

BA Leadership and Skills Management for the Workplace

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Emergent Leadership Skills for the Workplace

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Winston, B.E. and K. Patterson. 2006. An Integrative Definition of Leadership. International Journal of Leadership Studies 1, 2, pp. 6–66.	"A leader is one or more people who selects, equips, trains, and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization's mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives."
Sullivan, E.J. and G. Garland. 2010. Practical Leadership and Management in Nursing. Pearson Education Limited; Harlow.	"Leadership involves the use of interpersonal skills to influence others to accomplish a specific goal."
American Nurse Association (ANA). 2014. Leadership Definition. Retrieved May 19, 2014. http://www.nursingworld.org/MainMenuCategories/ThePracticeofProfessionalNursing/Leadership	"Leaders do more than delegate, dictate, and direct. Leaders help others achieve their highest potential. At ANA, we empower nurses to be professional, competent leaders in healthcare. Through a variety of educational and advocacy activities, our work increases the leadership capacity of nurses to advance health and lead change."

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1.INTRODUCTION

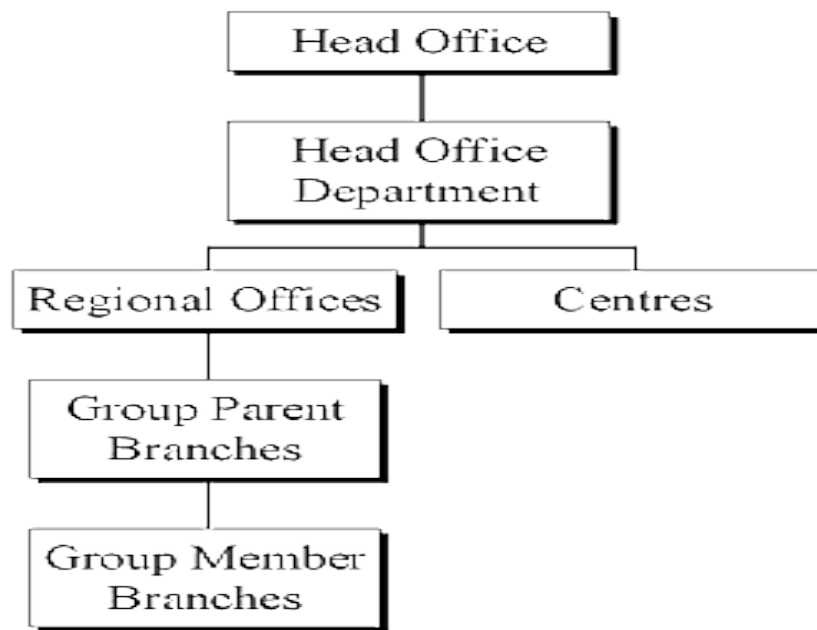
The essay will first demonstrate my understanding of the importance of evaluating my ability to fulfil a leadership role in the context of the established leadership skills with reference to the appropriate models and theories of leadership. Then, it will analyse the Whitbread Annual Report, and discuss the leadership styles and approaches of the CEO of Whitbread in comparison to mine. It ends with a conclusion.

BRIEF HISTORY OF BARCLAYS BANK

The history of Barclays bank plc can be traced way back in the 17th century to a bank called at that time "The Three Anchors in Lombard Street". Currently, Barclays plc is an international financial service group with branches in more than seventy countries word wide. This essay will be focussed on the Barclays UK- based financial service, and this group deals mainly with banking and investment banking services.

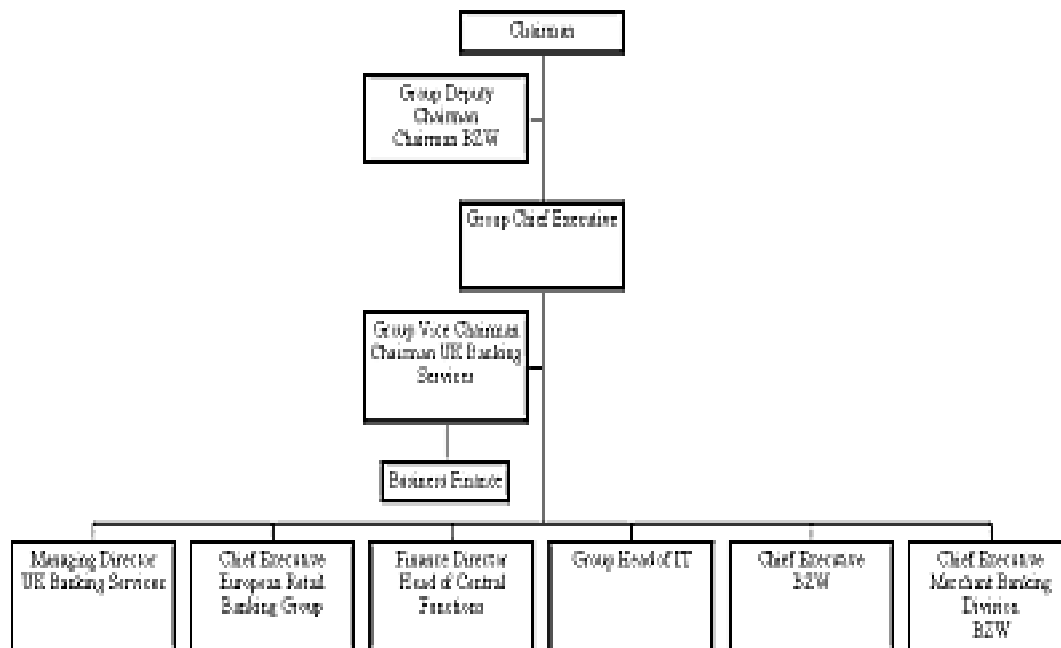
As a large multinational company, Barclays UK has a branch network, and It uses a matrix structure which involves combining the divisional and functional structures as well as the benefits related to them as per the Diagrams showing the Organisational hierarchy and Barclays group management structure. The services offered include; Personal and Business banking as well as the cross-border services which are integrated and supported by the functional departments such as risk management, finance, resources and network operations to enable the group to achieve the set objectives.

Figure 1. shows Barclays organisation hierarchy



Source: Barclays PLC (1996)

Figure 2 shows Barclays group management structure



Source: Barclays PLC (1996)

1.1 Mission and values:

The mission of Barclays bank UK is stated as, “To be one of the best Financial Services Groups in the eyes of customers, staff and shareholders”, while integrity, valuing the customers, teamwork and respect for one another are emphasised in the cultural values. All employees have a duty to not only follow these values but also to apply them in their daily work in all their dealings with fellow employees or customers. Values that employees believe in become part of an organisation’s culture and so can be regarded as part of an organisation’s established leadership styles.

1.2 DEFINITION OF LEADERSHIP

According to (Kruise, 2013) leadership referred to as a process used to impact others to achieve the set goals, while (Buchanan & Huczynski, 2007) refers to it as a way of influencing the activities of an organised group in its efforts towards goal setting and goal achievement. Leadership plays a big role in all organisations but its application as a process is getting more complicated due to globalisation and technological development (Punnett, 2004). As a result, all leaders face challenges in their roles, such as cultural differences amongst their followers and their expectations from the leaders, and this requires them to not only develop their interpersonal skills (Byrd, 2007) but also to understand the leadership styles expected of them (Ulrich & Smallwood, 2012) see Table 1 below.

Table 1. Shows the different definitions of leadership

Leadership References	Definitions
Wehrich, H. and H. Koontz. 2005. <u>Management a Global Perspective</u> , 11th ed., McGraw Hill, Singapore	"Leadership is defined as influence, that is the art or process of influencing people so that they will strive willingly and enthusiastically towards achievement of group goals."
Winston, B.E. and K. Patterson. 2006. An Integrative Definition of Leadership. <i>International Journal of Leadership Studies</i> 1, 2, pp. 6–66.	"A leader is one or more people who selects, equips, trains, and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization's mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives."
Sullivan, E.J. and G. Garland. 2010. <i>Practical Leadership and Management in Nursing</i> . Pearson Education Limited; Harlow.	"Leadership involves the use of interpersonal skills to influence others to accomplish a specific goal."
American Nurse Association (ANA). 2014. Leadership Definition. Retrieved May 19, 2014. http://www.nursingworld.org/MainMenuCategories/ThePracticeofProfessionalNursing/Leadership	"Leaders do more than delegate, dictate, and direct. Leaders help others achieve their highest potential. At ANA, we empower nurses to be professional, competent leaders in healthcare. Through a variety of educational and advocacy activities, our work increases the leadership capacity of nurses to advance health and lead change."

1.2.1 Leadership Styles:

These mainly involve guiding, motivating and influencing the followers to work towards the stated goals (Kottler, 1988), whereas, (Muhammed et al, 2009) suggested that leadership styles show the key aspects of leadership. The followers include different people with different personalities, at different levels in the organisation and therefore with different needs which may require different leadership styles.

Several researchers have identified different types of leadership styles, and it has been proved that different situations will determine a different leadership style and management approach (Punnet, 2004; Lussier, 2005). For instance, a situation in crisis may require an Autocratic leader, a cost centre a controlling leader, a project a task oriented while a team requires a people centred leadership style (Armstrong, 2012); also, process or trait leadership (Jago, 1982). Findings by (Goleman, 2000) show six leadership styles, and furthermore explains a situation relating to each style, while on the other hand, (Vera & Crossan, 2004) reports that no style is appropriate for all situations.

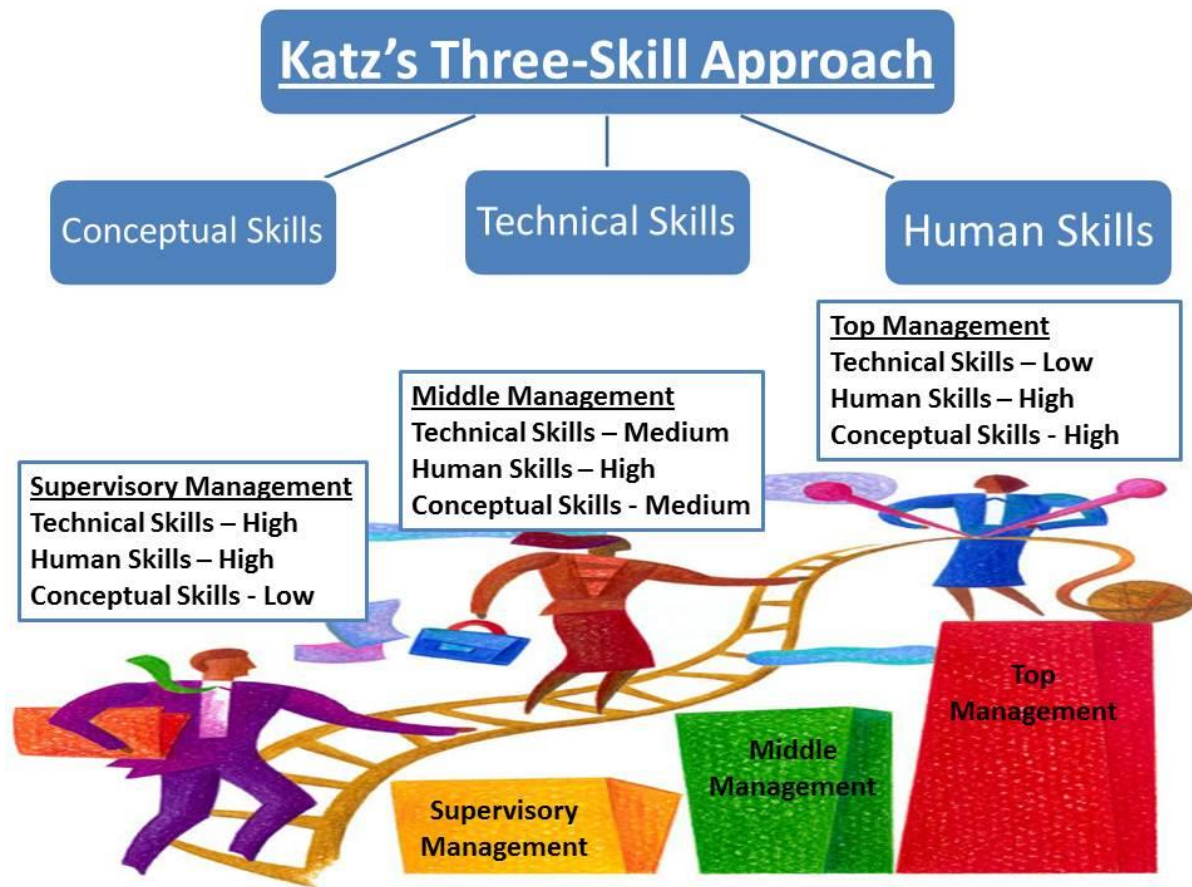
The Bass theory shows the transactional, transformational and laisses-fair leadership styles but the focus is on transformational because it involves motivating and developing the followers to perform better (Politis, 2001).

1.2.2 Essential Leadership skills

Understanding my skills as a leader should help me in identifying my ability to fulfil the responsibilities of my leadership role. (Katz 1955) identified three skills a leader should have in his book "Skills of an

Effective Administrator,” and these were categorised as; technical, human and conceptual. Though different skills are more significant at different roles in management, see diagram below.

Figure 3. Shows Katz’s three skills approach



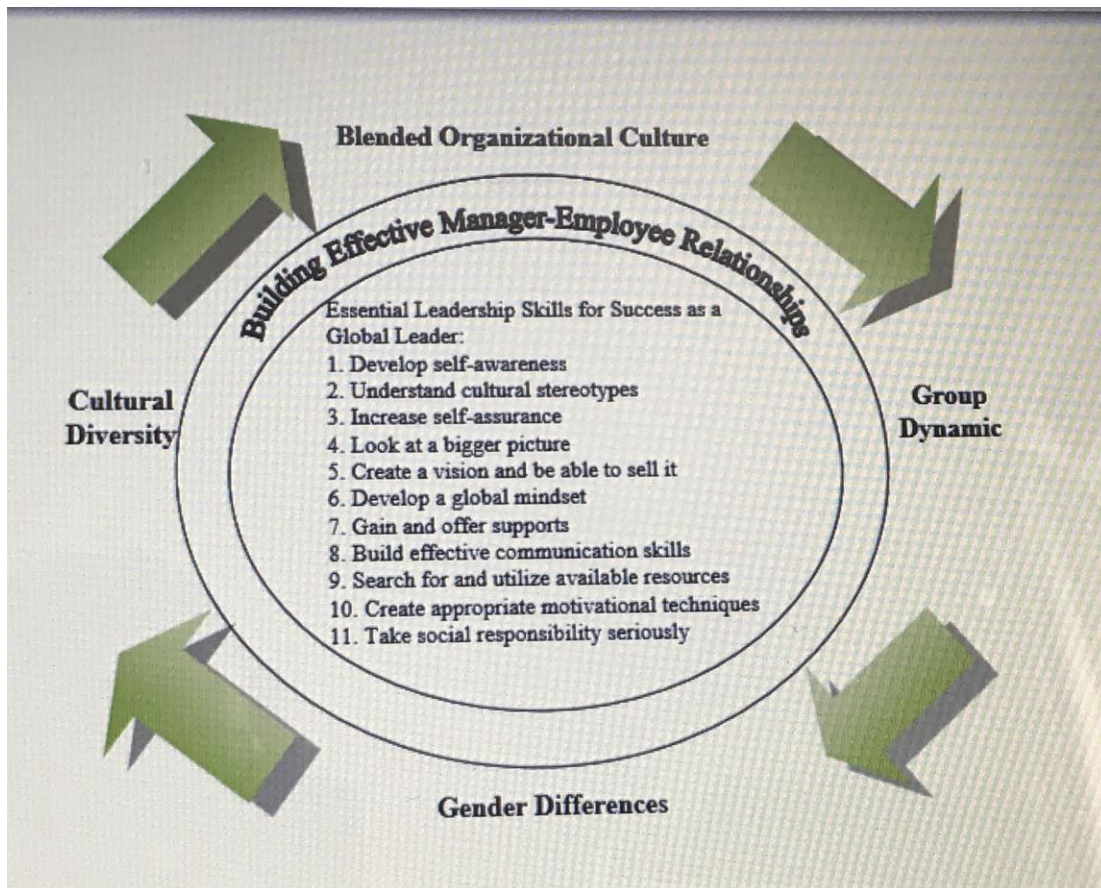
Source: Katz (1955)

Also, the technical skills are very vital for the leadership role for managing the teams effectively (Northouse, 2013) and this is because technical skills focus on the knowledge, competency, understanding and proficiency of the leader. In addition, (Durbin, 2004) suggested the skill of self-awareness, while (Holi & Seki, 2012) is Complementary to the study of the white colour workers among Japanese via a largescale cross section of which the author’s aim was to elucidate three things;

1. The distribution of sense of coherence (SOC) which reflects stress coping abilities
2. The distributions of life experiences
3. The association between SOC and life experience

Whereas the Online Journal for workforce Education and Development (2013) outlines outlined eleven leadership skills for a leader as per the figure 4 below.

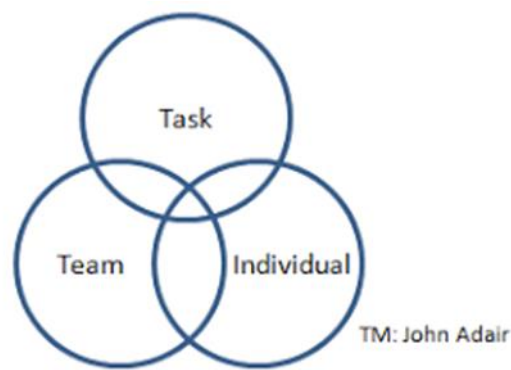
Figure 4. essential skills for leadership effectiveness in a diverse workplace development



Source: Online Journal for Workforce Education and Development (2013)

The application and following the values of Barclays role as a leader and in my activities while carrying out my duties demonstrates my ability to be able to fulfil my responsibilities which involve satisfying both the external and internal customers. The external customers include personal, business and cross border customers while the external customers include my group members and other staff as per the operations and system network of the bank. For us to be able to achieve the group tasks, I need to build good working relationships with the internal customers so that we can offer services of high standards to our external customers. This is illustrated and explained by (Adair, 1973) in his model of leadership which shows the three essential roles of a leader. See figure 5 below.

Figure 5. Shows action centred leadership



Source: Adair (1973)

It is my responsibility as a leader to make sure that my group members not only understand the group and individual tasks but also how the tasks can be achieved. Also, with respect for one another we should carry out our tasks as a team to encourage all group members to participate which motivates everyone to work towards achieving the set goals. The importance of my personal abilities is also reflected in building and maintaining effective relationships with my group members and other staff as these focus us on achieving the set objectives (Armstrong, 2012). It is our responsibility as employees working as a team to build relationships that motivate each team member to achieve the group tasks.

1.3 Evaluation of my strengths and weaknesses in relation to leadership theories and models

The strengths and limitations as a leader can be reflected in personal qualities that include; enthusiasm, integrity, fairness, humility and self-confidence (John Adair, 2016). The role of a team leader with the bank, requires building trust with not only the people in the team but also with superiors and staff from other departments so that we can effectively coordinate and communicate within the organisation. The quality of integrity enables me as a team leader to build this trust, while humility helps in creating a good team spirit.

This can be illustrated at my work- place as a good listener as well as encouraging members of the team to participate in the activities required for the group to achieve the set goals, motivates the group. Also, with reference to the generic qualities (John Adair, 2016), understanding what I am and knowing what others expect from me in my roles, as well as being open to feedback from others at work including the group members is a strength in that it helps me to build my self-confidence.

Also, with reference to the model of leadership, (J. Adair 1973) demonstrates how the three demands on the leaders depend on each other. The task need relates to the goals set for the team and these can only be achieved when the individual group member needs are aligned with the task needs and the group maintenance needs. Furthermore, the team maintenance needs play the role of motivating the group and aligning the individual needs with the task needs so that the task is fulfilled.

My strength is that I delegate some duties to the team members to make sure that our tasks and feedback regarding these tasks are effectively communicated not only to team members but to every staff involved. However, my limitation is that due to pressure from sources that are not within my responsibility, I sometimes become more of a task centred than a people centred leader and yet according to John Adair, he emphasised the need for a leader to balance the three demands for the group to successfully achieve the tasks. In addition, (Armstrong, 2012) argued that not being able to balance the three needs of Adair's model leads to not fulfilling these needs and therefore failing to

achieve the objective. (Hadley et al., 2011) argues that leaders face pressure under crisis, on the other hand, (Lussier & Achua, 2004) shows that leaders can provide stability, reassurance, confidence and a sense of control in similar situations. This leads me to another limitation of not being able to balance the needs on me which depends on the demands or the cause of the situation. sometimes I can end up focussing on either the individuals or the task or group needs or any two especially when faced with challenges or in a crisis (Katz et al., 1950; Stogdill, 1950) but my quality of humility helps me to listen to others and take the blame (Armstrong, 2012).

The strengths of the team leader and limitations can also be reflected in terms of the traits that make a leader or leadership behaviour (Stogdill, 1948; Levin, 2008; Armstrong, 2012). With reference to the traits theory my strength includes the leadership motivation and self-confidence. This can be illustrated by some situations we face in our group when pressure mounts up due to various reasons and this not only affects our individual performance but also for the team. It is my responsibility as a leader to make sure that the situation is dealt with as per the guidelines in the relevant procedures manual or even referred to my manager, and also, that the team members are directed and motivated so that we focus on the goals set. However, my level of authority is limited in that I must refer some situations to the higher authority.

Regarding the theory of situational leadership, the situation may determine the leadership style (Fiedler, 1967). Hersey and Blanchard (1974) identified four different leadership styles which include; "Directing, coaching, supporting and delegating", while, Hersey and Blanchard (1969) referred to the same styles as; "Telling, selling, participating and delegating". I do apply these styles in my leadership role, and not only have they enabled me to motivate the group members but also to develop their knowledge and skills which improves their performance both as individuals and as a team (Goleman, 2000; Armstrong, 2012).

Furthermore, the Path-goal model (House, 1971) which focusses on leaders directing their followers to fulfil the tasks. Similarly, the Leader/ Followers theory emphasises that the success of a leader depends on its followers (Armstrong, 2012; Dixon, 1994; Adair, 1973; Hird, 2010), whereas, the (US Army, 1983) identified the attributes of leadership as "Be, Know and Do" and the factors of leadership as "Follower, leader, communication and situation". My strength in relation to these theories lies in my ability to develop effective relationships with my team members and others I work with and to communicate with each of them effectively regarding our work. My strengths in the light of the Bass theory include motivation and self-confidence (A Maslow, 1943), while my limitations include not having the power and authority to do some roles as per the rules of my employer.

Figure 6. Shows the path-goal model



Source: Derue (2011)

The appropriate style and approach for the leadership role includes; the coaching, traits as well as the bureaucratic leader. The bureaucratic is due to the rules and regulations the leader is subject to which limit their authority, while the coaching style relates to the responsibilities of the leader regarding the team. The traits approach mainly involves the personal traits of the leader and how they are used in the leadership role.

These are the characteristic of Bureaucracy (Weber)

- 1." Hierarchical Management Structure".
- 2." division of labour"
- 3." formal selection process"
4. "Career Orientation"
5. "Formal Rules

Table 2. Types of Leadership Theories.

Leadership Theory	Era	Definition
Great Man (Boden 1994)	1930–1940	Proposes that great men are born, not made, leading to the belief that great leaders will arise when there is a great need (Boden et al., 2003). This theory has since fallen out of favor. Scholars attempted to identify characteristics of great leaders that were based on the prevailing leaders of the day who were usually male and from the upper classes.
Trait/Behavioural (Taylor 2009)	1940–1980	A softer version of the Great Man Theory, it assumes that certain inherent traits and qualities make an individual better suited to a leadership role. These traits are generally described as personality or behaviour characteristics that are shared by current or previous leaders
Contingency/Situational (Taylor 2009)	1950–1980	Contingency theories are situational by their very nature. There is no one leadership style, quality, or trait that is best for all situations. The emphasis is on the factors that affect a situation. This theory chooses to focus on the environment that may influence the situation and that the ability to lead is contingent on the situation, the leader, and the follower. Situational-contingency theories do not recognize any one leadership approach. Fundamental to the theory is that different circumstances will require different types of leadership. Therefore, leaders may be effective in one situation and unable to lead in another.
Leader/Member exchange/ Transformational (Cherry 2014)	1970–today	The focus is on the relationships formed between the leader and their followers as being of critical importance (Boden et al. 2003). A transformational leader will motivate and inspire individuals by facilitating group members to see the importance of the goal at hand. Transformational leaders concentrate on the performance of group members, encouraging each member to fulfil his potential

Source: Korniewicz and Faan (2015)

2.0 ANALYSIS OF THE WHITBREAD ANNUAL REPORT 2018

The purpose of this annual report is to provide information on the Mission of Whitbread and a summary of its achievements for 2018 to the stakeholders, including the Shareholders, Customers, Winning teams, Communities, Staff, Government and the Other investors such as the Venture capital in the group, both local and internationally. This includes a summary of the financial achievements for the group as well as the individual business units, and other achievements such as progress at the

operations level through the winning teams, corporate responsibility through support to charities, market share gains and awards gained regarding the brands of Whitbread Plc.

The intention of the report is to give the shareholders and other investors information about the progress in their investments in form of the strategic priorities and plans, for the achievement of the strategy of Whitbread.

2.1The Vision of Whitbread

The vision of Whitbread Plc like any other organisation is to define its purpose through its strategic objectives and how these objectives are to be fulfilled. According to the report, the vision includes three strategic goals;

- Developing brands
- Long- term growth (both in UK and International)
- Growth in profitability

And these strategic goals are to be achieved through innovation, delight in customers, excellent service and efficient operations as well as maintaining the ethical values and social responsibility of the organisation.

2.2Business Overview:

With reference to the vision of Whitbread, one of its strategic priorities is to develop the brands. The report shows that this goal has been successfully achieved with two hospitality brands in UK under the names of Premier Inn and Costa. The critical success factor has been focussing on customers as the centre of its businesses. Being a service industry with an aim of delighting customers which will result in not only profit growth but also in long-term growth, the customer is the priority and in the centre of the Whitbread Logo. This also implies that customer satisfaction, innovation and quality management are the competitive advantages that have enabled the management of Whitbread to achieve and retain the strategic priority of long-term growth (Robert B Wood, 1997).

Furthermore, the report also shows other critical success factors that have contributed to the success of Whitbread plc and these include; the Winning teams responsible for offering a service of high quality to the customers, and, social responsibility through the Force for good, which not only creates the brand awareness within the communities but also acts as a marketing tool based on the ethical values of the organisation.

In addition, is the measure of progress using the Balanced score card for the strategic goals, strategic objectives and the operations which include the Winning teams, the Force for good program and everyday efficiency is of greater benefits to the organisation. This is because the balanced score card can be used by the management of Whitbread to link the performance indicators with the critical success factors as well as the strategic priorities to make sure that the performance indicators stated in the report are addressing the stated objectives for the achievement of the overall strategic goals. According to Kaplan and Norton, the Balanced score card covers both the financial and non-financial measures, long and short- term objectives as well as the quantitative and qualitative performance indicators as per the four perspectives of this approach. The report shows how this approach is used by the group to come up with a range of measures that are used to monitor its financial performance. However, most of the measures stated are financial such as total revenue, profit before tax, return on capital, dividend per share, earnings per share, discretionary free cash flow and underlying operating profit as per the financial highlights stated in the report.

Most of these measures are appropriate for the profitability growth and share holder returns because they are short-term and financial, but according to the vision the other strategic goals are either not covered by any measure in the report or indirectly covered. For example, the measures used to monitor the long-term growth, customer satisfaction, innovation and shareholder value are not clear in the report. According to Kaplan and Norton, the balanced score card has four perspectives; Financial, Customer, Internal business and Innovation and learning, and, each of these perspectives should have relevant measures to monitor the progress of the stated goals.

The report shows that the financial perspective includes the measures of financial performance and these are used to monitor the profitability growth, while the dividend per share and earnings per share focus on the shareholder returns. Furthermore, the performance indicators in the report include the brand performance and brand expansion which are used to monitor the brand development; however, the brand performance relates more to customer loyalty to the brand than brand development.

The operational team retention and winning teams covers the staff and it shows how the employees are motivated through rewards and developed through coaching and training so that they can work towards the overall objectives of the group. But no measure is stated in the report to monitor customer satisfaction and innovation and yet the customer is in the centre of the logo and, customer satisfaction is included in the vision as ways to be used by the organisation to help achieve the strategic priorities.

The report clearly shows the support being given to the winning teams and how these winning teams are progressing, but nothing is mentioned as to how the customer satisfaction and innovation are monitored or measured. Also, the CEO's review states the millions of customers who are loyal to the brands but the innovation and customer satisfaction are not covered and yet they are critical success factors for the strategic priorities of Whitbread.

2.3 The Chairman and CEO statements:

The Chairman's statement shows a good financial performance for the group with a growth in the profit before tax by 6.4%, full year dividend by 5.6% as well as a commitment of the group to continue with the dividend plan which addresses the strategic priority of profitability growth as well as the needs of the shareholders. It also shows commitment to the ethical values of the Whitbread group through the donation of £4.6 million to charities supported by Whitbread, and this promotes the reputation of the organisation.

The statement further outlines the group's plans regarding its long-term growth as follows: investing in technology, property procurement and supply chain in the UK; an agreed acquisition of nineteen hotels in Germany; and buying out Costa's joint venture partner in South China.

On the other hand, the CEO's review is focused on the strategic objectives as stated in the vision. The review shows an increase in revenue by 6.1%, operating tax before tax by 4.5% a cashflow growth from £532 to £585 million, which also indicates a good financial performance for the group, as well as showing the achievement of the goal of profitability growth for the group as per the vision of Whitbread. Furthermore, is the benefit of the demerger of Premier and Costa that will enable each independent business to focus on its core areas and this will increase the profitability as well as the shareholder returns. However, the financial information provided by both the Chairman and CEO, as well as in the financial highlights and performance indicators would have been more meaningful to the users if it is compared to either external information like industry averages or internal like previous years trends.

The report also includes the HR Director's review, which shows the progression in the operations team and how they are supported. These include investing in the team members at all levels and encouraging each one of them to develop their careers, motivating the team members through a fair and transparent strategy which links their pay to skills development.

2.4 Comparison of the Leadership roles:

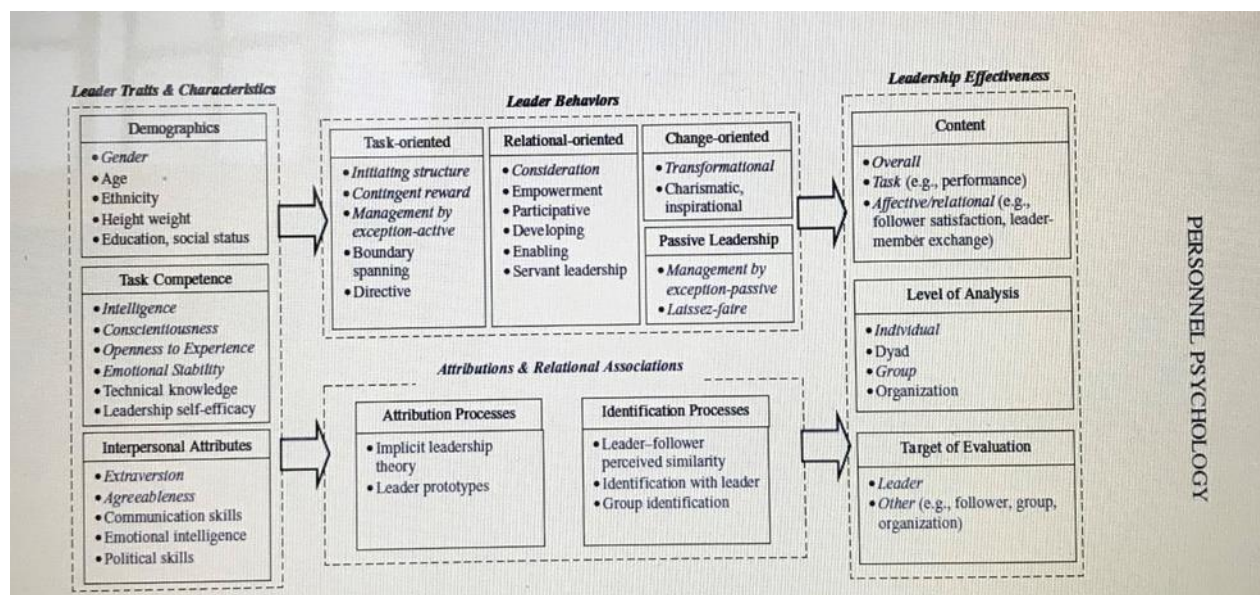
The leadership styles and approaches of the CEO of Whitbread have more differences than similarities when compared to leadership style of my chosen organisation. First of the CEO is at a senior level with the ability to execute his authority than the leadership level. Also, the two groups, Barclays and Whitbread are different in that one offers the financial services while the other hospitality business, and each group has different culture and values which influence the behaviour and beliefs of the employees while carrying out their duties.

(Refer to the diagram below of An Integrated Model of Leader Traits, behaviours, and Effectiveness.) In addition, job roles of the CEO are different from the leadership role which also, has an impact on the approach and leadership styles used. The CEO's role as per the report is focussed on the achievement of the strategic goals, while the leadership role with the bank involves directing and motivating to get the best results from the group members as well as the group with an aim of improving on the performance. The role of the CEO as stated in report include; driving innovation, a good return on capital for the investors through increased dividend and profit growth, effective utilisation of resource by maintaining good corporate governance and responding by ensuring processes are in place to mitigate these risks.

On the other hand, the approach and style of the leadership role is at a lower operational level at a branch and it involves directing, motivating and making sure that our group is focussing on the stated goals, whereas, the CEO's approach is to plan ways of achieving the strategic goals and to make sure they are implemented, achieved and monitored.

However, regardless of the post whether CEO or team leader, the personal traits of each individual also influence the style or approach, for example the CEO is an ambitious leader because her focus is on driving the long-term growth of the group as per the vision of Whitbread plc.

Figure 7. shows the integrated model of leader traits, behaviours and effectiveness.



Source: DeRue (2011)

The appropriate style and approach for the leadership role include; the coaching, traits as well as the bureaucratic leader. The bureaucratic is due to the rules and regulations the leader is subject to which limit their authority, while the coaching style relates to the responsibilities of the leader regarding the team. The traits approach mainly involves the personal traits of the leader and how they are used in the leadership role.

In contrast, the leadership style of the CEO of Whitbread is more of a transformative style because she is visionary and motivating from the way she inspires and encourages the winning team to develop their careers. Furthermore, are the detailed plans as stated in the report to support the operations teams and the day to day activities within the group.

In addition, the charismatic style is also appropriate to the CEO regarding the vision of Whitbread and the relevant strategic priorities outlined in the report. However, any leader can use different styles in a way that relates to the situation.

3.CONCLUSION

Though there are various leadership styles as per the different theories and models discussed in the essay, evidence shows that no specific leadership style can work in a situation. The importance of evaluating our personal abilities to fulfil the responsibilities of the leadership role is that it helps the leader to identify their weaknesses and to think of ways to improve such as coaching and training.

Generally, the annual report is detailed, and it contains the necessary information to address the stakeholders involved with the group such as the shareholders, customer, winning teams, employees, communities and venture capitalist. Also, the future plans of the group showing how the management intends to maintain its competitive advantage from the strategic level to the operations level is clearly stated in the report. However, the customer who is the centre of the business has not been clearly addressed in the report though the customer excellence has been stated in the strategic objectives, especially the customer satisfaction and quality of the services offered by the winning teams to the customers. Most of the performance indicators stated in the report are financial yet the balanced score card which has four perspectives is the approach used to monitor the progress. The four perspectives include; financial, customer, internal and innovation and learning (Kaplan and Norton, 2001).

The balanced score card approach is beneficial to the group because it includes both financial and non-financial measures to monitor the progress of the strategic priorities. Whitbread group like any other international organisation has different stakeholders and each of these stakeholders has needs that have to be addressed by the group in their annual report, and the balanced score card approach will enable this to be achieved if all the four perspectives as stated by Kaplan and Norton are used to measure and monitor the progress.

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