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Leadership Theories Applied In Holiday Inn Kensington Forum Hotel From The Position of General Manager

Leadership and Management, Theory and Practice
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Lecturer: Anita Nan

By Stela Rachkova
ID 1813119

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Introduction

Achieving successful leadership can be a daunting task, although some managers make it seem easy. The secret to success is knowing that leadership is a combination of many components that make up the big picture. Focusing on only one aspect of leadership, such as planning, can lead to a loss of control over other aspects of management. Finding the right path and mastering all leadership skills can be a huge challenge and commitment, both on a personal and professional level.

Main Body

Brief about the chosen organisation

This essay aims to describe three leadership theories and then illustrate them through practical examples from the perspective of the General Manager of the Holiday Inn Kensington Forum Hotel. Holiday Inn is one of the most famous hotel chains in the world. (IHG, 2021) To date, the brand is owned by IHG, the company aims to offer the same quality of service in all hotels, so customers will know that when they stay at the Holiday Inn Hotel, they will always be satisfied.

Review of leadership theories

According to Harvard professor R. Kanter's theory, "leadership is the art of controlling change ... the ability to mobilise the efforts of others in new directions." Although it is difficult to give a precise definition of leadership, it is important that the meaning is well understood. A leader is one who has managed to develop a group of followers, people who have found something in him that influences them and encourages them to follow him. (Kolzow, 2014)

Trait Leadership Theory

Leadership trait theory is one of the first approaches to understanding leadership and defining the specific "traits" that leaders possess. These are traits that manifest in early childhood and distinguish leaders from other people (followers). From a psychological point of view, traits are a characteristic of every person that does not change throughout life. Traits such as thoughts, emotions, behaviour are characterized as inflexible and could hardly be changed. Early research to distinguish leadership traits can be characterized as a search for the "great man." The theory aimed to distinguish leaders from non-leaders, and which of them are

more effective and which are not. Based on the characteristics of exemplary leaders, the theory concludes that leaders are born, not learned to be. (Northouse, 2015)

Limitations

It has been found that making a selection with the "right" traits is a difficult task, due to various factors such as:

- Culture: Leadership traits and working methods can work in one part of the world and not in another.
- Depending on the context of the situation: A leader with long-term relationships with his team would do better than a leader who does not know his subordinates well. (Northouse, 2015)

Transactional Leadership Theory

Transactional leadership can be defined as strict control of the organization and short-term planning. Leaders who use this style apply a system of rewards and punishments in order to motivate their subordinates. It is believed that workers give better results when the orders are accurate and clear and the reward or punishment depends on themselves and how they performed their tasks. The focus in transactional leadership theory is that the leader gives instructions and commands, and the main goal of workers is to strictly obey and carry out. The leader in this model is more of a manager than a leader. He is fully focused on tasks, their implementation, monitors productivity in detail and gives clear guidelines for work. This model of leading is extremely suitable for managing organizations with repetitive tasks and processes, such as in production. Using the method, the company can quickly reach its short-term goals. (Yukl, 2012)

Limitations

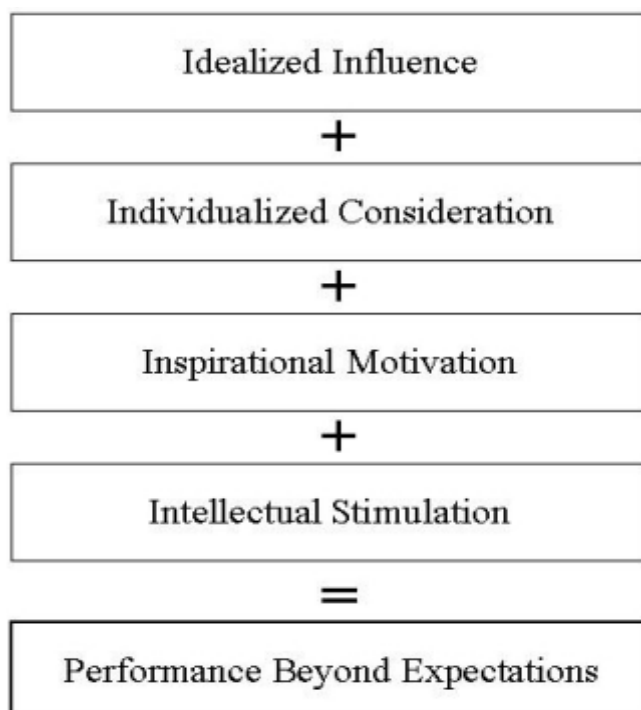
The disadvantage of transactional leadership is that it does not anticipate potential factors that may affect the effectiveness of leading. For example, if the expectations of the workers differ from the views of the leader. If reaching the reward is too difficult to achieve, workers will not be so motivated to work hard to achieve the results desired by the leader.

The transaction leader does not allow employees to show their creativity, as daily tasks are precisely defined. Which means that if an employee decides to take the initiative, it will not be rewarded in any way. (Warren, 2016)

Transformational Leadership Theory

The concept stems from the thesis that people would follow a leader who inspires and motivates them. In this model, the leader aims to motivate, inspire, create a compelling vision, and then focus on improving relationships with his followers as their mentor. This type of leader guides his followers with charisma and affect. (Athos, 2011) The leader's goal is to unlock extraordinary strengths and emotions in the people who follow him, so that they have the ability to do extraordinary things. A leader often demonstrates a high level of personal integrity to build trust in people. It strives to "transform" the goal and vision and to form its cohesive team. This style tends to help people be more motivated, loyal and dedicated, and make each member of the group more successful. The next four components from (Figure 1) are important when it comes to transforming an organization or empowering employees. (Northouse, 2015)

Figure 1: Transformational Leadership Components (Northouse, 2015)



Limitations

- If a leader fails to adapt quickly to the organization or to his subordinates, he may miss the key moment in gaining the trust of others.
- It is characteristic of transformation leaders to appeal to value ideals and models through which to achieve the goals of the organization. But if these values are too different from those of a particular group of people, they could not be motivated to meet their leader's expectations. (Hiebert & Klatt, 2007)

Theory application from the point of view of the GM at the Holiday Inn Hotel

Trait Leadership Theory

Although there is no exact formula for a set of traits that define a leader as a perfect example, I think there are leaders who are born with the ability to motivate other people to follow them. Evaluating the traits of the GM of Holiday Inn Hotel, it can be said that he also possesses traits characteristic of a "Great Man". He has managed to create a successful team of managers, supervisors and other employees who show utmost respect for him and his decisions. Demonstrates intelligence in various situations, integrity, fairness to the opinion and wishes of his subordinates. His behaviour leads to a high degree of trust in him by his subordinates. In my opinion, these are examples of personality traits that are embedded in a person since his birth.

Transactional Style

The style is focused on group performance through Rewards and Punishments. As in any business, hospitality also strives for maximum performance to achieve high customer satisfaction. (Mahoney, 2016) It is for this that GM has applied several approaches typical of transactional leadership such as:

- Each month in each of the departments, an employee of the month is selected who wins a cash prize. This in turn motivates the staff to give their best to receive a well-deserved reward.
- If the hotel restaurant staff manages to reach a predetermined amount as profit, cash bonuses will be given to the entire team, the success achieved.

Transformational Style

Evaluating the behaviour of the GM, it can be said that he strives to motivate and inspire his team, often holding rallies, showing trust and giving employees the opportunity to make independent decisions, always congratulating his employees for a job well done. During his 18 years in this position, he has built a high degree of trust in his team. His subordinates, on the other hand, show high loyalty and willingness to carry out his every decision.

Analysing his actions through the given examples, it can be said that the GM of the Holiday Inn Hotel is more of a Transformational leader than a Transactional one. Obviously, he possesses more of the traits that are characteristic of transformational leaders.

Gibbs Reflective Cycle

Through the Gibbs cycle, I will analyse and evaluate my personal experience as a leader. Through this model I will identify the areas in which I need to develop in the future. (Anttila & Kuuskorpi, 2020)

Description: The situation I'm going to look at happens at the Holiday Inn hotel. My position is a team leader in Conferences department. My job involved allocating daily tasks to my team and then monitoring the pace and quality of the work process. Our work involved looking after the comfort and needs of our clients. That's why I strictly controlled their every action.

Feelings: Starting in this position, I had the feeling that I had a managerial approach rather than a leadership approach. But when I work in a team I feel that I have a leadership responsibility and I know that I can lead the team. I can bring value to the team by doing things the right way by encouraging and helping others to excel with a job well done.

Evaluation: Evaluating myself based on my leadership approach, I can say that I am extremely oriented towards the fulfilment of tasks and increasing group performance through quality work done. Which leads me to think that to some extent my leadership approach is Transactional or form of Autocratic leader. On the one hand, I rate my approach as good because I know that the end result of my work is always excellent. But on the other hand, I rate it as unacceptable, because I do not put charisma in communicating with my team, which in the future can demotivate them to work with the same passion

Analysis: From my experience in the UK, I can say that most managers that I met have a transformational leadership style. My leadership style does not overlap with the transformational. My Autocratic approach make me focused on achieving excellent group results. I cannot fully trust that my team can handle their tasks without my strict supervision over them. Analysing my leadership style, I think it is necessary to change some of my approaches in order to gain the loyalty of my team. From the example above of the hotel GM, I think his transformational leadership style is working successfully. This makes me think that the transformational leadership style is more appropriate in management.

Conclusion: Comparing my leadership style with that of GM, I came to the conclusion that I needed to make some adjustments in my leadership style. After the analysis, I think that in the future I should be a transformational type of leader. To achieve it, I need to improve my communication skills, the ability to persuade, flexibility and self-control in a dynamic work environment, to be more interested in the needs and opinions of my team. Changing my leadership style in this direction will help me inspire and motivate the team. This will contribute to my team being more sympathetic to my vision for the development of the department.

Action Plan: By determining the most important areas in which I want to develop new leadership qualities, I will create a time frame in which I will try to improve myself. To achieve it, I will use what I have learned from the university, read books, and watch videos of successful and unsuccessful leadership practices, which will help me make the right decisions in the future. My workplace will also be of great benefit to my development. There I will try to apply what I have learned and see the result of the change. As an appendix I included the areas in which I want to develop myself.

Conclusion

The general managers can have different leadership styles, and be successful in running a business. It can even be said that it is advisable for the leader to frequently change leadership styles to cope with the changing environment and situation. Good leadership has a positive effect on employee performance and therefore on increased customer satisfaction. The result is high quality work and better profits for the organization. (Sabine, 2017)

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Appendix

Leadership areas where I want to develop

Development Objectives	Activities through which I will reach the goal	Where I can develop and achieve my goals	The period in which I will do it
✓ To be adaptable and flexible in the work environment	According to the actions of the General Manager in the field of hospitality, obviously flexibility and the use of different approaches is a winning strategy. Adaptability and flexibility would help me cope successfully in different situations	At the workplace. Observing and analysing the actions of managers.	1 year
✓ Leadership Behaviour	It is important for a successful leader to know how to relate to the people around him in order to gain their trust. That's why it's important to me to learn successful leadership behaviours.	Watch videos with leaders who are a good example.	1 year
✓ Improving my communication skills	Leaders who communicate with charisma and manage to inspire confidence in the people around them can achieve all their goals. (Hiebert & Klatt, 2007) That is why I would like to find the right approach to persuasion through communication, it would help me in my work in a leadership position and finding followers.	Watch videos with leaders who are a good example of improving this skill. And through workplace practice.	1 year