

Maxim Tapsell
1900906
Organisational Leadership
Report

Contents:

Page 3 - Democratic Leadership in practice

Page 4 - Trait theory in practice

Page 5 - Transactional Leadership, Conclusion

On many occasions throughout my life, I experienced and have met many people who have shown me many different leadership styles in every sort of variety. However there is one that has stuck with me forever and has struck me and the most helpful and effective is the democratic leadership style. This was the leadership style I had experienced throughout my teenage years playing for my local football team. My coach has always ensured he has allowed us to talk and give suggestions in training, before games, half time and after games. First of all, I had found this effective for us as a team because we had been playing against these same teams many times a year and had the same experiences each time. With the team being the players who have to adapt to the other teams play style and adapt to perhaps new tactics suggested and planned by the team it was important we all had our say on how we felt it was going and give suggestions as to what we should do next. It had also been very encouraging as if I had felt i was struggling it also gave me an insight that others had been too and improved morale during the game.

This leadership had also proved effective as it had helped our teams relationship and communication with each other and our coach. For our coach it was vital as our leader to receive feedback on what he was doing right or wrong and give suggestions on what he can do better for the next game or the present game. The coach can then therefore stick with one of our suggestions or take it and improve it to his coaching knowledge of

standards. With improved communication with my team and coach, we were able to work in more of a cohesion and resolve our problems on the field easier through simple communication and suggestions. We could further work in training sessions to improve for the next time we play.

Throughout my life being a part of this team had taught me many things in life about leadership and one main affecting factor to me personally, it had shown me how important it is to listen to other people's views, insights and suggestions and to think it everyone else's shoes as well as mine further increasing my knowledge on leadership in the future. This leadership theory, democratic leadership, had proven to be an effective part in my life as it had encouraged me to further my education and work towards being a part of a team with great cohesion, the police.

After conducting research on leadership theories I can also see how the trait theory had been used throughout my career in football throughout my teenage years. Each player to their own had their own traits on the playing field. This could include speed or strength. My coach had ensured he had played everyone to the best of our abilities in order to gain the best results for the team. The coach has worked on our traits in training and has put it to good practice in the future. Although this theory is not in operation practice as often in other situations any more, my coach had used it correctly which returned great results for the players development therefore proving effective for us and me myself.

Following that, it is also clear for me to see that my coach had used transactional leadership in his practice of being a leader. Each and every week the best 11 of the team had to start against the opposition to get the best results. However the coach could only see this through work ethic and determination therefore resulting in the reward of starting for the team. This was encouraging for me as I had wanted to start for the team week in, week out. However, those who had not been playing so well and not trying as hard as they could for the team would be reprimanded for not starting in the game. This for some had affected them to the point where they had wanted to push harder and work better as a team. This then therefore becomes effective due to the creation of a stronger cohesion and relationship between the team.

To conclude this report, throughout my time playing football, I had developed skills in leadership and has taught me alot what it would be like to lead. With these skills educating me and giving me an insight, it proves that my coaches leadership styles had therefore been an effective process for me and my team. My coach was versatile with his leadership styles as all players had learned differently and he had eventually led that to finalizing his coaching and leadership style to democratic leadership as it had worked better for the team to work together, gain communication skills on and off the field. This also helped my coach further improve himself alongside us as he was learning new methods, tactics and experiences by using this style due to the team's input. The effectiveness of this leadership style then had shown in our teams results and the coach, our leader had continued to use this as it meant a constant evolving and fast learning process for everyone involved rather than a decline in performance. This

shows how well the democratic leadership style had worked for us due to constant new input by everyone every single time we had met.

Maxim Tapsell

1900906

Organisational Leadership

Mike Durke

The theories of Leadership and their application in practice

Leadership comes in many theories and methods which all apply to different public or private services. In this instance of this essay, theories will be applied to the police forces throughout the United Kingdom. The police force is a public service which applies leadership styles and theories to everything they conduct on a day-to-day basis. It is imperative that leadership styles and theories are put into practice for the police force as it is a public service which follows rank structure which is vital for larger decisions made and the planning of operations and shift management in perhaps certain areas in which crimes are on the increase. 'Research has tended to rely heavily on perceptions of outcomes of leadership behaviors and styles, rather than actual outcomes' (Kodz, 2022) Throughout this essay, there will be different leadership styles researched and critically evaluated, alongside many leadership theories ranging from transactional leadership, transformational leadership, democratic leadership, bureaucratic leadership, emotional intelligence, the great many theory and the trait theory.

The first leadership that has been researched and soon to be critically evaluated includes the transactional leadership. This leadership style revolves around self-motivation and punishment upon failed work. This leadership style applies to the police force as it is important to stay self-motivated to do the job to the best of your ability for the safety of yourself, your colleagues and most importantly the public you are serving to protect. This can be a rewarding factor for the officers as it helps the officers morale in their job. 'This advantage translates to a more specific advantage: Transactional leaders are effective in getting standardized tasks completed.' (Yeung, 2022) However, transactional leadership also includes the reprimand of officers who do

not do their job to the best of their standard and can be the factor which can cause the officer punishment or warnings for poor work. However, upon evaluation of this leadership style and its application to the police force, it is clear to see that this leadership style may not be the most effective and efficient in the police force as the reprimand of the officers may prove to be demoralizing for the officers, therefore it is easier for the officers to have to undergo further training to improve their work efficiency.

The next leadership style to be applied to the police and evaluated includes transformational leadership. This is an approach leaders use to inspire and and further motivate their colleagues to provide and build positive change within the police force. The transformational leadership style can increase the team's morale, therefore creating better innovation and improving conflict resolution. In the sense of the police force also, crimes inevitably evolve due to methods being used to deter and prevent current crime methods. This means that the police force must be up to the task of change to therefore improve over time and expand their knowledge of new crime. When there are new crime methods and issues in place for example methods of theft, there must be new initiatives and methods of deterrence of prevention in place. 'Transformational leaders can articulate a unified vision that encourages the followers to exceed expectations.' (David, 2022) Transformational leadership is the best leadership style available for the police force to encourage officers to get on-board to the challenges they face and to further gain education of the challenges ahead of them. Then the officers brought on-board can encourage others to further their learning of the new challenges to be faced in the future of the ever evolving crime.

Next on the inclusion and application of leadership styles within the police includes democratic leadership. Democratic leadership is when a leader will lead their team however is open to his or her colleagues to give suggestions on a matter. This applies to the police force as team work is imperative for the officers when dealing with issues as well as safety. The officers have to be good with problem solving skills and team work and without this it will prove tough to work in cohesion. With all officers giving an input on their opinion on an issue or operation at hand, it can provide more of an insight for the leader on what they will be facing and can combine experiences from all team members to further improve their efficiency and effectiveness on the tasks at hand. 'The result highlights that the sampled leaders have thought that the main motivating factor for their employees is participation and skill sharing' (Sharma, 2022) Democratic leadership comes in three parts. These include; The distribution of responsibility, the empowerment of others and the aiding of decision-making. This leadership style, upon evaluation, is an effective leadership style for the police force as it can constantly improve officers decision making skills, cohesion and communication skills therefore increasing their future ability in the police force.

Moving on, the next leadership style includes Bureaucratic leadership. Bureaucratic leadership is perhaps the most assumed leadership style by those who have not conducted research on leadership or have little to no knowledge on leadership. Bureaucratic is the involvement of a structure put in place by the highest ranking employee. This structure will lay out a series of rules and commands to their colleagues

which they will have to follow closely. This leadership style was brought into writing and existence by Max Webber in 1947. Bureaucratic leadership includes 6 principles which make up bureaucracy in leadership. These principles include; Hierarchy, job specialization, division of labor, organizational procedures, recruitment on merit and fairness. 'Nearly two-thirds of respondents felt their organization had become more bureaucratic—more centralized, more rule-bound and more conservative—over the past few years. Only 14% of respondents said their organizations had become less bureaucratic.' (Hamel, 2022) The effectiveness of this in the police force is hard to conclude. The police force is a public service which has to follow rules set out for them to ensure fairness for all which is a principle included in Max Webber's bureaucratic leadership. However, the police force also has to be flexible in their working and no day is ever the same and new challenges are being presented by the hour throughout the United Kingdom. This means a strict structure in plans that have to be followed may have to change in a given situation which may ensure further safety for the officers and the public the police serve to protect. Despite that, I believe this leadership is both effective and ineffective as in most situations it will prove to be effective, however in other situations it may prove to be ineffective.

Another leadership style which applies to the police force includes, Emotional intelligence or otherwise known as 'EI.' This includes a leader's ability to understand and manage their own feelings and emotions and furthermore the people around the leader, for example, his or her colleagues. 'Gender differences had a significant effect on the emotional intelligence factors, empathy, and self-motivation.' (Thomas, 2022)

People's understanding of emotional intelligence differs between everyone as some are mentally stronger and more capable of dealing with their and other people's feelings than others. Those of the people who have a better understanding of the purpose and meaning of emotional intelligence further understand and can feel how these emotions affect other people. For leaders, it is vital to have a good understanding of emotional intelligence is essential for success and the well-being of their work-force. For example, if a leader is not doing so well themselves, it wouldn't make sense to take it out on their team which can create an opportunity for the leader or work force to make rash decisions. A better leader is someone who understands how to take their emotions by the horns and stay calm and collected in order to make effective, efficient and correct decisions. 'Cases of UK police officers and staff taking long-term sick leave for psychological reasons have risen by 35% over the last five years.' (BBC, 2022)

Leadership has many theories which all have different factors to them. Despite that, there are some main theories of leadership. The first of the main three includes 'The great man theory.' What is the great man theory? The great man theory is a theory that states great leaders or the best people to lead are born and not made. This suggests that genetics play a part in the birth of a leader. This includes factors such as confidence, mental strength and communication skills. This theory has never had such evidence to prove that it is a correct theory and in the instance of the police force it is clearly untrue. To become a leader in the police force, you must have experience to know what you are doing and to lead other officers or perhaps newer recruits into the

force. By gaining experience in the police force you can gain vital skills for a leader such as communication, problem solving and knowledge on the law and crime. 'These 'great man' theories of leadership examined the effects of personal characteristics such as height, physical appearance, and intelligence' (Halaychik, 2022)

The next main theory includes the 'Trait Theory.' This theory of leadership focuses on exposing and using each person's different personality traits and characteristics to ensure a successful leadership in a whole different variety of situations and issues. This theory's research had become one of the first types of enquiries into effective leadership and can also be linked to the theory stated previously, the "great man" theory of leadership. This was originally first introduced by Thomas Carlyle around the time of the 1800s. 'As a result of the lack of consistent findings linking individual traits to leadership effectiveness, empirical studies of leader traits were largely abandoned in the 1950s.' (Ukessays, 2022) This leadership style can apply to the police force as there are specialist police force divisions for certain issues. For example, this leadership theory may be used in the police force when dealing with an armed suspect. Therefore, the ranking officer will look to those of the armed response police as they have the training necessary, therefore meaning they have the traits to be able to deal with the situation rather than a standard officer who isn't equipped with a firearm in that situation.

To conclude this essay, the theories above all mostly will be effective and efficient in the dealing with practical and theory issues within the police. All theories above would prove to be an effective leadership style within the police force for their day to day job except for the theory of 'the great man.' The theory of the great man is the complete polar opposite to what a police leadership style should be and should be viewed as. Despite that, the other theories and leadership styles presented, all have their links to the practical and theory aspect of policing. Perhaps one theory or leadership style may not fit a certain situation, however if that is the case, another theory of leadership style will come into play and cover that aspect. All in all, the practices above do not cover everything needed to be a leader in the police but do have the structure and aspects in place to be effective and efficient in practical or theory for the police if conducted and put into practice correctly.

Bibliography:

1. Kodz, J., 2022. [online] Whatworks.college.police.uk. Available at:
<https://whatworks.college.police.uk/Research/Documents/Great_Police_Leader_REA.pdf> [Accessed 5 January 2022].
2. Yeung, N., 2022. Transactional Leadership: Advantages and Disadvantages - Profolus. [online] Profolus. Available at:
<<https://www.profolus.com/topics/transactional-leadership-advantages-and-disadvantages/>> [Accessed 5 January 2022].
3. David, J., 2022. [online] Howandwhat.net. Available at:
<<https://howandwhat.net/advantages-disadvantages-transformational-leadership/>> [Accessed 5 January 2022].
4. Sharma, J., 2022. [online] Available at:
<https://www.researchgate.net/publication/331082855_A_Study_on_the_Democratic_Style_of_Leadership> [Accessed 5 January 2022].
5. Hamel, G., 2022. 10 Hard Facts About Bureaucracy - Global Leadership Network. [online] Global Leadership Network. Available at:
<<https://globalleadership.org/articles/leading-others/10-hard-facts-about-bureaucracy/>> [Accessed 5 January 2022].

6. Thomas, M., 2022. *Emotional Intelligence as a Predictor of Police Operational Stress: A Pilot Study*. [online] Springer Link. Available at:
<<https://link.springer.com/article/10.1007%2Fs11896-021-09456-9>> [Accessed 5 January 2022].
7. BBC News. 2022. Policing with depression is 'horrendous'. [online] Available at:
<<https://www.bbc.co.uk/news/av/uk-35973010>> [Accessed 5 January 2022].
8. Halaychik, C., 2022. *The Great Man Theory*. [online] Science Direct. Available at:
<<https://www.sciencedirect.com/topics/social-sciences/great-man-theory>>
[Accessed 5 January 2022].
9. UKEssays. November 2018. Trait Theory of Leadership Essay. [online]. Available from:
<https://www.ukessays.com/essays/management/leadership-and-trait-theories-management-essay.php?vref=1> [Accessed 14 January 2022].