



PRESENTATION

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INTRODUCTION

- Overview
- Historical Context
- Operational Outcomes
- Market Rivals
- Organizational Framework and Ethos
- Collaborative Units
- Analysis of Leadership Models in the Context of Morrisons.



MORRISONS BACKGROUND



- Established in 1899 by William Morrison,
- Boasts more than 500 outlets across the UK, with its main office in Bradford.
- Praised for its commitment to fresh, regionally procured produce and eco-friendly practices.
- Reported a turnover of £17.5 billion with a workforce of 120,000 in 2020.
- Earned accolades for outstanding customer service, including the 'Retailer of the Year' award.

MORRISONS PERFORMANCE

- In 2020, there was a 0.4% growth in revenue.
- Online sales surged by 56%.
- Managed to remain profitable during the COVID-19 crisis, with a pre-tax gain of £148m in 2020.
- Made considerable contributions towards eco-friendly projects.
- Holds a prominent role in championing corporate social responsibility.



MORRISONS COMPETITORS



- In an intensely competitive arena, rivals include Tesco, Sainsbury's, and Asda.
- In 2020, Morrisons claimed a market stake of 10.2%.
- Morrisons stands out with its emphasis on fresh, regionally procured produce and digital sales.
- They've adeptly evolved in response to shifting consumer preferences.

MORRISONS ORGANIZATIONAL STRUCTURE



- Organizational setup is tiered with distinct chains of command.
- Decision-making is centralized.
- Segmented into specialized units, each overseen by a department head (Cole and Kelly, 2020).
- The CEO oversees the overarching strategy and course.
- Significant organizational reshuffling was undertaken to streamline and reduce managerial levels (Cole and Kelly, 2020).

COMPANY CULTURE

- Morrisons is characterized by common values, perceptions, and mindsets (Robbins and Coulter, 2020).
- They prioritize collaboration, client service, and community engagement.
- The "Let's Grow Together" initiative encourages active participation from employees (PLC, Colleagues n.d).
- A "Family-Centric" ethos emphasizes equilibrium between work and personal life, as well as overall well-being.
- A conducive work atmosphere enhances job contentment, dedication, and employee longevity (PLC, Colleagues n.d).



GROUPS AND TEAMS IN MORRISONS



- The organization leans towards a decentralized structure, promoting unity and cooperative efforts (Armstrong and Taylor, 2017).
- Interdisciplinary teams play a pivotal role in realizing shared objectives.
- The performance evaluation system acknowledges both personal and group achievements (Armstrong and Taylor, 2017).
- Allocations are made towards training initiatives to enhance collaborative competencies (PLC, Colleagues n.d).

THE RELATIONSHIP BETWEEN MORRISONS' STRUCTURE AND PERFORMANCE

- A decentralized framework aids in swiftly adapting to market shifts and consumer demands.
- Being nimble and adaptable is vital in a fiercely contested market.
- Interdepartmental groups drive creativity and the realization of objectives (Cole and Kelly, 2020).
- Collaborative efforts are pivotal to the organization's triumph.



WHAT IS LEADERSHIP



- The capacity to motivate, enthuse, and steer towards a shared objective or vision (Yukl, 2013).
- Crucial for the triumph of an organization.
- Necessitates recognizing and responding to staff requirements and issues.
- Potent communication is key, fostering an environment of reliability and responsibility (Mullins, 2016).
- Leaders should possess emotional acumen, introspection, and tenacity (Yukl, 2013).

LEADERSHIP STYLES

- Directive (autocratic) approach.
- Participative method.
- Hands-off (true) approach.
- The suitable approach varies based on circumstances.
- Every method comes with its own set of pros and cons.

(Mullins, 2016)



MORRISONS' LEADERSHIP APPROACHES



David Potts (CEO)

- A blend of participative and transformational leadership methods.
- Emphasis on employee participation and empowerment.
- Leaders engage directly with teams, promoting an environment of innovation and transparent communication (Bass and Riggio, 2018).
- Transformational leaders focus on establishing a shared vision and energizing the team (Yukl, 2013).
- David Potts, Morrisons' CEO, advocates for a collaborative leadership approach (Cole and Kelly, 2020).

MANAGERIAL RESPONSIBILITIES AND ABILITIES AT MORRISONS

- Guiding routine operations.
- Overseeing budgetary frameworks.
- Setting and achieving key performance indicators.
- Facilitating communication, addressing challenges, decision-making, and task delegation (Armstrong, 2012).
- Motivating and elevating team spirit (Bryant and Jones, 2012).
- Adapting to changing scenarios and showcasing flexibility (Yukl, 2013).



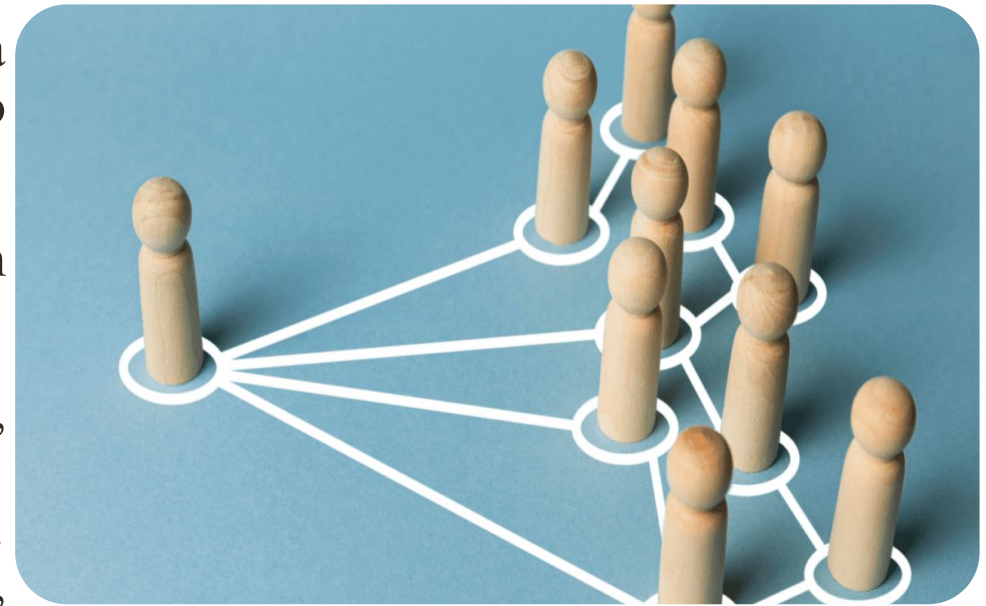
EXPLORING THEORIES OF LEADERSHIP



- Structures to comprehend the essence of leadership and strategies for effective guidance (Mullins, 2016).
- Derived from studies and scrutiny.
- Aimed at offering perspectives on the attributes of successful leaders and their team management techniques (Yukl, 2013).
- A plethora of diverse theories.

TYPES OF LEADERSHIP THEORIES

- Contingency models propose that the efficacy of a leadership approach is contingent upon the specific scenario and backdrop.
- Distinct leadership methods might be necessitated based on a range of considerations (Armstrong, 2012).
- Illustrations encompass Fiedler's Contingency Framework, Vroom and Yetton's Decision-making Model, House and Dessler's Route-Objective Theory, and the Situational Leadership Model by Hersey and Blanchard (Hughes et al., 1998).



IMPLEMENTING LEADERSHIP THEORIES WITHIN MORRISONS



- Contingency theory aids in pinpointing the optimal leadership approach tailored to the context (Hughes et al., 1998).
- The transformational leadership model has the potential to invigorate and enthuse staff members (Bass and Riggio, 2018).
- The behavioral model can guide managers in refining their communicative and relational competencies (Armstrong, 2012).
- Morrisons possesses the capability to enhance its operational efficiency and efficacy.

FINAL THOUGHTS



- The triumph of Morrisons can be attributed to its robust organizational framework and uplifting corporate environment.
- The predominant leadership approach leans towards a democratic style, underscoring the importance of employee participation in decision processes.
- Leadership models offer valuable perspectives on proficient leadership methodologies.
- By integrating these models, Morrisons has the potential to further enhance its operational excellence.

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