



## **Assessment 1**

Lecturer Hoang Nguyen

**Marcin Klytta**

Student nr 1919648, Level 6 term 2

Module LCBB6003 Leadership and  
management, theory and practice.

# Content

|                                                                                   |              |
|-----------------------------------------------------------------------------------|--------------|
| <b>1. Introduction .....</b>                                                      | <b>2</b>     |
| <b>2. Overview of theories and models of leadership and management.....</b>       | <b>2</b>     |
| <b>3. Application of theories and models to organization.....</b>                 | <b>4</b>     |
| <b>4. Review of leadership experience and areas of your own development .....</b> | <b>6</b>     |
| <b>5. Conclusions.....</b>                                                        | <b>7</b>     |
| <b>Bibliography : .....</b>                                                       | <b>10</b>    |
| <br><b>Appendix 1. Leadership development plan.....</b>                           | <br><b>9</b> |

## **1. Introduction**

Appropriate management of the company and employee relations is achieved through appropriate leadership. Hence, the demand for leaders with the right qualities and high qualifications in companies is constantly growing. The domain of good leaders is not only the motivation of subordinate employees, but also support in resolving conflict situations. The presence of effective leaders determines the effectiveness of subordinate teams of employees (Armstrong, 2016).

The aim of this work is to confront my own experience in managing a team of people in relation to the theory and concept of leadership based on work at Gail's Bakery.

Gail's Bakery is a chain of bakeries in the UK, specializing in the sale of high quality pastries, savories and bread baking. The bakery is also known for the very good quality of coffee served on site and to take away. The quality that Gail's Bakery offers is widely known in London and beyond and is highly appreciated by consumers. The concept of Gail Meja, the originator of Gail's Bakery, was to create a supply chain of high-quality bread offered to the best restaurants in London (Gail's, 2023). Over time, with the help of Tom Molnar, the company turned into a thriving chain with 100 food outlets (WPC, 2022). The company had a revenue of £61 million for 2021 and a profit of £1.9 million after tax (Devlin, 2021). Sales in February 2022 reached £62 million (WPC, 2022a). The period of prosperity was the period of lockdowns, when most other restaurants were closed. However, due to the fact that bread is a necessities product, government restrictions bypassed Gail's Bakery, which contributed to an increase in sales and the opening of new BSR points (2021). The employment figure for 2022, as reported by the company, is nearly 856 employees (Gender Report, 2022).

## **2. Overview of theories and models of leadership and management**

The literature on the subject states that management in an organization is carried out through managers who are distinguished on the basis of the type of tasks performed, place in the structure and organizational skills, and the subject of their activity - managing groups of employees or the employee himself (Buchanan & Huczynski, 2016). In addition, there are all the relationships between the group and the manager, which give the manager the power to plan, organize and control the work of subordinates (Mullins, 2019). So far, many theories of leadership have been defined. All of them provide knowledge about the qualities that a leader should have in order to act effectively.

The goal of the theory of traits is to define the personality traits with which a person is born and which determines him to become a leader. Nowadays, this theory is rejected because

there is no single type of leader personality, the leaders themselves differ from each other and it is difficult to attribute any common features to them (Khan et al., 2016).

Behavioral leadership, on the other hand, uses knowledge of human behavior. This theory focuses on understanding the behaviors that bring the expected results, examines the relationships between them and implements the appropriate intervention. The behavior of employees is the only way to achieve the goals set by the leader (Khan et al., 2016),

The premise of the situational theory is to recognize the essential situational factors and indicate how they interact in order to determine the appropriate leadership behavior. In this theory, it is important to adapt the leader's style to the level of development of employees and provide answers to their needs and provide guidance. (Mullins, 2019). The most developed situational concept of leadership styles was created by the American scientist FE Fiedler (Sethuraman & Suresh, 2014). The scope of the manager's power is wide when he has great opportunities to influence the situations of subordinates, when he has rewards and penalties. The relationship between a superior and a subordinate is based on loyalty and support.

The above classification is the starting point for models of leadership behavior proposed by Bass (1990). It distinguishes between transactional and transformational leadership.

Transactional leadership clearly defines to subordinates what needs to be done and how to act in order to achieve the set goals. Transformational leadership puts the leader's charisma at the center of attention. This results in directing employees to values, meeting needs and thus achieving higher-order goals, it contributes to the increase of employees' motivation and commitment. Transactional and transformational leadership are closely connected - transformational leadership has its foundation in transactional, but it goes deeper into the motives and intellectual needs of employees. Every transformational leader is also a transactional leader, but not every transactional leader becomes a transformational leader, and these leaders are the most effective.

It's hard to tell which style is the best. There are many different views related to this topic. The style of leadership depends on the situation itself, personality traits and qualifications of both the management and the employees subordinate to it. Why more and more often it is said that one should also be guided by flexibility. (Hasan et al., 2018)

Commonly used is the democratic style, used mainly when the company has one goal that is common to all employees. The democratic manager gives orders to employees and presents goals, but leaves some leeway regarding the methods of carrying out tasks. The opinion of each co-worker is equally important and taken into account in decision-making processes. Everyone knows that their voice counts, which results in a high level of motivation and

commitment. However, the main disadvantage of this style is the length of decision-making and the risk of low discipline in some employees (Hasan et al., 2018).

Autocratic leadership style is about tight control. Workers receive detailed instructions and must follow them when carrying out their tasks. Each employee's initiative is blocked, which prevents them from showing individuality. Nor can he present his critical remarks because they are rejected by the management. The advantage of the autocratic style allows the manager to achieve discipline and efficiency in a short time. Authoritative behavior, however, negatively affects the atmosphere at work and the possibilities of developing potential are disturbed. (Khan et al., 2016).

Transformational leadership is the type of leadership that changes people. The leader inspires employees and encourages them to develop. As a result, employees look for benefits not only for themselves, but they are also focused on the problems of their community. The goal of transformational leaders is to build, above all, relations with employees and to strengthen the system of values that are consistent with the vision of the company. Leaders motivate through inspiring ideas and worldviews, not through a system of sanctions or rewards (Khan et al., 2016).

### **3. Application of theories and models to organization**

It is worth knowing that according to current trends and the current view of business, the ability to manage personnel is very important. At present, not without reason, it is recognized that the employee is the highest good of the company and that it is necessary to ensure that they have knowledge, skills and are fully motivated to work for the success of the company. Gail's Bakery invests in employees by enabling them to participate in courses, training and which develop their interpersonal skills. This not only improves the company's image as an employer and makes it a more attractive place to work. The company gains more competent employees. In October 2022, the GAIL recruitment campaign "The Early Bird Never Works Late" (Retail Times, 2022) was launched to prevent employee turnover from 2020 ( Whitehouse, 2020).

Since Gail's Bakery is a network of 100 different locations, the approaches and styles of managing the fleet of employees are also different. Employees are also different, their age is different and their attitude to work is different. According to D. McGregor's XY concept (Galani & Galanakis, 2022), generation X are ambitious and career-focused employees. They believe in authorities and care about how others see them. They are loyal and trustworthy at work, and prefer to solve problems on their own. For people from Generation X, work is usually very important, and the development of the company is motivating for them. Although they

focus on individualism, they identify with their workplace more than younger generations. They are usually very responsible, effective and loyal to the employer. Therefore, in order to effectively manage them, tasks should be assigned to them, but not how such a task should be performed - people from generation X value valuable feedback, but in their actions they want to decide how to solve the problem. In order to keep such people in the company, it is worth investing in their development so that they feel appreciated. At Gail's Bakery, people over the age of 30 are usually promoted to managerial positions.

Generation Y employees are very talented, independent, thinking outside the box, young people brought up in the world of new technologies. This is the majority of the company's employees aged 17-29. However, they are not interested in the rules that apply at work, which makes it difficult for them to comply with the rules. They do not feel loyalty to the employer, do not accept criticism and have a demanding attitude. They expect the organization to provide them with access to support in the form of coaches whose role is to be cooperation regarding their professional career. Bosses who hide behind the authority of their position will not be successful in cooperation with the "Y" generation. Only those with substantive knowledge and competence in shaping partner relations through effective team communication are able to manage them. Internal communication is based on mutual respect and clear rules of cooperation. There should be no situations in which employees are unaware of the rules of settlement of results or feel overloaded with duties. The problem of incompetent delegation of tasks is extremely devastating, because it causes frustration in the individual, which affects the level of motivation. In such a situation, conversations are often held with the employee about his concerns and objections. The very fact that he will be taken seriously and his problem will be noticed will positively affect the relationship (Şahin, 2012). Gail's Bakery managers hold quarterly one-to-one meetings with each employee.

Gail's Bakery creates a safe and friendly atmosphere that allows its employees to enjoy new challenges by building positive and informal relationships. Many managers, however, are unable to properly motivate employees to engage in the company's affairs. They expect employees to be eager to work on their own, even if the leader is not setting a good example for them. It is worth being fair to employees and praising them when they deserve it. The bonus system can also be motivating - the mere fact that everyone will have an equal chance to obtain additional funds will have a positive impact on interpersonal relations. Unfortunately, so far only the managerial staff is covered by the bonus system.

Gail's Bakery tries not to use an autocratic style, seeing the success of the company primarily in the commitment of employees and their constant improvement of qualifications. However, it works when employees have deficiencies in qualifications. Strictly specifying what they are

supposed to do minimizes the possibility of errors. It also gives the possibility of forecasting the results of a subordinate group of employees. The concept of situational leadership is becoming more and more popular. However, this style should be adapted to the level of knowledge, competence and maturity of employees.

#### **4. Review of leadership experience and areas of your own development**

Currently, relations between managers and employees at Gail's Bakery are often much more partnership and run in a friendly atmosphere. However, it happens that an employee does not fulfill his duties, makes gross mistakes or what he does not translate into the expected results. It is difficult to completely avoid situations in which the supervisor has to communicate his comments to the employee. Especially when an experienced employee makes a number of mistakes in customer service or does not follow Health and Safety guidelines, such as Natasha's Law (Natasha Law, 2014) , when the employee does not check allergens when selling products. And that was the case in this case, when an employee served food to a customer without checking allergens, which could expose the company to serious financial and image damage.

At a time when so much is said about partnerships, it is very difficult for many managers to hold conversations during which criticism must be expressed. Managers very often wonder how to deal with employees so that they do not accuse them of unjustified criticism, personal attack, bias or lack of support. Meanwhile, the solution is quite simple, although it requires iron consistency.

A tool that works well in situations where employees do not fully meet the expectations placed on them is the competency interview model. By conducting interviews in accordance with this model, the employee not only receives clear feedback on the expectations that the superior has of him, but also receives due attention to each employee and support in achieving jointly agreed goals. Ideally, these meetings take place approximately one month apart. However, if the problem requires it, they can be supported by additional short information meetings, eg once a week.

The purpose of the first conversation was primarily to diagnose the existing situation. During this meeting, the manager explicitly tells the subordinate about any concerns he has about the subordinate's work or behavior. In this case, the goal is increased employee attention to occupational health and safety. If these remarks are based on the accounts of other employees (or, for example, clients), the supervisor should check whether the description of the situation, known to him, coincides with the employee's account. It is about making sure that the observations made are reliable and that the employee does not consider them unfair and

harmful. After determining the facts, the manager, together with the employee, agrees on the further development path for him. This will be a kind of "repair plan", the aim of which should be to eliminate problems and achieve the goals set during the conversation.

No later than a month later, the manager conducts another, this time control, conversation with the subordinate. This step is to make sure that the employee is actually working towards the set goals. Feedback from the manager will be extremely important for the subordinate - especially if the goals are to concern soft skills that are not easy to self-observe.

However, the supervisor noticed that the employee disregarded the earlier arrangements, this time he announced the consequences of further disregard for the jointly agreed "repair program". The employee should be aware that it depends on him whether the arrangements will be implemented and, if so, what consequences the lack of changes will lead to.

It is important that the announced consequences are actually possible to implement. These should not be empty announcements, i.e. those from which the manager would later withdraw. It often happens that after the first conversation, the employee wants to make a change, but then is pulled back into his old comfort zone. In such a situation, support from the supervisor is necessary. However, if the assumed program has not been implemented, the supervisor should make sure of the reasons for this state of affairs. Only after being sure that the employee himself is responsible should the manager directly inform him about the consequences, as previously announced. The consequence was the termination of the employment contract.

Managerial practice shows that such a model, if used periodically, makes employees believe that the superior is consistent, determined, but also objective, and at the same time has a positive attitude towards the subordinate.

Managing a team is a demanding task in which not only professional skills count, but also possessed soft skills, knowledge of methods of operation and own predispositions to work with people. On the other hand, it is possible to distinguish a group of competencies that every manager should develop in order to work well with a team. Based on the above situation, a Leadership Development Plan has been presented that will help develop the qualities needed to achieve the assumed goals ( Appendix 1 ).

## **5. Conclusions**

It can be expected that in the future there will be a better understanding of the mechanisms that make some people leaders and others managers. Admittedly, leaders are the rarest organizational resource both in the world and in the UK. Increasingly, good managers can be hired, but leaders are scarce. It is an important task for the company's

management to undertake actions that develop in the employee features that will allow him to survive in difficult market conditions, taking into account that the efficiency and agility of an employee is the result of such features as a sense of appreciation, a sense of competence, a sense of influence and awareness of goals and company values. The impact on the employee by shaping the working environment is also significant.

However, it is worth remembering that it is rare for a company to use only one of the styles. Mostly styles mixed together. A different management style will work in a quiet period for the company and a different one - when the management will have to make quick and often risky decisions.

## Appendix No. 1

Leadership development plan:

| Objectives:                                                                                            | Commitment to achieve the goal                                                                                                    | A place to develop leadership goals  | Goal achievement date                                     |
|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------------------------------------|
| Improved operational efficiency                                                                        | Individual meetings with each employee will be held - they will concern the quality of customer service and Health & Safety rules | at workplace                         | Every week - a day adapted to the schedule of each person |
| Development of competences in the field of delegation                                                  | Each team leader will be assigned a checklist that will include guidelines for managing the team                                  | at workplace                         | Every Tuesday                                             |
| Development of competences in the field of team communication                                          | The manager will discuss last week's progress and jointly designate activities for the next week for each employee                | at workplace                         | Every Thursday                                            |
| Development of competences in the field of conflict and problem solving, including delegation of tasks | A "one to one" meeting with each of the team leaders, discussing current problems with customer service and Health & Safety rules | at workplace                         | Every Monday                                              |
| Increased motivation and commitment of people to achieve significant goals                             | Each of the team leaders will be delegated to motivation training at the company's headquarters in the training department.       | In the company's training department | Until the end of February 2023                            |

## **Bibliography :**

Armstrong, M. (2016). Armstrong's handbook of management and leadership for HR : developing effective people skills for better leadership and management. 4th ed. London: Kogan Page.

Bass, B.M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, [online] 18(3), pp.19–31. Available at: <https://www.sciencedirect.com/science/article/abs/pii/009026169090061S> [Accessed 11.01. 2023]

BSR (2021) Parent company of bakery chain Gail's set to be acquired in £200m deal. *Business Sale Report* [online] Available at: <https://www.business-sale.com/news/business-sale/parent-company-of-bakery-chain-gails-set-to-be-acquired-in-200m-deal-222093> [Accessed 08.01.2023].

Buchanan, D.; Huczynski, A. (2016) *Organizational behaviour*. 9th edition. Harlow, England, Pearson

Devlin, E. (2021) Gail's owner Bread Holdings benefits from quality demand. [online] *The Grocer*. Available at: <https://www.thegrocer.co.uk/results/gails-owner-bread-holdings-benefits-from-quality-demand/655211.article> [Accessed 08.01.2023].

GAIL's Bakery (2023) About Us. [online] Available at: <https://gailsbread.co.uk/about-us/> [Accessed 08/01/2023]

Galani, A., Galanakis, M. (2022). Organizational Psychology on the Rise—McGregor's X and Y Theory: A Systematic Literature Review. *Psychology*, 13(05), pp.782–789.

Gender Report (2022) Gender Pay Gap Report [online] Available at: [https://gailsbread.co.uk/wp-content/uploads/2022/03/Gender-Gap-Report\\_080322.pdf](https://gailsbread.co.uk/wp-content/uploads/2022/03/Gender-Gap-Report_080322.pdf) [Accessed 11 Jan. 2023].

Hasan, E., Khajeh, A., Abu, M. and Asaari, H. (2018). Impact of Leadership Styles on Organizational Performance. *Journal of Human Resources Management Research*, 2018(2166-0018), pp.2166–2184.

Khan, Z.A., Nawaz, A., Khan, I. (2016). Leadership Theories and Styles: A Literature Review. *Journal of Resources Development and Management*, An International Peer-reviewed Journal, vol. 16

Mullins, L.J. (2019). *Organisational Behaviour in the Workplace*. 12th ed. Harlow, England ; New York: Pearson.

Natasha Law (2014). Natasha Allergy Research Foundation. [online] Natasha Allergy Research Foundation. Available at: <https://www.narf.org.uk/natashaslaw> [Accessed 12.01.2023].

Retail Times (2022). GAIL's Bakery launches recruitment campaign: Early Bird Never Works Late – Retail Times. [online] Available at: <https://www.retailtimes.co.uk/gails-bakery-launches-recruitment-campaign-early-bird-never-works-late/> [Accessed 11.01.2023].

Şahin, F. (2012). The mediating effect of leader–member exchange on the relationship between Theory X and Y management styles and affective commitment: A multilevel analysis. *Journal of Management & Organization*, 18(2), pp.159–174

Sethuraman, K., Suresh, J. (2014). Effective Leadership Styles. *International Business Research*, 7(9), pp.165–172

WCP (2022). Gail's Bakery reaches 100 store milestone in the UK. [online] World Coffee Portal. Available at: <https://www.worldcoffeeportal.com/Latest/News/2022/October/Gail-s-Bakery-reaches-100-store-milestone-in-the-U> [Accessed 08.01.2023]

Whitehouse E. (2020) Gail's Bakery realised it needed to look after its current staff as well as attract new ones. [online] [www.peoplemanagement.co.uk](http://www.peoplemanagement.co.uk). Available at: <https://www.peoplemanagement.co.uk/article/1744413/gails-bakery-realised-needed-look-after-current-staff-attract-new-ones> [Accessed 11.01.2023].

WPC (2022a). Gail's robust trading steers UK outlet expansion drive. [online] World Coffee Portal. Available at: <https://www.worldcoffeeportal.com/Latest/News/2022/December/Gail-s-robust-trading-steers-UK-outlet-expansion-d> [Accessed 11 Jan. 2023].