

# Assessment one

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INTERVIEW  
Assessment one

Module : Leadership and management,  
theory and practice (LCBB6003)

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|                                                                                     |    |
|-------------------------------------------------------------------------------------|----|
| Introduction .....                                                                  | 1  |
| The meaning of an interview, expectations and short answers .....                   | 2  |
| What are the duties and how should they be discussed during an interview? .....     | 2  |
| Typical leadership duties and examples based on the interview answers received..... | 2  |
| Setting a vision and objectives .....                                               | 2  |
| Inspiration and communication .....                                                 | 2  |
| Team building and development.....                                                  | 3  |
| Making decisions .....                                                              | 3  |
| Conflict resolution and challenge management .....                                  | 3  |
| Leading by example.....                                                             | 4  |
| Leadership that can be meet in a warehouse.....                                     | 4  |
| Brief information about the job .....                                               | 4  |
| Experience in a starting position as a leader .....                                 | 5  |
| Challenges that a leader can go through.....                                        | 7  |
| Challenges : .....                                                                  | 7  |
| Positives.....                                                                      | 7  |
| Negatives .....                                                                     | 8  |
| Appendix 1 .....                                                                    | 11 |

## Introduction

To understand the complexity of an interview or any activity in everyday life, questions and answers are necessary. Questions like "why?" and "how?", but of course there can be a greater variety of questions.

In principle, explanations and examples of the leaders' responsibilities must be found in these lines. But we often notice that theory can have several practical variants, that's

why we chose a manager with short-term experience from a field that is very trivial at first glance, but in fact very important and complex.

### The meaning of an interview, expectations and short answers

#### What are the duties and how should they be discussed during an interview?

When asked about leadership duties in an interview, a candidate is expected to discuss the roles and responsibilities that go along with motivating and inspiring their team or organisation to achieve its objectives.

### Typical leadership duties and examples based on the interview answers received

#### Setting a vision and objectives

Setting a clear vision and goals for the team is essential for the leader. To offer direction and motivate everyone to strive towards a single objective, this entails establishing direction, purpose, and goals.

As the interviewee's team leader, for instance, he developed a vision to establish a customer-centric culture and set specific quarterly goals to increase customer satisfaction by 20% while also concentrating on the employees who are the key players in the customer satisfaction game.

(BBC Business management, 2023) (Indeed editorial team, 2022)

#### Inspiration and communication

The vision, objectives, and expectations of their team members must be successfully communicated by the leader. They ought to encourage and inspire them to do their best effort. This may be accomplished by holding frequent team meetings, having one-on-one conversations, and giving criticism and praise when it is due.

For instance, the leader in question said that he utilised storytelling tactics to motivate his team to surpass their objectives and convened weekly team meetings to make sure that everyone was in agreement with the company's aims and completely understand it.

(BBC Business management, 2023) (Indeed editorial team, 2022)

### Team building and development

Building a strong, diverse team and cultivating an atmosphere that encourages development and cooperation are the responsibilities of a leader. They ought to recognise people's specific skills, offer chances for professional advancement, and encourage team members to accept responsibility for their job.

The interviewee's leader said that by starting a mentorship programme in which senior team members helped out new workers (or the ones in need), better skill development and more employee happiness were the results.

(BBC Business management, 2023) (Indeed editorial team, 2022)

### Making decisions

Even under difficult circumstances, key decisions must frequently be made by leaders. They should gather relevant information, analyze options, and make informed choices that align with the organization's goals and values.

For instance, the leader who was questioned had to choose between purchasing new equipment and recruiting more employees due to a limited budget (the decision belonged to a larger group of people, but this leader's idea or opinion was also necessary). It was found after careful consideration that investing in existing employee training would be a more cost-effective approach.

That is, he would rather help employees do tasks than bring equipment and other new people who need training.

(BBC Business management, 2023) (Indeed editorial team, 2022)

### Conflict resolution and challenge management

Leaders should be adept at resolving conflicts and addressing any challenges that arise within the team or organization. This involves actively listening to concerns, mediating disputes and finding constructive solutions.

In a previous project, the interviewed leader encountered a conflict between two team members with different opinions. He organized a meeting, facilitated open communication, and helped them find a middle ground that not only resolved the conflict,

but also improved their working relationship.

(Indeed editorial team, 2022) (BBC Business management, 2023)

#### Leading by example

Leaders should act as role models and demonstrate the qualities and behaviors they expect from their team. This includes being responsible, ethical and showing a strong work ethic.

In the leadership role of the interviewed leader, he consistently arrived early, met deadlines and went above and beyond to ensure high quality work. This motivated the team to emulate those behaviors and contributed to a positive work culture.

Answers to the questions were provided through an open conversation and in line with the theory, aiding in a thorough explanation and comprehension. With these answers, the questions that will follow were somehow built (refer to appendix 1).

#### Leadership that can be met in a warehouse

In a warehouse setting, different types of leadership styles can be observed based on the approach and behaviors of leaders.

It's critical to remember that leadership styles can change based on the particular circumstances, organisational culture, and preferences of the individual leaders. Depending on the demands of the team and the circumstances, some leaders may also combine a number of different leadership philosophies.

(National Careers Service, 2023) (Roberth, 2016)

#### Brief information about the job

First, we need to know the basic details. Interviewed: Ryan Mortimer, warehouse leader of a well-known company which he joined in November 2022

The day-to-day management of a warehouse facility is the responsibility of a warehouse leader, sometimes referred to as a warehouse supervisor or warehouse manager. Their primary responsibility is to guarantee the effective and efficient administration of the logistics, warehousing, and storage activities.

According to what Ryan said, he must consider the task management of the team. That is, he is responsible for managing and leading several people who formed a team of warehouse workers. If the need intervenes, he can interview a person for employment, he can train him so that in the end he ends up supervising his performance. Therefore, conduct is important and requires the distribution of tasks and the provision of guidance to ensure that the team functions in efficient ways.

He is responsible for a large number of tasks: inventory management (ensures stock levels are optimized, performs regular stock checks and manages the replenishment process), operational efficiency (analyzes workflows, identifies bottlenecks and implements strategies to increase productivity, reduce errors and minimize costs), safety and compliance (enforces safety protocols, conducts regular safety inspections and provides training to warehouse personnel to promote a safe work environment), customer service (often interacts with customers or customer representatives).

He stated that he needed certain qualities for employment, which fortunately he has: effective communication, strong problem-solving skills, the ability to motivate and delegate tasks, organized, adaptable and flexible. All this to ensure a productive environment.

#### Experience in a starting position as a leader

A new leadership position may be an overall thrilling and difficult experience. It entails assuming a position of power and responsibility where you are expected to lead and inspire people to accomplish common objectives. (Jeanne Sahadi, 2019)

In general, the new leadership experience included the following critical components:

- **Learning curve:** When you move into a new leadership role, there is usually a learning curve. You will need to familiarize yourself with team dynamics, organizational culture and the specific challenges and opportunities that come with the role. It may involve studying company policies, understanding responsibilities, and getting to know team members.
- **Building Relationships:** It is critical to establish trusting bonds with your team members. Establishing trust, keeping lines of communication open, and being

aware of their advantages, disadvantages, and goals are crucial. Collaboration, loyalty, and productivity are fostered by developing relationships and establishing a favourable work atmosphere.

- **Creating a Leadership Style:** You will have the chance to identify your leadership style as a new leader. Understanding your own traits, principles, and preferred methods for leading and inspiring others can help you achieve this. It is a constant process that calls for introspection, flexibility, and continuing learning.
- **Overcoming hurdles:** Leadership positions sometimes include hurdles and challenges. These might involve handling conflict, making tough choices, resolving issues with performance, or adjusting to organisational change. Effective leaders can meet these obstacles head-on with resiliency, problem-solving abilities, and a positive outlook.
- **Establishing a vision and plan** is the responsibility of new leaders for their group or organisation. To do this, goals must be in line with the overall objectives of the organisation, along with important priorities and a success road map. The team is more inspired and motivated to work together towards a single objective when the vision is clearly communicated.
- **Empowering and developing others:** A significant part of leadership is empowering and developing others. This involves providing guidance, support and opportunities for growth to team members. By delegating tasks, encouraging autonomy, and fostering a learning environment, leaders can help their team members reach their full potential.
- **Celebrating success and learning from failure:** Boosting team morale and maintaining motivation require acknowledging and celebrating victories, both large and little. Leaders should also promote a culture of continual development and consider failures as teaching moments. Leaders may promote innovation and progress by taking responsibility for their mistakes and making necessary adjustments.

The new leadership experience is dynamic overall and offers many chances for both personal and professional development. It requires a blend of formidable interpersonal abilities, strategic thinking, adaptability, and a dedication to encouraging and assisting

others. Accepting the duties and difficulties of leadership may result in great experiences and benefit both people and organisations.

(HSBC TEAM, 2021) (Alexandra, 2022)

### Challenges that a leader can go through

#### Challenges :

1. Introduce new concepts, procedures, or methods and you may encounter opposition from team members who are used to the status quo. It might be difficult to get over opposition and cultivate a culture that is accepting of change.
2. Management of disagreement. As a leader, you could come with disagreement inside your team or between people and teams. Strong interpersonal skills and conflict resolution strategies are necessary for efficiently settling disputes and upholding a peaceful workplace atmosphere.
3. Juggling several obligations and priorities may be difficult. Increased time demands, such as supervising activities, attending meetings, developing team members, and managing stakeholders, are frequently faced by new leaders.
4. It might be challenging to deal with poor performers on your team or to provide them criticism and pointers. It takes subtlety and good communication skills to have uncomfortable talks while keeping motivation and promoting progress.

(Leading Effectively Staff, 2020)

#### Positives

1. Impact and influence: As a leader, you have the chance to have a big impact on the development and success of your group and company. Your choices, deeds, and leadership may influence the course and results of projects and initiatives.
2. Personal and Professional Development: Assuming a new leadership position enables you to hone and enhance your leadership abilities. You get the chance to hone your abilities in problem-solving, communication, decision-making, and strategic thinking.
3. Building a high-performing team: As a leader, you can create an environment that encourages collaboration, creativity, and productivity. Developing a high-

performing team that achieves goals and works well together can be extremely rewarding.

4. Recognition and Rewards: Successful leadership often results in recognition and rewards from both your team and upper management. Positive feedback, promotions, and increased responsibilities can be motivating and validating.

(Tom, 2022)

### Negatives

1. **Work-life balance:** Finding a work-life balance can be challenging, particularly when there are strict deadlines, pressing projects, or team problems. It becomes essential to uphold limits and practise self-care.
2. Criticism and Investigation: As a leader, you can come under investigation or criticism from a variety of parties, such as team members, supervisors, or clients. It might be difficult to handle criticism and expectations while maintaining goal-focused attention.

(Tom, 2022)

- Ryan positive aspects:

Performance Monitoring: Transactional leaders closely monitor employee performance and progress. Regular feedback and performance evaluations can help identify areas of improvement, allowing timely corrective measures to be taken.

- Ryan negative aspects:

Reliance on External Motivation: Transactional leaders heavily rely on external motivators, such as rewards and punishments, to drive performance. This can result in employees becoming solely motivated by extrinsic factors, rather than developing intrinsic motivation or a sense of ownership.

(Hitendra, 2023)

### Review :

By asking the questions found in Appendix 1, we were able to obtain information about a candidate's leadership skills, his ability to adapt his style to different situations, his general but also his personal (Ryan's) approach to making decisions and solving conflicts and the commitment to stimulate collaboration and growth within a team. The answers helped me to identify the type of leadership to which Ryan belongs.

Although Ryan has a mixed leadership style, that means he can adapt to situations and change his style. He seems to have more of a transactional leadership style which of course can be effective in certain contexts, especially in environments that require strict compliance, routine tasks and clear performance goals.

Transactional leaders focus on clarifying roles, responsibilities, and goals. They set clear expectations, provide performance-based rewards or consequences, and closely monitor progress. This dominant style at Ryan can be suited to managing routine warehouse operations and ensuring compliance with established procedures.

From the experience of transactional leadership, there are several valuable lessons that can be learned: clear expectations and communication, focus on performance and accountability, importance of rewards and incentives, compliance with standard operating procedures, acknowledgment of limitations, balancing structure and flexibility, continuous improvement and adaptability.

It is important to note that while transactional leadership has its merits, effective leaders often combine various leadership styles to create a more holistic and adaptable approach that fits the needs of their team and organization.

(Indeed editorial team, 2022) (Hitendra, 2023)

### Transactional Leadership

Transactional leaders typically approach decision-making in a leadership role by relying on established processes and procedures. They emphasize efficiency, task completion, and adherence to predetermined standards. In terms of decision-making, transactional leaders often make decisions independently based on their authority and expertise.

While transactional leaders may gather information or data to inform their decisions, they tend to rely on their own judgment and experience rather than actively seeking input from others. This style of decision-making aligns with the transactional leadership approach, where leaders set expectations and provide rewards or consequences based on performance.

Transactional leaders prioritize efficiency and maintaining control over the decision-making process to ensure tasks are completed according to predetermined standards. They may have a hierarchical leadership structure where decision-making authority rests primarily with the leader, who then communicates the decisions to the team.

<sup>9</sup> However, it's important to note that transactional leadership is not the only approach to decision-making, and leaders may <sup>10</sup> adapt their style depending on the situation or the needs of their team. In certain cases, transactional leaders may involve team members in decision-making, especially when it aligns with their goals of performance monitoring and accountability.

(Indeed editorial team, 2022) (Entrepreneur staff, 2023)

## Conclusion

I understand that leadership development is an ongoing journey that requires self-reflection, commitment to learning, and a willingness to adapt and grow. By constantly seeking opportunities for improvement and actively developing leadership skills, individuals can become more effective and successful leaders in their respective workplaces.

During the interview with a transactional leader, the findings revealed how their leadership skills contributed to their success.

Their leadership approach helped create a structured and goal-oriented environment, promoting individual and team performance, and fostering a sense of accountability and motivation among their peers.

This experience taught me the importance of recognizing and embracing the unique strengths and preferences of individual team members. It reinforced the idea that

leadership should be tailored <sup>13</sup> to the needs of the individuals and the collective team, promoting an environment that fosters both individual growth and overall team success.

## Appendix 1

What is the overall experience of a new leadership ?

Which type of leadership we can meet in a warehouse ?

Which are the challenges, positives, negatives things which it is going through a new leadership related to leading and managing people and tasks ?

Which are the duty as a leader, positive and negative that happen specifically to you?

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