

Essay

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Table of Contents

1 Introduction.....	3
2 Discussion.....	4
3 Importance.....	5
4 Conclusion	6
5 References	7

Leadership is the ability of any person or group of people to lead their followers or members of an organization. It is quality that anyone can possess or achieve over time, it is a quality that can be developed and improved over time. Leaders are seen as people who sometimes make sensible and difficult decisions. They set clear vision, achievable goals and provide the knowledge needed to achieve this goal. The most important thing for a leader is to own self-confidence, strong communication, adaptability, vision, strategic thinking, willingness to take risk, open to change. In the business, individuals who have leadership quality can rise quickly and only go up. Leadership plays a very important role in the success and purpose of a business. The organization depends on successful leaders because they help its mission, vision, and goals to unite the team and achieve a goal, these capabilities are also, important in times of crisis. Sometimes it takes difficult decision-making to succeed and develop a business. Business often depends on leaders with high competence and intelligence who know to solve a problem. It is a new one of great trust and success that leads to a positive working environment that also, promotes teamwork and the well- being of their employees. Leadership is of great importance to an organization as it drives change, and this is very important because there is a lot of competition in the market. Good leaders monitor changes in their industry and give new ideas for their company.

The organization I chose to write about is Primark and Arthur Ryan who was the founder, chairman, and chief executive of Primark. We will look at two types of leadership styles. James McGregor Burns' (1978) developed the concept of transactional and transformational leadership theory, who also, studied political leaders. Burns distinguishes two contrasting types of leadership styles transaction and transformational.

- 1.1 Transactional leadership is based on relationships between leaders and their followers. Followers are rewarded according to their performance. This style of leadership is compared to management because, it maintains stability rather than promoting change. (Lussier & Achua, 2004, p. 358). The advantages of this style are easier making of economically efficient decisions, expectations and work roles are clear, success is clearly defined. But just as there are pros there are also had cons and they are reduced team morale, focus on short-term goals and reduced communication between the team.
- 1.2 Transformational leadership is based on respect, trust, commitment between leader and follower. It also, motivates and empowers followers to achieve their expectation by transforming their beliefs, values, and attitudes. (Bass, Jung, 2003). Transformational leaders admire and trust their followers, and they are in some ways their role models for followers. The benefit of this leadership style is increased motivation, improved culture, talent development and adaptation to change. Here disadvantage is for example abuse of power, manipulation, risk of creating unrealistic expectations.

Although to varying degrees all leaders exhibit a leadership style. (Bryant, 2003).

It is very difficult to characterize the leadership style of Mr Ryan in one theory, should evaluate its ability by using characteristics theories transactional and transformation (Guardian, 2009).

- 2 We found out how leaders who use a transformational style can build lasting relationship but even most of his subordinates would not recognize Mr Ryan because he has limited contact with them, although some cases have been working for him for more than a decade, this only shows that the relationship between leader and follower is very small. Sometimes Ryan used to enter shops without alerting anyone and thus he observed the business incognito (<http://archivas.tcm.ie>). In fact, it only shows that the trust in the relationship is fragile and so they can feel as if someone is watching them and do not trust the management. Also, he knows every inch of every store and visits every store and every two weeks. He knows how much everything costs and where it comes from. Mr Ryan does not authorize any of its employees. He expects his subordinates to carry out his decisions rather than impose them. Ryan possesses an idealized influence arising from his professional competence. He amazed his employees with his keen eye for detail. Some consider him an inspirational figure. He leads the company with such passion. Although Ryan has many elements that are related to transformational leadership, it lacks many of the aspects that play an important role in the theory. An employee's inspiration may be due to Mr Ryan passion for the company rather than a clear visionary goal for the entire company. It is a critical element in transformational leadership. Mr Ryan leadership style is based on exchange so a transaction example of this is his bonus scheme which includes employee flowers at Christmas, books, or retirement holidays for good performance. Also, Mr Ryan is in a prefer stability rather than promoting change. Another example is Mr Ryan reluctance to use an online platform as a communication channel, but he was eventually forced to in response to crises of ethical behaviour. One of the downsides is the wide range. For feasibility and focus it would be to limit the range of traits to intelligence, confidence, determination (Northouse 20040). Mr Ryan has one positive trait that has stood out over the years and that is his determination. Also, Mr Ryan is confidence and intelligent, this can be understood from his strictness. When Primark was securitized by the press for unethical behaviour, it took a back seat and let the CEO deal with crises and shied away from leadership responsibility. Primark has had to change its position and review its supply chain, which may leave the impression that management is turning a blind eye to same working conditions. We came to controversy about Mr Ryan and his leadership qualities, and it lies in his sociability which is one of the important things for a leader.

3 Reflecting on my leadership experience, I can only say that it has significantly shaped me. Some people believe that leaders are born but not everyone is shaped into leaders by life experiences, this is a skill that we need throughout our lives, and it is important to have experience at some point. At the university I accidentally found myself in a leadership role where I was the leader of a group and with this paper it helped me to be part of the student society in the faculty and support in the committee. At the end, the president of the student society entrusted me with a task to fulfil during his administration, and with that he gave me confidence that I could handle it. I had the opportunity to collaborate and support an internship project in a company. Right then I didn't have another colleague and I believed in myself and I also, gained confidence because at that moment I didn't have a leader to lead this project and I had to do it myself. It was a big challenge for me because, I had no experience, but I did great and gained experience. Leadership experience in our lives make us grow.

Demonstrating leadership skills can improve your performance at your current job career. Leadership skills can be useful to help you in your professional goals. But we must remember that no one style fits all organization or situations. That's why it's important to know all the leadership styles and their pros and cons so we can make the right choice. Also, just as the organization changes over time, not all leadership style can be applied to all circumstances. An example that everyone may know is about Winston Churchill, the famous World War II British Prime Minister who many people say was a great leader during wartime and bad leader during peacetime (Northouse, 2004).

4 Conclusion

Mr Ryan does seem to have hard traits like determination and confidence but lacks soft skills called people skills. In general, his leadership seems transactional, concentrating on the task at hand without any regard for the person doing it. If we look at its management from a stakeholder perspective, employees are a bit overlooked. Mr Ryan and Primark can improve their leadership style and thus they will unlock the potential of their human capital. Also, for an organization to be successful leaders must select appropriate work style according to the specific situation and to know the effects of their application. Also, when there is right leadership in an organization, recognition of employee motivation and proper communication with them, and the goals set by the organization are achieved while maintaining a strong team culture. In addition, I can note that if charismatic leadership and transactional leadership are applied as a practice in an organization, it would lead to more job satisfaction for employees and for them to feel part of this system and their work organization.

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