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Leadership and management Theory and Practice
ASSESSMENT 1



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Introduction

The purpose of this paper is to offer an in-depth understanding of what is leadership and how it is applied in the Body Shop Organisation by its leader vision, Anita Roddick.

Firstly, it seeks to offer a better understanding of the theories and models of Leadership and Management.

Secondly, it is closely seeking to understand these theories and models of the founder of The Body Shop Anita Roddick and understand her leadership style.

Lastly, discuss the contemporary Leadership and Management issues.

Background

The Body Shop was established in 1976 by the British green pioneer and human rights, Anita Roddick, with the vision of rolling out specific improvements by offering top quality beauty products, products inspired by nature that were produced in a sustainable and ethically way, and by lobbying for social and natural equity worldwide.

The founder, Anita Roddick followed one essential standard as a pioneer: consolidating manly and ladylike qualities for supportability. These characteristics zeroed in on rivalry, straight, objective reasoning on one side, cooperation in a holistic way, and natural reasoning on the other.

By initiating these standards, Anita Roddick observed that a blending of financial and social worth creation offers success.

Eco-friendly and leadership – Anita Roddick

“If you think you’re too small to make a difference, you’ve never been to bed with a mosquito.” – Anita Roddick.



(Body Shop founder Anita Roddick. Photograph: Johnny Green/PA)

Evidence suggested that leadership is a common term, but it has numerous different meanings. Thus, it can be said that like beauty, you will recognize leadership when you see it.

Cambridge Dictionary (2022) defines leadership as “ the person or people in charge of an organization" therefore, this definition is extremely vague in comparison with Western (2007): " leaders are authentically transformational when they increased awareness of what is right, good, important, and beautiful when they help to elevate followers needs for achievement of self-actualization (...) when they move followers to go beyond their self-interests for the good of their group, organization, or society." (Bass, 1990a:171).

The Body Shop started life as a little outfit in Brighton selling in total just 25 products. Shoppers were encouraged to reuse packaging and there was a certified emphasis on typical trimmings that were ethically gotten and viciousness free. As of now, the multinational contains more than 300 things and there are more than 2500 stores all around the world.

The brand becomes popular by being synonymous with bringing natural ingredients-based cosmetics to market in an ethical way. The secret, as per the leader's perspective consist of: “Sun, rain, and generations of wisdom ”.

The core value of the Body Shop is not maximizing profits, but the guiding principles of the Body Shop are:

- against animal testing,
- support community trade,
- activate self-esteem,
- defend human rights, and
- protect our planet and support other initiatives (Body Shop Foundation).

A trait is a character that can be observed over and over in one’s personality. Leadership traits can distinguish a good leader and assist in emulating them. Such characteristics incorporate honesty, capability, a forward-looking methodology, reasonableness, expansive mindedness, courage, capacity to face challenges, insight, creative mind, moving character, and straightforwardness of approach.

The most important qualities and values of a good leader are vision, empathy, consistency, and integrity. Researchers have shown that integrity has been defined as the quality of a person’s character (SEP, 2008). Thus, integrity may also be seen as the ability to ‘walk the talk’. Anita's authority style has been depicted as a model for dependable authority acting with extraordinary trustworthiness and uprightness, particularly in the corrective business and she was at the cutting edge of ecological activism.

Anita's essential persuasive variable separated from her charming character was to cause the Body Shop workers to feel that they were a piece of a huge family. (Roddick, 1991 Pg. 7). Maybe a defining moment in the Body Shop picture was when Anita collaborated with Greenpeace in safeguarding whales by showcasing items made with jojoba oil as a substitute for whale spermaceti. This was a spearheading adventure where businesses collaborated with a charity (Alcraft, 1998).

From the point of corporate trustworthiness, Anita's publicity discussed this as a key element pushing that the customer should become clear about what can and can't be accomplished with the items. She was likewise against animal testing and advanced the green methodology and an all the more socially dependable methodology with ideas, for example, 'Trade, not Aid' for the developing world.

The corporate culture point of view (instead of the instrumental one) was firmly upheld by Anita Roddick herself who reliably expressed that she was following up on her arrangement of values without any perspective on prompt financially returns, declaring that: "To this day we are rigorously protecting ourselves from big business thinking ... by being daring, brave – and not taking the things too seriously” " (Roddick, 1991).

Several authors noted that strong corporate culture is related to business performance (e. g. (Denison,1984), (Kotter & Heskett, 1992), (Eccles, Ioannou, & Serafeim, 2011)) and can form a meaningful competitive advantage (e. g. (Barney, 1986), (Sadri & Lees, 2001), (Klein, 2011)).

In this case, The Body Shop has a solid organizational culture that can be translated into employee motivation, inciting low turnover and high emotional bounding and personal holding with the brand, which leads to a more fruitful correspondence with its customers.

Transformational Leadership

- this transformational leadership style emerged as a leadership model that seeks to go beyond the ongoing framework and supports it, embraces the future, development, and change,
- some of the important values that are placed in transformational leadership are the following: justice, freedom, and lastly equality overall leadership characteristics.

One of the main elements of transformational leadership uncovers the turn of events, capacity, and abilities of individuals who are obstinate and equipped for settling complex issues and rethinking their situation, objectives, and obligations. Because of expanding confidence and boosting execution, individuals are urged to play a functioning job in the evolving framework, step up to the plate and mean to beat anticipated results.

Roddick attempted to another understanding of the strategic approaches in the business processes. Anita was focused on driving environmentally and socially responsible organizations that addressed her worth and provoked other corporate pioneers to be "true planetary citizens."

As per the literature review, Anita's charismatic leadership style was centered on the future and the requirement for change from the current circumstances. As per literature research, her office contained a sign that read "Welcome to the Department of the Future. Roddick alluded to her style as "benevolent anarchism."

Evidence suggests that this way to deal with administration gainfully affects individuals' inspiration and occupation execution and is especially sure for more extensive business execution when associations face vulnerability. The trailblazer epitomized Authentic Leadership in her noticeable moral shock at the activities of certain enterprises and her way of behaving steadily with her manner of speaking (like giving her fortune to a charity foundation to support ethical entrepreneurs).

Transformational leadership, from Bass's description, is by the pioneer's effect on the interest group. The group that was targeted performed more than anticipated because of the blend of adoration, regard, trust, and a feeling of commitment with inspiration.

As per Bass, a leader can change his supporters in these ways:

- By expanding the consciousness of the significance and significance of the mission,
- By ingraining keeping the association's advantages in front of their advantages,
- By activating the higher requested needs.

The Body Shop green pioneer vision, Anita Roddick has motivated innovativeness by welcoming employees to inspect what they were doing and how they were making it happen, expecting all the more likely for better work strategies systems. She encouraged representatives to make their work charming and to attempt novel and exceptional ways to approach the encountered issues along the way and think outside the box.

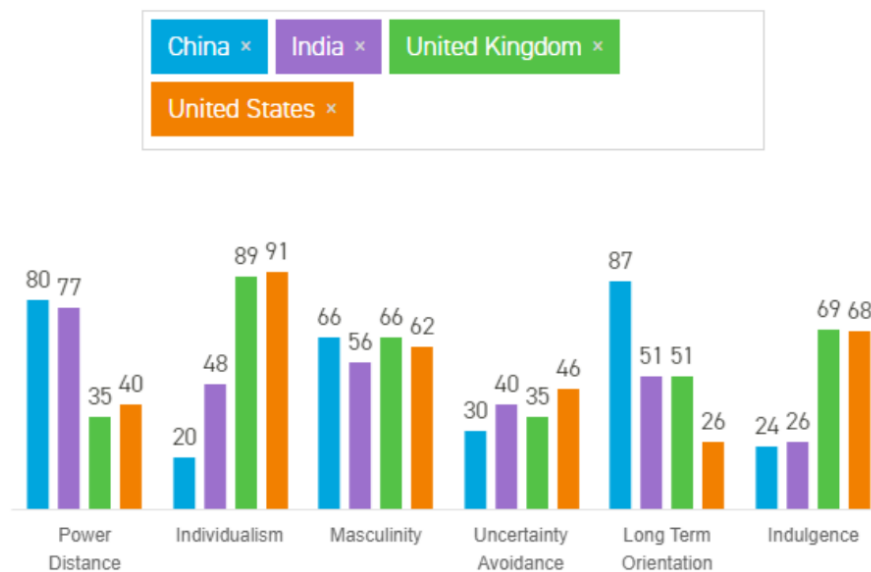
Her dedication to environmental issues and social causes, her conviction and message that all ladies are wonderful, and her future-oriented inspirational leadership style, all were added to The Body Shop's amazing achievements.

Contemporary Leadership and Management Issues

There have been quick headways in the time of globalization and industrialization in a couple of years, which has led to different authority speculations and models and prompted very nearly 10 years of persistent contentions on contemporary administration hypotheses, suggesting widening the methodology on initiative styles. Over beyond twenty years, different experts, researchers, and scientists have studied these administration styles as being too manly in light of western-working practices or being unsatisfactory for cutting-edge works leading to a discussion on the administration styles continued in the contemporary world (Drath et al., 2008).

Asian vs Western Leadership Styles

The distinctions between the administration rehearsed in Eastern and Western societies can be assessed utilizing Hofstede's six Dimensions of National Culture. From the Country Comparison apparatus (Hofstede 2018), the authority distinctions are justifiable because of massive contrasts between the Asian and Western authoritative societies as far as power distance, independence, and extravagance. As for power distance, explores by Harvard (2005) demonstrated that Asian chiefs appreciate the opportunity of activity more than those in the West. In Asia, it's more probable for a head of an organization to rehearse nepotism while in America, there is the legitimate ability the board projects to fabricate chiefs and CEOs. It was additionally demonstrated that in America, under 4% of the organization's portion was claimed by its CEOs. Numerous Asian organizations are attempting to adjust such practices, because of solid culture and family impact (Mills 2005).



(Source: Hofstede Insights - Cultural Differences, 2022)

Masculinity vs Femininity Leadership Styles:

While the characterization of initiative styles incorporates Authoritarian (or despotic), Democratic, and Laissez-faire (certified), it is delineated from the consequences of meta-insightful exploration (Eagly, Johnson 1990) that manly administration styles follow a dictator approach though female administration styles follow a more equitable methodology. Concerning Hofstede's national examination, the third aspect, "Manliness Vs Femininity", designs stay comparative in the east and west (Figure 1). The female administration approach is styled by characteristics like mindfulness, joint effort, co-activity, and humility. Such characteristics are pertinent for all kinds of people; nonetheless, ladies have a characteristic and social inclination to embody them more.

An overview including 13 nations (64,000 individuals) positioned qualities of female administration pivotal in business and different areas. Likewise, it was displayed from an exploration done by Catalyst that the organizations having the most extreme level of ladies in directorate had 66% more ROI when contrasted with the organizations with the feeblest. Such exploration demonstrates that eclipsing such characteristics could bring about possible dangers in the present impacting world (Hwang 2014).

The above study shows that twentieth Century based authority models are applicable in this day and age somewhat. Notwithstanding, in this steadily changing period of business and development, a few revisions are required in the current models, such as an advancing ladylike administration style. Keeping one single model, given the social differentiations between the Asian and Western worlds is impossible. Thusly, there is a fundamental need to isolate substantial and pseudo-historic drive styles, and when required organization models should be collaborated (Bass 1999).

Conclusion

All things considered, Anita Roddick was a Charismatic/Transformational Leadership by persistently portraying a fantasy of women's greatness not equivalent to that described by the renowned media, by energizing various relationships to be earth trustworthy, and by moving her delegates to help with making an unrivalled future for the world.

Furthermore, Anita sorted out some way to influence this system, both eventually and through her association with The Body Shop. Arguably, not a lot of organizations remain in history that had such an impact not just on the business in which they work, yet on society at large.

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Appendix

Figure 1.

Anamaria's Leadership - Action Plan

Leadership Skill to develop	Reasoning	Anticipated challenges (or justification if none)	Learning activities to help develop skill	Where can you practice or apply this skills	Timeline for achieving goals	Resources needed to complete skill development
Self-awareness	To manage myself more effectively	-lack of motivation	Reading books, research	Everyday	December 2022	Headspace, books, seminars, online courses
Time management	To manage myself more effectively	-lack of motivation	Reading books, research, practice	Everyday	December 2022	Books, seminars, online courses
Stress management	To manage myself more effectively	-not practicing meditation, not exercising	Reading books, research, practice	Everyday	Ongoing	Headspace App, Down Dog App, Books, seminars, online courses
Assertiveness	For confidence	-self-doubt	Reading specific books	At the workplace	December 2023	Books, online courses
Networking	Challenging myself in becoming open to others	-lack of motivation, -anti social	Listening skills	Everyday	Ongoing	Online courses, going out
Effective negotiation	To manage myself more effectively	-self-doubt	Reading specific books	On any occasion	Ongoing	Books, seminars, online courses
Handling emotions and conflict	For being effective	-self-doubt	Reading books, research, practice meditation	At the workplace	December 2023	Books, seminars, online courses
Communicating and justifying decisions	To manage myself more effectively and confident	-self-doubt	Reading books, research, practice	Everyday	Ongoing	Books, seminars, online courses

Consulting skills	For helping others to succeed	-self-doubt	Reading books, research	At the workplace	December 2023	Books, seminars, online courses
Coaching and mentoring	For helping others to succeed	-time management	Reading books, research, LinkedIn	At the workplace	Ongoing	Books, seminars, online courses, coaches
Proactive approaches to problem solving	For being effective	-lack of motivation	Reading books, research, LinkedIn	At the workplace In general,	December 2023	Books, seminars, online courses
Budgetary planning and control	For being effective, cost efficient	-self-doubt and procrastination	Reading books, online research,	Everyday	February 2023	Books, seminars, online courses

Figure 2.

Leadership Styles

Action-centred	Patriarchal
Adaptive	Post-modern
Authoritarian	Post-heroic
Collective	Primal emotional
Consensual	Principle-centred
Connected	Relational
Contingency	Servant leader
Charismatic	Situated
Democratic	Spiritual
Dictatorial	Strategic
Distributive	Technical
Emergent	Thought leaders
Expert	Transactional
Feminized	Transformational
Matriarchal	Values-based
Participative	

Figure 3.

Distinctive qualities of a Transformational Leader

Qualifications of a Unique Transformational Leader

- Ready to convert and flexible enough to capture time,
- Has a creative approach,
- Is focused on the purpose,
- People-oriented to be open to and supportive of change processes, creativity, and different ideas,
- Not so far-fetched as to be the **practitioner** of tomorrow—has the objective skills to distinguish between the unconventional and the novel,
- Lean and open to confusion,
- Able to think, to question, to see themselves as a representative of change, to take risks, to succeed and to be brave,
- Able to awaken the target audience for change and stimulate them to instill the spirit and excitement of the transformation,
- Are the leader who has put forward the leading organizations so that they can consciously come out of the uncertainties.