

INTRODUCTION TO LEADERSHIP AND MANAGEMENT
LCBB4008

COMPONENT 1: COURSEWORK:
ESSAY

STUDENT ID:2328068

STUDENT NAME:MIHAELA-MIRELA GRIGORE

Introduction

Leadership is the process of influencing or guiding individuals or groups toward common goals, which is important in any organisational context as it offers motivation and culture and provides the drive to execute performance. According to Western & Garcia, (2018), leadership is the complex interrelationship of traits, behaviours, and situational factors that enable a leader to inspire and mobilise followers. Different styles of leadership within organisations like Facebook and Amazon will be discussed, looking at how these leadership styles change in different situations. Moreover, there will be the inclusion of personal examples and some case studies to give an overall understanding of the practices of good leaders.

Main body

Choosing Organisations and Leadership Styles

The concept of leadership varies across organisations due to the differences in the culture of the company, vision, missions, and problems. There are examples of different leadership styles prevailing over Facebook and Amazon. It can be showcased that companies with different styles of leaders lead the companies differently.

Leadership at Facebook: Transformational Leadership:

One such example of transformational leadership is Mark Zuckerberg, the co-founder of Facebook. This style of leaders transforms and enthuses followers beyond their self-interests for the betterment of the organisation; they continuously innovate (Yukl & Gardner, 2020). It has four components: idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration.

Among the advantages derived from transformational leadership is that it can amount to enthusiasm in employees by providing a vision with which they can easily relate (Bakker *et al.*, 2023). For example, Facebook's purpose "to give people the power to build community and bring the world closer together" has been amid the growth and innovation of this organisation. Finally, such a leadership style provides conditions where constant learning, development of employees, and out-of-the-box thinking on projects are abundant, which tends to give extremely high levels of engagement and job satisfaction, with ownership elevating the project features described above. Moreover, transformational leaders are agile and can turn strategies at will with respect to market change or the emergence of new opportunities, sorely needed in this fast-moving technology industry (Bushuyev *et al.*, 2020). Of course, there are drawbacks to each style, too. Expectations of high returns and an unending quest for novelty can be a source of staff burnout. It can also lead to reliance on the leader's capacity to vision and provide direction, creating a problem when the leader leaves or when vision proves inadequate. Finally, transformational leaders may push change so hard it happens too fast and people become resistant or the changes are not fully implemented. The transformational leadership style at Facebook has had to turn itself around in the face of privacy scandals and increased regulatory scrutiny.

Leadership at Amazon: Transactional Leadership:

Under Jeff Bezos's leadership, Amazon is often called one of the perfect examples of transactional leadership. This type of leader has a focus on routine, supervision, and performance. For this type of leader, it is motivation coming from the possible reward or punishment an employee may receive. Motivation in this style works within specific tasks that need completion efficiently and in a timely environment.

The advantages of transactional leadership include that the leadership clearly delineates structure and expectations; one knows exactly what is expected of them and correspondingly, the rewards or consequences for the performance delivered (Almheiri and Omar, 2022). It is also an extremely efficient and productive way of leading, hence quite befitting to a logistical and operationally demanding company like Amazon. This type of leadership further comprises outstanding achievement of short-term goals quickly, especially when Amazon's market becomes stiff and continues to move at fast speeds.

However, this routine and reward-oriented approach can eventually suppress creativity and innovation. If the intrinsic motivations are not addressed with a balance of extrinsic rewards and recognition, dissatisfied employees and increased turnover could well be the result. As such, transactional leaders more often than not have significant motivational and management problems during times of change, and this is especially true in those industries experiencing that change at an accelerated rate (Frangieh and Rusu, 2021).

The leadership style of Bezos had adjusted to times of incredible growth or when the company had faced a crisis. During the pandemic, Amazon had to suddenly adjust to the increase in demand and disruptions in supply chains. In this regard, Bezos became more transformational by primary insistence on employee safety through health measure investments and temporary wage increases in order to retain employee morale and continuity of operations. Contrastingly, in periods of ordinary operation, it gets instrumental in expressing his transactional style in this fastidious attention towards efficiency, cost-cutting, and maintenance of performance metrics. This is evident in its yearly performance reviews and rigid operational goals; this keeps everything locked together in a reasonable fashion to operate on the massive scale at which Amazon runs both efficiently and effectively. The leadership styles that Mark Zuckerberg exudes at Facebook and Amazon's Jeff Bezos prove exactly how leaders have to adapt their respective approaches to organisational requirements and external challenges (Lyon, 2021). It is the transformational leadership style that instigates innovation and growth of employees at Facebook (Waldman and O'Reilly, 2019). At Amazon, it would be the transactional leadership style that puts pressure on efficiency and performance.

Describing Personal Experiences

In my journey, I had the opportunity to head a small project team during an internship at a marketing firm. That means I was entirely in charge of planning activities, scheduling them, and ensuring the project met all of the client's expectations.

I adopted quite a democratic leadership style, whereby I would encourage other members of this team to air their ideas on topics under discussion and actively involve themselves in decision-making. Adopting this stance, brought forth a collaborative environment within

which, in addition, the team had owned the work with motivated innovative solutions towards its successful final outcome. In my academic career, I also have observed another leadership style in a group project. The group leader, in this case, used to exhibit an autocratic leadership style since he made his decisions based on his hunches and used to monitor our progress every time. These experiences integrated with the leadership theories would suggest that adaptability was the critical characteristic of servant leadership (Lo *et al.*, 2020).

The democratic style would work fine where creativity and team involvement are the requirements, whereas the autocratic style would come in handy where deadlines are tight or compliance is a serious matter. In essence, these observations underscore situations when leaders have to appraise situational demands and adjust the styles correspondingly for optimal results.

Integrating Personal Experiences with Theory

This will enable the simulation of personal experiences related to leadership theory and create valuable insight into how such concepts may be approached in reality. According to Lewin's theory of leadership styles, the democratic style that I adopted at a marketing firm where I was interning *prima facie* falls within his theory. According to Vincent and Baptiste, (2021), Democratic leaders encouraging participative group activity and creativity would result in higher satisfaction amongst employees and team cohesion. According to my experience, this was a key strategy for a more involved and highly motivated team in working out innovative solutions that would guarantee successful project results. This builds on the benefits identified in Lewin's theory and further explains how participation in decision-making can foster creativity and improved performance among members of a team (Villeneuve and Bouchamma, 2021).

Contrasted with this, my experience with an autocratic leader in an academic group project is quite consistent with Lewin's autocratic style: leaders make decisions, and their subordinates carry out the execution (Northhouse, 2022). The system ensured efficiency and clear direction in our suitably brief window of time. On the other hand, it lowered morale within the team and brought limited creativity to bear, clearly realising the disadvantages of the technique as pointed out by Lewin in his framework.

The transformational leadership theory by Bass and Avolio is focused on inspiring and motivating followers to move beyond self-interest for the betterment of the organisation (Chua and Ayoko, 2021). This sounds very near to my observation about Mark Zuckerberg's leadership at Facebook, where his vision-driven approach inspires employees to innovate constantly.

These experiences point all the more toward the importance of situational leadership, as proposed by Hersey and Blanchard. Effective leaders view the needs of the situation and modify their style accordingly (Setiawan *et al.*, 2021). For instance, in my internship, people did reach their creative potential really well with the democratic approach, and tasks were done by adopting an autocratic style in my academic project. This is essential transferable leadership skill development, enabling leaders to negotiate a range of challenges and strive toward optimised team performance in divergent contexts. Theory integrated with experiences or practical applications enhances our ability to better understand effective leadership practices and how they might be applied in various situations.

Conclusion

In the end, leadership styles are increasingly crucial to organisational effectiveness as well as adaptability. The transformational leadership style at Facebook drives the creation of new ideas through motivation, and the transactional leadership at Amazon is one that ensures efficiency and effectiveness. While situational characteristics of leadership are underpinned by personal experiences, they also bring out the concepts of adaptation. Such lessons are that this is an effective leader who needs to balance visionary inspiration with practical efficiency, moderating styles against the situational demand for leadership. Successful leadership in the future approaches for doing business would be vested in flexibility, employee empowerment, and continuous learning to overcome the complex and dynamic business environment. Strategies such as these can foster continuous growth and create a resilient organisational culture.

References

- Almheiri, M.M.O. and Omar, R., (2022). Leadership Styles and competitive advantage: Does Employee Creativity mediate the relationship. *South Asian Journal of Social Sciences and Humanities*, 3(1), pp.106-124.
- Angeles: SAGE.
- Bakker, A.B., Hetland, J., Olsen, O.K. and Espevik, R., (2023). Daily transformational leadership: A source of inspiration for follower performance?. *European Management Journal*, 41(5), pp.700-708.
- Bushuyev, S.D., Bushuiev, D.A., Bushuieva, V.B. and Bojko, O.O., (2020). Agile transformation by organisational development projects. *Bulletin of the National Technical University" KhPI". Series: Strategic management, portfolio, program and project management*, (1), pp.3-10.
- Chua, J. and Ayoko, O.B., (2021). Employees' self-determined motivation, transformational leadership and work engagement. *Journal of Management & Organization*, 27(3), pp.523-543.
- Frangieh, M. and Rusu, D., (2021). The effect of the carrot and stick transactional leadership style in motivating employees in SMEs. *Revista de Management Comparat International*, 22(2), pp.242-252.
- Lo, P., Allard, B., Wang, N. and Chiu, D.K., (2020). Servant leadership theory in practice: North America's leading public libraries. *Journal of Librarianship and Information Science*, 52(1), pp.249-270.
- Lyon, D., (2021). Surveillance, transparency, and trust. *Trust and Transparency in an Age of Surveillance*, p.243.
- Northhouse, P.G. (2022). *Leadership: Theory & Practice*. 9th ed. London: SAGE.
- Setiawan, R., Cavaliere, L.P.L., Navarro, E.R., Wisetsri, W., Jirayus, P., Chauhan, S., Tabuena, A.C. and Rajan, R., (2021). The impact of leadership styles on employees productivity in organizations: A comparative study among leadership styles. *Productivity Management*, 26(1), pp.382-404.
- Villeneuve, A. and Bouchamma, Y., (2021). Planned organizational change in a professional learning community: implementation and experimentation of a practice-driven decision-making process using local multisource data. *SN Social Sciences*, 1, pp.1-22.
- Vincent, J. and Baptiste, M., (2021). The Impact of a Democratic Leadership Style on Employee Satisfaction, Customer Satisfaction, and Customer Loyalty at a Midsized Nonprofit Sport and Recreation Center. *Global Sport Business Journal*, 9(1), pp.79-101.
- Waldman, D. C. and O'Reilly, C. (2019). *Leadership for Organizations*. 1st ed. California: SAGE.

Western, S. & Garcia, E. (2018). *Global Leadership Perspectives: insights and analysis*. Los
Yukl, G.A. & Gardner, W.L. (2020). *Leadership in Organisations*. 9th ed. Harlow: Pearson.