



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

BMBS4004 – Managing People and Teams

Trawsnewid Addysg, Trawsnewid Bywydau
Transforming Education, Transforming Lives

Recap of Week 4

- Explored communication models and identified how barriers, feedback and context can affect shared understanding.
- Examined how words, tone, non-verbal behaviour and paralinguistic cues contribute to communication.
- Practised active listening and used open, probing, clarifying and closed questions to develop conversations.
- Applied communication skills to workplace scenarios and considered how to demonstrate them effectively in the assessed role play.

Learning Outcomes – By the end of today, you will be able to...



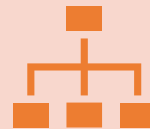
Explain key leadership approaches and styles, including situational and transformational leadership.



Compare the effectiveness of different leadership styles in workplace contexts.



Apply leadership theories to practical organisational scenarios.



Evaluate the leadership approach of a recognised organisational leader.



Why does leadership matter?



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The importance of leadership

Bailey *et al* (2017, cited in Taylor and Woodhams, 2022) recommend focusing on five factors as potential drivers of employee engagement:

- individual psychological states (e.g. individual differences and personal characteristics);
- job design;
- **perceived leadership and management;**
- individual perceptions of team and organisational factors;
- organisational interventions.

Which leader would you most like to work for?



What makes someone a leader?



Activity: Are These Examples of Leadership or Management?

Example	Leadership or Management?	Why?
 1. Inspiring a team through change		
 2. Monitoring attendance		
 3. Setting organisational vision		
 4. Completing performance reviews		



Discuss

- What are the key differences between leadership and management?
- Can an individual be both a leader and a manager?
- Give reasons for your answer.

According to CIPD (2025)...

Leadership	Management
Sets direction	Plans and organises
Creates a vision	Implements the vision
Inspires and influences people	Coordinates and controls resources
Focuses on change and improvement	Focuses on consistency and efficiency
Long-term focus	Short-term/operational focus



Leadership

"We need to become the most sustainable retailer in the UK within five years."

Management

"Let's create an action plan, allocate budgets, assign responsibilities, and monitor progress towards that sustainability goal."

Questions for consideration

Can you be an effective manager without being a leader? Can you be a leader without holding a management position?

Break



Leadership styles – an introduction

- Autocratic
- Democratic
- Laissez-Faire

Work your way through the worksheet in pairs/groups.

Is there a best leadership style, or does leadership effectiveness depend on the situation?



What is your leadership style?



Reflection

Were you surprised by your result?

Would your preferred style work in every situation?

What might happen if you used only one style?

Effective leaders adapt their approach to the needs of the situation and workforce rather than relying exclusively on a single style (CIPD, 2025).

Break



Modern styles



Transformational leadership - Creates a compelling vision. Inspires and motivates followers. Encourages innovation. Drives organisational change.



Transactional leadership – Prioritises structured tasks with clear guidelines to ensure that employees stay on task with minimal error. Focus on goals and rewards.



Situational leadership - No single leader. The theory suggests effective leaders adapt their style to the situation.

Transformational leadership

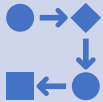


People follow the vision.



Imagine UWTSD wants to become the best student experience provider in Wales. A transformational leader creates excitement around this vision, inspires staff to contribute ideas and motivates people to go beyond their normal duties.

Transactional leadership



People follow the process.



Imagine a call centre where advisors must answer 50 calls per day, maintain quality scores and follow procedures. Managers monitor performance and reward those who achieve targets.

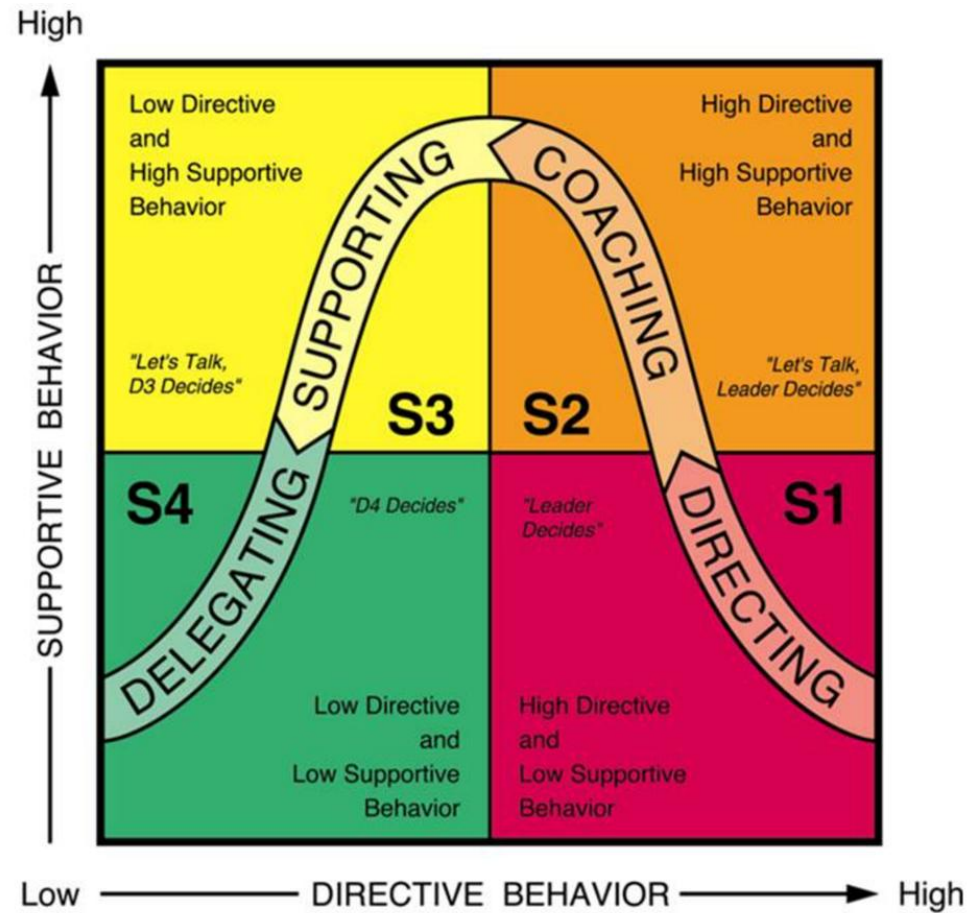
Activity

Working in pairs, discuss how each leadership style would behave in the situations in the table. You can make use of the following words:

- Vision
- Targets
- Innovation
- Rewards
- Performance
- Inspiration
- Monitoring
- Change
- Compliance
- Coaching
- KPIs
- Creativity

Area	Transformational Leader	Transactional Leader
Main focus	?	?
Motivates staff by...	?	?
Communication style	?	?
Approach to change	?	?
Use of rewards	?	?
Employee development	?	?
Measures success by...	?	?

Hersey and Blanchard's Situational Leadership Model



Group activity

A. An experienced team member has the skills but is hesitant to take on a new challenge. The leader asks for their input, supports their ideas, and encourages them to take ownership.

B. A highly skilled and confident team member is ready to work independently. The leader sets the goal, provides resources, and steps back to let the employee lead.

C. A new employee is struggling with a basic task and is unsure how to proceed. The leader provides clear, step-by-step instructions and closely supervises the work.

D. A team member is motivated but lacks the skills needed for a project. The leader explains the task, provides encouragement, and coaches the employee through the process.

S1 – Directing

S2 – Coaching

S3 – Supporting

S4 – Delegating

Questions



If you became a team leader tomorrow, which three leadership behaviours would you demonstrate in your first week?



Consider your role in the role play for Assessment 1. Which leadership style would you recommend and why?

Assessment connections

Operations Director

Could advocate Transactional Leadership

"In the immediate crisis we need a transactional approach. Clear targets, responsibilities and accountability will help stabilise the organisation quickly."

HR Adviser

Could advocate Transformational Leadership

"A transformational approach is important for rebuilding trust and engagement. Employees need a shared vision and reassurance once the immediate crisis is under control."

Any Role

Could apply Situational Leadership

"Different leadership styles are needed at different stages. Initially a more directive approach may be required, but as the situation stabilises leaders should become more participative and supportive."

Assessment preparation



Between now and next week, listen to the audio recording on Moodle which is an example of the role play required for Assessment 1.



Takes notes and consider what feedback you would provide for the participants.



Are there any theories missing that you feel could have been included?



We will discuss this at the start of next week's lecture.



Next week, we will also introduce you to the case study for Assessment 2.

Recap – Today we have...

Discussed leadership and management

Learnt about autocratic, democratic and laissez-faire leadership

Analysed our own personal leadership preferences

Identified traits of Transformational and Transactional leadership

Applied Situational leadership to different situations

Any questions?



Reference List

- CIPD (2025) *Leadership in the workplace*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/leadership-factsheet/> (Accessed: 29 September 2026)
- Taylor and Woodhams (2022) *Human resource management: People and organisations*. 3rd edition. Kogan Page.