



Prifysgol Cymru
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University of Wales
Trinity Saint David

Assignment 1

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Module: Introduction to Leadership and Management

Module Code: LCBB4008

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Introduction:

The Arabians were saying *Sahib al-Mal*, the Japanese *Zaibatsu*, the Medieval European *GuildMaster*, the Byzantine *Logothetes* and the Phoenician *Sufet*. All point out the same concept: Leadership. What does modern leadership include, and how may it be defined? Well, that is simple! This topic had been discussed extensively throughout the years in publications, magazine, papers, talks, etc.

Leadership represents the ability that motivates people to accomplish the same goals, it is composed by the activities and behaviours displayed by those who have position of authority or power, including work organization, thoughtfulness and promoting communications to successfully lead teams or companies (Northouse, 2021)

Nowadays there are six Leadership Styles: Autocratic, Democratic, Laissez-faire, Transactional, Transformational, and Servant.

The Autocratic Leadership style involves the person in charge taking actions without consulting with the teammates and forcing their will on the group (Robbins & Judge, 2020). On the other side we find the Democratic Leadership style which involves everyone on the team in taking decisions, collecting inputs, concepts, and comments to build cooperation. It also promotes independence, innovation, and accountability (Northouse, 2021).

Laissez-Faire Leadership encourages creativity and empowerment of workers but can also result in inconsistency if not handled properly. It is defined by a detached style where the leader transfers control to team members. Minimal direction or monitoring is given, permitting employees to take decisions on their own (Yukl, 2013).

Transactional leadership focuses an emphasis on establishing goals, tracking performance, and creating specific requirements as well as to applying promotions, punishments, and incentives to influence behaviours. It concentrates on the communication channel between followers and leaders. On the other hand, the Transformational Leadership style inspires and motivates followers to strive towards common goals while promoting creativity, employee involvement, and organisational growth (Northouse, 2021).

In this essay we will analyse the different Leadership styles that *The Walt Disney Company* and *AirAsia* used during

The Walt Disney Company Leadership: Walt Disney and Bob Iger

The Walt Disney Company, an American global corporation that was established in California in 1923, will be the first organisation we discuss. Over its 101-year history, the corporation has had a variety of executives who adopted different leadership philosophies.

Walt Disney was first perceived as a transformative leader, he shared his vision for the company's success with the team, inspiring them with his enthusiasm for ideas. Features of transformational leadership, which aspires to motivate and encourage followers to accomplish the same objectives, are reflected in Disney's commitment to fostering a family-like environment, giving resources, and distributing earnings with employees. Charismatic leadership qualities were also demonstrated by Walt Disney (Liotopoulos ,2023).

Walt Disney's leadership style got increasingly authoritarian and domineering as the firm expanded. His use of power and his decision-making without seeking advice from others resulted in disputes with workers and attempts to establish an affiliation. Limited involvement of workers in the decision-making process and centralised decision-making are characteristics of an autocratic approach (Liotopoulos ,2023).

It is possible to characterise Bob Iger's leadership style at the Walt Disney Company as transformational and participative, which reflects his commitment to promoting an innovative and collaborative culture. His strategic vision for the company's growth and his unwavering dedication to perfection demonstrated his transformative leadership approach. In addition to boldness, optimism, focus, thoughtfulness, integrity decisiveness, curiosity, fairness, authenticity, and the constant quest of excellence, he established fourteen guidelines for good leadership. These values shaped his leadership approach and emphasised his dedication to realising Disney's objectives (Moore & Bazerman, 2022).

Iger also adopted a collaborative leadership style that promoted staff engagement and receptivity to ideas. Iger encouraged cooperation and creativity throughout the company by creating a supportive environment where everyone felt appreciated and encouraged to contribute to the company. By putting the concept of path objectives into practice, he reinforced a culture of collaborative accomplishment by emphasising the leader's responsibility to define goals and assist staff in reaching them (Moore & Bazerman, 2022).

Even with all his accomplishments, Iger showed humility and responsibility by accepting responsibility for his errors and putting good corrective measures in place. He demonstrated honesty and integrity in his leadership style by recognising the value of growing from mistakes and using them as lessons (Moore & Bazerman, 2022).

The company's accomplishments in a fast-paced and highly competitive entertainment world can be attributed to Bob Iger's leadership style at the Walt Disney Company, which blended inclusivity with inspiration. His strategic brilliance, imaginative leadership, and unwavering dedication to excellence had a profound effect on the business and its staff (Moore & Bazerman, 2022).

AirAsia Leadership: Tony Fernandes

AirAsia, a Malaysian low-cost airline, was founded on December 20, 1993, by DRB-HICOM (Fitriyana et al., 2022). It began operations on November 18, 1996, initially as a domestic airline with two Boeing 737-300 aircraft. It was later rebranded as AirAsia Berhad in 2002. Under the leadership of Tony Fernandes, it transformed into a leading low-cost carrier in Southeast Asia, offering affordable air travel across the region and beyond.

Tony Fernandes's approach of leadership is multidimensional; it incorporates aspects of charismatic, democratic, and servant leadership to foster a stimulating and vibrant workplace.

First of all, Fernandes values the opinions and contributions of his staff members and adopts a democratic leadership style. He creates an atmosphere in which everyone is encouraged to share ideas and take part in decisions that are made. Fernandes fosters a collaborative and innovative culture by attentively listening to his team members and integrating their input into strategic projects. In addition to raising staff morale, this welcoming culture allows the company to gain from a variety of perspectives and group knowledge (Fitriyana et al., 2022).

Apart from his democratic leadership approach, Fernandes boasts magnetic attributes that encourage and excite his group. Employee enthusiasm and dedication are inspired by his intriguing and well-articulated vision for the company. Fernandes builds trusting relationships and a feeling of belonging and purpose among his teammates via his outgoing and friendly manner. His capacity for clear communication and uniting people around shared objectives fosters a productive and upbeat work atmosphere (Fitriyana et al., 2022).

Fernandes also demonstrates servant leadership by putting his workers' growth and well-being first. Recognising the value of developing skill inside the organisation, he dedicates in personnel educational and professional growth. He sees himself as a servant for his organisation, committed to their achievement and growth. He sets an excellent example showing respect for his coworkers by being approachable and encouraging in difficult or difficult circumstances. Inside the company, this servant-leadership strategy fosters trust, devotion, and an intense sense of unity (Fitriyana et al., 2022).

Equality, motivation, and a dedication to helping others characterise Tony Fernandes' leadership method. Through the integration of democratic, charismatic, and servant leadership styles, he establishes a vibrant and encouraging work atmosphere that fosters employee ownership and accomplishment. Cooperation, honesty, and compassion are the pillars of Fernandes' leadership philosophy, which produces favourable results for the business and its employees (Fitriyana et al., 2022)

What type of Leader am I?

In my initial leadership role six years ago within a composite materials company, overseeing three manufacturing sites, I applied various leadership styles tailored to each department's specific requirements.

Initially, a transformational leadership style was utilized, drawing from the theory that emphasizes inspiring and motivating teams through a shared vision and enthusiasm for innovation and collaboration (Avolio & Bass, 2019). This approach was particularly effective within the wheat division, where fostering a culture of creativity and teamwork was paramount.

However, I recognized the necessity of adapting my leadership approach based on the experience and capabilities of each team. In departments with less seasoned personnel, such as the first and second, an autocratic leadership style was employed to provide clear directives and guidance, aligning with the theory that suggests authoritative control in situations where followers lack expertise or experience (Northouse, 2021). Conversely, in departments with more experienced teams, such as the third department, a laissez-faire approach was adopted to foster autonomy and leverage expertise, reflecting the notion that experienced followers may benefit from greater freedom and self-direction (Northouse, 2021).

This experience underscored the importance of aligning leadership styles with the unique dynamics of various departments, optimizing team performance, and nurturing a culture of achievement.

In my current capacity as a production planner within the hose industry, I have incorporated elements of both democratic and laissez-faire leadership styles. This strategic choice is informed by the collective expertise and experience of my team members. Acknowledging the significance of their insights and contributions, I actively seek their opinions and suggestions, adhering to the tenets of democratic leadership. Simultaneously, I grant my team members autonomy and freedom in structuring their tasks and workflows, reflecting aspects of laissez-faire leadership. This combined approach aims to harness the diverse skill sets within the team while cultivating a collaborative and self-directed work environment conducive to innovation and efficiency.

Conclusion

To conclude, leadership is still a complex idea that is necessary for an organisation to succeed. It includes a range of tactics and style that are suited to different situations and problems. Organisations use many leadership models to maximise performance among employees and promote a productive culture. These theories include Autocratic, Democratic, Laissez-faire, Transactional, Transformational, and Servant leadership.

The Walt Disney Company and AirAsia represent two different leadership philosophies: Bob Iger took a collaborative and participatory strategy, whereas Walt Disney initially embodied a transformative and charismatic approach. In the meantime, Tony Fernandes of AirAsia exemplifies a multifaceted approach to leadership by fusing charismatic, democratic, and servant leadership to foster a positive and upbeat work environment.

My subjective experiences highlight the significance of modifying leadership philosophies to fit the distinct dynamics of various departments, underscoring the necessity of an adaptable and contextually aware strategy. In the end, successful leadership incorporates many viewpoints, fosters creativity, and creates a cooperative atmosphere that supports organisational development.

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