

Skills for the Workplace

Module Assignment Submission

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Introduction:

The focus of this report is to discuss the importance and concepts leaders should adapt as part of their roles and responsibilities to become better leaders. Like learning leadership is a process that is continuous and has a purpose with a common direction meaningful to both yourself and other individuals (Mullins, 2008). Northouse (2013) describes leadership as a goal that the leader aspires to achieve by influencing his peers.

This report will help highlight key strengths and limitations I have encountered as a Leader Director, Coach and Mentor in various roles and positions I have enjoyed over the years. I will critically evaluate my own leadership style using a number of theories and models. and compare and contrast it with Allison Britton the CEO of Whitbread PLC.

Born Leader:

Currently, I am the Director of my own company Emiluka Consolidated UK Ltd a company whose main operations, including mining raw metals, are in Nigeria whereby we produce and sell non-ferrous and ferrous metals to the global market. I also coach my sons' grass-root and school football teams.

Recently, my son asked me "Dad how can you measure or define a good leader"? I answered "Son, good leaders know when and how to adapt a certain style to suit any given situation, by doing so they have a better chance of a good outcome, whether it be problem-solving or help improve a situation. According to Northouse, (2013) This particular model or style of leadership is situational whereby, using different hats, as described in Bonos theory whereby one would wear the hat that best fits the situation at present (Bono, 1985). Generally, a good leader is someone who possesses a number of attributes such as, ambition, confidence, charisma, perception, integrity, that determine the type of leadership, for instance, charismatic or transformational styles will help to inspire and motivate others to do better (Northouse, 2013). I have always attempted to do this not only for self-satisfaction and personal development, but to know that my drive, enthusiasm and principles, have rubbed off and the goal that was set out can be achieved by all involved.

As assistant coach for both my sons' school and grass-root teams, I am happy to say the coaching and mentoring has paid back dividends. Not only have I helped inspire the team to victory in the Collet Shield Tournament 2018, subsequently, both my sons, and another team member are now playing academy football - the future is looking very bright for them.

Nonetheless, there is only so much a person can do to get the desired outcome, as some things are beyond your control (Grint, 2005). Kanter, (1976) states that in order to get things done, one must invest and use the resources (personnel) you have, and execute your power and influence to achieve your goals. I believe I have managed to exercise my power and influence, not only because of my position within my organisation, but also because of my personality as a born leader. Having been born into a Nigerian Royal household where values, traditions, customs and beliefs are important, and having been bestowed a Chieftaincy title at a tender age, integrity, humbleness and charisma are part and parcel of

my DNA - these traits I have managed to successfully transform and transfer to my position within my organisation and the community groups I am involved in and demonstrated in my personal life. In my company, I have the authority to set action plans as well as enforce them with a clear vision for the team to follow, I therefore have legitimate power.

Exercising Power:

A leader's responsibilities are not only to motivate and encourage, but also to reward or reprimand when seen fit (Kolb et al., 2005). This is widely known as the Carrot and Stick method (Marciano, 2010). The latter I rarely have to use, however, quite recently I had to dismiss one of the senior managers for insubordination - a decision I did not take lightly. I believe it was fair, and the right course of action to take, because, this person would have undermined my leadership and eventually would slowly erode my authority – my team would no longer take me seriously. I made sure I followed the correct disciplinary procedures, such as verbal and written warnings, provide training where necessary, detailed task list and clear outcomes and deadlines which enable me to deliver full explanation of why said employee contract had to be terminated.

Leaders who exercise coercive power can be considered harsh if not carried out fairly or correctly. In my beloved motherland country Nigeria, The Giant of Africa, in my opinion, coercive power is carried out on a daily basis by the police department – this style of leadership I do not agree with. Basically, on the streets, a significant number of police routinely stop vehicles as they pass and demand money from the drivers and their passengers, especially if the car is of a high standard. Upon speaking to some officers, I learned that some of them have not been paid for up to six months, and therefore unable to support themselves and their families. The police are there to protect and serve, they are the law, so although ironic, one can understand the drastic and desperate measures for them to take the law into their own hands. Leadership comes from the top, and if managed efficiently the structure of the organisation the world over will effectively benefit otherwise, as in this case, mismanagement of organisational practices, non-payment of employees, will negatively effect the organization, the impact of which will trickle down).

That said, any organisation can have set-backs but how you manage them is critically important, after all how will we learn if mistakes do not occur (Hagemann, 2017). A lessons log is good method so on reflection leaders will know what situation they could have handled better. Leaders know that constant evaluating is essential, and also being able to exercise and manage any given situation is critical in business today. Good leaders know being a step ahead is imperative hence, forecasting and pre-planning for any contingencies so are more prepared in emergencies. Hagemann, (2017) describes good leaders as people being able to manage any given task taking a holistic view to get a clearer picture of the task at hand. Good leaders tend to synergise their leadership style, by combining the various styles, constantly evaluating to determine the right action has been taken to get the best outcome.

There is a difference between leadership and management as leaders lead by “doing the right thing” as opposed to managers who “do the right” , according to Bennis and Nanus, (1985). However, Mintzberg, (1973) interestingly acknowledges that perhaps leadership is a form of management. Generally, the two work in tandem and when executed correctly the benefits are usually very productive (Hagemann, 2017).

Multi-Modelled Styles:

Over the years I have learnt that not just one learning or leadership style get you the results you desire. In today’s ever evolving world in business, technology, sport, politics you name it, adopting a one-dimensional leadership style will be difficult to achieve, to succeed, as does not allow for flexibilities. I am not saying a leader should not stick to their plan, hence, having a contingency is always a sensible measure to take. For example, Theresa May currently is conforming to the idea of open discussions with Jeremy Corbyn and the Labour Party. However, if we cast back our minds to when the Brexit fiasco begun, I recall her saying “we as in the Conservative Party can and will do it alone (bbc.news). In fact, more and more reports have stated May and Corbyn have demonstrated poor leadership skills which have been exposed by their handling of Brexit. Both have shown poor planning, lack of preparedness, lack of charisma, slow to act to deal with wrongdoing and mistakes, one-dimensional and little or no integrity. Furthermore, if we actually look further back and go deeper into the whole Brexit conundrum, the former Prime Minister David Cameron did not help matters. It has been said, Cameron’s approach to the referendum was some-what self-centred by calling the referendum to block political rival Nigel Farage and stepping down when the referendum result did not go his way. Wrong decisions and actions by a significant number of political leaders have resulted in a not so pleasant future for many.

According to Chelladurai, (2007) a multi-dimensional leader is a style that combines various concepts together, which I can personally identify with, as similar to my multi model learning style. This theory is unique as it includes a number of leadership behavioural traits making this model extremely effective (Schein , 2016). Being humble as well as passionate is essential for good leaders. Schein, (2018) explains that leaders must be open, honest and ethical as this breeds trust forming a powerful productive working relationship. Do we not all adhere to become better global citizens? I believe if everyone across the globe adopted these traits surely the world would be a better place. It has been said that sometimes being too honest and open can have a negative impact, however, this can be a challenge to a good leader to transform the negative situation into a positive one (Hagemann, 2017). Good leaders don’t see obstacles and if they do they quickly change the mind-set to focus only on the opportunities (Schein, 2018). Recently what would seem a straight forward task was not met. The products my company Emiluka market and sell, for example zinc and lead, must be 15mm or less before crushing to 1mm during the manufacturing/mining process for the products to be accepted in the market to sell, however, an oversight by one of my senior members of staff to notice the products were much larger than 15mm which would have increased the costs considerably to my company and sub-contractors to rectify. One buyer did not have the tools and facilities to crush the product to the market selling size so the

costs would need to come from our profit margin. Following brainstorming, myself and the team member who made the mistake agreed mining more products to send to the same buyer, although there was some delay, the buyer is still happy as will receive more products at the best competitive rates. Maintaining business relations and goodwill is key – the measures we put in place inadvertently increased our capital, because we increased our productivity. To prevent this happening again, I prepared a training guide for all members of staff. Basically, the negative situation has brought improvements to the way we work together as an organisation and team.

On occasions, I have had to be brutally honest with my team members, rotating their roles, and responsibilities at short notice, to respond to immediate changes in business especially in tomorrow's volatile society. At these times, some staff excel under pressure and reveal other useful and valuable skills and traits which influence my decisions - leadership can come from within the team (Shelton, 2012). Shelton explains this theory as transformational, since the leader identifies the need for change and creates a vision to help guide the team by inspiring them. This is in agreement by the earlier work of Mcsweeney and Swindell (1999).

Team working, Brain Power and Behaviour:

One of my favourite acronyms is TEAM “**T**ogether **E**veryone **A**chieves **M**ore”. For one of my lectures, I was given the responsibility of leading the class and added WORKING, “**W**ith **O**utlined **R**ealistic **K**nowledge **I**ncorporating **N**ecessary **G**oals”. When a Team is working in tandem the results are generally positive. A main objectives of my team when football coaching is not only to score goals but to try not to concede any also. In business, as the Director of my company, I have found the goals and targets are what helps drive the team to success. Good leaders know how to use their brains and mindset to get the team to perform to get results. Mcsweeney and Swindell (1999) found that the way leaders behave psychologically can either motivate or demotivate, and the quicker you can stimulate your team in this process, the leader can reinforce a combination of rewards or punishments to get the desired outcome (Kuhl, 2000, 2019). Basically, a combination of the Carrot and stick method I mentioned above.

According to (Skinner, 2014) he explains that our behaviour is determined by consequences, and suggests that it is likely this pattern of behaviour will occur again. This is reinforced by Vroom (1964), who proposes that people behave or act a certain way expecting a particular result, demonstrating a pattern of behaviour. I found that as a good leader it is imperative to determine whether I have distributed tasks fairly to all team members. Adams (1963) explains that in spite of the fact that money motivates people, applying his equity theory is also vitally important for any organisation to function appropriately. When people feel they are treated fairly, it can help motivate them which is a huge advantage for any organisation, as opposed to unfair treatment which is a recipe for demotivation, high staff turnover and hence reduced productivity. Adams equity theory is “what you put in to your work is what you will take out”. In reality, this is not always the case as I was always great at motivating

my team members in the various roles I have had over the years, especially now as a company Director. In UK, Nigeria and most countries, education is valued more than work experience. However, because I did not have higher education academic qualifications, I was limited, despite having managerial experience and being a natural leader.

Dana (2001) studies have shown that knowing when and how to diffuse a situation with minimum chaos is key. On a number of occasions my staff would come to me for advice on how to handle delicate situations which allowed me to develop and share my conflict resolution skills, which are essential. I recall a big personality clash between one of the managers and the employee, I quickly decided not to automatically take sides with management as a reason why an organisation can lose good employees. I instead advised them both to first listen to each other's concerns and may have to compromise. However, they could not compromise, so I moved the employee to another team, which I turned out to be a better fit – the employee works for me and has been promoted. I found it is also important that during team and one-to-one discussions, meetings, or with my staff, not treat as if it was a disciplinary or confrontational situation, but as an open discussion whereby all staff at all levels are able to speak freely (Kekale, 2005). I have learned over the years that better leaders always reinvents themselves to keep up to date with the changing times (Bennis and Townsend, 2005). This is one of the many reasons I chose to enrol on this university course, and why you as the reader are perusing my report.

I have learnt that the brain is so powerful that if conditioned correctly can actually reshape itself enabling the leader to see things from a different perspective Owen (2012); Lotto (2017), Arden, (2010). In fact, experts in the field of neuroscience, have established that the brain is the basis of human behaviour, and is capable of changing, although, from adolescent, the change in behaviour and aptitude to learn new and complex things reduces (Rock and Ringleb, 2011). According to Johnson and Taylor (2011), the brain is designed to almost forget every piece of information it has absorbed. Hence, our daily routine, forms repetitive behaviour, improves memory. Studies by Ostby and Ostby (2018) have found that this brain behaviour mainly consists of subconscious outputs, which humans have no control over (but can be learned). Yeoh (2017) Arden, (2010), Dispenza, (2010) have found that the brain can rewire itself so we can have better control - this requires time and resources.

As I mentioned earlier, good leaders know when to use their brains to achieve the best results. This leads me to another theory I have learned to incorporate in my work and personal life - Neuro-leadership theory. This theory when used on a daily basis is paramount for good leadership because to allow one to use their brain to approach tasks ahead and aid progression. Neuro-leadership integrates emotional intelligence.

Organisational development combined with social neuroscience and leadership theories, helping organisations to innovate brain-engaging environments. Evidently, including neuro-leadership style has been shown to optimise the productivity, performance, job satisfaction in the workplace, and ultimately engages employees to function to the best of their ability. I have managed to apply the principles of neuro based leadership with creative thinking, embracing diversity and effective decision making. Neuro-leaders engage their staff to collaborate constructively, as this not only benefits themselves, but also the organisation.

Lead By Example:

Leaders generally lead by example and are not afraid to get their hands dirty, (Kouzes and Posner, 2012). Research shows that the brain is the main driver, and threatening practices from autocratic leadership styles, can lead to increased work demands, poor communication restricts optimum performance. On the other hand, using a human resource leadership style approach is productive and efficient. As I have indicated above, I have often adopted in my multi-modal leadership style by always trying to encourage and influence my team to develop and grow, by providing coaching, mentoring and being approachable. As a leader, if your team cannot approach and talk to you about their concerns, their ideas can be detrimental for the organisation because the team will be devalued, demotivated and demoralised. Leaders are role models not only at work but in everyday lives, and should be on hand to engage with their team and personal relationships. As a Chief, I have responsibilities in the UK and Nigeria, duties I have to perform in my communities, which I believe I must meet irrespective of my title because it is in my DNA, in my blood. Last year, The Council of Chiefs and members of Agbon Kingdom in Nigeria completed the reconstruction of the Palace for our King. As a Chief, I had to contribute £200, instead of £20 for Agbon indigenes. Some may frown upon these unforeseen bills, as an inconvenient expense, because of the usual living expenses have increased considerably over the past 10 years, however the tangible asset of the palace is something that has brought great pride to our community. Using a team-working practice has created a lasting monument for prosperity and future generations to be proud of. I relish the fact that I am deemed as a leader as it inspires me to do more for my people, my organisation, most especially myself and family.

Leadership also comes from knowledge and influence expert power is something experts within their fields hold which can influence people, for instance brain surgeons, scientists, company directors. Charismatic leaders are generally influential, role models, are heroic and can sacrifice for the cause. To sum up, best leaders have multi-modal leadership styles, are flexible, can draw on experience and knowledge to adapt to any given situation, have integrity and honesty to know when to tell “white lies” to keep the team in an organisation, communities, societies and families in good order, that is pro social behaviour. Consequently, the leader will collaborate and liaise, and of course impact with a wider circle with leading to referent power, which is not what you know but who you know.

Part Two:

This section of the report, the author will critically analyse the Whitbread Annual Report, and compare and contrast the leadership qualities that Allison Brittain, CEO of Whitbread share and do not share in common with David Ojugo, Director of Emiluka Consolidated UK Ltd.

Arguably, Whitbread PLC is the UK's largest hospitality company, owning a number of subsidiaries such as, Premier Inn and Costa . One of the main leaders and a key motivating driving force of the organisation is Allison Brittain. Cheng and Cheng (2012) explain that good leaders exercise power that kick-starts actions. Allison has managed to implement her strategic multi-modelled leadership style into a winning formula, in doing so, the team, stakeholders and customers involved are therefore trusting and share her vision. Hurley (2012), explains that trust is an important ingredient for any organisation to flourish. Allison demonstrates at times she adopts a transformational leadership style, "knowing when and how to lead leaders" (Salacuse, 2005). This was evident when the team carefully considered the most productive way forward for the organisation to be economically viable, was to restructure the organisation. This involved separating Premier Inn and Costa into separate entities which created a long term value for the stakeholders. Allison demonstrates she knows how to manage smartly, and most importantly, lead leaders to step up to any challenges faced (Salacuse, 2005). This plan of action lead by Allison is a visionary and selfless attribute which has been transferred onto her peers - by motivating and empowering her teams ,she has gained a huge amount of respect. According to Kouzes and Posner (2012), good leaders know how to inspire a shared vision to others. By doing so, this helps maintain loyalty, from management, ultimately filtering down to the employees and customers, thereby presenting more opportunities, and creating a superior competitive advantage (Phelps, 2001).

Whitbread Vision:

One visionary action was the launch of the "Force for Good Programme" in July 2017. Whitbread identified three key pillars in their organisation: opportunity, community and responsibility. Opportunity, where everyone has the potential to enhance key skills and competencies to achieve whatever the heart desires. Community, maintaining a meaningful contribution to the community and the customers to maximum benefit. Responsibility, to ensure that the organisation respects people as-well as the planet we live in. Incidentally, this vision supports the political and social worldwide Climate and The Environment initiatives. Allison's ambition is to implement a sustainability programme that enables everyone to live and work better.

A number of other various activities fall under the umbrella of the force for good programme, such as apprenticeships, charitable fundraising and energy efficiency projects. Thus, maintaining that Allison and the Whitbread organisation uphold their corporate and social responsibility, and act as good global citizens, leading by example on a daily basis. Maslow (1954), maintains that esteem and respect are imperative to succeed. Leaders like Allison know how to broaden and uplift the interests of her stakeholders. Allison has proven she is a motivator, as motivation is what causes a change of reactions and behaviour (Fejes, 2008).

Opportunities within the Organisation:

Whitbread are generally known to give opportunities for their employees in the UK and across the globe. This is evident with one of the apprenticeship schemes (WISE) Whitbread Investing in Skills and Employment. This scheme has seen a major increase in upskilling, recruiting and retaining the employees and leaders of tomorrow. With such opportunities it is vital that Allison communicates and listens to her employees. She manages this informally by conducting surveys for feedback from her employees and customer. Allison also demonstrates transactional leadership qualities synergised with neuro leadership. She is aware by using her brain, she will recognise and reward the teams that are flourishing. By way of the 'MyRewards' platform, she enables managers to reward teams that are bringing value to the organisation instantly (www.whitbread.co.uk).

According to Herzberg et., al (2017), if you want to motivate your team, your focus primarily should be based on satisfaction factors. In doing so, the employees feel a sense of pride and belonging (Bell, 2002). Individual awards are handed out annually via the "Feel Good Portal" where the best baristas all over the world are recognised and rewarded with the Barista Champion of Champions trophy - "how cool is that" is an example of the feedback received - everyone is energised demonstrating Allison uses effective leadership.

Allison knows her own strengths and limitations and invests in her team, subsequently, their strengths are utilised to maximise productivity (Conchie and Rath, 2008). Allison is proud to mention that over 30% of the top 200 roles are represented by females. The 30% external mentoring club initiative focuses on the future female leaders of the organisation and has invested in the 'WOW' group (Women of Whitbread), which aims at tackling the barriers to career progression, and maintains that all levels across the organisation are treated fairly and equally (www.whitbread.co.uk).

Diversity is also something that Allison thrives on as she continues to support the activities of 'GLOW' (Gay and Lesbian Out at Whitbread). This initiative helps raise awareness amongst all employees, that it is vitally important not to discriminate, and allow Gay and Lesbians colleagues freedom to be themselves at work. Showing once again that Allison is a multi-modelled leader, as these qualities show traits of a transactional leader.

According to Maslow (1954), it is psychologically important to know your leader, and is equally important for the leader to know their subordinates. This is demonstrated by the behaviour of the leader, and the results gained from the employees, which relates to the saying that the effort put in, will show in the outcome of the objectives (Gabriel, 2005). The corporate culture of Whitbread is to succeed, and whosoever is under the umbrella has the resources available to achieve.

Community Projects

In January last year (2018), Premier Inn was able to open a new clinical building in Great Ormond Street Hospital. This was achieved by teams involved in both the hotels and

restaurants to raise a staggering £7.5 million to help fund the facility (www.whitbread.co.uk).

The partnership with GOSH is a continuous project, and a further £10 million target has been set out to build a new facility for children with sight and hearing impediments. As mentioned above, Team-working is an essential ingredient for any organisation (Ojugo, 2019), mixed with the charisma that Allison has shown is invigorating, as she truly knows how to instil pride in her staff, which evidently gains respect and trust (Hurley, 2011). Therefore, making Allison a transformational leader you would generally want to work with.

Allison is a leader with foresight and ambitions to grow internationally, and build upon the successes of the organisation. The team, around 50,000, share her vision to create new innovative ways of dealing with customers and the planet, maintaining and building on the infrastructure for the growth of the organisation. As mentioned earlier when a leader is in a position of power it is imperative to lead by example (Chopra and Fisher, 2012). Baldoni (2008), explains that good leaders need to know and possess particular traits and abilities to inspire others to follow - Allison has established and cemented this. Leaders who inspire their teams are constantly evaluating and evolving to meet the changes in time and technology (Draft, 2007 ; Palus and Draft, 1995). Knowing and being able to foresee what implementations may be needed to keep up to date and ahead of the game (Fitzgerald and Krause (2007). Allison is aware of constant changes occurring nationally and globally and take a holistic view of the rapidly evolving business world (Hagenmann et., al. 2010).

Allison has proven she is a true global citizen and takes her role as the CEO of Whitbread seriously. Her corporate social responsibility has reached unprecedented heights as the Costa Community Programme continues to thrive (www.whitbread.co.uk). Whitbread like to do business the right way, they have set up a partnership with Stop the Traffik, one of UK's leading modern slavery and human trafficking non-government organisations, and are proud to publicly report progress in tackling this issue (www.whitbread.co.uk). Training is provided to raise awareness and help tackle these issues by a series of working groups supported by an e-learning module.

Other schemes include, Costa, for the second year, run reading activities in their stores which encourages parents, carers and teachers to come along and spend time reading with their children, thereby contributing to the "Work-life balance" initiatives. The local schools benefit as thousands of books and resources are donated for this good cause. Assisted learning is something done on a daily basis, which leaders do knowingly and unknowingly. Learning is infinite, and Allison has foreseen that being educated in whatever you are doing is an essential part of development. According to Maslow (1954), his studies show that human beings are motivated by 'deficiency needs' generally, physiological, survival and safety. Allison has unselfishly looked at what is required to get the best out of her employees and ultimately push them to grow and achieve to levels beyond belief.

The Costa Foundation has funded coffee growing communities for the past decade, whereby a number of schools have been built to provide quality education and improve the life conditions of the children in the area. Ultimately through such selfless acts, Allison has

strategically created awareness through the foundation enhancing health, gender equality and environmental needs (www.whitbread.co.uk). I repeat, traits of a transformational leader who thrives on promoting intelligence, as good readers become better leaders by way of making everyone smarter (McKeown and Wiseman, 2010).

Responsibilities of the Organisation:

For the past few years the Great British Spring Clean Programme has collected tonnes of rubbish to help keep the environment cleaner. Sugar reduction in Whitbread products have ensured customers have healthier options which help to reduce diabetes and obesity. This nutrition strategy is an ethical approach to dealing with such diseases and conditions, and Allison identified what was needed, and accomplished it by utilising the best resource possible the people. McKeown and Wiseman (2010), emphasise that leaders who inspire their employees, stretch themselves to ensure the best results are delivered.

Costa introduced slogans 'We Recycle Any Paper Cup, Small, Large Costa Or Other' and "Bring in your empties and we will take care of the rest". The advertising and marketing for this campaign has seen huge benefits for the organisation and the subsequent environment gain from these incentives. Another incentive incorporated in the Costa Foundation are the two new multi-purpose cups, fit-for-purpose and located in the Costa Express machines. The machine offers 25p cheaper cost for every customer who uses a reusable cup in store - I must say, getting paid to be more environmental friendly, this is genius! If only every one adopted Allison and Whitbread's approach, maybe the world would be a better place.

Whitbread is committed to sourcing their products responsibly and ethically, most especially respecting the human rights across their supply chain. Allison has implemented measures that ensures people are treated fairly and with respect for one another with the Whitbread Ethical Audit programme. A vast number of Whitbread's suppliers have come on board to be part of the responsible sourcing programme, from the way wild fish are caught, to tracing the supply chain of sustainable cotton, Whitbread aim to deliver respect to the planet we live in.

Compare and Contrast

The biggest risks to any organisation are often the ones we fail to talk about. By valuing the importance of people capital and their contribution to "the group", it is my role as a leader to empowering my colleagues to achieve a common goal by sharing ideas through positive communication. This practice will allow for different perspectives to contribute to training, initiatives and preparedness for contingencies, a common goal which I facilitate in my company to enable healthy working relationships and business to thrive.

I recognise elements in my management style that are similar to some attributes exhibited by Allison Brittain the CEO of Whitbread PLC, which I have outlined throughout this report. Through Allison's leadership, Whitbread have evolved, which is evident from research,

internet searches and their annual reports - they have gone from being a little, dry and factual in 2015 to their current status, as seen in the infographics of trends and figures, but more importantly, the contribution of the people that make up the organisation. Whitbread celebrates a diverse set-up that places emphasis on fairness, and rewarding collective successes, whilst celebrating empowerment of individuals. Bringing together good leaders works best, as seen recently by the “Climate Change “ protestors collaborating with celebrities, scientists, and David Attenborough’s campaign on plastic waste. London Mayor new initiatives to tackle air pollution. More Recently, Hammersmith and Fulham Borough are collaborating with the Royal College of Art to reduce single use plastic – all doing their best to protect the environment we live in otherwise it will eventually deteriorate. This is where we differ slightly as I am yet to get to the level where annual reports are published, however, I own a limited company as opposed to a Public limited company.

Conclusion:

Both myself and Allison celebrate a diverse set up that places emphasis on fairness and rewarding collective successes, whilst celebrating empowerment of individuals. Brought together the environment we live in must be taken care of just like anything if not it will eventually deteriorate. We see the world over new emissions laws for cars and David Attenborough’s campaign on plastic waste.

Leadership also comes from knowledge and influence, expert power is something experts within their fields hold which can influence people, for instance brain surgeons, scientists, company directors. Charismatic leaders are generally influential, role models, heroic and can sacrifice for the cause. To sum up, best leaders have multi-modal leadership styles, are flexible, can draw on experience and knowledge to adapt to any given situation, have integrity and honesty to know when to tell “white lies” to keep the team in an organisation, communities, societies and families in good order, that is pro social behaviour. Consequently, the leader will collaborate and liaise, and of course impact with a wider circle with leading to referent power, which is not what you know but who you know.

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