

Module: Leadership and management, theory and practice

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Introduction

Effective leadership and management initiate with self-awareness. It simply means to work hard and understand self strengths and weaknesses based on the model that helps to give values and establish a culture where you and your team can get respect. Leadership usually teaches an individual to work responsibly and get success in the market. Leadership is an ability to inspire people by gain objectives. It supports a business to work productively in the market along with team members that follow the leader.

Brief information about the chosen organization

For the report, Shell Plc has been considered. It is a British multinational company dealing in the oil and gas industry. The headquarter of the company is in London. Shell is a public limited company that listed itself on London Stock Exchange (LSE). It is one of the best oil and gas companies that made revenue and generated maximum profits with consistent efforts around the world. Thus, it also ranked itself as 10 of the Fortune Global 500 in 2000. Shell is a corporate producer of greenhouse gas emissions by end of 2015. In 1907, Shell was formed through the merger of Royal Dutch Petroleum Company. With a combination of these companies, Shell lead competitively in America and became the largest producer of oil in the global aspect. Shell also entered the chemical industry and dominated itself as a global petroleum industry. Later, the company also partner itself in commercial sea transportation of liquefied natural gas (LNG). In 2016, Shell also acquired BG Group.

The theories and models of Leadership and management

Models of leadership

There are different models of leadership presented. Some of them are discussed as under:

Transformational leadership model

A transformational leader has integrity and vision as his core qualities. The leader will need to work productively to gain objectives through open lines of communication with the workforce by demonstrating respect and integrity to hold staff experience and knowledge. A leader that uses a transformation model needs to focus on mutual respect that would lead towards achieving the satisfaction of staff and their retention to bring improvement with safety and care (Judge & Bono, 2000).

Transactional leadership model

This is another model that works straightforwardly. This model is about rewards. This model has a different concept as employees are concerned with their interest to be motivated by the accomplishment of the assigned task. Transactional leaders use to set out performance goals for corresponding people and give timely rewards to get success (Aarons, 2006). This is believed an effective model to get the work done. However, this model does not focus on making a relationship with staff or seeking their contribution.

Autocratic leadership model

A leader that is followed this model does not consult or consider any opinion of people in making decisions. Leaders by themselves make the course of action and depend on their idea with the expectation that staff will work on assigned tasks (Hermans & Koerts, 2013). Quick decisions are made in this model. Though, an autocratic leader contains a mindful ability to handle and manage employees and work on a potential basis.

Democratic leadership

It is also known as participative leadership. The leader seeks input and works with employees to make final decisions. Leaders focus on collaboration and discuss things with employees to enhance innovation and creativity (Bhatti, et al., 2012). These people might face challenges in various situations, but they all work together. Likewise, this leadership model plays a vital role to motivate employees to participate and think out of the box.

Laissez faire leadership

This model involves passivity. The leader will give tools to employees and then he steps back so the workforce will work by themselves. Though, it is a hands-off approach that shows trust on a deep level. The leader hand over the responsibility for the process of decision making whereas the situation incorporate risk as well. In the structure of the organization, there is no proper alignment presented. It is also believed a poor approach and provides the potential for negative aspects.

Theories of leadership

There are different leadership theories presented and some of them are discussed in below area:

Great man theory

This theory states that leaders are born with the right abilities and traits for leading intellect, charisma, communication skills, confidence, and social skills. A leader needs to lead inherently because they are born. The leader manages leadership in various situations by represent mythic and valiant aspects.

Trait theory

It is like Great Man Theory. It is based on features of various leaders to gain maximum success. This theory is utilized to properly predict leadership effectively. The potential leaders need to determine characteristics to identify the likelihood of leading in the market (Ziegler, et al., 2009). The leader needs to determine various perspectives by a focus on physiological attributes like weight, appearance, and height, demographics like family background, judgment, education, and age.

Contingency theory

This theory focused on various variables to set out identification of style that suit in best aspect. The leadership manages different situations by finding out the perfect balance between needs, behaviors, and context. Efficient leaders involve the right qualities along with proper evaluation of the needs to follow and work on the situation (Battilana & Casciaro, 2012).

Situational theory

This situation is like contingency theory. This theory depends on the situation where the leader needs to give the respective situation. A leader needs to work based on the respective situation by properly assessing different variables like the nature of followers, type of task, and others.

Behavioral theory

This theory focused on different behaviors and actions where the leader is incorporated characteristics or traits. Effective leadership is to gain outcomes with different learned skills. This theory involves technical, conceptual, and human skills to lead their followers.

Theories of management

Scientific management theory

This theory states that people are not enforced to work hard to get optimized outcomes, but they must get simple tasks to enhance productivity levels. Moreover, individuals must get fair wages by working on a routine basis. Though, this theory is practiced around the world. This also helps management to work on a collaborative basis.

Systems management theory

Management is concerned with this theory to make a plan and manage an organization. This theory states that a business contains different elements to work effectively and function on an optimal basis. an organization could gain success based on various components such as interdependence, synergy, and interrelations among subsystems (Meyer & O'Brien-Pallas, 2010). For the business, employees are useful assets to work and practice in units, departments, and workgroups.

Contingency management theory

Every theory is not suitable for an organization. However, there are different internal and external factors presented that impact on selected management approach. So contingency theory determines three variables including size, technology, and leadership for the organization to increase growth.

Models of management

Kurt Lewin change management model

For an organization, change is necessary, it helps to bring improvement. Hence, Kurt develops one model based on three different steps including unfreeze, change, and refreeze. This helps the management to bring change efficiently.

Maslow's hierarchy of needs

This is another model used by management. It works from bottom to top to fulfill the needs of the workforce. It involves physiological needs, safety, love, self-esteem, and self-actualization. When one need is fulfilled then the other step occurs and, in this way, the work uses to proceed (McLeod, 2007).

PDCA Cycle

This model work in a cycle format. The first part is a plan where management needs to make plans that will implement. Do is the second step where management goes ahead and implements the plan. Check is the third step where management understands things and control measure to achieve success. The act is the last step where the course needs corrections and improvement to process further. Once improvement is taken place in the process, the management will move towards the planning phase again and the cycle work continuously.

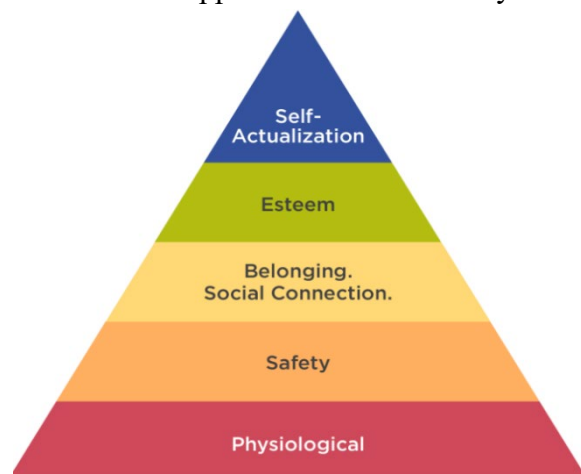
[An application of theories and models to Shell Plc](#)

Shell is the leader in the market. It considers continuous leadership to develop the best people in a global aspect. The business operates in a critical way and networks globally. They manage operations and enhance joint ventures to rise energy demand by managing challenges. The company involves a leadership model that gives concentration on qualities of leadership to meet future needs.



Democratic or participative leadership is presented at Shell. The leader of the company work in a collaborative way. Employees and employers take part in the decision-making process. The leader of the business allows their workforce to share unique ideas and bring innovation to the company. The leader also motivates those employees that are enthusiastically working and share things that help the company to grow in the market in a successful way (Thomas, 2016). Shell believes in its growth ensured by the leader to capture different opportunities and directly generate value. The company also focused on collaboration to develop a strong partnership with its workforce and deliver extraordinary results with their performance in the business.

Maslow's hierarchy of needs is used inside of Shell. This model involves different levels that are discussed below:



- Physiological needs: Management works on employees and provides them with basic needs so that they could work with concentration.
- Safety needs: Management at Shell provide proper safety to its workforce so that they can stay longer with the company and remain connected. They get financial security, health safety, and other safety against accidents.
- Social needs: The management also understands social needs at Shell. hence, employees are allowed to make emotional relationships with other coworkers to perform their roles productively.
- Self-esteem needs: Management gives respect to the workforce and appreciates them in a timely way. When employees achieve any of the tasks, they are rewarded as well. This help to motivate them and realize their worth at Shell.
- Self-actualization needs: This is the top step where people are self-aware. People at Shell get an opportunity to grow their careers and fulfill their needs.

Contemporary leadership and management development issues.

There are different issues presented at Shell based on contemporary leadership and management. These issues are thinking innovatively, leading by example, changing the dynamic shape of the group, modern technology, ethical behavior, quick decision making, uncertainty, retain the quality of the workforce. For getting trust, the management and leader need to work effectively. With time, Shell faces this issue due to its followers depend on the leader on a maximum basis. These followers contain less knowledge and are not able to work by making their own decision. They always seek the participation of their leader to properly aware them and motivate them to work longer with the company.

A reflection of your own experience of leadership and areas for your development

Throughout the module, I have experienced and learned different things about leadership. However, by getting the chance to work in a team where I worked as a leader, I realized different innovative things in myself. Though, I can perform an efficient role as a leader in the near future by working in an organization. I have different **leadership skills** such as:

- Integrity and honesty
- Problem-solving

- Communication skill
- Motivation skill
- Flexibility

I have worked with team members in a collaborative way which I consider participative leadership. This helped me to understand others and work with them in a close way. Though, I loved to work in a team format as it helps to save time and resources. I also found a way to make a relationship with others and consider their ideas and information that boost my morale level to work in an improved way. I feel comfortable working with others.

There are different areas where I need some improvement. I need to improve some skills and attributes by working as a leader. These are:

- Improve time management
- Adaptable to change
- Managing workload
- Decision-making skill

Conclusion

Shell is a competitive company in the world. Its ways to operate and deal with people are innovative. The business considers the best leadership and management theories and models that helped them to increase its growth sustainably. Considering leadership models and theories, I will work hard to incorporate them into myself and become a polished leader in the near future.

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Appendix

Leadership development plan

What are my leadership development objectives	What leadership activities do I need to undertake to achieve my objectives	Where will I develop my leadership to achieve my leadership objectives	Target date
Manage workload	In the initial phase, I need to understand the work. Then I need to follow a proper schedule to manage the load.	At the company	2 weeks
Decision making	I need to observe the situation where a leader needs to decide on the organization.	At the company	1 week
Time management	Focus on the leader in the Shell to make and communicate things and give deadlines. The rest of the followers work to meet the deadline of every project.	At the company	3 weeks
Adaptable the change	Focus on the leader at Shell to understand	At the company	2 weeks

	the technique of the change process and adopt it. Afterward, I will relate it with my skills to gain maximum effectiveness.		
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