

Leadership and Management Theory and Practice

Group Presentation

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Introduction

- Comparing two leaders from the 20th century with two leaders from the 21st century in terms of the following: Leadership Style, leadership Behaviour, and follower appeal;
- Business environment complexities in the 20th and 21st century
- 20th and 21st-century businesses leaders characteristics
- Walt Disney → transformational leadership allowed him to pave the way for his successors (Liotopoulos, 2023)
- Harold Geneen → Leadership that transcends time.
- Volodymyr Zelenky
- Donald Trump
- Similarities and differences between the leaders' characteristics.
- Conclusion

Walt Disney



- Walter Disney and his staff have received over 950 honours, including 48 Academy Awards and 7 Emmys (Walt Disney Archives, 2024)
- Spent his childhood in a farm, where his passion for drawing developed
- Has worked in various positions prior to establishing Walt Disney Studios
- Never gave up despite a hard path to success
- Believed in following his dream to make people happy
- Headed various different projects such as EPCOT communities and The California Institute of Arts (Walt Disney Archives, 2024)

Walt Disney's Leadership Style



- Leader traits are something that individuals are born with, they are not learned
- Disney's creativity trait is one of his most important (Yie, 2021) → it allowed him to inspire and utilise his staff in beneficial ways
- He also had self-confidence (Yie, 2021) → "High levels of self-confidence have been found as essential for effective leadership and for one's ability to persuade others to follow him to complete group accomplishments" (Perets, Davidovich and Lewin, 2023)
- He was resilient and he showed it through his efforts for diversification

Walt Disney's Leadership Behaviour



- Leaders aren't born successful, but can be created based on learnable behavior" (WGU, 2020)
- As an inspirational leader, Walt Disney had both change-oriented and relations-orientated behaviour (Larsson and Vinberg, 2010)
- Walt exhibited supportive behaviour and well-developed soft skills
- Relentless pursuit of innovation is another behaviour often attributed to him

Followers Appeal

- Highest followers appeal amongst twentieth-century leaders
- Authentic and positive engagement with followers enables this appeal
- Well-developed soft skills ensured that Walt could inspire and motivate through even the simplest communication (Williams, 2019)

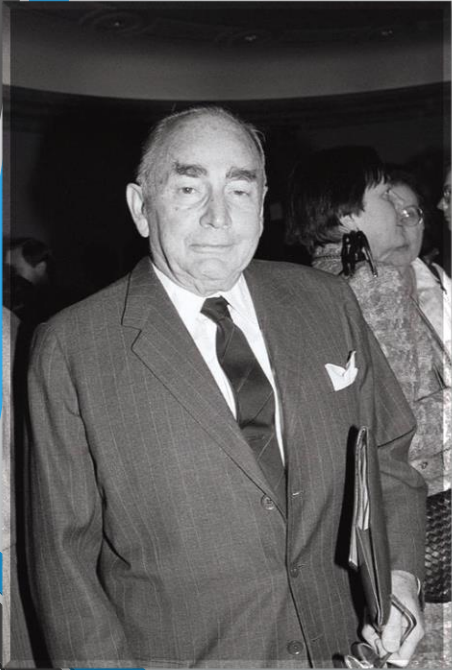


Harold Geneen



- An architect of the international conglomerate, and at the same time the most significant and controversial leader in the mid-twentieth century (Gilpin, 1997)
- Prior to his position in ITT, Geneen was a part of several successful endeavours
- In 1959, Harold Geneen was appointed president and chief-executive of the International Telephone and Telegraph Corporation (ITT) which he turned into a company worth 18 billion USD
- Purchased over 300 companies in 60 countries (LBS, 2005)
- His leadership focused on the pursuit of an idea, not the simple management of a company (The Economist, 1997)

Harold Geneen's Leadership Style



- Harold Geneen prized centralised control over the more loose approach taken by Disney
- Harold Geneen was special as his leadership ideas were ahead of their time, especially when it comes to the concept of conglomerates
- he believed that leadership was something to be learned, it cannot be taught (Amdur, 2021)
- Confusing leadership style: transformational and autocratic
- Goals of expansion and achieving financial results would have made it hard for peers to find Geneen hard to look up to

Harold Geneen's Leadership Behaviour



- Geneen pursued growth through strict directives, purchasing and merging businesses at a rate of 20 companies per year (Schrage, 1984), making his leadership behaviour overtly aggressive
- Even so he has various 'successful' leadership behaviours
- Confidence in his decision-making (Schrage, 1984)
- Leads by example → he took on as much work as his peers, branding him a 'workaholic' (LBS, 2005)
- Goal-oriented leadership behaviour

Followers Appeal

- Harold Geneen helped shape businesses for generations to come which is why he has high followers appeal
- Objectives of business might have shifted towards different aspects in the 21st century (Sharma et al, 2015), however profits are still vital
- Geneen's efforts brought about unprecedented profits for ITT
- His visionary leadership attracted followers by fuelling ambition and providing a stable environment for lateral and longitudinal movement



Volodymyr Zelensky

- Born in Kryvyi Rih in 1978.
- Rose to reputation as a comedian and actor, well known for his performance in the film "Servant of the People."
- In 2019, Ukraine elected its youngest president. However, As president, Zelensky has faced tremendous problems, including continuous conflict in Eastern Ukraine, economic changes, and geopolitical concerns with Russia (Johnson, 2019).



Leadership style

- Democratic leadership: Emphasizes teamwork, collaboration, and open discourse
- Transformational leadership: Inspires change and challenges the status quo with a compelling future vision (Brown et al., 2019).
- Zelensky employs a blend of democratic and transformational leadership styles, fostering inclusivity, collaboration, and risk-taking to effectively navigate complex problems.



Leadership Behaviour



- **Transparency:** Prioritizes transparency in government procedures to build confidence and accountability
- **Adaptability:** Shows flexibility in dealing with difficult political and diplomatic challenges
- **Communication:** Uses great communication abilities to interact with the public through various channels
- **Decisiveness:** Demonstrates decisiveness in making difficult judgments, particularly in national security situations
- **Empathy:** Demonstrates empathy for citizens, especially those facing social and economic hardships
- **Negotiation:** Conducts diplomatic conversations to find peaceful solutions to issues and disagreements (Garcia, 2020).



Followers' Appeal

- Fresh Approach: A departure from traditional politics, with a new and innovative leadership approach
- Anti-Corruption Stance: Promises to combat corruption and promote transparency, appealing to voters tired of systematic corruption
- Younger voters are attracted to his lively demeanor and usage of current communication media
- Authenticity: Connects with voters by his genuine and down-to-earth personality, which stems from his experience as an actor and comedian
- Promise of Change: Inspires optimism for reform and a brighter future in a variety of fields, including the economy, healthcare, and education National
- Unity: Attempts to unite citizens from various regions and backgrounds, overcoming old political divides Resilience: Gains respect for his unwavering leadership during difficult times, displaying perseverance in the face of adversity(Roberts & Patel, 2019).



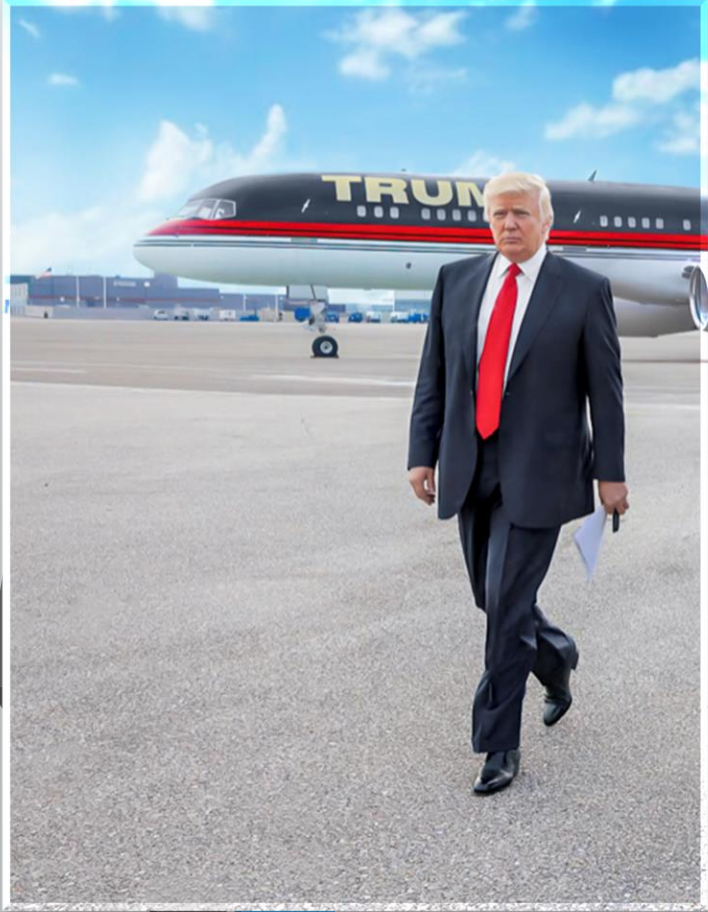
Donald Trump's Leadership Style

Authoritarian Leadership Style: Known for making decisions independently with limited input from others.

Charismatic Leadership: Utilizes charisma to connect with supporters and convey his message effectively.

Unconventional Approach: Often takes unconventional measures and challenges traditional political norms.

Leadership Behavior of Donald Trump



- Communication Style: Direct and unfiltered communication through social media and public appearances.
- Controversial Decision Making: Not afraid to make controversial decisions that align with his agenda, regardless of criticism.
- Adaptive Leadership: Shows adaptability in response to changing circumstances, adjusting strategies as needed.

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Donald Trump's Followers Appeal

- Populist Message: Appeals to working-class Americans with promises to prioritize their needs and interests.
- Anti-Establishment Stance: Attracts followers who are disillusioned with traditional politics and seek change.
- Strong Support Base: Maintains a loyal base of supporters who resonate with his leadership style and policies.

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Leaders from 20th and 21st Century

Similarities:

- **Visionary Leadership:** Both Disney and Zelensky demonstrated visionary leadership by having a clear vision for their respective domains and inspiring others to follow their lead.
- **Followers Appeal:** Each leader attracted followers with creativity and invention, financial expertise, charm and bravery, honesty and vitality. (Denning, S. 2020).

Differences:

- **Leadership Style:** Disney and Gennen concentrated on innovation and financial discipline, whereas Trump and Zelensky were more proactive and adaptable.
- **Leadership Behavior:** Disney, Geneen, and Trump were more direct and authoritarian, whereas Zelensky was more tolerant and polite.

Leadership Styles: Similarities and Differences

Similarities:

- **Charismatic Leadership:** Rise of charismatic leaders who could inspire and motivate others through their vision and personality.
- **Visionary Leadership:** Possessed a clear vision for their organizations or movements, driving innovation and progress.
- **Adaptive Leadership:** Needed to adapt to changing environments and embrace new technologies or strategies to remain relevant.(Kershner B. 2021)

Differences:

- **20th Century:** Leadership often leaned towards more hierarchical and authoritarian approaches, with emphasis on top-down decision-making and command structures.
- **21st Century:** Leadership tends to be more inclusive and interactive, with leaders fostering collaboration and empowering employees to contribute to decision-making processes.

Leadership Behaviours: Similarities and Differences

Similarities:

- **Strategic Thinking:** Used strategic thinking in financial management, commercial positioning, and political progression.
- **Resilience:** Faced challenges and setbacks but demonstrated resilience in overcoming them and continuing to pursue their goals.
- **Adaptability:** Leaders need to adapt to changing circumstances, whether in response to economic shifts, technological advancements, or geopolitical changes.

Differences:

- **20th Century:** Focused on stability and consistency, with leaders maintaining a steady course in times such as wars and economic crises. (Crawford, J. Ed. 2023).
- **21st Century:** Require agility and flexibility, with leaders needing to respond quickly to rapid changes in technology, globalization, and social trends.

Followers appeal: Similarities and Differences

Similarities:

- **Authenticity:** Drawn to leaders who appeared authentic and genuine in their beliefs and actions.
- **Results-Oriented:** Attracted to leaders who delivered tangible results, whether in terms of financial success, societal progress, or political change.
- **Inspirational Leadership:** Inspired by leaders who could articulate a compelling vision and rally support for common goals.

Differences:

- **20th Century:** Placed greater emphasis on stability and security, seeking leaders who could provide reassurance and guidance during turbulent times. (Burr, H. 2021).
- **21st Century:** Look for leaders who promote diversity, sustainability, and social responsibility.

Conclusion

- Leaders of the 20th century, Walt Disney and Harold Geneen displayed visionary leadership with conventional methods that emphasised innovation and financial discipline.
- 21st leaders Volodymyr Zelenky and Donald Trump, with an emphasis on acceptance and deal-making, demonstrated forceful and flexible leadership styles.
- Both periods have visionary leadership and distinctive follower charms like honesty and innovative thinking.
- 20th-century leaders were more conventional and authoritative, whereas 21st-century leaders are forceful and accessible.

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Thank you for your attention!

Any questions?