COMPONENT 2 PRACTICAL: REPORT

MODULE: LEADERSHIP AND MANAGEMENT, THEORY AND PRACTICE
MODULE CODE: LCBB6003

Prepared by:

Mostapha Boulkheir (2114677)

Lecturer: *Dr. Laila Maazouz*
University of Wales Trinity St David
February 2024 Term

Table of Contents

Introduction 2
Characteristics of Leadership: The Trait Theory 2
Characteristics analysis of the 4 leaders 2
Situational Leadership Theory 2
Analysis of the 4 leaders' approach 3
Conclusion 3
References 4

Introduction

In the automotive industry, individuals such as Henry Ford, Soichiro Honda, Elon Musk and Mary Barra have left an indelible mark through their leadership. In this report, we will firstly analyse their leadership characteristics using Trait Theory. Secondly, we will analyse the leadership approaches of these leaders within their organisations using Situational Leadership Theory.

Characteristics of Leadership: The Trait Theory

Trait theory focuses on identifying the personal characteristics that differentiate Leaders from Followers. Each leader demonstrates specific traits associated with effective leadership, emphasising the importance of some of their own characteristics that lead or have led their leadership figure to success (Lussier & Achua, 2020)

Characteristics analysis of the 4 leaders

- Henry Ford possessed traits such as innovation, determination, and resilience. His determined focus on mass production and affordability of automobiles showcased his trait of perseverance (Dudziak, 2022).
- Soichiro Honda displayed traits such as creativity, risk-taking and passion for engineering. His ability to turn obstacles into opportunities highlights his resilience and determination (Winford, 2024).
- Elon Musk, with his ambitious goals for space exploration and sustainable energy reflect his visionary leadership, where he demonstrates traits of vision, risk-taking and charisma (Miller, 2023).
- Mary Barra displays traits of adaptability, integrity and strategic thinking. During organisational crises her decisive leadership emphasised her resilience and commitment to accountability to emerge from crisis (Jiang, 2022).

Situational Leadership Theory

Situational leadership theory moves its considerations from an assessment of the context in which one operates: an effective leader carefully analyses this context and acts accordingly (Robbins & Judge, 2017).

According to Geir & Vecchio (2009) depending on the choice made, the 'situational leader' can adopt 4 different approaches:

- DIRECTING: If the maturity of the employees is low, the leader in these situations takes a more direct style, providing detailed directions and instructions to guide the work.
- COACHING: When maturity starts to increase, the leader devotes himself to providing instructions and explanations, guiding employees in the development of skills.
- SUPPORTING: If co-workers show a good level of maturity, the leader switches to a supportive approach, providing support and encouragement to the group.
- DELEGATUNG: If the situation shows a high level of employee maturity, the leader may delegate tasks and responsibilities, as the team members are autonomous and competent to perform the work tasks.

Analysis of the 4 leaders' approach

Henry Ford adopted a management leadership style, where he had control over the entire production process and supervised it closely to ensure efficiency and quality (Dudziak, 2022).

While Soichiro Honda adopted a more delegative leadership style as the company grew. Granting much more responsibility to his team on projects and giving them room for their own initiatives (Winford, 2024).

In contrast, Elon Musk has a training approach to leadership, promoting a collaborative environment and soliciting input from his teams to drive innovation and creativity (Robinson, 2022).

Finally, Mary Barra adopts a supportive leadership approach, enabling her team members to innovate and drive organisational growth with her support and encouraging different perspectives and ideas (Jiang, 2022).

Conclusion

The evaluation of the characteristics and leadership style of Henry Ford, Soichiro Honda, Elon Musk and Mary Barra highlighted the different approaches in their leadership. Their characteristics and the way they were able to adapt to the surrounding situations as leaders showed as a result that not all leaders are the same. Rather, these four leaders demonstrated that strong and effective leadership is critical to success in any industry and that true success lies not only in achieving financial goals, but in having a long-term vision that leads their business and their ideas to be a success.

References

- Dudziak, W., 2022. *Leadership Lessons: Henry Ford — Creator of Modern Automotive.* [Online]
  Available at: https://medium.com/leaders-manual/leadership-lessons-from-henry-ford-f773b92e855c
  [Accessed 02 04 2024].

- Geir, T. & Vecchio, R., 2009. The Leadership Quarterly. *Elsevier,* 20(5), pp. 837-848.

- Jiang, S., 2022. *General Motors CEO Mary Barra shares her leadership journey, visions for the future.* [Online]
  Available at: https://www.michigandaily.com/news/general-motors-ceo-mary-barra-shares-her-leadership-journey-visions-for-the-future/
  [Accessed 01 04 2024].

- Lussier, o. N. & Achua, C. F., 2020. *Leadership: theory, application, & skill development.* 6 ed. Boston: Cengage Learning.

- Miller, H., 2023. *4 Ways to Apply Elon Musk's Leadership Style.* [Online]
  Available at: https://leaders.com/articles/leadership/elon-musk-leadership-style/
  [Accessed 02 04 2024].

- Robbins, S. & Judge, T., 2017. The Group. In: G. Edition, ed. *Organizational Behavior.* Harlow: Pearson Education Limited, pp. 425-428.

- Robinson, B., 2022. *Elon Musk's Leadership Style Bad For Business And Mental Health, Experts Warn.* [Online]
  Available at: https://www.forbes.com/sites/bryanrobinson/2022/11/21/elon-musks-leadership-style-bad-for-business-and-mental-health-experts-warn/
  [Accessed 01 04 2024].

- Winford, B., 2024. *Soichiro Honda: Engineering a Legacy.* [Online]
  Available at: https://www.thriday.com.au/blog-posts/soichiro-honda-story
  [Accessed 02 04 2024].