

LCBB6003: Leadership and Management, Theory and practice

BA Business Management
GROUP 1

LORA YONOVA ID 1917344

TATYANA NIKOLOVA ID1912953

BOZHIDAR MINEV ID 1921806

RADOSLAV IVANOV ID 1909208

RADOSTINA ILIEVA ID1921577

Lecturer: Charles Nwaogwugwu



LORA YONOVA
1917344

Introduction

JEFF BEZOS is the founder and CEO of Amazon, considered as one of the most innovative leaders in the world.

Core Principles for successful business are:

CUSTOMER OBSESSION

LONG-TERM THINKING

EAGERNESS TO INVENT

TAKING PRIDE IN OPERATIONAL EXCELLENCE



LORA
YONOVA

Character traits of Jeff Bezos

Competitive

Regret Minimization
Theory

Innovative

Realism

Risk Taker



LORA YONOVA

Critical Evaluation Leadership of Jeff Bezos

He is committed towards customers.

He has better knowledge on the market.

Pragmatist, Transformational, Transactional,
Visionary, Servant Leadership Styles



Effectiveness of Jeff Bezos Leadership Qualities



Jeff Bezos can be recognised as a transformational leader.

Equally, he is a leader who makes high quality decisions even when they seems to be impossible.

He is also a leader that sticks to his laid out plans despite of the problems and challenges that may arise.

Continuation

The effectiveness of Jeff Bezos leadership qualities is also as a result of taking risk for market leadership.

The CEO can also be described as a leader of high standards.

Another formula of CEO effective leadership is believing in long term thinking.



Skills and Competencies of Jeff Bezos

He can easily adopt to new challenges.

He easily influences and persuades abilities.

He is an individual with social skills.

BOZHIDAR MINEV 1921806

Leadership Theories

Jeff Bezos can be viewed as a transformational leader.





BOZHIDAR MINEV 1921806

The CEO leadership style can also be described as pragmatist.



The CEO sets high standards to be met by the different members of the staff.



Equally his leadership style viewed through the prism of contingency leadership theory.



Bezos is able to engage with different situations at the firm.

- ▶ Jeff Bezos leadership can also be viewed in the context of contemporary trait theory.
 - ▶ Characterised by innovation and strong work ethics.
 - ▶ Good understanding of contemporary issues facing the organisation.



The CEO has also taken transactional approach.

The approach enhances ability to achieve short term goals.

The CEO is able to exert his formal authority to the staff.

Operates through punishment and reward models.

Leadership models

Jeff Bezos can also be described as an autocratic leader.

The CEO sets very high standards for the staff and everyone involved.

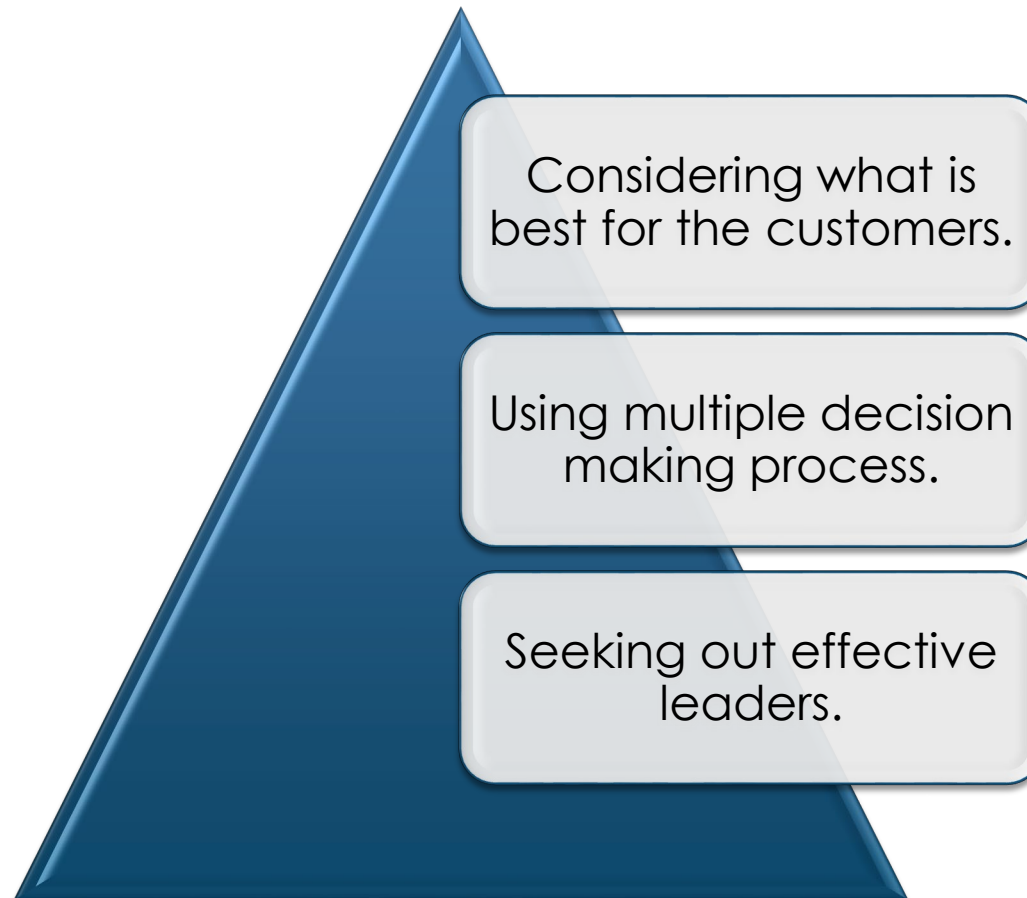
The leader has a tendency of dictating methods and operations at the firm.





RADOSLAV IVANOV 1909208

Leadership Perspectives





RADOSTINA ILIEVA 1921577

Leadership perspectives and practices - Continuation

- ▶ Hire and develop the best
- ▶ Insisting on the highest standards
- ▶ Striving to be the best employer
- ▶ Learning from mistakes





RADOSTINA ILIEVA 1921577

Jeff Bezos – The Effective Leader

Jeff Bezos transformed Amazon to become the giant online retailer in the 21st century

Jeff leadership style has been recognised, and as a consequence, he was awarded the CEO of the year by the Puget Sound Business Journal (PSBJ) in 2010 and Time Magazine's Person of the Year in 1999

Jeff leadership qualities made the organisation increase its share price amidst of the pandemic.

RADOSTINA ILIEVA 1921577

Conclusion

Summary of
leadership
theories, style and
perspectives .



References

- ▶ Burfeind, J., 2019. Leading cultural change in the newspaper industry: how Jeff Bezos saved The Washington Post. *Manager*, (29), pp.125-138.
- ▶ Desai, A., 2021. *Amazon's business analysis, Amazon go-case study, & Jeff Bezos's leadership*. [Online] Available at: <https://www.researchgate.net/publication/349881458_Amazon's_Business_Analysis_Amazon_Go_-_Case_Study_Jeff_Bezos's_Leadership> [Accessed 30 October 2022].
- ▶ Galloway, L., 2022. *Leadership: perspectives from practice*. Sage.
- ▶ Gorgulu, V., 2020. Case studies on the downside of transactional and authoratitative organisational leadership styles during crisis management. *Turkish Online Journal of Design Art and Communication*, **10**(4), pp.597-611.
- ▶ Gradinaru, C., Toma, S.G., Catana, S. and Andrisán, G., 2020. A view on transformational leadership: The case of Jeff Bezos. *Manager*, (31), pp.93-100.
- ▶ Gultom, J., 2022. Autocracy leadership in improving organisational performance during pandemic Covid-19. *Jurnal Pendidikan Tambusai*, **6**(1), pp.3407-3421.
- ▶ Jackowski, M., 2018. *Entrepreneurship through the centuries: a comparison of William the Conqueror and Jeff Bezos* (Doctoral dissertation, University of Iowa).
- ▶ Jaqua, E. and Jaqua, T., 2021. The three-skill approach to leadership. *Arch Fam Med Gen Pract*, **6**(1), pp.176-177.

References

- ▶ Kelly, J., 2020. *Billionaires are getting richer during the Covid-19 pandemic while most Americans suffer*. [Online] Available at: < <https://www.forbes.com/sites/jackkelly/2020/04/27/billionaires-are-getting-richer-during-the-covid-19-pandemic-while-most-americans-suffer/> > [Accessed 30 October 2022].
- ▶ Lisdorf, A., 2021. Amazon. In *Cloud Computing Basics*. Apress, Berkeley, CA, pp. 75-84.
- ▶ Neate, R., 2020. *Jeff Bezos, the world's richest man, added £10bn to his fortune in just one day*. [Online] Available at: <<https://www.theguardian.com/technology/2020/jul/21/jeff-bezos-the-worlds-richest-man-added10bn-to-his-fortune-in-just-one-day> (Accessed on 28th October 2022) > [Accessed 30 October 2022].
- ▶ Northouse, P.G., 2021. *Leadership: theory and practice*. Sage publications.
- ▶ Price, B.C., 2019. 2. Organisations and leaders. In *Targeting Top Terrorists*. Columbia University Press, pp. 32-73.
- ▶ Solanki, K., 2019. 'To what extent does Amazon. com, Inc success be accredited to its organisational culture and ND Jeff Bezos's leadership style?. *Archives of Business Research*, **7**(11), pp.21-40.
- ▶ Zazzerini, G., 2021. Skills-Innovation and Entrepreneurial Skills. *Innovation Economics, Engineering and Management Handbook 2: Special Themes*, pp.241-246.

Leadership and Management Presentation

LORA YONOVA – ID1917344 – SLIDES 2,3,4

Slide 2

Amazon was founded by an American entrepreneur known as Jeff Bezos in 1994. Based on research conducted by Lisdorf (2021), the main aim of the above organisation was to provide customers with an opportunity to purchase whatever they wanted online. The organisation's success story has mainly been driven by Jeff Bezos' four core principles: customer obsession, long-term thinking, eagerness to invent and taking pride in operational excellence. The E-commerce giant, with its seemingly endless selection and drive to deliver convenience and low prices, became the default retailer and an essential service for many consumers at the height of the coronavirus crisis. According to Kelly (2020), the leader has always encouraged the concept of adaptability, productivity, and teamwork within the organisation.

Slide 3

Bezos is one of the wealthiest individuals worldwide and is the first person who ever touched \$150 billion. Bezos is a risk taker and a ruthless boss who does not tolerate complacency at any cost. He is known for his highly competitive nature, where he eliminates his competitors. His knack of innovation which only escalated with time led the online portal Amazon to provide everything and anything an individual could hope for. Bezos has one of the most crucial personality traits that are a must in any successful entrepreneur – REALISM. Before launching Amazon, Jeff had accepted the fact that the venture might fail. He has the habit of recognising the adverse effects and taking the decision based on his assessment. Bezos' well-known "Regret Minimization Framework" is a theory which he professes. It represents the action of looking back in time from his future self and assessing the things he would regret the most. For example, he claims that the most significant decision of quitting his job as senior vice president for setting up an online market venture was a decision he took through his theory. It is a sheer fact that a man with family and a secure job does not quit everything to be an entrepreneur if he does not possess the trait of taking risks. He had no money and he knew that there was a 70% chance of failure, but his perseverance did not let him back down from the risk. Today he is one of the richest men in the world and his characteristic of taking severe risk has not died either. The introduction of Kindle against the iPod is a vivid paradigm showcasing Bezos' daring personality.

Slide 4

Bezos is known to be a transformational and task-oriented leader. In order to transform his company, he is planning and delivering results through creativity. Because of his ability to innovate and envision, Amazon became the online retail giant. Amazon's leadership style has been classified as pragmatist. Jeff Bezos' leadership style is unique in several other ways. It can be analyzed through the prism of Contingency Leadership Theory. Bezos is an innovative visionary who is always looking for new ways to provide better experience for his customers. Some people argue that his leadership style is **autocratic** due to his high standards, absolute decision-making power and micromanaging style. But he has shown that he favors a combination of a transactional leadership style and transformational style. Jeff Bezos has always been involved in a long-term plan. For instance, during

the COVID-19 pandemic, the CEO had quality principles such as **insist on the highest standards, earn trust, deliver results, think big** that enabled him to provide fast and good services to the customers with full of transparency. His strategies are based on the market, which explains his leadership quality of knowing the market very well. Bezos efficiently exercises visionary and servant leadership styles and places exceptional customer service at the core of Amazon's business practice.

TATYANA NIKOLOVA ID1912953 SLIDES 5,6,7 Slide 5

Jeff Bezos has widely been recognised as a transformational leader. For instance, he encouraged and motivated team members to accomplish more than they thought possible during the COVID-19 pandemic. Along with his innovative spirit and creativity, the CEO has been able to challenge different ideas, forge new approaches, and come up with smart solutions. Equally, the CEO has been viewed as a leader who makes high-quality decisions even when they seem impossible. For instance, during the COVID-19 pandemic, he gave unconventional, controversial and yet extremely practical advice to the stakeholders that increased organisation shares. Based on observations made by Gultom (2022), the CEO is mainly obsessed with constraints on time and resources that enhance better decision-making. In addition, Jeff Bezos always sticks to his laid-out plans despite the challenges that may arise. For instance, during the pandemic, many organisations shut down their business operations due to the lockdown; however, the CEO ensured that all workers were vaccinated and were able to continue with organisation business operations.

Slide 6

Jeff Bezos is one of the leaders that have always taken the risk for market leadership. For instance, during the COVID-19 pandemic, he ensured that crucial stakeholders had taken bold decisions that, even if they did not work out, enabled him to learn something for the well-being of the organisation. The CEO is also a leader of high standards. For instance, during the pandemic, he asked a lot more than what initially was thought to be impossible from workers and constantly implemented high standards for every stakeholder and himself. As a result, the workers were motivated to meet the given standards and push the company towards growth. Another effective leadership quality of the CEO is that he believes in long-term thinking. Based on research conducted by Gultom (2022), the CEO has a long-term idea of making the company great in the whole world, which he has succeeded in despite the crisis caused by the COVID-19 pandemic.

Slide 7

In their research, Jaqua and Jaqua (2021) describes that Jeff Bezos carries the capability of adapting to new challenges. For instance, during the COVID-19 pandemic, he took the internet reference, examining business tactics for delivering products and services. Equally, by being one of the world's diversified leaders, he possesses a predetermined set of values, cultures, and standards for his business. According to Jaqua and Jaqua (2021), the CEO has always inspired the workers to develop and create abilities to enhance their performance. Zazzerini (2021) has noted that Bezos has persuasive capabilities that motivate employees to create innovative concepts and effective resolutions for business-related matters. He depicted his capability to lead and encourage the employees to improve their awareness of the outcomes amidst the pandemic. In addition, Bezos is a person with social skills. The above has enabled him to know the views and perceptions of people about various matters. As pointed out by Zazzerini (2021), the CEO became proficient in developing the organisation's objectives and goals during the pandemic in order to fulfil customers' needs.

BOZHIDAR MINEV ID 1921806 SLIDES 8,9,10 Slide 8

According to Gradinaru et al. (2020), transformational leaders ensure that workers are trained in better ways to take decisions estimated in their given positions, and through this, they are able to encourage creativity across the organisation's workforce. Jeff Bezos is a transformational leader as he has enhanced a customer-driven environment at the organisation. When there was an outbreak of the pandemic, he divided the workforce into smaller teams and made them focus on given assignments and different challenges and improved communication in the company. The above enhanced creation of a beneficial competitive environment among the workers also motivated them to push their perceived abilities to achieve the duties and roles assigned to them. The above enabled the CEO to display unwavering trust in all workers, thus empowering them to function at their finest whilst meeting organisational goals.

Slide 9

Based on research conducted by Solanki (2019), Jeff Bezos's leadership style can also be described as a pragmatist. According to Solanki (2019), pragmatist leaders easily set the required standards and unapologetically expect the set standards to be met by all employees. During the COVID-19 pandemic, the CEO effectively exercised visionary and servant leadership styles and ensured the customers were placed at the core of the organisation's business practice. As pointed out by Solanki (2019), the above theory is based on how the leadership style matches the situation. The CEO leadership style can be characterised as cutthroat, harsh and demanding. The leadership style is the most suitable when an organisation has to strengthen its position in a rapidly expanding business or when it is facing a crisis. In a different research, Gultom (2021) describes that the CEO has continued to yield an immense on the organisation's leadership style for the foreseeable future. For instance, when there was an outbreak of the COVID-19 pandemic, he granted his involvement in strategic decision making which made him remain the largest shareholder of the e-commerce giant.

Slide 10

According to Northouse (2021), contemporary trait theory can be used to assess Bezos's personal traits. For instance, the CEO mainly exhibits robust emotional strength as he is always ready to take every risk and embrace failure. As described by Northouse (2021), the CEO's extraversion is seen through his passion for continuous innovation and positive entrepreneurial attitude. Bezos rarely becomes contented with organisational achievements, and he consistently aspires to seek new business growth possibilities. Equally, the CEO's contentiousness has been displayed through his work ethic and organised personality. However, Neate (2020) has noted that Bezos was very demanding through his attention to detail and performance of assignments during the pandemic. Extraversion is one of the main traits that every leader should possess, and this commonly accommodates the depictions of the CEO leadership style. By being sociable and dominant, Bezos has been able to assert himself in group circumstances.

RADOSLAV IVANOV ID 1909208 SLIDES 11,12,13 Slide 11

On most occasions, the CEO has been seen taking a transactional approach to his leadership style. In this sense, he can micromanage workers and expect them to meet the rigorous criteria set for the organisation. As pointed out by GORGULU (2020), transactional leaders perform by placing more significant priority on fulfilling short-term operational objectives and using disciplinary power to

impact workers' performance. During the COVID-19 pandemic, Bezos codified his views on the perfect working atmosphere, which significantly eliminated the mediocrity feared by workers. Equally, the CEO has always been determined to implement his ideas on new workers to embrace the organisation's way of doing this for maximum productivity. The leadership theory also allows the application of reward and punishment approaches. In this case, Bezos ensures that the bestperforming employees at Amazon are recognised for their work.

Slide 12

Based on observations made by Gultom (2022), Jeff Bezos's leadership style is autocratic as he always sets high standards, has absolute decision-making power and has a micromanaging style. Equally, the CEO has always surrounded himself with lower-level leaders that are not allowed to question his decisions or authority. In addition, he is a micromanager who can implement rigorous standards. During the pandemic, he continuously measured individual performance, where the employees were ranked against each other. The above created a very competitive environment. Notably, the employees were able to meet high standards, which were often referred to as 'Amabots'. In a different research, Price (2019) describes that Bezos exhibits high confidence in his leadership style. As pointed out by Price (2019), the CEO emphasizes values such as customer obsession and commitment to the highest standards and thinking

Slide 13

Bezos has mainly considered what is best for the customers. In fact, at Amazon, the customers always come first. As pointed out by Gradinaru et al. (2020), the CEO's key decision-making principle is constant innovation in relation to customer satisfaction. During the pandemic, he was seen making choices that harmed the organisation's bottom line but benefitted the majority of customers. By directing his focus on customers rather than the competitors, he was able to build a loyal customer base that supported his business during the crisis. Bezos also implements multiple decision-making processes. Throughout his tenure with Amazon, the CEO has often spoken about making crucial daily decisions. Equally, he has always strived to avoid fatigued decisions. In a different research, Galloway (2022) describes that Bezos has always dealt with effective leaders. Galloway (2022) further describes that the CEO has always stressed that entrepreneurs must be ready to have similar traits with the leaders, or else they may risk coming across as inauthentic. During the pandemic, the CEO leadership style at the organisation revolved around high-velocity decision-making.

RADOSTINA ILIEVA ID 1921577 SLIDES 14,15,16

Slide 14

Bezos has relentlessly high standards, and he believes that setting the bar high in the approach to hiring is the most important element of Amazon.com's success. Amazon also strives to provide activities to develop leadership capabilities of their employees through training, development and experience. This has motivated the employees to reach the required criteria and push the company towards development

The CEO has continually raised the bar and driven the team to deliver high-quality products and services despite the economic crisis. For instance, during the pandemic, he was able to create a safer, higher performing and more diverse working environment, thus increasing organisation shares.

Based on observations made by Galloway (2022), Bezos mainly strives to be the best employer believing that leaders have a vision for and commitment to their employees' personal success, whether that be at Amazon or elsewhere. According to US About Amazon (2021) LinkedIn named Amazon the number one most desirable workplace in US in both 2018 and 2021.

In a different research, Gradinaru et al. (2020) describe that the CEO has always expressed that the organisation will strive to learn from both success and failures. As a manager, he has always experienced major wins and losses. As Gradinaru et al. (2020) pointed out, Bezos has the capability to maintain a healthy perspective despite the circumstances.

Slide 15

When defining leadership by results, it's evident that Jeff Bezos has had a transformational impact on Amazon, his quality leadership traits have enhanced the success of the organisation and envisioned Amazon to become the giant online retailer in the 21st century. Bezos's ability to establish, develop, and implement a vision of Amazon's dominance in the marketplace is the key for the company's success. Jeff has proven himself as a successful leader in the business and technology worlds, where he is grouped alongside people like Steve Jobs, Sir Richard Branson, Bill Gates among others. His leadership style has been recognised, and as a consequence, he was awarded the CEO of the year by the Puget Sound Business Journal (PSBJ) in 2010 and Time Magazine's Person of the Year in 1999. Bezos is capable of adapting to various environments and displaying effective leadership traits including integrity, drive, initiative and ambition. For instance, Bezos's leadership qualities have made the organisation manage the coronavirus crisis and come out stronger. Based on the research, Amazon is one of the few organisations that benefitted from the COVID-19 pandemic with surging online sales, thus increasing its shares in the market.

Slide 16

This research analysed Jeff Bezos' leadership style as visionary and charismatic leader who emphasizes creativity, innovation, passion, and trust and the ability to motivate people. Some of the theories identified in Jeff Bezos's leadership are transformational, contingency leadership and contemporary trait theory. Equally, the CEO uses a transactional approach to his leadership which has enabled his high standards for maximum productivity. By being an autocratic leader, Bezos was able to continuously measure employees' performance despite the crisis caused by the pandemic. By considering different leadership perspectives, the CEO has been able to refocus in times of crisis, understand every stakeholder's behavior or point of view and see new possibilities for different challenges. Bezos's leadership perspectives enabled him to increase organisations' share despite the crisis caused by the pandemic. Therefore, entrepreneurs should emulate Bezos's leadership to ensure that every person in the business is committed to the vision of the business.