



Module: Leadership and Management Theory and Practice

Module Code: LCBB6003

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Level: 6 Term 2

1.1 Introduction

Premier Inn is the biggest and most popular budget hotel brand in the United Kingdom. Whitbread PLC created the Premier Inn in 1987, and it now has over 800 hotels in key locations and over 54,000 rooms in the UK and Ireland (Whitbread PLC, 2022). All Premier Inns include a restaurant and bar with a diverse menu of high-quality cuisine. The hotel rooms include a private bathroom and are fitted with a Wi-Fi TV connection. Alison Britain is the CEO of Premier Inn, which employs over 30,000 people. However, in the year after the global pandemic, they had a statistically substantial discrepancy in terms of revenue as in 2018-2019, the operating profit was £372m, which declined to £266.5m in 2019/2020 (CDN, 2020). In accordance with the hotel industry's tendency during the epidemic. This report is based on my own leadership experience at Premier Inn, as well as suggestions for my own personal growth, including an Action Plan.

1.2 Leadership reflection

The leadership experience at Premier Inn has allowed me to absorb important knowledge and analyse the ramifications of various leadership techniques, as well as the necessity for adaptation in today's leadership strategies to stay up with changing market dynamics and expectations. Globalisation has erased geographical barriers between areas, resulting in corporate situations where managers must manage considerably complex and varied workforces inside one enterprise (Robinson, 2002).

In the course of examining important global leadership problems for the future, I learned a lot about new global trends, challenges, and possibilities. One of the most difficult leadership issues in today's organisations is harmonising personnel from various cultural, ethnic, regional, religious, and educational backgrounds, all of whom have distinct career aspirations and perspectives on the job (Mujtaba, 2007). The experience at Premier Inn has also taught me that resolving interpersonal conflicts is the most important worry for leadership to minimise opposition to change and achieve the company's goals and objectives. During my time at Premier Inn from October 2019 to November 2020, I learned many examples of real corporations dealing with emerging 21st-century challenges for leaders, particularly during the Covid-19 Pandemic, and how the leaders used interpersonal skills, motivational strategies, and increased employee engagement to help me polish my skills and apply them daily. It also assisted me with comprehending teamwork abilities, which have modified the way I interact and speak to my teammates (Haq, 2011).

My comprehension of international company management has grown as a result of this leadership analysis, which has assisted me in comprehending the important problems and difficulties facing leadership in today's organisations, as well as what obstacles management may face in the next years. Studies have shown that regional variations in culture have a direct influence on corporate culture, and individuals with various workplace etiquettes may be subjected to unreasonable responses since they may have different viewpoints on the same circumstances (Wei, Kang, and Wang, 2019). I will avoid making this error since it may dissatisfy personnel, limiting their capacity and motivation to provide high-quality results. Differences in cross-cultural communication are another challenge for globalised organisations, as the conversation may fail to deliver the intended message to the respondent of the conversation, resulting in interpersonal conflicts, strikes, declining performance, resistance to change, and a lack of loyalty to the company for which they work. I have also learnt about the disparities in work environments in developed and developing countries, as well as how motivating tactics based on transformational leadership may aid in decreasing employee confusion and challenges (Gardner, 2007).

The organisation's transition phase of implementing Covid-related changes, such as changes in work patterns, use of new technology, new team-based structure etc., were most relevant and interesting to me as I wish to continue my career in a multinational corporation and multinational firms have to go through all the transitional issues and difficulties in aligning and finding coherence among the staff members. In this area of study, I learned about many failed mergers and acquisitions in international markets and grasped knowledge about what was the actual reason behind such failures, which I likely to help me in future. The study of mergers and acquisitions in the global marketplace has reflected that it is a significantly challenging and daunting task to help the businesses go through the transition phase after collaboration, and leaders tend to smooth the human, competitive, capital, and strategic issues facing the firm. Another important learning was the understanding of how a change in cultural background can influence the employee's behaviours towards the job and how leadership has to ensure a cultural collaboration throughout the organisation (Voet, 2014).

The leadership is said to be responsible for the human resource management and development, and here, the role of training and development is explained in the central strategy to keep the human capital engaged and capable of attaining the goals. I have learned that human capital is the most important resource of the firm, but a lack of appropriate use of leadership strategies can make the human resource dissatisfied and disengaged, which can lead to a massive number of turnovers, and that can leave the firm unstable in the phase of transition. The leadership

concern to keep the employees motivated and emerged into the work seemed most relevant to me due to my increased interest in the business landscapes of the international market sectors and how large corporations collaborate after the decision of a merger, acquisition, or joint venture.

During my time at Premier Inn, I also researched and examined the many leadership theories that are applicable to global goals and agendas. Globally functioning companies must remain adaptable to quickly changing market dynamics as well as internal and external company difficulties. In this sense, they must remain adaptable to new and creative leadership ideas that are appropriate for 21st-century company landscapes and employee populations. I have studied a variety of leadership theories, including transactional, transformational, autocratic, situational, toxic, and others, but the three that I believe are most relevant to the future of contemporary enterprises are transformational, transactional, and situational leadership (Svendsen & Joensson, 2016).

Because the transformational leadership style is one in which the leader works closely with their subordinates to identify the needs for change and creates a vision that can guide it in inspiring and executing the change while maintaining the commitment of the people, my experience at Premier Inn has enabled me to perform the skills required for being an effective transformational leader. The study of this theory has aided me in building abilities in inspiring motivation, intellectual stimulation, idealised influence, and customised considerations, as well as expanding my understanding of how leadership affects subordinate conduct (Alghazo & Anazi, 2016).

I have grasped comprehensive information about the two other leadership theories, including transactional leadership, which is a leadership style where the leaders focus on extensive supervision, rigid organisation and performance outcomes and promotes compliance with targets with the help of rewards and punishment. On the other hand, an innovative style of leadership which is situational leadership is also learned, which is the change incurred in leadership style based on the situation and knowledge and skill level of the individuals.

I have found the concept of transformational leadership is most relevant to the environment during the pandemic where there is a great diversity among the employees, and they are finding it troublesome to communicate and perform in teams. Transformational leadership, which is based on motivation and leadership with inspiration, is likely to enhance the morale of the people instead of imposing pressures on them that can further diminish the quality of their performance. I found transformational leadership more suitable and relevant as compared to

transaction leadership because directing the behaviour with punishment or reward or the positive and negative reinforcement can alter the behaviour for a short period of time, but such leadership strategy cannot deliver long term promising results. The situational leadership theory is also result-oriented and suitable for today's businesses as the leaders have to manage the diverse workforce, so they must adjust their style of leadership to fit into the developmental level and try to influence the behaviour because the influential leadership is always better than the punishment or rewards-based leadership. Moreover, I found transformational leadership most relevant because modern corporations are based on innovation and creativity and producing the state of art technologies which is not possible with the coercive style of leadership or toxic leadership based on negative performance reviews and rigid processes. In this regard, transformational leadership based on close work with subordinates can encourage innovation and creativity of the employees, and it can allow the managers to avail the of new opportunities in the external environment and to maintain a sustainable competitive advantage (Alghazo & Anazi, 2016).

I gained leadership abilities and charismatic talents to make a lasting influence on the people via an in-depth examination of transformational leadership, which is pretty comparable to democratic leadership of delegation of authority and motivation. This study has also aided in the reduction of employee and customer turnover costs, as transformational leaders fully interact with people and strive to meet their demands as well as the corporation. In addition, I have learnt about new projects and how transformational leaders manage change and boost business returns and performance results (Bateh, Castaneda, and Farah, 2013).

When working, the goal was to learn alternative theories and evaluate the appropriateness of each theory with an underlying situation. I have valued transformational leadership, but at the same time, I have learned that transformational leadership might not be suitable in all industrial settings and at the time, the management may have to utilise the transactional leadership with a task-oriented behaviour because of the time the negative reinforcement also holds substantial importance. Moreover, in some industries, such as the machinery and chemical industry, the task-oriented evaluation and standard approach to accessing the performance is essentially important. The study of toxic leadership has also revealed useful insights that can help me in my career. I have learned that a toxic leader is one who tends to have responsibility and authority over a group of individuals, and the leader abuses the leader, subordinate relationship and lets the workers perform in poor work conditions. The key learnings that can help me in future are that the toxic leadership style is incompetent, based on hierarchies, and it can set

unexpected expectations from the employees that burden them and hinders their ability to perform as per their potential (Gardner, 2007).

My leadership aim was to obtain a good knowledge of how global leadership differs from local leadership strategies by learning as many obstacles and future leadership issues as feasible. At the same time, my professional aim was to get a better knowledge of how leaders use leadership methods and strategies while collaborating with multinational corporations on worldwide business. My professional objectives have been realised as a result of the study because I have gained a better understanding of current and future leadership challenges in the twenty-first century, as well as how to remain adaptable to market dynamics and trends. Furthermore, my desire to learn how those leadership skills are implemented and utilised to keep employees aligned and coherent in their behaviours has aided me in developing skills that I can apply in my career. Examples of companies that have failed and those that have succeeded in international expansion have aided me in developing skills that I can apply in my career.

Overall, my time at Premier Inn has aided me in comprehending the many types of leadership strategies and theories utilised by various organisations and in various industrial settings, as well as a thorough awareness of the distinctions in each model and its usefulness in various contexts. Overall, autocratic, bureaucratic, transformational, transactional, situational, and toxic leadership theories are all useful, but I found transformational leadership to be the most relevant and appropriate for emerging challenges in global corporations, as well as the most motivating theory for strengthening human resources. The third crucial competence I learned was knowledge and appraisal of the leader's responsibilities to prepare himself for work in a highly complicated, competitive, and diversified work environment. In this field of research, I discovered that self-leadership is critical for today's leaders because it is a sense of who the leader is, what he or she can accomplish, and how well he or she can communicate, behave, and convince others to do the task. The procedures through which leaders influence themselves to attain their leadership goals are learned to be self-leadership. The achievement of such goals is the leader's duty, and it is dependent on the development of leadership qualities such as self-management and self-observation. Today's leaders must work in a competitive environment. He/she is obliged to fulfil the obligation of self-motivation while also acting as a leader, entrepreneur, and team member in a complex and extremely diversified professional setting (Bateh, Castaneda, and Farah, 2013).

My aim was to learn about the responsibilities of leaders and to improve my professional knowledge. I wanted to study how leaders really put their talents into practice and how they participate in growth programmes. And my knowledge grew significantly, and I gained a better

grasp of these occurrences as a result of more in-depth research and study. Overall, I have learnt that leaders are accountable for the development of human capital so that the organisation can expand and grow into the market; as a result, personal development for leaders is critical since business development is impossible without it. Leaders must maintain their effect, aim, and influence, which is impossible without self-awareness, self-confidence, and self-efficacy; therefore, they must remain sensitive and adaptable to all of these aspects.

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Appendix

Personal development plan

What are my Leadership development Objectives?	Benefits	What leadership activities do I need to undertake to achieve my objectives?	Where will I develop my leadership to achieve my leadership objectives?	Target date for achieving my objectives
Improve ability to manage time	This will help me become more productive and efficient. It will also decrease amounts of stress when my work piles up.	1) Stop activities that cause distractions. 2) For each task, schedule certain amounts of uninterrupted time. 3) ~~Prioritise and organise~~ all assignments and tasks given, completing them smallest to largest to stay motivated with small victories. 4) Weekly ~~checkins~~ to see if I completed lists	At workplace	1 st June
Improving my human relations skills	This will help improve my job performance, which could lead to promotions	1) Enroll and complete trainings offered 2) Participate and help in presentations on my department 3) Attend meetings and conferences where my department will also be or will be presenting. 4) Learning by doing – working on real problems, etc.	At workplace	1 st July