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Discussion in my presentation area is based on wide range of theoretical concepts. The most important leadership theories that have been used as a part of discussion are Fielder's contingency theory and House's path goal theory as well. The main purpose of my part of the presentation is to evaluate leadership ability of Welch in light of his contingency decision making ability and goal oriented nature. Fielder's contingency leadership theory is more advantageous for offering leaders with more flexibility to diversify their leadership behaviour with respect to three distinct situational variables including position power, leader-member relationship and task structure (Olowoselu et al., 2019).

In case of Jack Welch, his utmost priority was to recover GE from performance inconsistency through enhancing productivity in individual functional units. Subsequently, Welch showed effective contingency leadership behaviour for reducing own position power as the CEO and increase empowerment level of the subordinate managers. He also reshaped the task structure at GE for facilitating more coordinated operation depending on flat organisational structure (Fabac et al., 2022). However, I personally feel that Welch was not an effective contingency leader for managing leader-member relationship as his strict workforce downsizing approaches caused employment loss to more than 100,000 GE employees (Fernández-Aráoz, 2021).

I also find path-goal theory useful for my part of the discussion because it helped me to evaluate goal orientation of Jack Welch as a leader. This theory shows four distinct leadership styles according to goal oriented work behaviour of organisational leaders and these leadership styles include directive, supportive, participative and achievement-oriented leaders (Jansen et al., 2016). In case of Jack Welch, it could be a conflict between directive and achievement-oriented leadership styles. Highly visionary leadership approach of Welch shows his achievement orientation to set challenging targets for subordinate workforce. However, his approach to extract high performance

depending on Rank and Yank policy makes him more like a directive leader in my viewpoint (Murray, 2020).

Based on the discussion in the former sections of this presentation, I have learnt that managing employee motivation level is one of the key roles of leaders in business (Shao et al., 2016). Hence, my part of the presentation also makes a detailed evaluation of Welch's leadership ability in light of his motivational characteristics. The main theoretical concept that I have utilised in this regard is Maslow's hierarchy of needs. This theory divides motivational needs of people in five distinct categories which could be useful for evaluating employee motivational aspects satisfied by Welch in GE as the CEO (Fernández-Aráoz, 2021).

In case of evaluating motivational capabilities of Jack Welch as a leader, it has been observed that he showed excellence towards meeting intrinsic motivational needs of employees. Staff empowerment policies and newly adopted training infrastructure by Welch could deeply motivate follower workforce through meeting their self actualisation and esteem needs according to the Maslow's Pyramid (Shao et al., 2016). However, extreme performance pressure and workforce termination policies of Welch could have adverse impacts on basic safety and physiological motivational needs of follower GE workforce (Murray, 2020). Overall discussion in this part of the presentation justifies Welch to be a wise leader who can adapt to situational demands and he also showed strong goal orientation as a leader as well.

References

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