



Leadership Styles Assignment

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Introduction

This report is comprised of two sections analysing leadership theories. Section 1 will focus on a case study focused on Ursula Burns an African-American woman who rose to CEO position of Xerox. The case study will be studied to understand the gender discriminations and challenges Ursula and women leaders may face.

The second part will look at the authors own reflection of the leadership concepts and overall learning in this module.

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Part 1: Case Study of Women in Leadership

1. Critically analyse the leadership traits. Out of all the traits necessary for strong leadership, which ones did Ursula Burns most represent?

What are leadership traits?

A definition of leadership is leading others towards a common goal. Whilst many definitions of leadership exist, this is a very simple but effective explanation. According to (Corporate Finance Institute , 2021) these are the 7 crucial traits to be an effective leader.

1. Effective Communication

A leader must have good communication skills in order to set goals and have teams achieve them. Being able to clearly express what is required and must be done.

2.Accountable and Responsible

Leaders must be accountable for their actions and be responsible. That includes taking responsibilities for their own mistakes.

3. Long-term Vision

Being able to predict future changes and planning ahead is a key strength of such individuals. Trying new strategies and lines of thinking will help organizations gain competitive advantage.

4. Self-Motivated

Good leaders are often strongly driven and self-motivated, this goes beyond material wealth.

5. Confident

Confidence is required to show others that belief in one's abilities is there to make tough decisions and lead others.

6. People Orientated

Leaders possess good social skills in order to inspire, motivate and solve difficult situations. It is a necessity to have people skills to achieve success.

7. Emotionally Stable.

Leaders are calm under pressure and able to control their emotions. Being self-aware of their own actions and responding appropriately in situations.

What traits does Ursula possess?

Ursula Burns encompasses many strong traits needed to be a good leader. Traits such as being a charismatic speaker shows confidence and will inspire others around them. Having traits such as honesty and integrity will entail people to build trust. Ursula has great drive and motivation to succeed, this is proven by her rise being the first African-American woman to lead a Standard and Poor's (S&P) top 500 company with Xerox (Forbes, 2021).

Ursula is a people orientated person and will encourage others and try to help and motivate them to reach their goals. Social skills are an important element of leadership as having the skills to manage people of different backgrounds is crucial (Riggio & R.J, 2008). Ursula is able to get along with people from all backgrounds but is not afraid to speak her mind if there are disagreements about issues. She is viewed as honest and has great empathy for others and will treat everyone respectfully. Ursula's democratic approach strongly resonates with the organization as it heavily influenced Xerox's mission statement.

Out of all Ursula's leadership traits she is strongly motivated and committed to doing the right thing as demonstrated by her speaking out in disagreement in one of the executive meetings at Xerox. She further demonstrates this by stating "women need to have a voice and speak for themselves in formal situations ". Being self-motivated, courageous, sociable and having empathy shine through her leadership traits as she is a strong leader, unafraid to share her views with everyone.

2. What are the gender stereotypes Ursula would have had to combat in her leadership role at Xerox? Evaluate the challenges faced by female leaders at the top management level.

Women in senior leadership positions

When it comes to higher leadership roles women have been disadvantaged compared to men. According to Fortune500 CEO list there were no black women running any of the Fortune500 companies. Furthermore, the Global 500 list which records the data globally showed that only 13 CEOs were women out of the 500, and that they were all white. This shows that only 2.6% of the Global 500 countries had women in power at the top level (Hinchcliffe, 2020). The data shows that while there are more women in managerial positions now more than ever, but there's not only gender discrimination, but also racial discrimination which affects women getting more senior leadership positions (Morrison & Glinow, 1995).

What are stereotypes?

When it comes to behaviours women are more likely to be communal traits such as being compassionate, nurturing, gentle and kind. Leaders are expected to display agentic traits such as being; assertive, dominant, controlling and ambitious. These behaviours are more likely expected in men than women (Abele, 2003). Agentic traits are received for favourably in male leaders. Masculine traits such as being controlling, dominant, able to lead and command are viewed as signs of being a strong leader. Whereas communal traits such as compassion are viewed less positively in a leader, and maybe seen as weakness (Abele, 2003). The lack of women in higher leadership positions is because of the perception of incongruity of the female gender role and leadership. Women leaders displaying masculine agentic traits will be at odds with their gender role, where sensitive behaviour is what women are stereotyped as having. Prejudices are faced such as being viewed unfavourably as a female leader simply by stereotyping the communal traits. Due to these reasons, it can offer some explanation of why women getting into higher management is very difficult and is fewer in numbers. (Eagly & Karau, 2002)

Men have held leadership positions for a long time, so it becomes the standard and is consistent with leadership theories that men with agentic traits make a good leader. Agentic traits that men have are what women are measured against and are the traits women must learn to adapt. (Eagly & Johannesen-Schmidt, 2001)

Women maternal bias

Women are quite often having other commitments outside work such as being mothers and wives. This gender role commitment often tries to negatively impact women when it comes to getting managerial positions. A study showed that mothers are 79% less likely to be employed but also paid significantly less salary of around \$11,000 than women without children (Corell, et al., 2007).

Women who require flexible working to fit in family requirements can be viewed negatively as not committed enough to the job, as opposed to their male counterparts. When up for promotion women are more often passed over for male leaders. According to Heilman 2001, just being competent is not enough to rise up leader positions as a woman when compared to an equally performing male counterpart, due to gender biased stereotypes. Women with high performance can be wrongly attributed to other varying factors and credit is often overlooked. However, women are more likely to be given negative feedback more than men (Eagly & Karau, 2002). This was described as a “glass ceiling” where it is very difficult to climb up to

the top executive positions as women and especially those from ethnic minorities. (Heilman, 2001)

Ursula's challenges

Ursula being an African American woman at Xerox was probably one of the few female managers at the top level of management. It is quite probable issues such as prejudices must be faced in the work environment such as not being taken seriously because possibly of being a woman in a male dominated field. Not only was Ursula a woman, she was an ethnic minority of African descent. Whilst the workforce may be more diverse one of the great challenges being faced by black managers can be being victims of racism (Knight, et al., 2003). This prejudice can make people act hatefully and undermine one's actions as well as disobey instructions. Being a leader in a male-dominated field will also lead to many challenges such as being perceived as token status. Token status is the perception of the lack of women in leadership roles being more of a "gift" and for diversity, than being earned through hard work and various promotions (Sanchez-Hucles, et al., 2010). In this situation there is a risk of not being taken seriously as a leader in the organization, as well as hardly given praise for efforts but judged more harshly than men for any poor performances (Eagly & Karau, 2002). In this scenario Ursula has had to work extra hard at Xerox to perform exceptionally to get noticed and also try to foster good relationships in order to succeed.

3. Which long-term solutions to gender discrimination in leadership do you think would be most effective, and why?

Support women into more senior roles

In order to break the majority of white males in management norm it is crucial to recognise that women needed to rise up through positions. Supporting women especially the talented individuals will help create more female leaders in an organization. In situations which are male dominated, females believe they will be unfairly assessed and not get the post anyway due to their gender. More senior managers helping and encouraging females to seek promotions will certainly diversify the managerial pool. Having more senior female leaders will encourage others to improve seeing as it is possible to gain promotions (Longman & Madsen, 2014).

More diverse board members

Diversifying board members and including women will help to create a more equal workplace. Multicultural and gender diverse board will allow different perspectives and will enable people of different backgrounds to integrate in the organization more easily (Van der Walt & Ingey, 2003).

Gender neutral recruitment

Recruiting without biases will help organizations help gain a multitude of talent. Gender discrimination can deter women into certain jobs. Unilever and Vodafone have successfully used AI software to recruit from diverse backgrounds. Using the software to conduct “blind” tests and evaluations when hiring to not discriminate backgrounds or gender but focused on aptitude and other qualities (The Guardian, 2019).

Equal Pay

In order to promote equality, the gender pay must be made equal, for both genders for the same role. Pay gender gaps can result in lawsuits in compensations against the organizations. Identifying the gaps that cannot be explained is good start for an organization. Women being paid less can become less engaged and motivated in their role due to this and can cause a negative public image of the company (Equality and Human Rights Commission, 2020).

No discrimination policy

The employees have a right to work with equal rights and opportunities in the workplace. Women have faced more sexual harassment and bullying in the workplace than men, it is clear having strong policies in these instances will help deter this behaviour. (Segal, 2015)

Which solution is most effective?

The three solutions that will be most effective will be gender neutral recruitment and supporting more women in the senior positions. While every solution given is important the belief that recruiting without gender biases can help create more equal employee candidates. Women being supported by senior management to a higher position will enable more women into leadership roles. In Ursula's case, she was offered the position as an executive assistant role with the managing director, Wayland Hicks in 1990. In her new role, Ursula was coached and mentored as the potential candidate for the senior executive position which she achieved a year later. This feat would inspire other employees to achieve promotions. Diverse board members are also important factors to demonstrate that the top of an organization hierarchy is diverse and values different backgrounds and perspectives. (Van der Walt & Ingey, 2003).

4. Based on this case study and your own additional research critically evaluate the relationship between transformational leadership and organisational performance.

What is Transformational Leadership?

Transformational leadership was first introduced by James McGregor Burns book "Leadership" in 1978. It was described as "leaders and their follows raise one another to higher levels of morality and motivation " (Burns, 2010).

The core concept of transformational leadership is for leaders to inspire and motivate their followers to continuously achieve and innovate to further improve the organizations. This was the opposite approach from transactional leadership where the leader is usually motivated by material gains such as wealth, power and status (Rodrigues & Ferreira, 2015).

In 1985 the concepts were further expanded by Bernard Bass, in his book "Leadership and Performance Beyond Expectations" to include ways of measuring the achievements of transformational leadership.

Bass states these are the key factors in creating a transformational leader: (Bass, 1985)

- Inspiring and motivating followers
- Create an ethical workplace, with clear honest values and standards
- Create a work ethos, where employees adjust mentality of self-interest to achieving goals for the organization
- Emphasis on teamwork, collaboration, and legitimacy
- Mentoring employees however they are free to make their own decisions and implement changes

Transformational leadership allows much more agility and freedom is emphasised. Employees are encouraged to find new ways of thinking to create innovations and change. Failure carries less risk and is seen as an opportunity to learn and adapt. Industries with high risk will prefer transactional model as it will allow more control of employees, procedures and routines and weak performances can be analysed (Sarros & Santora, 2001). Long term planning and visions are core of transformational leadership, this enables organizations to largely benefit from its employees who care about organization's long-term success.

Transformational Leadership Success

Transformational leadership has been strongly correlated with strong organizational performance, innovations in services and products, and long-term growth. It is a result of multitude factors such as highly engaged and motivated employees, sharing company culture and values, and feeling empowered by given confidence of trust by leaders and managers. (Zhu, et al., 2009)

The Californian multibillion-dollar tech giant Google has been very successful by the use transformational leadership as its core company work culture. Google is consistently voted one of the best companies to work for in America, due to its unique work culture and leadership style. Google was ranked no.1 company to work for in 2020 in America due to its highly engaged and motivated employees (Business Wire, 2020). Employees are encouraged to use 20% of their time on passion projects, to work on things that interest them during work hours. The leadership policy of empowering and facilitating its employees' work has led to a large number of innovations in the organization and consequently contributed to the gigantic success of the organization (Manimala & Wasdani, 2013).

According to a study done on S&P 500 and Global 500 firms by Harvard Business Review (2017) it was discovered that most innovative organizations that were inventing new ways of expanding, creating new products and services in order to lead the transformational changes shared similar transformational leadership traits and strategies (Anthony & Shwartz, 2017).

4.2 Top 10 organizations with transformational impact.

The 2017 Transformation 10

These companies from the S&P and Fortune Global 500 ranked highest in their new-growth transformation. Each excelled in the development of new products, services, and business models; repositioning its core business; and financial performance.

RANK	COMPANY/CEO	NEW GROWTH AREA WITH NEW REVENUE AS A % OF TOTAL REVENUE	STOCK PRICE CAGR* VS. BENCHMARK CAGR SINCE START OF TRANSFORMATION
1	Amazon Jeff Bezos	Cloud services  10%	30% 5% S&P 500 since 2006
1 (tie)	Netflix Reed Hastings	Video streaming  80	45 10 NASDAQ-100 Tech since 2007
3	Priceline Jeff Boyd/Glenn Fogel	New business models  25	34 10 S&P 500 since 2010
4	Apple Steve Jobs/Tim Cook	iPhone & iPad ecosystem  80	29 5 S&P 500 since 2006
5	Aetna Mark Bertolini	Value-based health care  40	25 12 Nasdaq since 2010
6	Adobe Shantanu Narayen	Digital marketing  45	24 18 Nasdaq since 2009
7	DaVita Kent Thiry	Total patient care  30	10 10 S&P 500 since 2012
8	Microsoft Satya Nadella	Cloud services  32	12 10 S&P 500 since 2010
9	Danone Emmanuel Faber	Nutrition  29	3 -1 EURO STOXX 50 since 2007
10	ThyssenKrupp Heinrich Hiesinger	Industrial solutions  47	4 10 DAX Index since 2012

*COMPOUND ANNUAL GROWTH RATE
SOURCE INNOSIGHT

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Figure 1 Top 10 Biggest transformational leaders Source: HBR 2017

Figure 1 represents the top 10 transformations made by the leaders.

The list is topped by “outsiders” who may not have had prior knowledge or experience of their sector but that didn’t stop the huge successes made by successful transformational leadership.

Amazon is joint top of the list as its founder Jeff Bezos came from a financial background and reinvented the business model many times from selling books to online marketplace, cloud services, groceries, video streaming and A.I. Having no prior methods of doing business did not become a hindrance but rather an asset of finding new ways of thinking. Amazon is the worlds biggest online market place and still continuously growing. Reed Hastings is the other joint top leader due to his influence in transforming Netflix from mail order DVD rental service to the streaming giant it is today (Anthony & Shwartz, 2017).

Ursula a transformational leader?

Ursula Burns is a transformational leader because she leads by example and motivates her followers. Ursula has invested a lot of time on empowering women and encouraging them to pursue their careers. She has been involved in a number of courses to help women into technology which is a male dominated field through the STEM initiatives and Lean in movement in the United States.

Conclusion

A few leadership traits and styles were explored in the case study of Ursula Burns a female African American leader at Xerox. Women in leadership roles faced many challenges compared to men. Challenges such as gender stereotypes and biases have prevented and deterred women in to senior management roles. It was discovered women's stereotypes such as having communal traits were perceived less favourably as a strong leader compared to men's masculine traits which were seen as the standard to be measured against.

Ursula's leadership style was seen as transformational because she was very inspirational to others, and lead by example. Transformational leadership has been linked very strongly with organizations performance and is key for stronger employee engagement.

Ursula's rise to CEO was extraordinary as she was the first African American woman in charge of a S&P 500 company. While there are advancements with more women in senior management today, it still shows there a huge challenges and biases which prevent women from rising up ranks and still more needs to be done.

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Part 2 Self reflections on leadership theories

Reflections

Using the Gibb's Reflective Cycle personal reflections will be conducted on the module learning (MindTools, 2021).

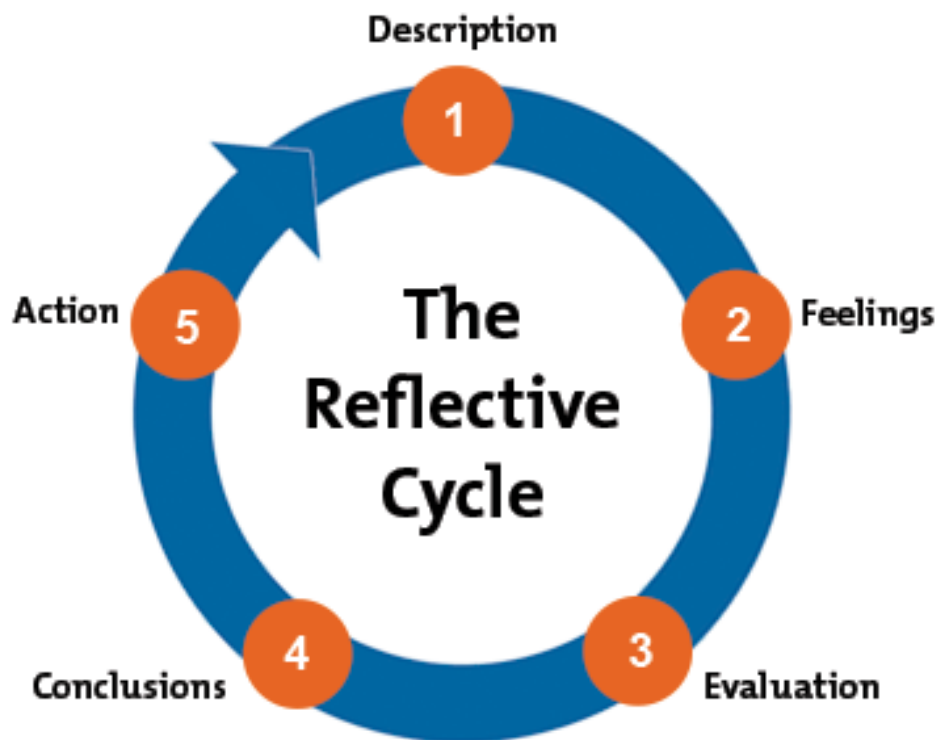


Figure 2 Gibb's Reflection Cycle Source: Mindtools

Describe

In this module fundamental core aspects of leaderships all taught online due to the coronavirus pandemic. The lessons included lecture slides, class discussions, examining case studies and class activities.

It was apparent that there were many different types of leaderships which have adapted and evolved over time. One of the earliest leadership theories was the "great man" theory created by Thomas Carlyle in the 1840s. He famously stated "leaders are born, not made". This was eventually outdated with later theories as it was criticised for stating that only white males can be leaders as was the societal norm back in the early 19th century (Organ, 1996). Another popular leadership theory was the behavioural theories of leadership where leaders are viewed as people orientated or task orientated. Lewin stated that 3 main behavioural leadership styles such as authoritarian, democratic and laissez-faire. A very influential theory and one that perhaps shifted the mentality that great leaders are not born, but leaders are made (Molero, et al., 1997).

Leadership traits theory discussed in the modules; these are characteristics that define a good leader. Some favourable traits such as having empathy, respect, honesty and integrity are seen as good traits to be a strong leader.

The differences between transactional and transformational leadership were examined in the lessons. The main notion of transactional style is based on reward and punishments. Transformational leadership results in promotes creativity, long term innovations, better productivity, higher engagement and loyalty in employees.

Feelings

As part of an assessment in this module I have had to record a 5-minute video talking about leaderships traits and styles and discussing my personal leadership style. I'm usually an introverted person who is not keen on public speaking so this part was quite challenging for me. I realised I fit the mould of a democratic leader because of my personality of being respectful, sociable and easy going. I'm a keen team worker and enjoy working with people.

I feel being authoritarian doesn't fit my personality as I find it hard to demand and control people. It is required in particular environments where higher degree of control is needed. Authoritarian is essential in military institutions for example where ranks must be respected and orders must be obeyed (Horowitz & Starn, 2014).

Classroom discussions took place on a case study of Co-Ed cleaners, where it was a case study scenario of two people with different management styles and personal input was required to decide which style is best. In the scenario one of the managers have got to be made redundant due to the economic downturn, in this case we had to decide who should be kept on if we were the company owner. This activity was quite engaging and enjoyable as it created discussions in the classroom with opposing views.

Evaluation

Due to covid-19 pandemic the lectures being delivered all online on conferencing calls it could be hard to stay engaged and interested in the topics as there was no face-to face with lecturers or classmates. Sometimes it could feel overwhelming with too much information which could be hard to digest. My personal opinion is that some weeks that lectures were really long and had way too much information to take in, and some there was less information and shorter. The lecturers did their best of a difficult situation and did encourage classroom discussions and participations. If the lectures took place in the classroom then a more hands on approach like presentations and role-play could be achieved for better class engagement.

Overall, the module was well delivered in the duration of the 10-week period, the various mix of lessons, activities and discussions have helped form a good level of understanding on the

leadership as a whole. It has helped shed light on the many aspects of leadership previously I have not considered, such as traits and style. One thing to note that people are not static and there is no one size fits all model of leadership and it is continuously advancing, in tandem with workplace culture which can impact leadership styles (Aydin, 2018).

Analysis

The marks received for the video recording was 15 out of 25 showing there was room for improvements. I was able to determine my style as a democratic leader with traits such as honesty, being approachable, being a team worker and being sociable. I was able to identify these traits because my personality fits these characteristics in my workplace and at home. In my personal life as a parent of two young girls aged 5 and 2, I would sometimes need to adapt my style to authoritarian if they are being very naughty and need discipline. It is important to continuously learn new leadership strategies in order to develop myself as a leader.

Conclusion

Studying this module has given me a new perspective on leaders and management styles. It showed me that there are no perfect solutions and people have alternative approaches. I have understood some of the advantages and disadvantages of certain styles. In future I hope to seek a management role in an organization. Whilst we have studied leadership fundamental concepts it is crucial to realise that we may not have learnt additional different leadership theories and concepts to have a higher understanding.

Action Plan

For the future my goal is complete a master's degree in business administration to continue my education and prospects. I believe in a democratic leadership style due to understanding that including people's views and perspective has many benefits such as trust, honesty and integrity, these traits allow a stronger work relationship with employees. I will work on building my confidence when working with people and try and develop traits which resembles strong leaders, in my current workplace. Doing so will help advance my skills as a future leader.

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