

Introduction to Leadership and Management

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Introduction

Leadership is the process of motivating others towards the achievement of a particular goal and leading the business organisational change. Leadership is important to help individuals align their collective guidance for executing strategic plans followed by continuously renewing a business organisation.

IKEA is a Swedish company which sells affordable furniture and home interior products in the global market. The main aim of the company is to bring

inexpensive, design and comfort to people around the globe. The purpose of the study is to recognise the leadership style within IKEA and highlight the changes these leadership styles change based on different situations.

Main body

The selected organisation is IKEA which has a systematic leadership style followed by its leader to run the company in the market. The company has made a massive market presence and growth in the global market by providing affordable furniture products. The first leadership style from the company is a situational leadership style which comes into practice based on the pandemic situation. For instance, during the pandemic physical stores were required to shut down in multiple locations IKEA operated and it focused more on its online channel for sales. IKEA's online sales surged during the pandemic period as people turned homes into schools and offices (Ziady, 2020). Hence, the decision to concentrate on an online channel for continuing the sales of the business can be considered as a decision made by following a situational leadership style. Situational leadership is determined as adapting the style based on the current situation and its related environment. A leader adopts the way of leading and influencing others depending on the circumstances in which the business organisation is operating. In this way, the most effective and suitable leadership style practice is being done by the leaders considering running the business.

Managing the people in the organisation to sustain or complete the current scenario of the business is positioned for obtaining the set goal in the competitive market. The advantages of situational leadership are increased flexibility, enhanced communication and improved employee development. Hence, the leadership of IKEA practising situational leadership will get the advantages of higher flexibility, improved communication and employee

development in an organisational context situation. In contrast, the situational leadership style has its disadvantages involving complexity and lack of consistency. Therefore, the leadership of IKEA will also face these disadvantages of lack of consistency and complexity while operating the business in the market. The situational leadership style of the company should change as it is not suitable for businesses having a longer-term plan. For instance, the situational leadership style highly concentrates on short-term accomplishment instead of long-term changes. In support, IKEA is committed to transforming people and the planet positively by 2030 as its long-term changes (IKEA, 2024). In this scenario, the situational leadership style is not applicable for the business to fulfil this commitment as it focuses majorly on short-term achievement. Whereas IKEA has a long-term changing plan for its business aligning the situation of becoming more sustainable for the community and environment.

Leadership is an essential aspect for individuals to develop for managing and influencing others systematically to reach the set vision. In personal experience, I was part of a debate team where I was the leader of the team and I had the responsibility of influencing others positively to do their best for winning the debate competition. I have seen that my leadership were capable enough to motivate the team members to understand the strategy to compete in the debate competition. As a result, I experienced a positive outcome by leading the team which made an effective team for winning the competition. Hence, my leadership experience was very positive and worthwhile in leading a team to gain the expected outcome. In support of the case study, Unilever is a great example of effective leadership as it concentrates on team building, compassion, courage and agility (Hougaard, 2021). In alignment with this Unilever presents a positive embrace in the global business environment

involving a positive aspect of leading a business organisation collaboratively for supporting people to obtain the set goal. Following this, Unilever sets a prime example of practising effective leadership in the business environment for others to incorporate positive leadership in the business and impact the communities and planet.

In the theoretical aspect, several theories are present which can be followed to enhance leadership ability while leading others. In response to personal experience aligning theoretical aspects, I have come across the participative leadership theory. In alignment theory which focuses on taking inputs from others relating to a particular decision or circumstance. I acknowledge that during the debate competition preparation, I took my team members' inputs related to the strategy to follow in the competition which will make our performance better. Following this, it can be stated that I get linked to following participative leadership theory. It is mainly because I took other teammates' inputs and thoughts related to the way of performing in the debate competition. It also showcases that I am a team-oriented leader who motivates other team members and takes their input before coming to a conclusion or making any decision about a certain situation or scenario. In support form the case study LEGO is one of the best examples of an organisation which focuses on team games and taking other inputs for business decision-making. Following this LEGO provides freedom to employees to experiment with ideas in the team leading a great corporate culture and it is the reason LEGO is considered one of the best to work (Lego, 2024).

Another leadership style that can be found in IKEA is the value-based leadership style. It has been detected that Jesper Brodin the CEO of IKEA has been using this type of leadership style to engage employees in the workplace. Moreover, the CEO of the company uses this type of leadership style so that all

the employees can work collaboratively to accomplish business goals. Value-based leadership style is considered to be one of the common types of leadership approaches that are used by different businesses to promote a collaborative work culture. As said by Bennedsen and Chevrot-Bianco (2021), a value-based leadership style is referred to as a leadership style that aids in building itself on the values of both the leaders and their team. This type of leadership style is based on the philosophy wherein people are generally motivated through the implementation of their personal values in accordance with their daily life activities.

One of the major advantages of a value-based leadership style is that it helps in improving cohesiveness and willingness to work. Thus, the employees operating at IKEA are hard-working and dedicated in nature and they receive motivation from the CEO. Another advantage of this type of leadership is that the leaders remain transparent with the employees, which aids in building bonds. Thus, the relationship between the higher management and employees at IKEA will be strong and can help in accomplishing business goals. However, one of the disadvantages of value-based leadership is that they are subjective in nature and thus can be interpreted differently. Another drawback of this leadership style is that decisions are made on value and they are not effective enough to meet the business goals. In a few cases like where employees fail to determine the main goals or value of performing different activities or there is a lack of collaborativeness, in such a workplace this type of leadership must be followed. Since it will help in promoting collaboration at the workplace through which bushes goals will be accomplished.

While operating under the supervision of a value-based leader I adjoined a broad personal experience. Wherein I along with my leader have discovered that a business organisation can only achieve success when the products or

services are manufactured based on the value of the target audiences. I have learnt that, to achieve further success and establish a strong position in the market, a business organisation will consider the desires of the clients as well as the operating members. This will mainly help in maximising the business productivity and profitability through enhanced sales. As a supporting evidence case example of Rob Webster can be presented, who is a chief executive of the Leeds Community Healthcare NHS Trust. It has been found that he has been a very cooperative employee in nature where he used to stay connected with the operating members and also seeks continuous feedback to motivate them (Westyorkshire, 2024). Moreover, he has also considered the onions or desires of the clients and thereby has proposed different plans to satisfy the consumers needs.

I have learnt about different leadership theories while working on this task. However, one of the most important theories that has aided me in enhancing my knowledge is the Theory of Transformation. It is a decision of a learning process by which a subject moves from unexamined to an examined way. It has aided me in conducting transformation wherein, I promoted a collaborative work culture where all members irrespective of their differences are entitled to get equal opportunity. Thus, the value and brand reputation will be enhanced through the collaboration of different groups of members. Here, as a supporting example, Tesco can be presented, which has promoted a diverse business culture so that all employees irrespective of their differences get fair and equal opportunities to work and build their carrer (Tescopl, 2024).

Conclusion

The above study has presented an overview of leadership and its importance for a business organisation. IKEA followed situational leadership and value-based leadership style. These leadership styles helped the company to make

effective decisions and generate business growth in the market. The reason for the change of these leadership styles in IKEA is also described. In personal understanding, it is suggested that leadership must be more collaborative and supportive to the team while progressing towards the set goal.

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