

**Critically evaluate the different approaches to leadership
and their effectiveness within the hotel industry**

Student name: Maria Mihaly

Student ID: 2210756

Management & Organisational Behaviour (BMIH5004)

Lecturer name: Ernest Balutie Wavei

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This essay discusses different types of theory. Managers in the hospitality sector are interested in applying theory. Provide an example of successful leaders in the hospitality sector. Those who use some of the proven styles based on theories. It describes and analyses management style. What are the advantages and disadvantages of different leadership styles? It presents the theories of various great minds, including John Aider etc. Compare different theories. Douglas McGregor built x and y management theory based on 1950s and 1960s observations. According to his theory, all managers can be divided into two groups. These x and y. Lumin (2024), He significantly changed the direction of managerial thinking and its implementation. Challenging certain underlying beliefs about human behaviour in organisations, he delineated a novel responsibility for managers: Instead of issuing commands and exerting control over subordinates. Managers should aid individuals in achieving their maximum potential. McGregor's Theory Y is based on the notion that employees are not innately lazy but rather capable of self-direction, self-control, and generating valuable ideas and proposals to enhance organisational success. (McGregor, 2006) By using effective management practices, such as setting clear objectives, offering incentives, and involving employees in decision-making, both individual and organisational goals can be achieved simultaneously.

Unlike Theory Y, McGregor proposed that conventional managerial assumptions (referred to as Theory X) represent a contrasting and pessimistic perspective. According to this view, employees are perceived as lazy, lacking the ability to make decisions for themselves, and exhibiting minimal autonomous work behaviour. Additionally, they are believed to have limited contributions to offer in terms of organisational success. (Kopelman, 2008) Theory X managers hold the belief that employees require strict supervision, direction, and the threat of punishment to motivate them to exert the necessary effort towards achieving organisational goals. Compares with autocratic leadership style is similar. In both cases, the expected result is achieved by penalty. (Russ, 2013) Organizational behaviour and human relation. Published in 1973 by leadership specialist John Adair, action-centred leadership (ACL), often known as the "Three Circles Model," is a widely used and significant strategy. Rather than emphasising your preferred leadership style, it focuses on the fundamental steps you must follow to properly lead your team. This theory describes a work group as a task, team, or individual. (Adair, J. 2018, 50–60 p.) Adair asked and

answered an important question. Were the leaders born or trained? Aider replied that he was trained. The crucial query is: Is it possible to nurture and educate individuals who have the capacity to be leaders? The answer is yes. The manager is capable of leading small teams, at least at the most basic level. (Adair J., 2007) This example shows very well that you can be born as a leader. David Marriott probably inherited his skills. If your ancestors were all leaders, however, you must absolutely build your knowledge to be a future leader. No one can be a good leader without training. In this case, Marriott's ancestors must have passed on the knowledge to David. This is how he became Chairman of the Board of Marriott International, Inc., the world's largest hospitality company with nearly 8,800 properties across 139 countries and territories and over 30 brands. (Marriott International, 2024) Enhancing one's own leadership skills, gaining personal influence, and, crucially, achieving proficiency in fundamental leadership tasks such as strategizing, conveying information, and inspiring others. (Adair, J. 2022, 77 p.) Marriott uses a servant leadership style. Put their clients' and workers' needs first. This strategy has helped Marriott International foster strong client relationships and a positive work culture. Marriott International's leadership principles serve as the foundation of its corporate culture and guide its leaders' actions and choices. These principles work as a guiding tool, ensuring that leaders at all levels of the organisation agree and influencing their actions to achieve success. Marriott's leadership principles are not merely abstract concepts; they are pragmatic directives that embody the company's fundamental ideas and govern its day-to-day activities. Marriott International's dedication to social impact goes beyond its internal policies. The corporation proactively participates in initiatives that have a positive influence on society and the environment. The leadership's commitment to creating an impact and establishing a long-lasting heritage drives these endeavours. An example of this is Marriott's active participation in community development and education initiatives. The corporation collaborates with local organisations to bolster educational endeavours, offering scholarships, mentoring programmes, and vocational training possibilities to marginalised groups. These efforts not only aid in the cultivation of upcoming leaders, but they also bolster the general welfare of the areas in which Marriott operates. Every manager use identifies their own with managerial grid. (Marriott, Leadership Journey, 2024). A little background about Robert Blake. He is another big mind. Who was creating a managerial grid with Mouton, Robert Blake was born on January 21, 1918, in Brookline, Massachusetts. He retired in 1941 and passed away on June 20, 2004,

in Austin, Texas, after a career that lasted until 1997. Education: In 1940, Blake obtained his Bachelor of Arts degree in psychology and philosophy from Berea College, an institution that catered to underprivileged students who were obligated to engage in on-campus employment as a means of paying for their education. In 1941, he obtained a Master of Arts degree in psychology from the institution. Cai, D.A., Fink, at all (2021) Blake and Mouton **developed a managerial grid, which is a tool that can help leaders identify their own style.** Blake and Mouton (1964) distinguished five leadership philosophies using the grid's Cartesian coordinate distribution: the impoverished style, the country club style, the autocratic style, the middle of the road style, and the participatory style. ***The Impoverished or the Indifferent Style:*** This style is best described as that of a manager who assigns tasks and then walks away. The manager doesn't care about people or production. The manager's primary concern is to avoid taking responsibility for any errors. Employing this tactic, managers safeguard their positions and seniority in the workplace. Consequently, a lack of competent leadership has led to disarray, discontent, and disorganisation. ***The county club style, characterised by low production and a low worker count, is prevalent.*** The focus is on the staff members. The manager is paying less attention to production. He prioritises the security and comfort of the personnel. He prioritises the security and comfort of the personnel. He anticipates that this will enhance performance. He has a limited ability to use punitive, coercive, and legitimate powers. This incapacity arises from an apprehension that employing such abilities could endanger relationships with other members of the team. This fosters a convivial ambiance; however, it may not yield significant productivity. (Roy, 2019) ***Produce-or-perish*** managers, who prioritise production over people, utilise a task-oriented approach where they exert pressure on staff members and maintain control over the work environment by prioritising rules and regulations. An impoverished manager is one who prioritises problem-solving over helping staff members or pursuing novel ideas. This type of manager seeks to avoid difficulties rather than focusing on improving productivity. ***Middle-of-the-Road Management: Medium Results/Medium People*** A manager who adopts a middle-of-the-road or "status quo" approach aims to achieve a balance between achieving results and considering the well-being of their team. However, this strategy is not as effective as it may initially appear. By consistently making concessions, they are unable to motivate exceptional performance and fall short of fully satisfying people's requirements. Consequently, people expect their team to produce subpar results.

Team Management: High Production/High People the Blake Mouton model deems team management to be the most efficacious leadership style. It depicts a leader who possesses strong enthusiasm for their work and always strives to achieve the highest level of performance for their colleagues. Effective managers have a strong dedication to their organisation's objectives and vision, inspire and encourage their subordinates, and exert effort to push. They are, nevertheless, also inspiring leaders who look out for their teams. When a group supervisor provides motivation to an individual, it instils a sense of worth, engagement, and commitment towards accomplishing their objectives. The team managers prioritise the production requirements of the business as well as the demands of their employees. The team managers prioritise the employees' demands and the organization's production requirements equally. To accomplish this, they actively engage their team members in determining production requirements and confirming their understanding of the organization's objective. (Mindtools, 2024) Leadership effectiveness fosters a strong sense of dedication and drive among employees, demonstrates personal selflessness, and is believed to cultivate a drive for great performance. Leader effectiveness entails the capacity to articulate a compelling vision for the future of the organisation, to ensure that organisation members are aligned with this vision, and to demonstrate unwavering dedication to the organisation. (Sage journals 2020) Good example David S. Mariott. The other example is Nassetta. Chief Executive magazine named Nassetta "CEO of the Year" in 2020. Since 2007, Chris Nassetta has served as President and CEO of Hilton, leading the company's expansion and growth throughout the world. During his tenure, Hilton grew from 2,800 properties to over 6,500 properties worldwide. It also has 18 brands in its portfolio. Nassetta gave top priority to investments in cutting-edge technology, including Digital Key and the Hilton Honours app. He promoted Hilton's eco-friendly initiatives, such as trash reduction, responsible building, and greenhouse gas emission reduction plans. He also developed a few ground-breaking alliances, such as the one with Lyft that lets users reserve and access Hilton hotel rooms straight through the Lyft app. Nassetta shared a story about the difficulties caused by COVID in the hotels. Many staff members resigned and chose to work at a warehouse instead. (Nassetta, 2021) Hilton: H for hospitality, I for integrity, L for leadership, T for teamwork, O for ownership, and N for right now. This shows how important teamwork is. Nassetta also asks questions during their hiring interview that reflect the individual's ability to work in a team if their ego allows. (The New York Times, 2012) An effective leader

must possess qualities such as honesty, self-reflection, courage, self-respect, compassion, and determination. They should possess the ability to quickly adapt and demonstrate their influence while effectively explaining the vision, showing thanks, and collaborating. Centre for creative leadership (2024) There are three types of managerial leadership. The first is **autocratic**. Where is the power focus? The manager made decisions on his own. Focus on the task. Reinforce and penalise the employee. This approach can be effective in a restaurant setting. **Gordon Ramsay** exemplifies autocratic leadership in his management of his kitchen workers. Gordon effectively demonstrates proficiency in this leadership style. His staff follow him blindly. Fear and punishment push them to achieve better results. Compare the **Democratic style**, which has more group engagement and a stronger focus on the group. The manager is more of a team member, and he shares the role of leader with other group members. Group members have more influence over policy decisions, system and procedure implementation, and decision-making. A democratic type produces a good leader. The team can improve and share good ideas. The team has the potential to achieve more goals, which is beneficial for the hotel industry. Members of the team feel useful. Their ideas, such as the evening plan, are valuable. As a result, the number of visitors increases. In a **laissez-faire** (genuine) style, the manager observes the group of members who work well on their own. The manager passes the decision to the worker. Everyone does what they think is best. The manager does not support the workers. This type of leadership is worse than the democratic type. The manager solely assigns responsibility to the employees. A good manager should mix of types. (Mullins and Dossor, 2013, p.250)

Management and leadership are different. Not every manager is a leader. (Mullins and Dossor, 2013, p. 339) Certain leadership styles combine elements of respect, ethics, and authority. Elkhwesky, Z. *et al.* (2022) What is the present status of leadership theory? The recent information always updates. Corporate executives willingly invest in obtaining answers to these inquiries, and in response, business schools, book publishers, and consulting firms provide them with an abundance of courses, advice books, and training sessions aimed at cultivating new leaders, improving existing leaders, or in today's context, fostering entrepreneurs and innovators. Paradoxically, leadership experts frequently appear to possess limited knowledge on strategy. Are educators and consultants merely recycling outdated and

incomplete theories? Regularly, we survey the idea marketplace to discover any significant advancements in the ongoing pursuit of understanding leadership. Allio (2015)

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) There are three types of managerial leadership. The first is autocratic. Where is the power focus? The manager made decisions on his own. Focus on the task. Reinforce and penalise the employee. This approach can be effective in a restaurant setting. Gordon Ramsay's approach to managing his kitchen staff is a great example of autocratic leadership. Gordon applies this leadership style very well. His staff follow him blindly. Fear and punishment push them to achieve better results. Compare the Democratic style, which has more group engagement and a stronger focus on the group. The manager is more of a team member, and he shares the role of leader with other group members. Group members have more influence over policy decisions, system and procedure implementation, and decision-making. A democratic type produces a good leader. The team can improve and share good ideas. The team has the potential to achieve more goals, which is beneficial for the hotel industry. Members of the team feel useful. Their ideas, such as the evening plan, are valuable. As a result, the number of visitors increases. In a laissez-faire (genuine) style, the manager observes the group of members who work well on their own. The manager passes the decision to the worker. Everyone does what they think is best. The manager does not support the workers. This type of leadership is worse than the democratic type. The manager solely assigns responsibility to the employees. A good manager should mix three types. (Mullins and Dossor, 2013, p.250)

Xy elmélet

Douglas McGregor developed the x and y management theory based on 1950s and 1960s observations. His theory categorizes all managers into two distinct groups. Theory X explains that managers hold a negative opinion of their staff and believe they must coerce or force workers into working. Theory X managers frequently micromanage because they think workers won't drive themselves to finish tasks. Scientific management theory, which prioritises production over input and employee development, is the source of this philosophy. On the other hand, Theory Y asserts that managers believe employees' intrinsic motivation drives them to work. It is crucial for managers to provide opportunities for their staff members to grow and learn. Working in a team, as opposed to alone, is the main focus of Theory Y. McGregor asserts that combining a team environment with an emphasis on personal and professional development leads to better outcomes and a more positive work atmosphere. In today's corporate environment, Theory Y remains applicable and relevant. Lumin (2024), organisational behaviour, and human relations.