

Module: Leadership and Management

theory and practice

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INTRODUCTION

Leadership refers to the ability of the individual or it may be the group of individuals which use to influence and guide the followers or the other member of the company. This is the vital management function which used to help and direct the organization resources and improves the efficiency and achievements of objectives. The current assignment is based on Costa Coffee which is the British coffee house chain in Dunstable England. The report will outline the information about the organization and will review on the leadership and management theories and models. Further this report will outline the application of theories and model to the leader and reviewing own experience and areas of development.

Costa Coffee shop is the British coffee shop chain having its headquarterd in Dunstable England. The organization was founded in the London in 1971 by the brothers Bruno and Sergio Costa. They started as the wholesale operation by supplying the roasted coffee to the caterers and specialist Italian coffee shops. The company used to make the products like coffee, Tea, sandwiches, and iced drinks (Kiral, 2020). It is the second largest coffee house chain in the world and the largest coffee house in the market of UK. The organization has grown to 3,401 stores in almost 31 countries and having 18,412 employees. The business has almost 2121 restaurants in UK and have 6000 Costa Express vending facilities.

Reviewing of leadership and management theories and models

Leadership is the process which makes the person influence others to achieve that objective and helps in direct the group that makes it more coherent. The following leadership models and theories are as described below:

- 1. Great Man Theory:** In this theory of leadership, the leadership is seen as the heroic act on the part of the individual. There is something different about the person's combination of qualities, personality traits and the abilities to set the person as the great leader (Heyler and Martin, 2018). This is the simple theory for the business as businesses have long been turning to the individuals and helps them to achieve the common goals.
- 2. Lewin Theory of Behavioural Leadership:** In this model of leadership, Kurt Lewin used to argue that there are basically three types of leaders which are Autocratic, Democratic and Laissez- faire types of leaders. The autocratic leaders used to make their own decisions

without discussing any matters with the team members. The decision- making is fast as the leader itself make the decision without having any discussion on them. The democratic leadership is the type of leadership in which the leaders used to have input of their team before making the decisions (Wang, 2018). This is the best style of leadership that makes the employees to participate in the decision- making process. In the Laissez- faire leadership the employees used to do as they want, and the leaders don't interfere what their employees are doing. In this theory the individual used to learn the new and innovative skills and become the good leader as it is one of the best leadership theories.

3. **Transformational leadership:** James MacGregor has the developed the theory of transformational leadership in the context of the social and political leadership. The transformational leadership is the approach that used to cause the changes in the individuals and the social systems. This leadership used to create the valuable and the positive changes in the followers by having the end goal of developing the followers into leaders. The transformational leaders used to motivate the followers to support each other and overall business (Kwan, 2020). The transformational leader's power includes the inspirational motivation, idealized influence, intellectual stimulation, and individual consideration. This theory used to talk about the leader who is basically inspirational and charismatic and encourages their followers to have better transform and perform the better task.

Models of leadership: There are many types of leadership models which helps the leaders to have the good scope of the work which are as described below:

1. **Team- oriented Leadership:** This type of leader used to set the positive example by having the collaborative team environment by focusing on the individual strengths and encouraging them to have reach the highest (*20 Types of Leadership Models and Theories in Management*, 2022). This is also called the people-oriented leadership that tends to be more effective which increases the productivity and employee engagement and employee satisfaction.
2. **Authoritarian Leadership:** The autocratic leaders are the leaders that are extremely the task oriented and have no interest in the collaborative decision- making. The leader used to

have the full and overall control on their team and used to motivate their team by strict rules and punishments.

3. **Bureaucratic Leadership:** This type of leadership model is often adopted by the managers of the company who are the better administrators than the leaders. This type of leadership used to involve the great focus on the results and performance, having the strict chain and used to answer the shareholders (Turnnidge and Côté, 2018). This type of leadership is greatly used where the strict and safety standards are required by following the tergal regulations.

Application of theories and models to the leader of the organization

The organizational leader can have the Great man theory which helps them to show something different about the person's combination of qualities, personality traits and the abilities to set the person as the great leader. By having this it will have the good impact on the leadership in the organization.

The cited organization can also apply the Lewin theory of behavioural leadership which helps the organization's individuals to learn the new and innovative skills and become the good leader as it is one of the best leadership theories (Asbari, 2020). In this the democratic leadership style is best as it makes the employees to participate in the decision-making. This will have the great impact on the leadership in Costa coffee shop leader.

Applying the team- oriented model on the organization makes the organization to have the great team by having the collaborative team environment by focusing on the individual strengths and encouraging them to reach the highest potential. This model will help the leader to increases the productivity and employee engagement and employee satisfaction in the organization.

These are the best model and theories that the company can apply to make the organization to increases the productivity by having the good leaders. This will make the organization to have the great impact of the leadership on leader of the cited organization.

Critically reflecting own experience of leadership and areas of own development

Leadership is the great process that helps the person to influence and guide the employees to have the good productivity in the organization. As the leader of Costa Coffee

house, I have learned many new and innovative skills that helps me to become the better leader. There was the situation when the organization was not able to make the good decisions for the company. So, by following the democratic leadership I used to gather the employees of the organization and ask them about their point of view to make the good decisions which makes them feel valued in the organization (Clark and Harrison, 2018). My experience as the leader in the organization is so great which makes me to develop the time management skills by managing the work on time. I have seen that the person cannot learn and truly develop as the leaders if he is not having the capability of having the continuous and deep learning. By managing the work as the leader, it helps me to understand and have the reflection on own learning to analyse the situation and make the good decisions. In the today's era the role of leader is extremely important for the successful performance of the organization.

The leader in organization must learn the good skills which helps them to have both professional and personal success in life. As the leader my communication skills were not good which has affected my work in the organization as I was unable to have the proper communication with the employees. With my knowledge and experience as the leader I have understood the importance of making the proper and far decisions in the organization. In my leadership role I use the team- oriented model that refers to make the decisions by having the views of the employees as well while making the decisions. This model helped me a lot to make the decisions. By this the employees in the organization used to feel motivated and feel valued while working in the organization. As the democratic leader I used to support the employees in their best decisions for the company which helps me in the betterment of the workplace. My interpersonal skills were not also good which sometime mismanages the work and have effect on the decision-making of the company.

As I have understood that the good leaders help the employees helps to develop the skills of the co- workers by motivating and sharing the knowledge to them to improve the capabilities. By the leader in the organization, I used to motivate the employees in their working which encourage and motivates them to have the great work in the organization. I used to provide the extra incentives and bonus which used to increase the productivity and profitability of the organization. This role helps me develop my analytical skills and team

working skills which helps me to develop the productivity by motivating the employees in the organization. To be the good leader, one must have the good communication skills, progressive thinking, decision- making skills, negotiation skills, interpersonal skills, and the good confidence to cope up with the challenges (Kapoor, 2021). As the leader in the organization, I was unable to manage the workload which used to decrease the productivity and productivity of the company.

As the leader I was little weak in some skills that used to reduce my efficiency in the organization. I must need to ensure the weak skills and need to improve those skills which helps me to become the good leader of Costa coffee house.

Action plan

<i>Skills to be developed</i>	<i>Actions will be taken improve the area of development</i>	<i>Resources needed</i>	<i>Target get to improve the area of development</i>
Communication skills	To improve my communication skills, I must do the good communication with the employees and other staff in the organization. This will improve my communication and negotiation with staff and other members.	Human resources are needed with whom can have the communication that can be employees or other staff in the organization.	I will improve these skills in almost two to three months.
Decision- making skills	To make the good decisions I must work on this skill. By taking the new projects and	New projects and employees which help me to make the good decisions in the coffee	I will improve these skills in almost two to three months.

	making the own house (Chou and decision will help me Naimi, 2020). to improve this skill.	
Time- management skills	As my time management skills is good but at the time of workload, I must manage the work timely which will help me to manage the workload.	Skilled and qualified employees, new and innovative technology for better management of work and good projects.
		I will improve these skills in almost three months.

CONCLUSION

From the above report it is concluded about the brief information about the organization. The report has evaluated on the leadership and management theories and models. Further this report has also described about the application of theories and model to the leader. At last, the report has concluded about the reviewing the own experience of leadership and the areas for the development. By making the personal development plan it helps to develop the skills of the leader in the organization.

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APPENDIX

Leadership Development Plan

What are my leadership development objectives?	What leadership activities I must perform?	Where will I develop my leadership to achieve the leadership objectives?	Target date
Improve the communication skills	I must do the good communication with the employees and other staff in the organization.	At the workplace.	End of May
Managing workload	To be the good leader, I must focus on the things which will help me to manage workload.	At the workplace	End of May