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Leadership and Management Theory and Practice

ASSIGNMENT 1

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Introduction

Leading and managing employee behaviour has long been a leading-edge topic in research and organisational practice. (Buenaventura-Vera, 2018)

Leadership is the capability to inspire others willingly to act in a different way. It is the technique of influencing individuals – getting them to do their best to achieve a desired outcome. It includes improving and communicating a vision for the future, motivating people, and ensuring their commitment. (Armstrong, 2012, p.4)

Management can be described as the procedure of getting things done through people by exercising leadership. This concept highlights the significance of the leadership function, but it is equally vital to remember that managers are also there to make effective use of the various resources available. They are there to get outcomes by strategic thinking and ensuring that their unit or department operates efficiently. (Armstrong, 2012, p.24)

Many definitions of leadership exist, but most agree that it entails a process of influence that facilitates the completion of a group job. What matters most is how beneficial the definition is for expanding the knowledge of effective leadership. (Yukl, 2013, pp.36-37)

Leadership is a complicated concept, and many theories have been established to describe it. These theories have evolved over time and cover a wide range of aspects of leadership and leadership behaviour. (Armstrong, 2012, p.5)

The essay will assess leadership theories and models, as well as their application to my own experience as a team leader in Starbucks.

In addition, the document will analyse my personal leadership experience, Gibbs reflection model will be applied, and a development plan for possible areas of improvement will be created. Accordingly, the impact of leadership at the organisation will be critically evaluated.

Main body

Starbucks overview.

Starbucks is a multinational corporation based in the United States that was established in 1971. Starbucks is the world's largest premier roaster and retailer of specialty coffee, with more than 32,000 stores in 80 countries. (Starbucks, 2022) In the UK, Starbucks has 1,089 locations, 791 of which are franchised. (Lock, 2021) The company's net revenue achieved 24.61 billion dollars in 2021 with 349,000 numbers of employees. (Forbes, 2021; Lock, 2018) The company's good leadership and management approach has resulted in the brand's excellent success and a strong vision of core competence. (Smith, 2018)

Reviewing Leadership styles.

Leadership style is the method, which managers use in implementing leadership when they are relating to their team members. (Armstrong, 2012, p.11)

Trait approach: One of the oldest methods to researching leadership is the trait approach, which entailed looking for qualities, values and skills that indicate whether a person can acquire and be effective in positions of leadership. The term trait belongs to a wide range of personal traits, including personality characteristics, needs, motivations, temperament, and values. Self-assurance, extroversion, emotional maturity, and energy level are a few examples. (Yukl, 2013, pp. 142-143)

The trait approach does have implications for increasing managerial performance. People considering a career in management can benefit from learning about the characteristics and abilities required for various sorts of managerial positions. The information can also be used to choose candidates for managerial positions, detect training gaps in the current job, and organise

management development activities to prepare the person for advancement to higher level positions.

A leader must also have interpersonal, technical, and cognitive skills in order to be successful. The relative significance of the three types of qualities, as well as the best combination of specific skills, are likely to be defined by the type of organisation, the level of management, and the nature of the problems that a leader faces. (Yukl, 2013, p.166)

Contingent leadership: According to Fiedler's (1967) theory of contingent leadership, the sort of leadership practised is largely determined by the situation and the leader's ability to comprehend it and act appropriately. The effectiveness of a leader is determined by both the organisation and the leader's personal characteristics.

Situational leadership: Situational leadership is a development of contingency theory. Leaders move between the four techniques – directing, assisting, coaching, and delegating – based on the scenario, including the subordinate's level of development and their own competence and commitment. (Armstrong, 2012, p.7)

Autocratic leadership: The manager makes a choice without consulting others or soliciting their input, and these individuals have no direct impact on the decision; there is no involvement. (Yukl, 2013, p.115)

Democratic leadership: This leadership inspires participation in group decision making process, honest praise, active member engagement, as a result followers can feel better motivated through the involvement. (Simon, 2008, p.52; Woods, 2005)

Laissez Faire leadership: Employees have complete decision-making freedom within their areas of expertise. This devolution of power may encourage subordinates, resulting in job enrichment and higher performance. (Western Governors University, 2020)

Transactional leadership: Transactional leadership is another old leadership style in which a leader provides something valuable in exchange for a follower's services. The contract between employee and employer is mainly

transactional. The transactional leader applies contingent reward to increase followers' job satisfaction, organisational performance, and motivational level. (Lynch, 2012, p.6; Humphrey, 2014)

Coercive power is used by transactional leaders to influence employee behaviour. Change is required in times of crisis in order to deal with the problem. When used in a crisis, this kind of influence can be beneficial if the leader and his employees had already developed a trusting connection. The leader must keep his workers informed about his plans to fulfil the organization's goals, as well as the changes that are being made and their implications. Coercive power and a centralised decision-making process will only be effective if readiness is established, and employees will enable the leader to make decisions for them. (Heuvel, 2010)

Transformational leadership: According to Bass the transformational leadership focuses on motivating and empowering individuals to build commitment, which will contribute to the company's success. This type of leadership is concerned with the development of relationships between the leader and his or her followers. The ability of a leader to inspire a sense of loyalty, trust, and fairness is critical. (Lynch, 2012, p.2)

Leaders are transformational when they help to improve followers' needs for attainment and self-actualisation, when they encourage in followers higher moral maturity and when they move followers to go beyond their self-interests for the good of their organisation, society, or group. (Western, 2008, p.22)

Referent power is used by transformational leaders, who are linked with effective leadership. Employees are benefiting great deal of autonomy; the leaders have a positive correlation with team performance. (Raza, 2011)

Leadership styles in Starbucks.

CEO of Starbucks, Howard Schultz is an American businessman who served (1987–2000, 2008–17) and helped develop the coffeehouse company into a global presence. This year, Howard Schultz returned to Starbucks as interim CEO. He is recognised as a transformational leader.

The leadership styles in Starbucks are transformational and democratic. Schultz developed a coffee empire at Starbucks by using his charismatic personality and principles to create a transformational work environment. To overcome commercial problems and achieve shared success, he uses referent power, influence, and motivation.

Starbucks employees are never treated as commodities, but rather as business partners. By investing in and building a unique relationship with the employees and getting them to realize that the first goal is to exceed the expectations of the employees, and then of the customers.

To achieve his vision, Schultz used his great motivating and influencing skills and focused on satisfaction and trust to build employee commitment.

(O’Leary, 2022)

According to my observations, every Starbucks employee is treated equally. The company is empowering young people, empowering workers in decision-making processes, and gives flexibility to choose their working hours. These kinds of behaviours are related to democratic leadership style.

In addition, the company is investing in Training and Development of employees. Starbucks offers its employees the "Attensi Behaviour" app, which uses immersive 3D gamified simulations to prepare employees for the workplace and circumstances they will face. Users receive personalised comments and performance evaluations as they develop. The programme gives them a variety of realistic scenarios to help them practise the challenges they'll face at the workplace. The app contains a lot of amazing leadership and management topics that can help you learn more about management principles and how to lead effectively.

Reflection part

Gibbs' model of Reflection.

Graham Gibbs created the Gibbs Reflective Cycle in 1988 to give structure to learning from experiences. The framework is excellent for examining my leadership position experiences, allowing me to learn and develop plans based on what went well and what did not go well. It involves six stages, showed in the *Figure 1* below. (The University of Edinburgh, 2020)



Figure 1. Gibbs' Reflective Cycle. (Notivymelybaf.oberonlife.com., n.d.)

Description

I've been working as a team leader at Starbucks. My daily tasks included leading the team, delegating tasks to team members, filling out daily documentation, and training new team members, as well as coaching, motivating, mentoring, providing feedback, and problem solving.

I'd like to describe a day when I was leading a team of six employees, and it was my first morning shift.

We finished the morning preparations and were set to open, but I realised we still had a 15-minute. I am leader who is obsessed with getting things done better and faster.

The manager assured me that if we finished the preparation sooner, we need to open before the scheduled time.

But I have my own leadership approach, this is why I did not follow him, and as a reward, I provided everyone 15 minutes coffee time before opening the store. I was well aware of how busy the business is in the mornings, and I wanted to increase team' morale.

Feelings

I was self-confident, proud, and felt pleased of my decision. The team members felt surprised, happy, and motivated.

Looking back, I am feeling satisfied of my leadership manner and the relationship with the team.

My trait to be a self-confident and self-reliance is very valuable for me since it helps me to be more successful in the competitive business environment.

Evaluation

This method worked well, even one of the employees, who has been with the company for a long time, stated that this is the first time it happened, and she felt comfortable and unpressured during my shift. Everyone was positive during the shift; they were motivated and productive.

Analysis

According to of my leadership experience in Starbucks and according to the review of leadership styles in this essay, I can describe myself as a transactional, situational and pacesetter leader.

My trait to acting with urgency, communication of expectations clearly, focused on short-term goals, task-orientation, and motivation of employees with contingent reward are obviously makes me a transactional leader. (Cherry, 2021)

As a leader in Starbucks, I manage people from different cultures and different languages. I try always to rely on policies and procedures of the company. The transactional style helps me to keep everyone operating with fixed ways of working and to create highly productive team. The disadvantage of this style is limited innovation and creativity, which is related to me as well, I need an improvement in this area. (Betz,2021)

As a situational leader I am leading based on scenario, I use expert power to facilitate the work behaviour of others.

My coaching and mentoring approach is to direct the tasks and highly support the team.

I highly recognise myself as a pacesetter leader, highly skilled, who is obsessed with getting tasks done better and quickly. I am proud of myself on never asking others to do what I wouldn't do myself. There are many successful pacesetter leaders: Jack Welch, Lee Kuan Yew, James Cameron. (Sharma, 2022)

Conclusion

I believe with transactional leadership style I foster collaboration and create learning organisation. With my effective short-term aims, I will not be involved in future crises.

My leadership styles are not coinciding with the leadership styles of Starbucks, as a result I need to improve some skills of transformational leadership. Other areas of improvement are employee engagement and empowerment, interpersonal skills, adaptability, and creativity. As a result, the development plan has been created and attached as an Appendix (see *Appendix. Leadership development plan*).

Conclusion

Leadership is a process of social influence, involved with the styles, traits and behaviours of people that causes others to follow them. (Armstrong, 2012, p.29) The leadership styles are important part of every leader and organisation. The transformational and democratic leadership resulted in the success and long-term sustainability of the Starbucks.

Additionally, the reflection on my leadership skills and styles has made me see my weaknesses and strengths, and it was very beneficial in creating the Leadership development plan.

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Appendix. Leadership development plan.

What are my Leadership development Objectives?	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.
Engagement with employees and empowering them.	I will try to focus more on people, rather than tasks. I need to empower them and allow them to grow.	At workplace	01.07.2022
Interpersonal skills.	I need to control my emotions and be patient; I need to practice empathy and I need more self-reflection.	At workplace	01.09.2022
Creativity and innovation.	I need to create clear mission and vision. I need to create plan of actions with clear goals and deadlines. I need to listen more and ask right questions. I need to communicate new ideas with	At workplace	01.11.2022

	others and to take risks.		
Adaptability.	I need to stay calm and confident and redefine the motivation. I need to establish alternative solutions. I need to establish vision that is associated to growth.	At workplace	01.12.2022