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Table of Contents

Introduction.....	3
Brief information about the chosen organisation.....	3
The theories and models of Leadership and management	3
Theories of Leadership	3
Theories of Management	4
Application of these theories and models to the leader of your chosen organisation.....	5
Contemporary leadership and management development issues.....	5
A reflection of your own experience of leadership and areas for your own development	6
Leadership development plan	7
Conclusion	8
References.....	9

Introduction

The following report will discuss several aspects of leadership, and the skills and knowledge needed for being a good leader. According to Gandolfi and Stone, (2018), leadership is known to be a practical skill that is used by individuals in order to guide members to achieve their goals. Moreover, it includes influencing others, being ethical, focusing on developing others and personal development. Here, an example of a UK-based company named Tesco will be taken into account and the leadership followed there will be known. Based on the leadership skills and traits used by the leaders in the company, an evaluation of one's own leadership skills will be analysed. Some leadership and management theories will be discussed. On the basis of those theories, the leadership style followed by the CEO of Tesco Ken Murphy will be determined. The way Ken Murphy leads the company to their success will be described here using leadership and management theories. The leadership and managerial issues will also be explained in this report. In terms of personal experience, one's own leadership styles will be elaborated on here. From this style of leadership, the absent areas that need to be improved will be discussed here.

Brief information about the chosen organisation

The selected company for this report Tesco and the leadership style of this company's CEO will be considered here. Tesco is a retail company based in the UK and it is mainly focused on the grocery market. Other than that, it also has general merchandise, clothing products and services like Tesco Mobile, Tesco Bank, petrol filling centres and more (Tesco, 2022). This is one of the leading retail companies in the UK which was founded in 1919 and is headquartered in Welwyn Garden City, Hertfordshire, England, UK. The present CEO of the company is Ken Murphy. The company has various brands named F&F, One Shop, Premier, Booker, Marko and so on. Tesco has a market share of 27.3% as of the middle of the year 2022 (Assosia, 2022). The company has earned a revenue of £57.887 billion as of the year 2021.

The theories and models of Leadership and management

Theories of Leadership

The Theory of Contingencies: In accordance with Heller, (2019), there could be many kinds of situations in an organisation. There is no one way to handle these situations. On the basis of this theory, a leader could be effective in one situation and become ineffective in another.

According to Fiedler's view of contingency, leadership is not only related to the style, but it also relates to the control that is held in the situation. This theory is most appropriate in a close group of members, which is closely supervised and the supervision is not team-based. However, according to Sivaruban, (2021), the main criticism of this theory is that it is not very flexible.

The Great Man Theory: As stated in this theory, some individuals are born with the qualities that makes them unique which influences them to be in their desired positions. The theory holds that those in positions of power do so because of some unique talent (Hunt and Fedynich, 2019). Therefore, it implies that these qualities are shared by all outstanding leaders, regardless of their position or context. This theory has been criticised by some people who stated that people who have in-born leadership qualities cannot always be good leaders (Cherry, 2020).

Theories of Management

Scientific Management Theory: This theory was introduced by Fredrick Winslow Taylor. There are three steps such as observation, experimentation, and analysis. In this theory, three fundamental concepts are included such as elimination of waste and focusing on efficiency, the transformation of craft production to mass production and making the best practices of an organisation standardised (Gordon, 2022). There is excessive job standardisation if a manager follows this theory as all the instructions are given to achieve the goal using a similar path (Managementstudyguide, 2022a).

Theory X and Theory Y: This theory was introduced by Douglas McGregor in the year 1960. As stated by McGregor there are two different views of individuals or two different types of behaviour in an organisation. In Theory X, the assumptions that are made by the managers are that employees are resistant to changes, many of the employees give their job security the most priority, employees generally do not like the job responsibilities and employees are mostly pursued to do their work. The assumptions that are made in Theory Y are that employees find their job very relaxing, employees would be loyal and committed to their work if it is rewarding, employees can work and be controlled with self-direction, they can identify and recognise their responsibilities and employees have a specific skill set and knowledge base (Managementstudyguide, 2022b). This theory is mainly criticised as it only represents the two extreme areas and does not value the grey areas (Teambuilding, 2022).

Application of these theories and models to the leader of your chosen organisation

The leader of Tesco, Ken Murphy has been following a growth-oriented leadership style. He focuses on strong brand recognition and commercial marketing so that company growth can be ensured. Using the theory of contingency, leadership style of Murphy could be elaborated. A leader needs to be contingent depending on the situation within the workplace according to this theory. Murphy has also adopted this strategy and become one of the leading innovating entrepreneurs with good ideas and positive impact. According to Kantar, Tesco was able to grow its sales rate by 10.5% during the pandemic. Murphy has also helped the company in being successful even in the time of the pandemic (Gregg, 2021).

Contemporary leadership and management development issues

1. Setting goals for themselves: Leaders and managers who control and guide people in an organisation can face various issues. Their main role of them is to set goals for the employees so that they can follow a proper path to reach the company goals. However, in this process, sometimes they cannot properly set goals for themselves which affects their performance.

2. Enhancement of collaboration: When assisting and guiding the employees, leaders of a company can come across a problem of getting the work done by the employees together. Managers cannot control all the departments and encourage them to do their tasks. Thus, it becomes an issue for the leaders and managers to create a collaborative work enrichment in the organisation (CCL 2022).

3. Developing employees: It is important to have skilled and talented employees in the workplace so that the organisational goals can be achieved effectively. However, leaders might not always know what skills employees are lacking. Therefore, it becomes problematic for the managers to arrange training programs which becomes a roadblock in the employee development process.

4. Guiding through change: Companies can sometimes make some changes in the workplace because they need to change some external operations. In this process, employees might not know the reasons for changes, they might not be capable enough to go through the change or they are resistant to change. In this situation, it becomes difficult for managers and leaders to guide through the changes (Wooll, 2022).

A reflection of your own experience of leadership and areas for your own development

While studying at the university, I have participated in a lot of events like debates, projects and more. Other than that, I have done some projects while working at Tesco where I noticed the leadership style of Ken Murphy. During this time, I have realised that there are some of the skills and knowledge which are adopted by me properly. Here, I was involved in a project where I had to lead the teams in order to finish the project efficiently and within time. Moreover, some skills which are available to me are communications skills, teamwork skills and time management skills which have helped me in making the project successful. I have communication skills through which I have interacted with my peers and also the lecturers as it is important for a leader to communicate with all the members involved with a project. This has helped me in gathering information about the project. I have known their opinions and used that information in the project. Other than that, I have teamwork skills through which I have been able to work as a team with my peers and guide them throughout the project. Using time management skills, I used all the resources and divided each of the tasks accordingly. Therefore, this has helped me in delegating tasks to the employees and completing all the activities timely.

However, I have noticed that I do not have some of the characteristics that are needed to be a good leader. One of the downsides that I have noticed when doing the project is I am **not very capable of change**. It is important for leaders to accept changes in work or in the environment to modify the tasks accordingly. Therefore, by not being very flexible I was not able to concentrate on the project sometimes. Besides that, I **do not have decision-making skills** which are important for a leader to have. Through this skill, a leader can make valuable decisions which can be helpful for the company's success. Thus, not having this skill can lead to not having enough capacity to guide the team in my future endeavours. The **capability of conflict resolution** is also not present in me. For being a successful leader, it is necessary for them to know how to do conflict resolution so that the team members can do their work properly. Along with that, when a team member would face problems, other members can help them through so the goals could be accomplished. By not having this skill, I could not manage the team throughout the project. Therefore, I need to adopt the skills so that I can become a more capable leader.

Leadership development plan

What are my Leadership development Objectives?	What leadership activities do I need to undertake to achieve my objectives?	Where will I develop my leadership to achieve my leadership objectives?	Target date for achieving my objectives
To become more flexible	I need to communicate with my colleagues more so that I can be more flexible. Other than that, I need to focus on my responsibilities more to achieve my goals. I need to grow my urge to learn new things which would encourage me to accept changes.	At Workplace	6 months
To adopt decision-making skill	I need to concentrate on the context of the situation in future. Further, the positive and negative sides of each solution should be analysed through which I can make my decision-making skill better.	At Workplace	4 months
To be capable of conflict resolution	I have to follow some steps to improve these skills such as listening to the opinions, maintaining good relationships, making the members understand the actual solution to the problem and learning emotional	At the university and workplace	5 months

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Table 1: Leadership Development Plan

Source: (Author, 2022)

Conclusion

The adobe report has discussed the leadership styles and the several aspects that are used by people to guide others so that accomplishments of the goals could be done. In this context, the CEO of Tesco, Ken Murphy has been considered here and his leadership style has been discussed. Some theories of management and leadership have been discussed here. The issues leaders and managers face while controlling people have been described here. Own leadership traits have been explained in the report. Lastly, the traits that are missing have been highlighted along with a leadership development plan.

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