action-centered team leadership influences more than performance. *Team Performance Management*, 18(3/4), 176–195. Available at: <https://doi.org/10.1108/13527591211241015>
7. Cho, K. W., Yi, S. H., & Choi, S. O. (2018). Does Blake and Mouton's managerial grid work?: the relationship between leadership type and organization performance in South Korea. *International Review of Public Administration*, 23(2), 103–118. Available at:
<https://doi.org/10.1080/12294659.2018.1471029>
8. Gowreesunkar, V. G. (2021). Tourism destination management in a post-pandemic context : global issues and destination management solutions. Emerald Publishing. p.315-327
9. Hannabuss, S. (2016). A Dictionary of Business and Management (6th edition) [Review of *A Dictionary of Business and Management (6th edition)*]. *Reference Reviews*, 30(6), 19–19. Emerald Group Publishing Limited.
Available at: <https://doi.org/10.1108/RR-04-2016-0119>
10. Irungu, J. (2022). Influence of Action-Centered Leadership on Organizational Performance in the Hospitality Industry in Kenya: A case of Crowne Plaza Hotel. Available at: <https://erepo.usiu.ac.ke/handle/11732/7462> (Accessed: 08 May 2024)

11. Josephine, C. (2010). Testing Mcgregors Theories X and Y in the Management of Public Post Primary Schools Teachers. *Pakistan Journal of Education*, 27(2). <https://doi.org/10.30971/pje.v27i2.135>
12. Kopelman, R. E., Prottas, D. J., & Davis, A. L. (2008). Douglas McGregor's Theory X and Y: Toward a Construct-valid Measure. *Journal of Managerial Issues*, 20(2), 255–271.
13. Lawter, L., Kopelman, R. E., & Prottas, D. J. (2015). McGregor's Theory X/Y and Job Performance: A Multilevel, Multi-source Analysis. *Journal of Managerial Issues*, 27(1/4), 84–101.
14. Lussier, R. N. (2022). Leadership theories. Henry Stewart Talks.
15. McGregor, D., & Cutcher-Gershenfeld, J. (2006). The human side of enterprise (Annotated ed.). McGraw-Hill.
16. Mullins, L. J., & Dossor, P. (2013). Hospitality management and organisational behaviour (Fifth edition.). Pearson. P31.
17. Plutarch, Beneker, J., Beneker, J., Beneker, J., & Plutarch. (2019). How to Be a Leader : An Ancient Guide to Wise Leadership (J. Beneker, Ed.). Princeton University Press,. Available at: <https://doi.org/10.1515/9780691197807>
18. Reimer, M., Van Doorn, S., & Heyden, M. L. M. (2016). "Where the rubber hits the road": a panel discussion on management control systems at the middle management level. *Journal of Management Control*, 27(2–3), 281–287. Available at: <https://doi.org/10.1007/s00187-016-0232-7>
19. Singh, A., & Jampel, G. (2010). Leadership Flexibility Space. *Journal of Management in Engineering*, 26(4), 176–188. Available at: [https://doi.org/10.1061/\(ASCE\)ME.1943-5479.0000017](https://doi.org/10.1061/(ASCE)ME.1943-5479.0000017)
20. Yin, J., Qu, M., Li, M., & Liao, G. (2022). Team Leader's Conflict Management Style and Team Innovation Performance in Remote R&D Teams—With Team

Climate Perspective. Sustainability (Basel, Switzerland), 14(17), 10949-.

Available at: <https://doi.org/10.3390/su141710949>