

BMTP4004

Managing Tourism, Leisure and Events Organisations

Leadership



HOSPITALITY
AND
TOURISM
MANAGEMENT



Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Today's Objectives

- Explore various leadership approaches and styles, including transformational and inspirational leadership.
- Examine how leaders behave, exert power and influence, and what makes them effective.
- Evaluate how leaders can be developed and the key factors that contribute to effective leadership.



The Meaning of Leadership

Leadership is the ability to **guide**, **influence**, and **inspire** individuals or groups toward achieving a common goal or vision.

What does leadership involve?

- **Decision-making & Direction:** Providing clear guidance.
- **Teamwork & Growth:** Creating an environment for collaboration and development.
- **Respect & Trust:** Leadership is earned, not just based on authority.
- **Motivation:** Leading by example, communication, and empowering others.



Communication

Integrity

Vision

What are the qualities
of a leader?

Empathy

Adaptability

Inspiration

Decision-Making

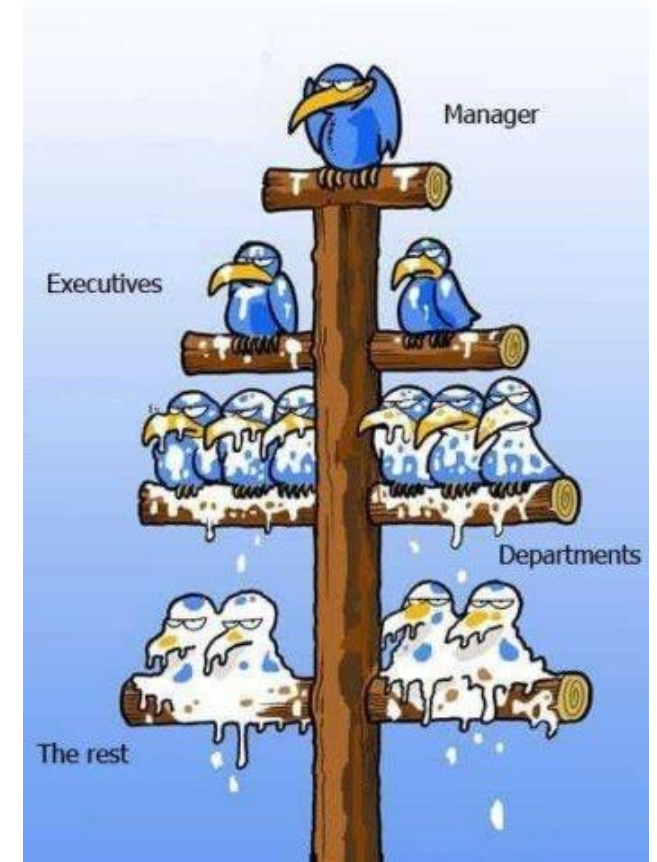
Leadership v Management

Management and leadership are often used **interchangeably**, but they involve different functions and skills.

Management involves **directing people** and **resources** to achieve goals, focusing on operations and structure.

What is the role of management? Managers oversee daily tasks, organise resources, and ensure targets are met.

What should be the focus: Efficiency, consistency, and stability through established processes.



Leadership v Management

Leadership is about **inspiring** and **guiding people** toward a **common goal**. It involves setting a **clear direction**, **building relationships**, and **motivating** others.

What is the role of leaders?

- Leaders focus on **inspiring** and **motivating** individuals, creating a **vision**, and **influencing** others to work toward common objectives.

What should be the focus?

- Vision, innovation, and change.
- Leaders often focus on moving people toward growth, improvement, and new opportunities.



What's the difference in Responsibilities?

Leadership

Setting a vision and inspiring others to follow it

Motivating and encouraging team members

Building relationships and trust

Empowering others to reach their potential

Navigating change and encouraging innovation

Management

Planning and organising resources

Setting goals and deadlines

Implementing systems and processes

Monitoring performance and managing tasks

Problem-solving within established frameworks

What about skills?

Leadership

Communication and interpersonal skills

Visionary thinking

Emotional intelligence

Adaptability and resilience

Problem-solving in dynamic situations

Management

Organisational and time management skills

Analytical thinking

Attention to detail

Risk management

Performance monitoring

What about overlap and integration?

Great managers often need to be effective leaders, and vice versa.

In practice, the most successful individuals are those who can balance **both management** (ensuring tasks are completed efficiently) **and leadership** (guiding and motivating others to grow and succeed).

Q1. Management without leadership – what will this lead to?

Q2. Leadership without management – what will this lead to?



Management vs Leadership

Both management and leadership are crucial for long-term success.

Though their roles are different, leadership and management often overlap. Effective leaders are often great managers, and good managers need leadership skills to succeed.

How do they work together?

Let's take **Vision** and **Execution** as an example...



Vision and Execution

Leadership sets the vision—a motivating picture of the future. This is key for long-term success.

Management turns that vision into action, ensuring the right processes are in place. Without effective management, even the best vision can fail due to poor execution.

For example, a leader might inspire a team with a vision for innovation, but it's the manager who ensures resources are allocated, deadlines are met, and tasks are completed efficiently.



Let's look at one more...

Motivation and Organisation

Leadership motivates and builds relationships. A strong leader understands people's strengths, challenges, and goals, inspiring and engaging them.

Management provides structure, accountability, and processes to ensure everything moves forward efficiently and people stay on track to meet their objectives.

For example, a leader might inspire the team to overcome challenges by boosting morale, while a manager ensures the team stays organised, communicates well, and meets targets.



The Importance of Leadership Today

- **Vision & Direction:** Leaders guide organisations through change with a clear vision.
- **Empowering Teams:** Leadership motivates and empowers employees to reach their potential.
- **Emotional Intelligence:** Leaders use empathy and communication to build trust and collaboration.
- **Adaptability:** Leaders navigate change and lead through uncertainty.
- **Diversity & Inclusion:** Effective leaders foster diverse, inclusive cultures that boost creativity and performance.



Why Leadership is So Important Today!



Motivational & Inspiring Leadership

Qualities/ Traits Approach

1. Qualities/ Traits Approach

The Qualities/Traits Approach to leadership focuses on identifying the **natural qualities or traits** that make a person an effective leader.

This approach suggests that **certain attributes** and **characteristics** are essential for leaders to succeed, regardless of the context or environment.

Example Theories:

- The “Great Man Theory” (leaders are born, not made)
- Trait Theory (focuses on individual traits and qualities)



Key Traits of Successful Leaders

Personality Traits:

- **Self-confidence:** Belief in one's abilities to lead effectively.
- **Integrity:** Consistency between actions and values.
- **Determination:** The drive to achieve goals and persevere.
- **Emotional Intelligence:** Ability to manage one's own emotions and understand others.
- **Charisma:** The magnetic quality that draws others to follow.



Intellectual Traits:

- **Intelligence:** Problem-solving abilities and quick thinking.
- **Creativity:** Innovation and vision to bring new ideas to life.
- **Decisiveness:** The ability to make decisions quickly and confidently.

Qualities/ Traits Approach – Strengths

- **Simplicity:** Easy to understand and implement by identifying essential traits.
- **Focus on Individual Leader:** Helps organisations focus on identifying potential leaders based on traits.
- **Widely Applicable:** Traits like integrity and confidence are valuable across many settings (business, politics, etc.).



Qualities/ Traits Approach – Limitations

- **Overemphasis on Personal Traits:** Focusing too much on personal traits forgets the situation, meaning traits alone may not make someone a good leader.
- **Lack of Universal Traits:** No definitive list of traits that guarantee effective leadership.
- **Inflexibility:** Focus on fixed traits overlooks development potential (e.g., someone can develop leadership abilities over time).
- **Ignores Followers:** The approach doesn't account for the role followers play in successful leadership.



Qualities/ Traits Approach

Personal traits/qualities are characteristics, behaviours, or tendencies that define how someone typically acts, thinks, or feels in different situations.

For example: kindness, confidence, patience, creativity, leadership, empathy, resilience, etc.

Now it is your turn to be **self-reflective!**

Take a couple of minutes and write down 5 traits (or more) to describe yourselves. These can be both positive and negative. – Be authentic and self-reflective!

The next step is to create a **Traits Map!**

Let's take a look together...

Qualities/ Traits Approach

You will create a "**Trait Map**" by grouping your traits into categories. For example:

- **Strengths** (e.g., confidence, leadership)
- **Challenges** (e.g., impatience, procrastination)
- **Core Values** (e.g., honesty, compassion)
- **Aspirational Traits** (e.g., calmness, resilience)

In 15 minutes, I will like you to answer the following:

- One strength you're proud of.
- One challenge you're working to overcome.
- One core value that defines you.
- One aspirational trait you'd like to develop more.



Styles of Leadership



Autocratic Leadership

Autocratic leadership is a style where the leader **makes all the decisions** on their own and expects the team to follow them without input or feedback.

- **Centralised Decision-Making:** The leader makes all decisions without consulting the team.
- **Clear Direction:** The leader gives specific instructions and expects them to be followed exactly.
- **Little Team Input:** Team members have little to no say in how things are done.
- **Efficiency:** This style can be fast and efficient, especially in urgent or high-pressure situations.
- **Control:** The leader maintains full control over the work and the team.



Democratic Leadership

Democratic leadership is a style where the **leader involves the team in decision-making**, values their input, and encourages collaboration.

- **Team Involvement:** The leader seeks feedback before deciding.
- **Collaboration:** The leader encourages teamwork and open communication.
- **Shared Responsibility:** Everyone helps shape the project's direction.
- **Empowerment:** Team members feel valued and motivated.
- **Slower Decisions:** Gathering input takes time, but decisions have team support.



Laissez-Faire Leadership

Laissez-faire leadership is a style where the leader **gives the team freedom** to make decisions and manage their work, with little interference or direction.

- **Hands-Off Approach:** The leader gives minimal guidance, letting the team decide.
- **Autonomy:** Team members have the freedom to solve problems and complete tasks.
- **Trust:** The leader trusts the team to manage their own work.
- **Less Control:** The leader focuses on big-picture goals, not daily tasks.
- **Best for Experienced Teams:** Works well with skilled, self-motivated teams.



Transformational Leadership

Transformational leadership is a style where the **leader inspires and motivates the team** with a vision for the future, encouraging innovation and personal growth.

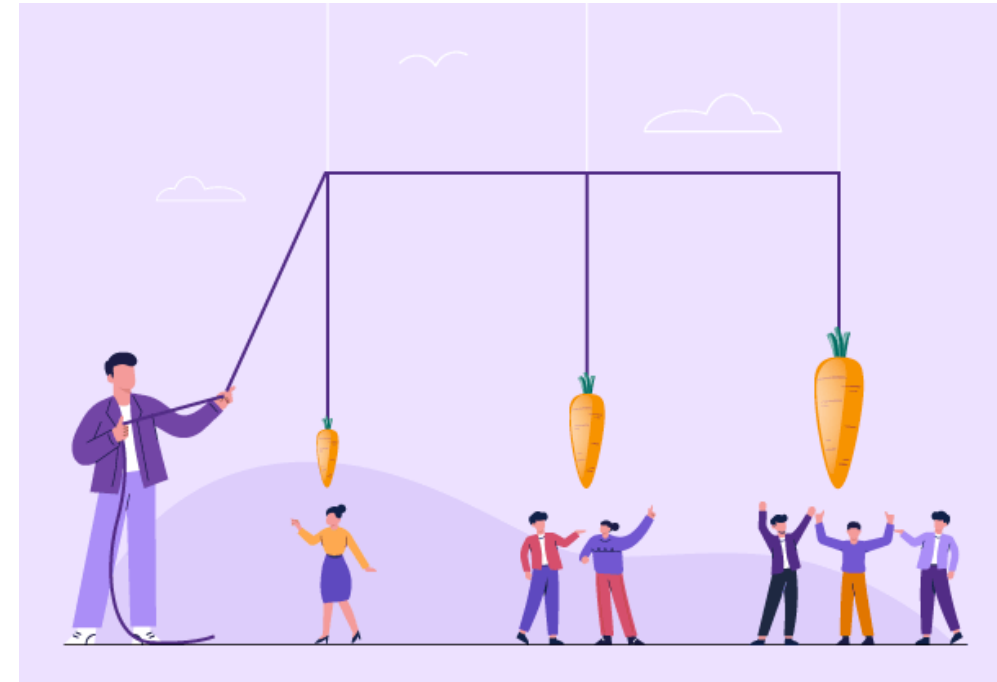
- **Inspiration:** The leader shares a clear vision that motivates the team.
- **Creativity:** The leader encourages new ideas and thinking outside the box.
- **Growth:** The leader helps team members develop and grow.
- **Positive Influence:** The leader sets an example, inspiring trust and respect.
- **High Morale:** Team members feel motivated and engaged by the leader's vision.



Transactional Leadership

Transactional leadership is a style where the leader **focuses on clear goals, rewards, and punishments** to motivate the team and ensure tasks are completed as expected.

- **Clear Expectations:** The leader sets specific goals and tasks.
- **Rewards and Punishments:** Team members are rewarded for meeting goals and penalised for not.
- **Short-Term Goals:** This style focuses on daily tasks and short-term results.
- **Structure and Control:** The leader monitors progress to ensure tasks are completed on time.



Inspirational Leadership

Inspirational leadership motivates by setting a **positive example, fostering support, and focusing on emotional well-being** to help people reach their potential and take ownership of the mission.

- **Visionary Thinking:** Leaders inspire with a clear future vision.
- **Empathy:** They understand others' feelings, building trust.
- **Authenticity:** Being genuine encourages real connections.
- **Resilience:** They stay positive and help others through challenges.
- **Leading by Example:** They follow the values they promote.



Leadership Style Quiz

For each statement, select the response that best describes your typical behaviour or approach in a leadership context.

Response Scale:

- **A** = Most like me
- **B** = Somewhat like me
- **C** = Not like me

Now, tally your results based on your answers:

- **A's**: Autocratic Leadership
- **B's**: Democratic Leadership
- **C's**: Laissez-faire Leadership

What does your leadership style say about you?

Leadership Style Quiz

Autocratic Leadership:

- You tend to make decisions on your own and direct the team to follow your instructions. This style is effective in high-pressure situations but can sometimes result in low team morale if overused. It works well in emergencies or when strict control is needed.

Democratic Leadership:

- You value collaboration and feedback from your team. You involve others in decision-making and encourage open communication. This style is great for fostering innovation, team cohesion, and motivation but can be time-consuming in decision-making processes.

Laissez-faire Leadership:

- You prefer a hands-off approach, giving your team members freedom to make decisions and manage their work. This style works well when team members are highly skilled, motivated, and capable of working independently. However, it may lead to a lack of direction or accountability in less experienced teams.

Action Plan for the Week Ahead

- Next Week (Week 5), we will be looking at “Management”.
- For this week, please do some light reading on management.
- Key Reading Suggestions;
 - **Book:** Daft, R. L. (2018) *Organization Theory and Design*. 13th edn. Boston: Cengage Learning.
 - **Journal Article:** Kotter, J. P. (1996) ‘Leading Change’, *Harvard Business Review*, 74(1), pp. 59-67. Available at: <https://hbr.org/1995/05/leading-change-why-transformation-efforts-fail-2> (Accessed on 25th February 2025).
 - **Website:** MindTools (2025) ‘What is Organizational Management?’. Available at: <https://www.mindtools.com/pages/article/organizational-management.htm> (Accessed: 25th February 2025).

I look forward to seeing you next week.

If you have any questions, please contact me
on Teams or through email

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