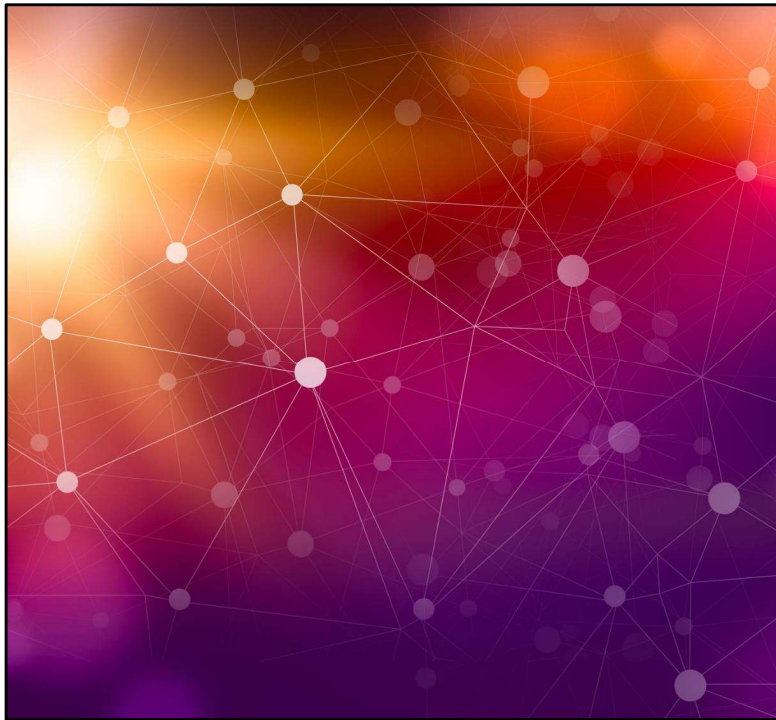




Leadership and management, theory and practice

Ivan Georgiev – 1914979

Georgi Peychinov – 1912954

Irena Dimitrova – 1914044

Iva Naydenova – 1914746

Agenda

Ivan Georgiev – Introduction, trait theory, conclusion

Georgi Peychinov – Situational leadership

Irena Dimitrova – The great man theory

Iva Naydenova – Transformational leadership





Trait Theory and the link with Bezos

Ivan Georgiev - 1914979

The trait theory of leadership is centred on identifying several interpersonal traits and qualities connected to effective leadership in several contexts. According to the trait concept of personality, each person possesses a set of fundamental characteristics, and the degree to which these characteristics are present in an individual determines their personality. Individual characteristics are the main emphasis of the trait approach to the character. The trait theory of leadership is employed to forecast leadership behaviour. It is founded on several effective and unsuccessful managers' traits. In order to determine whether future leaders will succeed or fail, the generated lists of attributes are then compared against those of possible candidates (Waldman and O'Reilly, 2019).

Traits of a leader

Self-confidence. The most exemplary leaders tend to be quite confident. As a result of their self-assurance, followers frequently start to feel the same way. Task proficiency. An excellent leader is competent and skillful. Jeff Bezos might serve as a model of how tasks should be performed for the other participants to learn.

Intelligent. Excellent leaders are astute and make decisions that benefit the team.

Flexible and adaptable. Jeff Bezos possess the capacity to think creatively and quickly adjust to shifting circumstances. Ability to inspire others. A strong leader understands how to uplift and encourage others to perform at their highest level. People abilities.

Excellent leaders such as Jeff Bezos are able to communicate effectively with both team members and other managers (Nawaz and Khan, 2016).



Strengths

Trait approach theory is legitimate because numerous studies have supported the theory's foundation and base. It acts as a benchmark for evaluating a person's leadership qualities. It provides in-depth information and comprehension of the leadership approach' competency skills.

Limitations

The concept makes an effort to link physical characteristics like height and weight to successful leadership. The majority of these elements are situational in nature. For instance, a certain weight and height may be required to effectively carry out the duties of a military command position. These are not qualifications for being a successful leader in teams of Amazon Company. There are a lot of different qualities that could exist. There have been discovered more than a hundred different characteristics of effective leaders in various leadership roles. These are merely broad ideas. There is dispute over the qualities that make a good leader most successful. When deciding who is viewed as a competent leader, some biased judgment is unavoidable (Penney, Kelloway and O'Keefe, 2015).

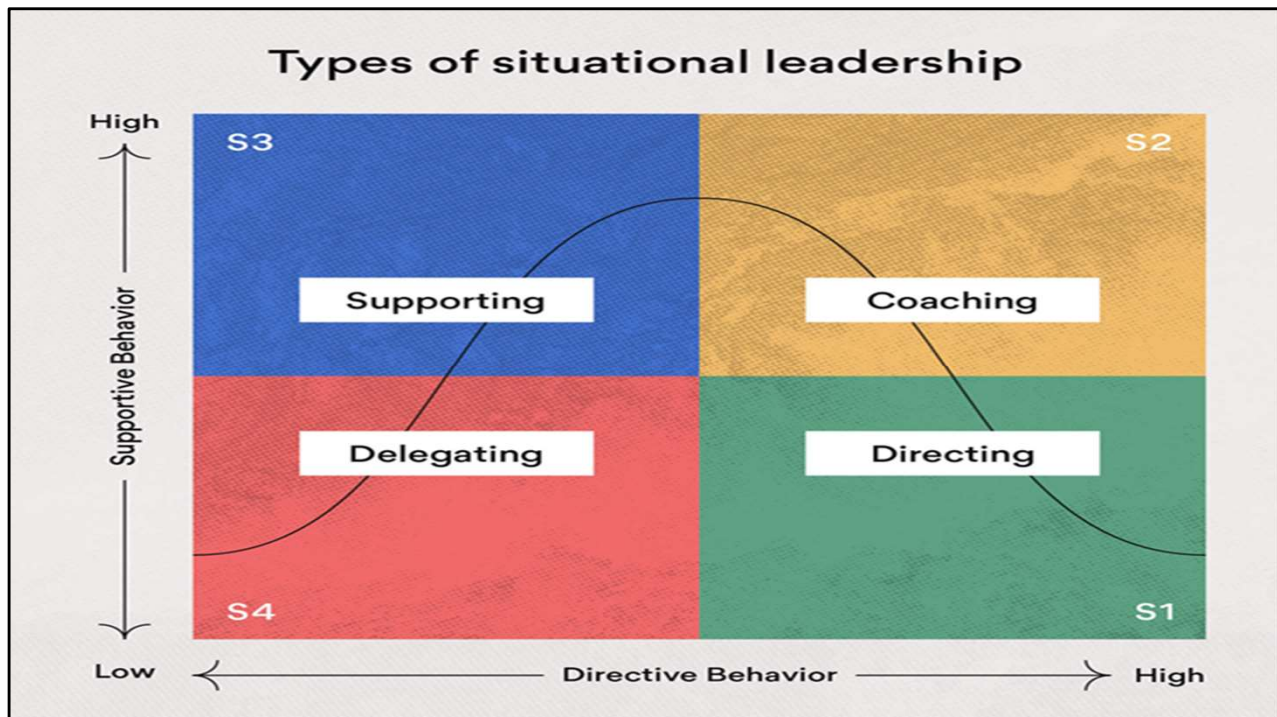
Application

The trait theory offers useful insights into leadership. People at various levels and in all kinds of organisations can use it. Executives within Amazon Company can use the

insights in the theory to examine where they stand within the company and determine how to strengthen that position. They can gain a thorough awareness of who they are and how their actions will touch other people inside the organisation. This theory helps the management of Amazon Company to become aware of their capabilities and limitations so they can learn how to improve their leadership skills (Penney, Kelloway and O'Keefe, 2015).

Situational Leadership

Georgi Peychinov – 1912954



Penney, Kelloway and O'Keefe (2015) note that with situational leadership, team members' preparation levels and the particulars of each circumstance are taken into account. As a result of adapting their leadership style to the group members' level of growth, a leader can build relationships with them. Leaders like Jeff Bezos can easily develop a rapport with their subordinates since they can easily personalise their leadership style to the needs of junior workers within Amazon Company.

Delegating. Due to the fact that this leadership style is focused on the team, it entails minimal levels of directive and supporting conduct. When coworkers are independent thinkers, it may be necessary for leaders to delegate some of the leadership responsibilities. This leadership approach encourages team members' autonomy and builds mutual trust.

Supporting. This style is team member-driven since it emphasises supporting conduct more than directive behavior. This statement is true if a staff member possesses the required skills to complete the project at hand but lacks the self-assurance or drive to do it well. To identify the problem and aid in finding a solution, a leader can pose open-ended queries (Nawaz and Khan, 2016).

Selling. The level of directing behavior and helpful conduct when coaching are both high. The passionate starters who can watch and help them without regular monitoring benefit the most from this situational leadership style.

Directing. When directing, there is a high concentration of directional conduct and less supportive

behaviour. This type of leadership is most successful when the team member needs to be monitored closely. This may be due to a lack of expertise or workers who are not fully committed to the job at hand (Hunt and Fedynich, 2019).

AMAZON:
THE WORLD'S
MOST INNOVATIVE
TECH COMPANY

Supportive Behavior	Supporting	Coaching
	Delegating	Directing
	S4	S1

“
I think frugality drives innovation, just like other constraints do. One of the only ways to get out of a tight box is to invent your way out.**”**

Tuesday, February 2, 20XX Sample Footer Text 8

Traits of situational leader

Insightful. Situational leaders are observant and comprehend their group members' requirements at all times. Flexible. Situational leaders within Amazon Company can swiftly modify their leadership techniques to accommodate different group members' needs. Trustworthy. By establishing communication and fostering relationships, Jeff Bezos can win the trust of their coworkers. Problem solver. Situational leaders are thought of as critical thinkers with the ability to address a variety of issues as they emerge (Bosse et al., 2017).

Merits

Encourages adaptability. Situational leadership encourages flexibility since it adapts to each team member's level of competence, drive, and self-assurance. It concentrates on team members. The team is the main emphasis of the situational leadership approach. Situational leadership places a high value on every group member and provides them with their own room to develop. Team members 'within Amazon Company total productivity increases as a result of situational leadership. Since each group member differs in their level of drive and talent, utilising a flexible style of leadership enables leaders to assess each person independently and increase output (Northouse, 2021).

Demerits

Leadership decisions about the sort of style to use and when are heavily influenced by situational leadership. Since leaders must constantly be flexible and adaptive, this style may become burdensome. Confusion may result from a lack of consistency in the leadership style. For instance, team members can struggle to transition from a fully hands-on activity one week to a task that is wholly delegated the following week (Waldman and O'Reilly, 2019).

The great man theory

Irena Dimitrova – 1914044





According to the great man hypothesis of leadership, certain people like Jeff Bezos are born with the characteristics that distinguish them apart from the rest (Mouton, 2019). A leader is a character who overcomes all obstacles to achieve ambitions for his people. The great man theory assumes that leaders are born with particular characteristics that they inherit. Charisma, intelligence, vision, judgment, courage, assertiveness, and persuasion are among the unique traits that exceptional leaders like Jeff Bezos are conceived with. It also assumes that leaders mostly emerge when there is a need that need a solution. According to great man concept, persons in positions of authority are deserving because of their unique abilities. The idea also asserts that these characteristics hold true across groups and over period. As a result, it implies that all strong leaders possess these qualities, irrespective of the time and place they live or the specific role they played in civilisation. People are born with particular features or qualities. Natural-born leaders have varied degrees of traits. They are able to lead others while influencing history because to these particular characteristics.

Great Man Theory

Great leaders: natural ability or learned behavior?

11

Traits of great leaders

They have charm and make good Company. For instance, as a result of effective leadership trait of Bezos since the year's beginning, Amazon's stock has grown by 70%. They possess characteristics that can help them become Great Men from birth. They stabilise the disorder. For instance, Bezos profited \$74 billion during the coronavirus epidemic. According to the state of the world in the moment they choose, they can become a great leader by joining one of six different hero classes. A hero like The Man of Letters is someone like Jeff Bezos. The Man of Letters Hero inspires followers by illuminating the potential of man. Originality, integrity, and intellect all constitute this great leaders like Jeff Bezos (Neate, 2020).

Strengths

The theory served to highlight leadership and its components. This concept broadens perceptions of leadership from attribute to action-based, making it simple to educate. There are certain traits that can neither be taught nor learnt, including persuasiveness, charisma, demanding personality, increased perception, boldness, intelligence, aggressiveness, and action orientation (Korejan and Shahbazi, 2016).

Limitations

The approach suggests that leaders are born, eliminating the opportunity and aspiration to learn how to lead. Even an aristocratic persons can be a leaders if they

have the correct combination of commitment, passion, perseverance, and interpersonal understanding. People who are in need of leadership find the theory's simplicity appealing that is why cult leaders frequently employ similar strategies for establishing their authority. This theory is illogical and only takes males in positions of power into account (Northouse, 2021).

Application

Business leadership of Amazon Company may strengthen a community by blending responsibilities among like-minded people who have similar aims in mind by applying The Great Man Theory. All personnel have a role in driving the Amazon Company, boosting transparency, and fostering staff effectiveness when like-minded people possess clear goals and aspirations (Waldman and O'Reilly, 2019).

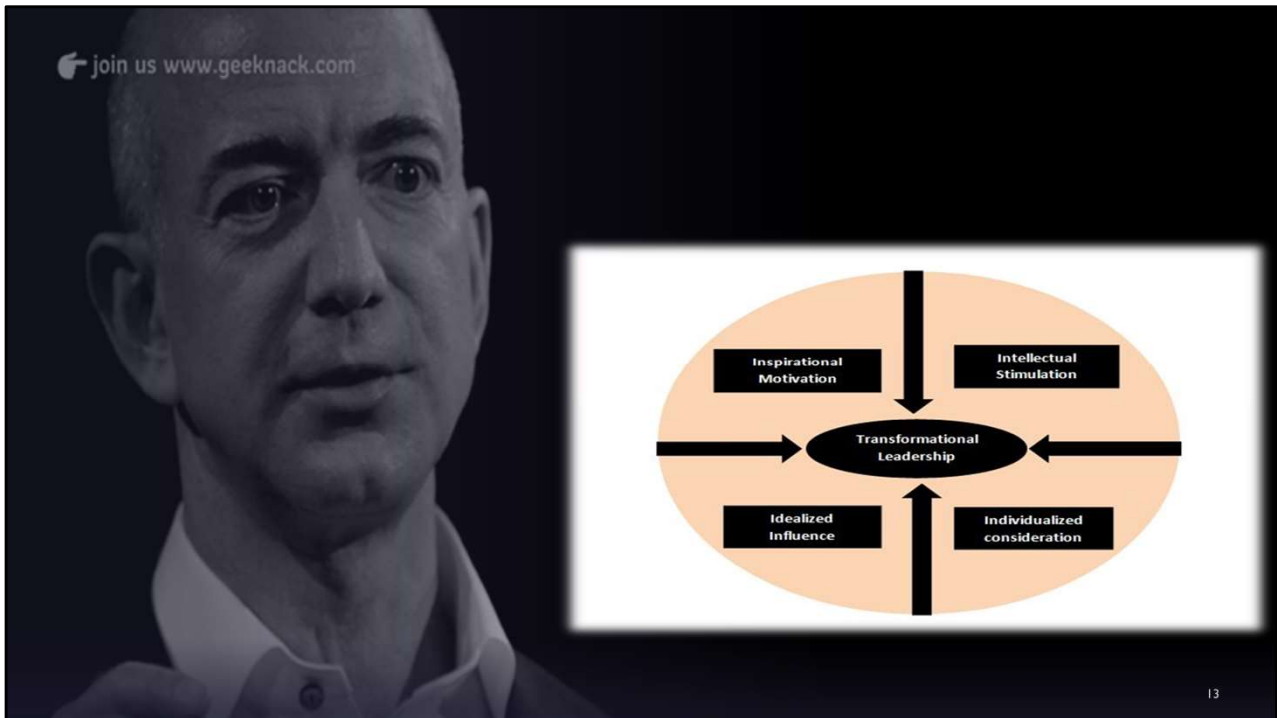
Transformational leadership

Iva Naydenova – 1914746



12

A leadership style known as transformational leadership affects both society and personal behaviour (Korejan and Shahbazi, 2016). With the ultimate goal of transforming followers into leaders, it brings about meaningful and beneficial transformation in the supporters. Bezos is renowned for being a task-focused and transformational leader. Bezos sought out and continues to seek out inventive methods to alter his business. He is a leader renowned for using imagination to plan and produce results. Leaders who are transformational are energised, passionate, and driven. Personalised responses from transformational leaders enable people to discover their full potential. The results of transformational leadership are beneficial and enduring.



Jeff Bezos leadership style traits:

The capacity to take on new problems. Jeff Bezos' ability to rise to new obstacles allowed him to think creatively and improved his capacity for fresh encounters, exposures, and creations. For instance, despite the fact that the epidemic has severely impacted many firms, Amazon's stock has grown by 70% (Neate, 2020). Inspirational. Because he is eager to put in the effort needed to accomplish the objective, Jeff Bezos has found such prosperity with Amazon.com. These ideals and personal opinions also show in the way he manages and motivates his staff to accomplish the objectives of the company. Jeff Bezos, increased his wealth by £10 billion in a single day. Innovation and curiosity. Jeff Bezos is constantly interested in how things function, willing to take chances, and creative in his approach to problem-solving. Amazon.com has had a lot of success by being inventive. Neate (2020) notes that the Amazon Corporation is constantly open to experimenting with fresh thoughts and ideas. This caused Amazon shares to rise by 70%. Determination. Because of his relentless pursuit of goals, Jeff Bezos inspires his team members to do the same in all areas of their expertise. This is especially clear in the widespread perception that working at Amazon is extremely hard. Due to his perseverance, Bezos, who founded Amazon in his garage in 1994, still controls 11% of the company's stock, as well as those of space enterprise Blue Origin and the Washington Post (Kantor and Streitfeld,

2015).

Effectiveness of transformational theory.

Increased creativity and inventiveness. Transformative leaders encourage a high level of psychological comfort on their team by welcoming ideas and input from everyone. Thus, more invention and original thought occur in this collaborative environment because of the high level of trust present. Greater team spirit. This raises spirits and even improves teamwork. According to Ghasabeh, Soosay and Reaiche (2015), workers are more than four times more driven to produce their best job when they feel heard. Improved performance of the Company. Improved performance and corporate growth are positively impacted by transformational leaders who are improvement-focused.

Limitations

According to Korejan and Shahbazi (2016), the desire for change may encounter resistance in companies that value current procedures. Although the continuous stress on growth and change can be inspiring, if leaders fail to carefully balance standards and expectations, it can also result in fatigue. Transformational leaders may get so preoccupied with progress that they overlook potential restrictions in the actual world.

Conclusion

Reference list

- Bosse, T., Duell, R., Memon, Z.A., Treur, J. and van der Wal, C.N. (2017). Computational model-based design of leadership support based on situational leadership theory. *Simulation*, 93(7), pp.605-617.
- Ghasabeh, M.S., Soosay, C. and Reaiche, C. (2015). The emerging role of transformational leadership. *The Journal of Developing Areas*, 49(6), pp.459-467.
- Hunt, T. and Fedynich, L. (2019). Leadership: Past, present, and future: An evolution of an idea. *Journal of Arts and Humanities*, 8(2), pp.22-26.
- Kantor, J. and Streitfeld (2015). Inside Amazon: Wrestling big ideas in a bruising workplace (Online). Available at <https://www.nytimes.com/2015/08/16/technology/inside-amazon-wrestling-big-ideas-in-a-bruising-workplace.html?action=click&pgtype=Homepage®ion=CC&column=&module=MostViewed&version=Full&src=mv&WT.nav=MostViewed> (Accessed: 01/08/2022).
- Korejan, M.M. and Shahbazi, H. (2016). An analysis of the transformational leadership theory. *Journal of Fundamental and Applied Sciences*, 8(3), pp.452-461.
- Mouton, N. (2019). A literary perspective on the limits of leadership: Tolstoy's critique of the great man theory. *Leadership*, 15(1), pp.81-102.
- Nawaz, Z.A.K.D.A. and Khan, I. (2016). Leadership theories and styles: A literature review. *Leadership*, 16(1), pp.1-7.
- Neate, R. (2020). Jeff Bezos, the world's richest man, added £10bn to his fortune in just one day. (Online). Available at: <https://www.theguardian.com/technology/2020/jul/21/jeff-bezos-the-worlds-richest-man-added-10bn-to-his-fortune-in-just-one-day> (Accessed: 11/08/2022).
- Northouse, P.G. (2021) *Leadership and Management Theory and Practice*, 9th Edition. California: Sage.



Reference list

- Penney, S.A., Kelloway, E.K. and O'Keefe, D. (2015). Trait theories of leadership. *Leadership in sport*, pp.19-33
- Waldman, D. C. and O'Reilly, C. (2019) *Leadership for Organizations*. 1st edition. California: Sage.