



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

**LEADERSHIP AND MANAGEMENT, THEORY AND
PRACTICE: INVESTIGATION OF THE LEADERSHIP STYLE
IN GAP INC**

Name: Jabir Abdulqadir Nur

Student number: 1909644

Module: LCBB6003

Submitted to: Mr. Taye Osadiya

May 2022

Table of Contents

Assignment 1: Essay and Action Plan	2
Introduction	2
Organisational Overview.....	2
Review of	2
Critical Application with Gap Inc	4
Review of Personal Experience of Leadership and Areas of Own Development.....	5
Leadership Development Plan.....	6
Conclusion	8
References	9

Assignment 1: Essay and Action Plan

Introduction

Leadership style is an approach that plays a significant role in assisting employees to understand their job roles and communicating with leaders. Leaders, by developing their style, can create awareness within the workplace building up the functional of employees. As per the observation of Banjarnahor *et al.* (2018), utilising leadership style leaders of a company can influence employees and assist them in lifting up their workforce capabilities. This study will emphasise *Gap Inc.* and its style of leadership and management process. Critically discussing each aspect, it will also focus on developing a leadership plan ensuring effectiveness.

Organisational Overview

Established in 1969, *Gap Inc.* is a company functional in United States and is best known for their fashion brand. Over the past 50 years providing its customers with quality fashion products at affordable prices this company has obtained significant goodwill and value in the market (Gapinc, 2022). It can be stated that with assistance of talented executive managers and their leadership approaches, this company has obtained a significant amount of growth and development. This company has gained success and progress because of its functional employees. In 2019, it was noticed that this company with a force of 129,000 people had successfully initiated their tasks and obtained value (Statista, 2021). However, in 2020, owing to pandemic situation, the workforce of labour has reduced significantly down to 117,000.

It is because of this company's applicability leadership and innovative approach that this company has generated significant value. In 2019, generating a sales of \$1.15 billion, this company has obtained sustainability and progress (Statista, 2021). However, in 2020, it has reduced value in marketplace as a consequence of a pandemic situation within which sales growth fell down to \$0.97 billion. Though this company is working with significant leadership approaches, challenges like management in tough times are creating barriers towards organisational sustainability and growth.

Review of

Leadership Theories

Executive Leadership is a theoretical aspect that assists a leader in directly managing employees and influencing organisational individuals. Companies acquiring an executive leadership style can emphasise on organisational goals and develop strategic planning processes. Hence, getting impacted on overall decision-making aspect companies using this strategic aspect creates a positive value. As per the observation of Shaw and Hernandez-Gantes (2021), companies making use of executive leadership style enhances organisational functional. Further, obtaining this leadership style companies can bring in coordination and functional while performing. Furthermore Norris-Tirrell *et al.* (2018) has also included that developing innovative programmes companies using leadership theories conduct work in an innovative manner. Hence, obtaining positive development and progress companies increases effectiveness.

On the contrary, Tohatan (2021) has claimed that *executive leadership* theory has multiple challenges that can lay a negative impact on companies. As executive leadership emphasises on taking risks and innovative approaches, chances of failure often get increased. Due to this aspect, often the motivation and self-confidence of employees is reduced, thereby impacting the workforce. Companies making use of this theoretical aspect also face difficulties in enhancing progress. Furthermore, it has also been observed that cultivating communication in an organisation may also be ruptured, as most of the time leaders of companies become self-centred while proposing any thoughts or ideas. With compliance with challenges Aliu *et al.* (2020) has claimed that as leaders using executive leadership process emphasised only on organisational profitability and innovative strategies, pressure of employees gets neglected. Thus, it can be stated that companies harnessing quality management strategies can easily overcome these challenges lifting up sustainable growth and development.

Management Models

Kotter's change is a management model that provides assistance towards companies in enhancing growth and development. Management in companies applying this model boosts a sense of urgency towards employees so that they can bring in and support changes in companies. Upgrade of skills and adaptation of new functional framework gets seen while applying this strategic management model. In the views of Laig and Abocejo (2021), complying with this management model companies brings in changes sticking with organisational culture. Hence, assisting employees in creating necessity adaptations enhances their sustainable growth and development. Furthermore, it has also been spotted that if implied successfully this management model upgrades organisational rate of productivity by increasing rate of profitability. With a compliance with previous claims, Erciyes (2018)

opined that using this strategic management model companies can maintain a strict law enforcement quality and workforce culture with affection and passion. Thus, obtaining guidance from these management models employees working in companies escalate their skills and adaptability of situation by gaining in-depth knowledge about the goals of organisation.

On the contrary to previous claims, Eayrs and Pol (2019) opined that in spite of having a positive and advantageous aspect, there are certain challenges to using *Kotter's change* as a management model. It has been observed that making use of this model creates multiple assumptions regarding behaviours of employees in organisations. Hence, often miscalculating situations management brings in unnecessary changes in companies. Thus, by facing negative impact companies often face challenges while conducting work. Furthermore, it has also been spotted that communication gap among management and employees also get noticed through in functional change management models. Emphasis on these positive as well as negative aspects can assist companies in lifting up sustainability and growth in performance and service provision by maintaining organisational culture.

Critical Application with Gap Inc

Leadership Theories

In case of *Gap Inc.* it has been observed for enhancing behaviour effectiveness making use of *executive leadership* theory, this company is conducting work. Executive managers of this company have been viewed to be visionary and have innovation in their actions. Hence, taking risks smartly and keeping their focus up towards people and purpose to enhance organisational profitability this company is functioning (Gapinc, 2022). Apart from lifting up profitability and goodwill among customers and clients, this leadership theory has also assisted *Gap Inc.* in providing training, coaching and monitoring its employees. As per the views of Al Hammadi (2020), using executive leadership approaches companies can facilitate opportunities enhancing sustainability and growth. Employees within *Gap Inc.* with guidance of this leadership theory are enhancing its innovativeness and quality of approaches towards customers.

On the contrary, positive sides Tohatan (2021) have opined that leaders might face challenges in mending the confidence level of employees as well as their skills. Furthermore, it has also been beholden that developing an epistemic workforce culture also becomes hectic for organisation leaders creating significant amounts of challenges. Furthermore, complying with

previous claim Tingle *et al.* (2019) have included that companies making use of executive leadership theory are unable to bring in productive professional development. In addition, it has also been watched that loss of accountability among employees often gets noticed by implementation of this leadership theory. Hence, considering these aspects *Gap Inc.* has to make use of this leadership theory for increased effectiveness while performing.

Management Model

Gap Inc. while conducting working emphasis on managing organisational talent by elevating their skills and motivations. Management of this fashion retail organisation is focused and agile regarding development of their employees. Objective of management within this company is to increase rate of confidence among its employees by bringing out their innovative attributes by focusing on organisational goals. Furthermore, for maintaining affectively effectiveness and organisational culture, mentoring interns, and increasing their workforce quality *Gap Inc.* also has increased its functionality management process (Gapinc, 2022). It can be stated that by making use of *Kotter's change management model* this company has been augmenting its growth and development in market. Using this management model *Gap Inc.* is creating a sense of urgency within employees assisting them in augment their development and growth. Furthermore, it has also been witnessed that using this model of management this fashion retail organisation has also developed communication mediums by the reason of which they have been identifying companies' roadblocks. As influenced by Maxim (2021), it has been observed that as this management model identifies organisational drawbacks and challenges, managers can productively develop strategies to counter them. Based on this effectiveness *Gap Inc.* is making use of this model and is intensifying sustainability within the market.

Contrary to the previous claim, Tudor (2018) suggested that often employees acting under change management model face difficulties in adapting changes. Companies facing challenges such as resistance and burnouts among employees are unable to hold production rate with effectiveness. In case of *Gap Inc.* this company is relying on this management strategy of change and by emphasising on both positive and negative aspects it has to develop strategies for augmenting force of capabilities among employees.

Review of Personal Experience of Leadership and Areas of Own Development

I am passionate about working with a team or co-workers, and thus I often execute multiple tasks with skilfulness and innovation. I have personally observed that through these attributes

of leading a team and influencing them to provide better outputs; I am able to create vision in front of them. Furthermore, it has also been noticed by me that there are very few members working under me who have left my companionship. Hence influenced by study of Nawaz and Khan (2016), making use of *transformational leadership* I am commencing my works and guiding all of my employees and companions under me. With assistance of this attribute within me, I am able to establish a good and positive compliance with my co-workers and employees by motivating them in a productive manner. By boosting their morality and guiding them in upgrading their skill, I have also increased innovation within them.

Apart from the positive attributes within my leadership approach, I have observed that there are certain areas which have to be developed. Areas which I have considered to develop are my *active listening skill*; *trust in members* and *openness towards* my employees. As a consequence of these negative attributes often challenges are being faced by me. By affecting the overall working process and its effectiveness, I have observed that often important issues are getting neglected. As influenced by Eisenberg *et al.* (2019), if targeted areas are not being developed with effectiveness, challenges such as lack of communication and compliance with employees are going to escalate. I can state that amending my areas of development, I can productively lead a team by enhancing my compliance and skilfulness with them. It is also going to increase task management attributes within me by assisting me in developing unique and innovative ideas and thoughts.

Leadership Development Plan

<i>Leadership Development Objectives</i>	<i>Activities to Achieve Objectives</i>	<i>Selected Place for Developing Leadership Objectives</i>	<i>Targeted Date</i>

To increase my <i>active listening skill</i>	First, I should enhance my attentiveness by asking questions and taking notes from the talking of my employees. Then, by providing them with feedback and suggestions, I have to ensure that their problems are being solved.	At the place of work	5 months
To ensure <i>trust and compliance with team members</i>	First, I must emphasise on my personal attributes of encouragement. Appreciating employees on their deeds and providing them with positive feedback I can achieve this goal. Furthermore, while taking any kind of decisions I must become transparent and honest. By engaging with employees I can easily adapt and increase this skill.	At the place of work	4 months

To increase my <i>openness towards employees</i>	Initially, I ought to emphasise on asking employees about their feedback regarding my leadership attributes. After engaging with them at a personal level I am able to enhance this attribute within me. Furthermore, increasing my respectfulness towards them is also going to assist me in increasing my openness towards them.	At the place of work	3 months
--	--	----------------------	----------

Table 1: Leadership Development Plan

(Source: Created by Author)

Conclusion

It may be concluded that leadership approach and models are the basis of organisational development and growth. Companies like *Gap Inc.* are making use of leadership models and management strategies to increase rate of performance and growth in market. However, in case of personal leadership attributes, I have witnessed that using transformational leadership I have been conducting works. However, a lack of certain attributes has been creating challenges for me. Thus, developing a development plan I have ensured enhancement of my attributes due to which it can bring effectiveness in future.

References

- Al Hammadi, H.A., (2020). The role of leadership in the talent management and employee retention of education in abu dhabi. *European Journal of Multidisciplinary Studies*, 5(1), pp.68-71.
- Aliu, F.O., Akpa, V.O. and Egwakhe, A.J., (2020). Executive Mindset and Organisational Profitability at Selected Deposit Money Banks in Lagos State, Nigeria. *IOSR Journal of Humanities and Social Science*, 25(2), pp.54-61.
- Banjarnahor, H., Hutabarat, W., Sibuea, A.M. and Situmorang, M., (2018). Job Satisfaction as a Mediator between Directive and Participatory Leadership Styles toward Organizational Commitment. *International Journal of Instruction*, 11(4), pp.869-888.
- Eayrs, S. and Pol, M., (2019). The myth of voluntary uptake of proven fishing gear: investigations into the challenges inspiring change in fisheries. *ICES Journal of Marine Science*, 76(2), pp.392-401.
- Eisenberg, J., Post, C. and DiTomaso, N., (2019). Team dispersion and performance: The role of team communication and transformational leadership. *Small Group Research*, 50(3), pp.348-380.
- Erciyes, E., (2018). A new change management approach for a law enforcement organization. *International Journal of Police Science & Management*, 20(1), pp.52-65.
- Gapinc., (2022), *Executive Leadership Team*, Available at: <https://www.gapinc.com/en-us/about/leadership/executive-leadership-team> [Accessed on: 5th April 2022]
- Gapinc., (2022), *Our History*, Available at: <https://www.gapinc.com/en-us/about> [Accessed on: 3rd April 2022]
- Gapinc., (2022), *Talent Management*, Available at: <https://www.gapinc.com/en-us/values/sustainability/social/talent-management> [Accessed on: 4th April 2022]
- Laig, R.B.D. and Abocejo, F.T., (2021). Change Management Process in a Mining Company: Kotter's 8-Step Change Model. *Organization*, 5(3), pp.31-50.
- Maxim, L.G., (2021). The Importance Of Efficiency Of The Supply Process For Retail Companies: Case Study. *Journal of Management Marketing and Logistics*, 8(4), pp.197-202.
- Nawaz, Z.A.K.D.A. and Khan, I., (2016). Leadership theories and styles: A literature review. *Leadership*, 16(1), pp.1-7.

Norris-Tirrell, D., Rinella, J. and Pham, X., (2018). Examining the career trajectories of nonprofit executive leaders. *Nonprofit and Voluntary Sector Quarterly*, 47(1), pp.146-164.

Shaw, S. and Hernandez-Gantes, V., (2021). The Status of Female Executive Leadership in Postsecondary Education. *Educational Research: Theory and Practice*, 32(2), pp.1-16.

Statista., (2021), *Sales of Gap in Canada 2010-2020*, Available at: <https://www.statista.com/statistics/484972/sales-of-gap-canada/#:~:text=The%20American%20clothing%20and%20accessories,1.15%20billion%20the%20previous%20year.> [Accessed on: 6th April 2022]

Statista., (2021), *The Gap, Inc.'s number of associates worldwide from 2008 to 2020*, Available at: <https://www.statista.com/statistics/257076/number-of-the-gap-inc-employees-worldwide/> [Accessed on: 5th April 2022]

Tingle, E., Corrales, A. and Peters, M.L., (2019). Leadership development programs: Investing in school principals. *Educational Studies*, 45(1), pp.1-16.

Tohatan, A., (2021). Challenges of Executive Leaders in the Context of the COVID-19 Crisis. Aspects from the International and Romanian Environment. *Ovidius University Annals, Economic Sciences Series*, 21(2), pp.920-926.

Tudor, L., (2018). Change in textile and clothing industry. *Industria Textila*, 69(1), pp.37-43.