

Dame Carolyn McCall as a manager and leader

Introduction

This essay will entail an analytic review of the different roles played by Dame Carolyn McCall as a leader and a manager at EasyJet by using Mintzberg's classification of the ten essential manager roles. Gov.uk – (2018) state that Dame Carolyn McCall is the chief executive of EasyJet and has recorded record profits and record passenger numbers for the company since arriving in July 2010, she has also won a ray of different awards, whether it be the Gold Medal Award from the Chartered Management Institute or City AM's Personality of the Year award.

Dame Carolyn McCall's leadership and managerial techniques seem to differ quite a lot, regarding to Mintzberg's ten roles. Mintzberg's theory of the managerial roles are key to any manager, as they identify the formal authority and status of the manager and the managerial activities carried out and putting them into three different groups; interpersonal roles, informational role and decisional roles.

Main Body

From a young age when Carolyn was in school she showed signs of a good leader and manager, as friends have her told the BBC that she was always the first to complete homework and hand it in first, with her very close friend Donna Dempsey saying that even from her younger ages she had a good work ethic. This indicates the question asked by Mullins, L.J. & Christy, G., 2010, that are you born a leader, or can the skills be developed.

Disturbance Handler Role and Spokesperson Role

There is a major difference in the roles of a leader and a manager, as Mullins, L.J. & Christy, G., 2010 states that leadership is in fact a quality and not part of a job role but can however be brought in to a job role. From listening to BBC – (15/5/2016) podcast, it is very clear to see that Dame Carolyn McCall does in fact taken on the two roles of a leader and manager at EasyJet. While also identifying the certain managerial roles, she undertakes regarding Mintzberg.

The podcast also goes on to say that in the first six months of 2016 Dame Carolyn McCall and EasyJet had lost £24 million down to the fact that Brexit influenced the pound to euro currency exchange, by softening the pound resulting in a loss of income. Carolyn then goes on to back the company by saying that if the constant currency was still in place then EasyJet would have had a profit of £5 million, which would have equalled nearly the same as 2015.

Carolyn delivered this message on radio and television platforms just hours after finding out that her father had just died. Regarding Mintzberg's roles, Carolyn shows her disturbance handler role and spokesperson role, as the company have received unexpected news of the loss of income and she has reacted to the situation involuntary, while having personal problems outside of the company, to try and correct the situations by informing the public through television and radio formats. Carolyn also shows great representation of both a leader and a manager, as she is not only acting as a face of the company like a leader but also a manager as she goes on to identify that if it was not for the pound softening, then EasyJet would have made the same amount of profit as the previous year, indicating that she is a part of a well structured organisation, as stated by Mullins, L.J. & Christy, G., 2010.

Liaison Role

While Carolyn was CEO of the marketing team for the Guardian she was very well known for telling people to let their hair down and having brilliant people skills. There are reports of her taking her staff to bars and playing board games with them, as a team bonding and getting to know one and another. The liaison role of Mintzberg's managerial roles is shown here, as it shows that she tries to make a horizontal relationship with the staff outside of the managers unit and organisation. This is very important for a manager as it provides linkages between the organisation and the environment.

Mullins, L.J. & Christy, G., 2010 states that Carolyn has shown efficient leadership roles as she made a relationship with the staff through which she has influenced the behaviours of the other people, whether it be good or bad. Which indicates that the whole point of arranging activities, such as board games and drinking where to in fact create a better environment for her staff.

Figurehead

When Carolyn was appointed CEO of EasyJet a range of different factors spiked the company, whether it be natural disasters such as the volcanic eruption in Iceland, which prevented planes from flying or more political factors, like the fact a lot of pilots were not happy they were working for a woman. However, the podcast goes on to say that pacified the pilots who were not happy and solved the problems of pilot Angus Hogg, who E-mailed his concerns to Carolyn, who then reportedly rung him later in the evening and had a 40-minute conversation with him. Carolyn shows great excellence towards the figurehead role of Mintzberg's managerial roles, as she has taken the time to be available for people who are have questions to be answered and make a name for themselves.

Mullins, L.J. & Christy, G., 2010 states "an environment of coaching, support and empowerment". Carolyn has achieved this as she made the effort of contacting a staff member of the organisation and making sure all his queries and problems were resolved by her herself the CEO of the whole company, resulting in pilot Angus Hogg feeling supported and empowered by his boss, as she had taken the time out of her day to speak with him and address the issues ahead.

Entrepreneurial Role

Dame Carolyn McColl brought a whole new brand to EasyJet, by not just appealing to people looking for cheap airlines to fly with, but in fact targeting backpackers and business men/women while keeping the airline as a budget airline hoping to keep the same guests. She aimed towards the backpacking community, as EasyJet offers a range of different flights all around Europe while at cheap prices. It is not un known that most backpackers would want to keep prices as low as possible for themselves, as they are trying to save as much money as possible and business men/women may only be going to a conference for a night etc, so they would want to spend as little as possible for their flights.

Carolyn shows that she has an entrepreneurial role at EasyJet, as created a new plan for EasyJet by exploiting opportunities and acting in to her own hands to correct the situation of EasyJet. Mullins, L.J. & Christy, G., 2010 states that "leadership is always present in any group engaged in a task". This shows that Carolyn took charge of EasyJet from the start and her leadership roles came through in promoting EasyJet with a new target market, while keeping the original target market.

Monitor Role

Pilot Angus Hogg. (2016). *Carolyn McCall* goes on to explain how Carolyn would just walk on to the EasyJet planes talk to the cabin crew and help pick up litter, while talking to the guests of the flight

and taking in all the feedback they gave Carolyn, so she could improve the company. This indicates that Carolyn is undertaking the monitor role regarding Mintzberg's managerial roles. Carolyn is undertaking this role as she is asking guests who are witnessing the company straight up and not the board of directors for example, who may have never used the flights before. This monitor role will give Carolyn a great understanding of what the customer actually wants rather than what is best for business.

Comparing this statement with Mullins, L (2016) "consideration reflects the extent to which the leader establishes trust, mutual respect and rapport with a group". This clearly sums up what Carolyn did when talking to the customers and helping the cabin crew, as not only was she building a good rapport with the guests on the plane by talking to them, but also the cabin crew as the boss of their company is willing to help them out in their job role.

Leader Role and Negotiator role

Alan Rustbridger (2016). *Carolyn McCall* states that "she would always work in teams, she'd never be one of those CEO's who would take the credit for turning the company around". He then goes on to state that she run the business very differently to a male figure, as he states that "males tend to take the heroics acts of leadership and that just wasn't her style". Carolyn expresses her leader role and her negotiator role through these statements, as she is negotiating with other staff members as stated, "she would always work in teams" showing her negotiator role and her leader role by motivating her subordinates, by including them in tasks and not taking the credit for herself but taking credit for the team or company.

Mullins, L.J. & Christy, G., 2010 "accomplishment of specific tasks of the groups and the achievement of goals" is very important regarding making a very positive working environment for a company, as it involves engagements with superiors of the business, for example Dame Carolyn McCall.

Resource Allocator Role

Dame Carolyn McCall expresses her resource allocator role, regarding Mintzberg's roles, as stated by Anon, 2015. EasyJet CEO Carolyn McCall to Deliver the Inaugural British Air Transport Association Annual Lecture. Targeted News Service, pp. Targeted News Service, Jul 24, 2015. This resource goes on to state that Dame Carolyn McCall has teamed up with The British Air Transport Association (BATA) to provide an annual lecture to CEO'S and stakeholders of other airlines, so they can listen to Carolyn's plans and ask her any questions about EasyJet for example. Carolyn shows this using her formal authority, by making the choice of what expenditure needs to be taken place to the business, where Carolyn decided that a lecture with BATA to inform CEO's and stakeholders of what she does and information on EasyJet as a company. The lecture itself was an invitational only lecture which too place on the 14th October in London.

Mullins, L.J. & Christy, G., 2010 says that leadership is in which a manager behaves at members of a group, in Carolyn's case it was the way she led and behaved in front of the different CEO's and stakeholders while presenting the lecture about her company.

Conclusion

This essay included information on what managerial roles, regarding Mintzberg's roles, on Dame Carolyn McCall the CEO of EasyJet, while reviewing what she does for the company as a leader and a manager at EasyJet, while analysing Mullins view on leadership and managerial views. Carolyn's managerial techniques range from a majority of interpersonal roles, informational roles and

decisional roles, whether it be through monitor role, figurehead role and even a disturbance handler role.

The category of which Mintzberg's managerial roles Carolyn comes under, is in fact decisional roles and interpersonal roles, this is down to the fact that Carolyn is a very hands on CEO by going out to the frontlines of EasyJet and talking to staff and making sure that its not her getting appraisal from the press, for example, and it is in fact the company. Carolyn also shows the best way to motivate her staff in to completing tasks and keeping them motivated altogether. Carolyn does this by making sure the staff are in a positive working environment, whether it be by playing board games or taking staff to a bar to enjoy a drink and let their hair down.

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