

*Leadership and Management Theory
and Practice Ass 2
Level 6, Term 2*

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Group Presentation

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Introduction

- Leadership is vital skills that leaders must possess.
- It assist to guide individuals.
- The presentation will discuss power and leadership, transactional and transformational leadership.
- It will also discuss the ethical leadership and the leadership traits of Jeff Bezos.



Power



- It is the ability of the leaders to get things done.
- Individuals with power are able to influence the behaviours of others to achieve the aims and the objective of the organisation
- Different sources of power are :
 - **Legitimate power**
 - **Referent power**
 - **Expert power**
 - **Reward power**
 - **Coercive power** (Bossert and Laartz, 2018).

The Impact of power on Jeff Bezos' decisions

- **Legitimate Power:** Bezos has power to control Amazon business (Alward and Phelps, 2019).
- **Reward Power:** Amazon provides a wide range of medical, and dental coverage for employees (Bielefeldt, 2018).
- **Expert Power:** Bezos has expert power from his capability to know what the market needs.
- **Coercive Power:** Amazon utilises automated tracking systems and cameras to monitor the movement of employees
- **Referent Power:** : Through Bezos' reference skills, employees are working hard to make Amazon grow even during a pandemic.

Application to Jeff Bezos

- Bezos utilises the Legitimate power to carry out its business process.
- Bezos has the power over others and helps to make effective decisions to carry out business processes.
- Through his effective leadership skills and abilities, Bezos efficiently plans and carries out his business process (Burfeind, 2019).
- Through his legitimate power and dedication, he was able to carry out his business even during the pandemic by adding 74 billion dollars to his business (Neate, 2020).
- Bezos runs his business systematically so, that he is able to expand his business even during pandemics.
- In conclusion he has lead Amazon towards the path of success through his effective planning, and strategies.

Power

Power is the capability of Jeff Bezos to influence the character of others with or without resistance through implementing varieties of tactics to perform the activities (Park and Wallace, 2020). It is the ability of the leaders to get things done. Individuals with power can influence the behaviours of others to achieve the aims and the objective of the organisation. Power comes from the different sources within the leader. The different sources of power are **legitimate, referent, expert, reward, and coercive** (Bossert and Laartz, 2018). **Legitimate power** is the power of the person that arises from the position or status within the company. **Referent power** is the ability of the person to attract others and build up their loyalty and it depends upon personality and interpersonal skills such as intelligence, and communication skills (Gradinar *et al.*, 2020). **Expert power** comes up from individual skills and knowledge and it is especially important when an organisation is in their need. **Reward power** comes up when the individual offers rewards or benefits to others. Within a company, such power comprises promotion and incentive bonuses (Stone, 2021). **Coercive power** is the threat and application of sanctions and other negative effects. It depends upon fear to induce compliance.

Impact of Legitimate power on Jeff Bezos' decision: Jeff Bezos as the owner of Amazon can have the ability to take control of his business and can take crucial decisions in business (Koretsky, 2019).

Impact of reward power on Bezos decision: Amazon provides a wide range of medical and dental coverage for employees regardless of tenure or position (Bielefeldt, 2018). Amazon employees' hourly wage is more than 17 dollars per hour (Arenas, 2019).

Impact of expert power on Bezos decision: Bezos has expert power from his capability to notice what the market needs. He is able to make a worth of 74 billion dollars during the period of a pandemic (Vargas, 2019).

Impact of coercive power on Bezos decision: Amazon utilises automated tracking systems and cameras to monitor the movement of employees. Employees of Amazon reported that they are given backbreaking tasks in the Warehouse. Consistent monitoring, warning, and work overload assist the employees to work harder for the progress of the company.

Impact of referent power on Bezos decision: By means of reference skills Bezos, the employees work hard to make Amazon grow even during a pandemic.

As the most valuable leader of the world Bezos utilises the Legitimate power to carry out its business process. Through his effective leadership skills and abilities, Bezos efficiently plans and carries out his business process (Burfeind, 2019). Bezos has the power over others and helps to make effective decisions to carry out business processes. Through his legitimate power and dedication, he was able to carry out his business even during the pandemic and added 74 billion dollars to his business (Neate, 2020). Along with it, he was able to add 10 billion dollars to his business in just one day of business respectively. As the biggest shareholder of the company, he sets the strategies and goals to enhance the productivity and performance of Amazon. Bezos runs his business systematically so that he can expand his business even during pandemics. Through his effective planning, and strategies he has lead Amazon towards the path of success.

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Transformational /Transactional leadership

“It is a manmade creation that has so far defied the laws of finance” (Neate , 2020)



- Transformational leadership concept introduced by James MacGregor Burns in 1978 (Bass,2005).
- Creates positive and effective change in followers of Jeff Bezos .
- Curiosity/Charismatic/Communicative/Visionary as key attributes.
- Transformational components:
 - Idealized influence
 - Inspirational motivation
 - Intellectual stimulation
 - Individualized consideration.

Transactional leadership

- Managerial leadership:
 - active management
 - passive management(Judge, 2004)
- Rewards systems to gain efficiency
- Competitive advantage with motivational leadership (Stone,2013).



Transformational/Transitional leader Jeff Bezos

- Transformational Jeff Bezos:
 - Maintains effective communication and collaboration with team members
 - Ensures commitment to vision and mission
 - Maintains good communication and collaboration (Andres, 2017)
- Transitional Jeff Bezos:
 - Coordinates and manage exceptional activities at operational level
 - Applies motivational reward system based on levels of achievement
 - Controls functionality at operational level (Stone,2013)



Speaker Notes:

Transformational vs. Transactional Leadership:

Transformational leadership is a leadership approach which assists the change in individuals and systems of society. Represents a quite appealing approach to leadership considering the focus on motivation and a clear positive focus on the follower's growth. The concept appears more than a quarter century ago on a publication of James MacGregor Burns, introducing the concept for the first time (Bass, 2005). Transformational leader is focused on a greater design of actions than common settlements exchanges. They have grown to the level of being able to act as charismatic, persuasive, challenging, inspirational, understanding and more, managing to act in all these ways to bring the desired outcome for the firm. More, components of transformational leadership found also on Jeff Bezos approach are: **Idealized influence** as followers admire, respect and make idols from their leaders; **Inspirational motivation** when leaders are visionary and are able to clearly and easily pass it to followers; **Intellectual stimulation** when innovativeness and creativeness is encouraged making possible evolution of

new ideas and concepts; **Individualized consideration** in which leaders focus on each individual need and growth achievement acting as a mentor (Bass, 2005).

As Neate (2020) mention, Amazon managed to be considered an extraordinary realization of leadership.

By implementing such leadership Jeff Bezos can increase the motivation, morale, and performance of followers with various mechanisms. It comprises connecting the followers, self, and collective identity to the mission. Being the role models for individuals motivates them, assists followers to take work ownership, and understands the weakness and strengths of individuals so that leaders can align individuals with tasks which develop their performance and productivity. Jeff Bezos is widely regarded as a **transformational leader** as he motivates and inspires the team to achieve more than they thought. He also ensures that every individual within the team is committed to the vision and mission of the organisation (Andres, 2017).

Transactional leadership refers to the ability of leaders to operate as managers, being able to create organisations with a high level of performance at operational level, to control and improve the outcome of their operations and establish an environment where team members are highly motivated with the efficacy of a system design to reward efforts and desired results (Peña-Acuña, 2017).

Transactional leadership is also referred to as managerial leadership where the leaders use the rewards and actions to gain effective job performance from the team. The excellence of transactional leadership comes from the pasive and active implication, the leader will apply active management and passive management setting clear expectations and rewards and intervene before serious problems appear with corrective measures (Judge, 2004). By using transactional leadership Jeff Bezos will have the given advantages in reaching the operational goals and achieving required targets. Also, **motivating team members** leaders like Bezos will manage to gain competitive advantage over the markets. It acts as the motivating factor for the employees to perform better. A strong consideration about leaders like Jeff Bezos is the fact that a leader can operate as a transformational and transactional leader to achieve extreme performance. As transactional leader Bezos must operate as task oriented having in place a system with rigorous standards, rewards, and control measures at operational level (Stone,2013).

It is of a terrific need for a great leadership for the future of an organization that reaches 75000 employees and a great number of customers worldwide and Jeff Bezos made it possible (Amazon, 2022).

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Ethical Leadership

- Holds respect for others (Gradinaru *et al.*, 2020).
- Ethical leadership is gaining high importance due to relevant issues within the workplace (Park and Wallace, 2020).
- *Ethics* is the key factor in ethical leadership (Saha *et al.*, 2020).
- To be the ethical leader one must be honest in words, thoughts and deeds.
- It suggests treating the individual equally and fairly.



Principles of ethical leadership

- Ethical values and principles are a vital part of the business so that business can flow smoothly with name and fame.
- **Honesty** is the key trait in ethical leadership.
- **Justice and ethical**, leaders are fair and just leaders and give importance to the viewpoint of all individuals.
- **Respect**, ethical leadership is respectful through their speech, manner and their behaviours towards employees and fellow members.
- Ethical leaders value others' opinions by listening and communicating with them (Peng and Kim, 2020).
- **Integrity** has a vital purpose and is highly honest in its approach.
- **Community leaders** have effective interpersonal skills and they place individual welfare in high esteem.



Application to Jeff Bezos



- Amazon conducts business ethically.
- Some of the ethical principles of Jeff Bezos that assisted him to upgrade his business during a pandemic are as follows:
 - Amazon offers a safe and healthy workplace free of harassment and danger promoting the freedom for employees to perform their duties ethically
 - Jeff Bezos is honest with his actions and principles hence he is able to increase the productivity of business even during pandemics.
 - Bezos treats each of the employees fairly and equally.
 - He conducts business through an ethical process and code of conduct.

Ethical Leadership:

Ethical leadership refers to the types of leadership which are incorporated by such leaders that demonstrate appropriate and ethical behavioural conduct outside and inside the organisation (Reza, 2019). Through ethical leadership, Jeff Bezos can exhibit positive values through their words and actions (Gradinaru *et al.*, 2020). In today's world, ethical leadership is gaining high importance due to relevant issues within the workplace interpersonal conflict, communication issues, discrimination and harassment etc.

Principles of ethical leadership: Ethical values and principles are a vital part of the business so that business can flow smoothly with name and fame. It is necessary to have ethical values in business in order to enhance productivity and performance. The organisation works by a code of conduct to carry out its business functions. To perform ethical business Amazon offers a safe and healthy workplace free of harassment and danger promoting the freedom for employees to perform their duties ethically. Although numerous businesses went on loss during the pandemic Amazon shares increased by 8% during a pandemic. Bezos who started Amazon in 1994 in a garage still owns 11% of the company shares (Abu-Rumman, 2021). Some of the ethical

principles of Jeff Bezos that assisted him to upgrade his business during a pandemic are as follows.

Honesty is the key trait in ethical leadership. Poor leaders only create an environment of mistrust and disrespect (Lumpkin and Achen, 2018). An ethical leader must be honest in words, thoughts and deeds. Until and unless the leader is honest with him it is hard to be an effective leader. In his business process, Jeff Bezos is honest with his actions and principles hence he is able to increase the productivity of business even during pandemics. Through his honest dedication, he was able to add 70 billion dollars in business even during a pandemic.

Justice and ethical leaders are fair and just leaders and give importance to the viewpoint of all individuals. They prioritise equal and fair treatment of all the individuals within the organisation. They don't follow favouritism in their leadership. Bezos treats each of the employees fairly and equally, within Amazon each of the employees is provided equal benefits for their well-being. Along with it, he conducts business through an ethical process and code of conduct. Through the hard work and dedication of his employees, Bezos is able to expand his business even during a tough period.

Respect, ethical leadership is respectful through their speech, manner and their behaviours towards employees and fellow members. Ethical leaders value others' opinions by listening and communicating with them (Peng and Kim, 2020). Within Amazon, each of the employees is valued and respected and equal facilities are provided for all.

Community leaders have effective interpersonal skills and they place individual welfare in high esteem. They behave selflessly and assist in building up organisation and community.

Integrity has a vital purpose and is highly honest in its approach. They have high standards of conduct for themselves and others.

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Leadership Traits

- Personal qualities which define the quality leaders (O'Hara-Stephenson, 2021).
- Sticking to the project(Benmira and Agboola, 2021).
- Self conscious and prioritize personal development.
- Ability to accept challenges
- Committed on development of members.
- Ethical and civil minded.
- Follows cross cultural communication.



More traits....

- ***Sticking to the project***, denote the personal qualities which define quality leaders(O'Hara-Stephenson, 2021).
- ***Individual with social skills***, through the path of hurdles, people tend to give up easily.
- ***Individual with social skills***, work with people efficiently .
- ***Ability to accept challenges***, having the capability to accept various challenges.
- ***Influencing and Persuading capabilities***, motivate and train the employees .
- ***Innovative***, assist individuals to think out of the box.



Leadership traits of Jeff Bezos

- Leaders with social skills.
- Able to manage company in times of pandemic .
- Jeff Bezos became experienced in developing goals and objectives .
- Ability to accept challenges.
- Influencing and persuading capabilities.
- Jeff Bezos has persuasive qualities to inspire his individuals in developing innovative ideas and effective solutions in matters relating to the business (Zaccaro *et al.*, 2018).
- Jeff Bezos is able to create a company of worth value
- Jeff Bezos produced the most prominent online store, Amazon.



Leadership Traits:

Leadership traits denote the personal qualities which define quality leaders (O'Hara-Stephenson, 2021). It is the ability of the individual to guide the individual, teams or organisation towards the fulfilment of the organisation's aims and objectives (Anser *et al.*, 2021). It works as a significant function within management as it assists to maximise productivity and achieve strategic and organisational goals. Some specific leadership that is we found in Jeff Bezos is as follows:

Sticking to the project, To become the leader in the chosen field it is necessary to have consistency toward the goals (Sriyakul *et al.*, 2019). Through the path of hurdles, people tend to give up easily. Amazon was established in 1994. After many years the dot.com company suffered a loss of more than 3 trillion dollars (Alward and Phelps, 2019). In spite of the challenges, Jeff Bezos stuck to it. Through his consistent efforts and dedication, he has a worth of 14,000 Crores USD and is the most influential leader in the world (Shahzad *et al.*, 2020) . The different leadership traits of Jeff Bezos are as follows respectively.

Individual with social skills, Jeff Bezos possesses public social proficiency which assists him to work with people efficiently. Such capabilities assist him to know the perceptions of the individuals regarding various situations. Forbes reports of 2012 reported that Jeff Bezos tries to know the individual client's needs and demands and satisfy them accordingly (Bevan *et al.*, 2018). Being conscious of the client's choices, Jeff Bezos became experienced in developing goals and objectives to satisfy the customer's necessities.

Ability to accept challenges: Having the capability to accept various challenges Jeff Bezos thinks critically and develops the skills for new experiences and innovation. By taking the reference of the internet he can evaluate the business tactics of providing the products and services (Prochazka *et al.*, 2018). In such a process he produced the most prominent online store, Amazon.

Influencing and Persuading capabilities, Jeff Bezos is among the global diversified leaders that possess a set of values, values and standards for their business. He also motivates and trains the employees in developing and creating the skills to enhance their performance. Jeff Bezos has persuasive qualities to inspire his individuals in developing innovative ideas and effective solutions in matters relating to the business (Zaccaro *et al.*, 2018).

Innovative: Innovations assist individuals to think out of the box. Through the implementation of the innovation in his work Jeff Bezos is able to create a company of worth value. He also motivates his fellow members for the innovation in the work process that has assisted him to become a great leader.

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Great Man theory

“Leaders are born with specific leadership traits (Saha et al., 2020).”

- Possess specific characteristics and traits which are not present in other people (Arenas, 2019).
- Lacks appropriate research
- Limited on assumptions
- Is no guarantee that the individual with leadership qualities will become an effective leader.
- Through the great man theory, effective leaders in the course of history were born with special traits or characteristics like Jeff Bezos.



Trait theory

- Innate features of the characteristics makes the individual leaders (Sharma and Khandelwal, 2019).
- Traits are central towards the success of the organisation
- Lacks in giving effective outcomes (Alsarrani et al., 2021.)
- Leaders have specific basic trait that makes them leaders.
- Individuals differs according to trait it has.
- Leaders and the types of skills and the leadership styles that they implement.



Application of Great Man Theory and Traits Theory to Jeff Bezos

- Through the great man theory, effective leaders in the course of history were born with special traits or characteristics like Jeff Bezos (Ciulla, 2020).
- Some traits are critical for accepting power or authority like Jeff Bezos (Neate, 2020).
- Such traits are not present in other people.
- Jeff Bezos managed business even during pandemic.
- Even during the tough period of the pandemic, Bezos was able to create the worth 74 billion dollars (Abu-Rumman, 2021).
- Has become most influential leaders in world.
- During pandemic period, Bezos was able to create the worth 74 billion dollars (Abu-Rumman, 2021).

Great Man vs. Traits Theory:

The great man theory of leadership says that leaders are born with specific leadership traits and are not being formed through practice (Saha *et al.*, 2020). The great man theory was founded by Thomas Carlyle during the 19th century (Kantor and Streitfeld 2015). Such leaders come to the world and possess specific characteristics and traits which are not present in other people. Such abilities assist them to become effective leaders and guide their fellow members respectively. Through the great man theory, effective leaders in the course of history were born with special traits or characteristics like Jeff Bezos. It has two points of the assumptions on leadership. Firstly, effective ***leaders are born with specific leadership traits which assist them to rise and lead.*** Secondly, effectiveness can appear when the need for them is high (Ciulla, 2020).

Limitations: The great man theory evolved when society was controlled by royal families or the Aristocrats. Such skills can be developed by the individual in due course of time through practice. It also disregards that the external situation can impact human behaviour or practices (Bielefeldt, 2018). Individuals learn through different experiences to become effective leaders.

There is neither any guarantee that the individual with leadership qualities will become an effective leader.

Trait theory: The trait theory of leadership recommends that the specific inborn or innate features of the characteristics make individual leaders such as Jeff Bezos (Sharma and Khandelwal, 2019). Such qualities might be personality skills, intelligence and other factors like Jeff Bezos. It also proposes that leadership and his traits are central towards the success of the organisation. Through effective leadership power and traits, Jeff is able to make the large empire of Amazon. It assumes that finding people with specific traits is central to the success of the organisation. Through his consistency, dedication and his leadership traits, Jeff Bezos has become the most successful leader in the world. Even during the tough period of the pandemic, Bezos was able to create the worth 74 billion dollars (Abu-Rumman, 2021).

Limitations: The trait theory of leadership lacks in giving effective outcomes (Alsarrani *et al*, 2021.). It recommends that the specific characteristics make the leaders. There are various skills that assist the individual to become a leader and it is not possible to have all the traits in one leader. Each of the leaders has their own leadership skills that assist him to become a great leader. It is not possible that certain traits will be effective in all circumstances; each of the traits has its own importance according to circumstances. It also depends upon the leaders and the types of skills and the leadership styles that they implement.

Differences between trait theory and great man theory: Trait theory is also called “virtue theory of leadership”. It characterises that the leaders have inborn traits that are they are born leaders. Basically, it implies that leaders are born with particular characteristics. While the great man theory suggests that some individuals are born with specific attributes which set them aside from others and such traits are critical for accepting power or authority (Neate, 2020).

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Conclusions

- Crucial aspect for the success
- Leadership skills assist the members to become effective leaders.
- Motivates trust and confidence in members.
- Capability to control circumstances and people.

