



PRESENTATION

By:

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1. Describe the organisation's profile (i.e.: background, performance, competitors, etc.)

INTRODUCTION

- Overview
- Background
- Performance
- Competitors
- Structure and culture,
- Groups and teams
- Examination of leadership theories applied to Morrisons



MORRISONS BACKGROUND



1899-1961



1961-1979



1979-1985



1985-2007



2007-2016



2016-PRESENT

- Founded in 1899 by William Morrison (Boddy, 2011).
- Over 500 stores in the UK, headquartered in Bradford
- Known for fresh, locally sourced food and sustainability (Cole and Kelly, 2020).
- Revenue of £17.5 billion and 120,000 employees in 2020 (Cole and Kelly, 2020).
- Recognized for customer service, winning awards such as 'Retailer of the Year' (Boddy, 2011).

MORRISONS PERFORMANCE

- Revenue increased by 0.4% in 2020 (Robbins and Coulter, 2020).
- 56% increase in online sales (Armstrong and Taylor, 2017).
- Profitable despite COVID-19 pandemic, pre-tax profit of £148m in 2020 (Robbins and Coulter, 2020).
- Significant investments in sustainability initiatives.
- Position as a leader in corporate social responsibility (Armstrong and Taylor, 2017).



MORRISONS COMPETITORS



- Highly competitive market, facing competition from Tesco, Sainsbury's, and Asda
- Morrisons holds a 10.2% market share in 2020 (Knights and Willmott, 2013).
- Focus on fresh, locally sourced food and online sales differentiated Morrisons
- Adaptation to changing consumer needs (Mullins, 2016).

2. Explore the relationship between the organisation structure and its performance

MORRISONS ORGANIZATIONAL STRUCTURE



- Hierarchical structure with clear lines of authority
- Centralised decision-making process
- Divided into functional departments, each headed by a manager (Cole and Kelly, 2020).
- CEO responsible for overall strategy and direction
- Major restructuring to simplify structure and remove layers of management (Cole and Kelly, 2020).

COMPANY CULTURE

- Set of shared values, beliefs, and attitudes defining Morrisons (Robbins and Coulter, 2020).
- Values of teamwork, customer service, and community involvement
- "Let's Grow Together" scheme for employee involvement (PLC, *Colleagues* n.d).
- "Family-Friendly" culture promoting work-life balance and well-being
- Positive working environment fostering employee satisfaction, commitment, and retention (PLC, *Colleagues* n.d).



GROUPS AND TEAMS IN MORRISONS



- Decentralised organisational structure emphasises teamwork and collaboration (Armstrong and Taylor, 2017).
- Cross-functional teams crucial in achieving common goals
- Performance management system rewarding individual and team performance (Armstrong and Taylor, 2017).
- Investment in training programs to develop teamwork skills (PLC, *Colleagues* n.d).

THE RELATIONSHIP BETWEEN MORRISONS' STRUCTURE AND PERFORMANCE

- Decentralised structure enables effective response to market changes and customer needs
- Agility and flexibility in a highly competitive market
- Cross-functional teams facilitate innovation and achievement of goals (Cole and Kelly, 2020).
- Effective teamwork essential to company success



3. Discuss tasks and skills that a manager uses to run this organisation

WHAT IS LEADERSHIP



Ability to influence, inspire and guide towards common goal/vision (Yukl, 2013).

- Essential for organisation's success
- Requires understanding and addressing employee needs and concerns
- Effective communication, building culture of trust and accountability (Mullins, 2016).
- Leaders need emotional intelligence, self-awareness, and resilience (Yukl, 2013).

LEADERSHIP STYLES

- Authoritarian (autocratic) style
- Democratic style
- Laissez-faire (genuine) style
- Appropriate style depends on the situation
- Each style has its advantages and disadvantages

(Mullins, 2016)



LEADERSHIP STYLES USED IN MORRISONS



David Potts (CEO)

- Mix of democratic and transformational leadership approaches
- Emphasis on employee engagement and empowerment
- Leaders work closely with teams to encourage innovation and idea sharing (Bass and Riggio, 2018).
- Transformational leaders focus on creating shared vision and inspiring employees (Yukl, 2013).
- David Potts, Morrisons' CEO, implemented more collaborative leadership approach (Cole and Kelly, 2020).

TASKS AND SKILLS THAT MANAGERS USE TO RUN MORRISONS

- Overseeing daily operations
- Managing budgets
- Setting and achieving performance targets
- Communication, problem-solving, decision-making, delegation (Armstrong, 2012).
- Motivating and inspiring teams (Bryant and Jones, 2012).
- Adapting to changing circumstances and being flexible (Yukl, 2013).



4. Explain how leadership theories can be applied on this organisation

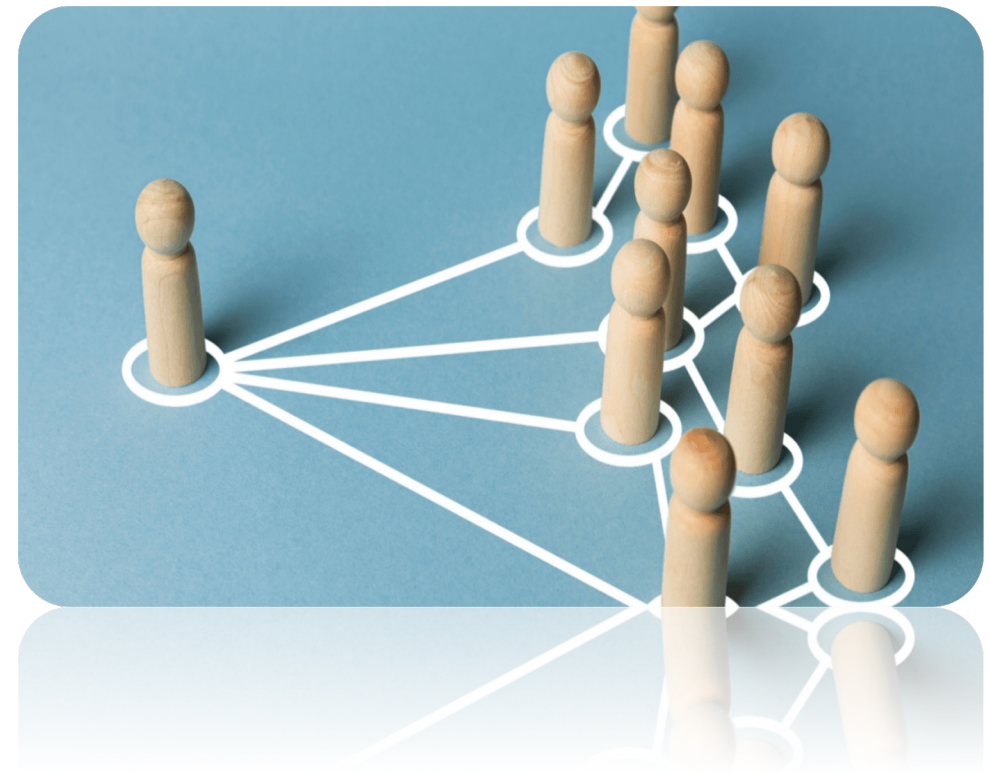
WHAT ARE LEADERSHIP THEORIES



- Frameworks to understand nature of leadership and approaches to lead effectively (Mullins, 2016).
- Based on research and observation
- Intended to provide insights into what makes leaders effective and how they can manage teams (Yukl, 2013).
- Many different theories

TYPES OF LEADERSHIP THEORIES

- Contingency theories suggest effective leadership style depends on situation and context
- Different leadership styles may be required depending on various factors (Armstrong, 2012).
- Examples include Fiedler's Contingency Model, Vroom and Yetton's Normative Decision Model, House and Dessler's Path-Goal Theory, and Hersey and Blanchard's Situational Leadership Theory (Hughes et al., 1998)



HOW LEADERSHIP THEORIES CAN BE APPLIED IN MORRISONS



- Contingency theory can identify most appropriate leadership style based on situation (Hughes et al., 1998).
- Transformational leadership theory can inspire and motivate employees (Bass and Riggio, 2018).
- Behavioural theory can assist managers in developing communication and interpersonal skills (Armstrong, 2012).
- Morrisons can improve organisational performance and effectiveness

CONCLUSION



- Morrisons' success due to effective organisational structure and positive company culture
- Leadership style adopted primarily democratic, emphasising involving employees in decision-making
- Leadership theories provide useful insights into effective leadership practices
- Morrisons can apply these theories to improve organisational performance

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