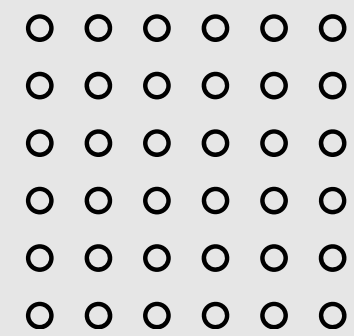
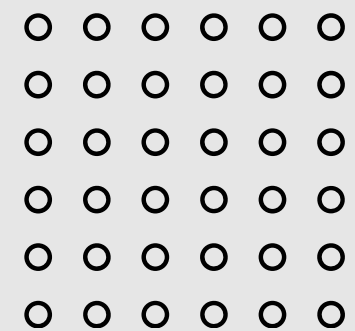




A CRITICAL ANALYSIS OF LEADERSHIP STYLE AND APPROACHES TO CHANGE.

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OBJECTIVES



To critically analyse my leadership style



To outline the future challenges that my business will face



To demonstrate how my leadership style can guide teams

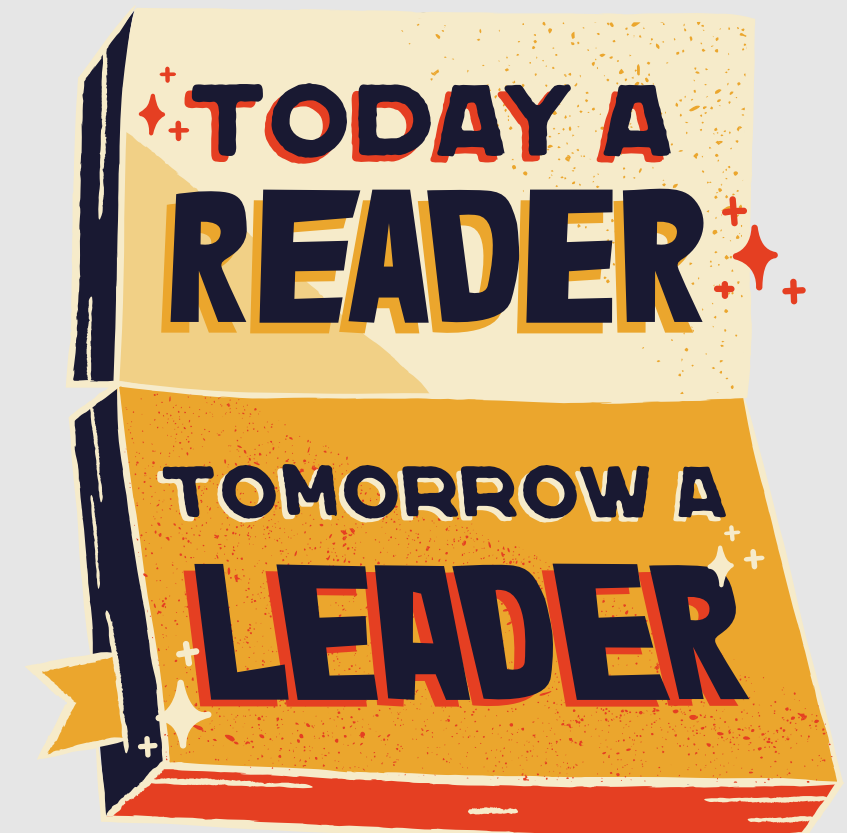
INTRODUCTION

A leader shapes and shares a vision which gives point to the work of others (Handy, 1992).

Leadership occurs when one group member modifies the motivation or competencies of others in the group (Wilson, 2023).

Leaders don't give orders, instead, they guide, support, and help everyone work together to create positive change through teamwork, testing new ideas, and solving problems (London Business School, 2025).

Leadership is a complex process which happens in a given context of guiding, influencing, and enabling individuals or groups to achieve shared goals, adapting to diverse challenges and contexts (Kotter, 2008; Badura et.al, 2022; Newstead & Riggio, 2023)



ANALYSIS

As a business owner, I used the **Leadership Strength Questionnaire, Style Questionnaire**, and **Skills Questionnaire** to understand my leadership tendencies and competencies.

The **questionnaire** indicated a slightly **autocratic leadership style**, meaning that in the business, I make decisions without consulting my two employees. Despite the questionnaire result, I **personally** identify more with an **entrepreneurial leadership style** because it aligns with my experience running my own business and because it blends innovation with risk-taking and adaptability (Cunningham & Lischeron, 1991).

The results of the **strength** questionnaire also reflect my tendency for the entrepreneurial style because I am an **implementer** and **innovator**.

As an effective leader, and depending on the business situation, I **adjust my approach** by applying elements of the democratic and laissez-faire leadership styles (Goleman & Cherniss, 2000).

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3.2 LEADERSHIP STRENGTHS QUESTIONNAIRE
(continued)

APPLICATION

Scoring

1. Sum the responses on items 1, 6, 11, 16, 21, and 26 (implementer score).
2. Sum the responses on items 2, 7, 12, 17, 22, and 27 (innovator score).
3. Sum the responses on items 3, 8, 13, 18, 23, and 28 (encourager score).
4. Sum the responses on items 4, 9, 14, 19, 24, and 29 (analytic score).
5. Sum the responses on items 5, 10, 15, 20, 25, and 30 (mediator score).

Total Scores: 23 22 21 20 19

Implementer Innovator Encourager Analytic Mediator

Scoring Interpretation

The Leadership Strengths Questionnaire is designed to measure your strengths in the areas of implementation, innovation, encouragement, analysis, and mediation. By assessing the rank order of your scores, you can determine

4.2 LEADERSHIP STYLES QUESTIONNAIRE
(continued)

APPLICATION

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
15. In most situations, workers prefer little input from the leader.	1	2	3	4	5
16. Effective leaders give orders and clarify procedures.	1	2	3	4	5
17. People are basically competent and if given a task will do a good job.	1	2	3	4	5
18. In general, it is best to leave followers alone.	1	2	3	4	5

Scoring

1. Sum the responses on items 1, 4, 7, 10, 13, and 16 (authoritarian leadership).
2. Sum the responses on items 2, 5, 8, 11, 14, and 17 (democratic leadership).
3. Sum the responses on items 3, 6, 9, 12, 15, and 18 (laissez-faire leadership).

Total Scores

Authoritarian Leadership 20

Democratic Leadership 18

Laissez-Faire Leadership 18

(continued)

APPLICATION

Statements	Not true	Seldom true	Occasionally true	Somewhat true	Very true
15. I enjoy discussing organizational values and philosophy.	1	2	3	4	5
16. I am effective at obtaining resources to support our programs.	1	2	3	4	5
17. I work hard to find consensus in conflict situations.	1	2	3	4	5
18. I am flexible about making changes in our organization.	1	2	3	4	5

Scoring

1. Sum the responses on items 1, 4, 7, 10, 13, and 16 (administrative skill score).
2. Sum the responses on items 2, 5, 8, 11, 14, and 17 (interpersonal skill score).
3. Sum the responses on items 3, 6, 9, 12, 15, and 18 (conceptual skill score).

Total Scores

Administrative skill: 21

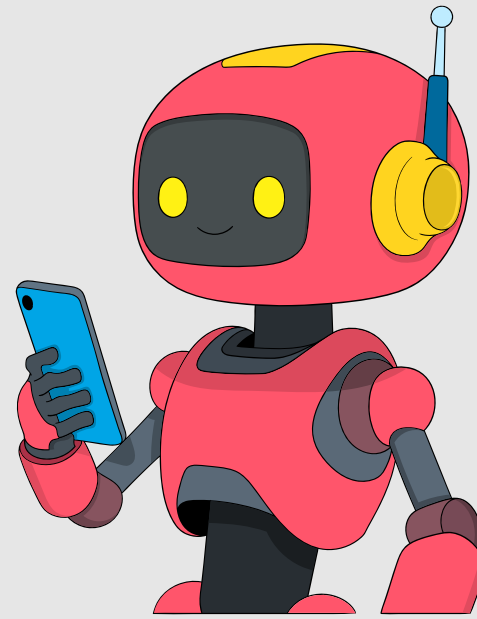
Interpersonal skill: 22

Conceptual skill: 19

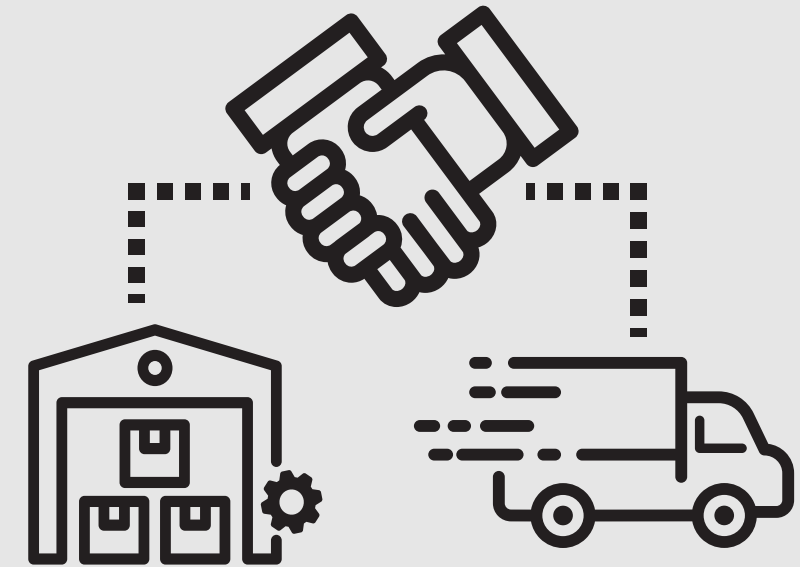
CHALLENGES



MIGRATION



TECHNOLOGY



SUPPLY CHAIN

THE WHY

My interpersonal strengths and democratic tendencies help me build trust across a culturally diverse workforce and customer base (Orekoya, 2024).

My entrepreneurial leadership style helps me respond to rapid changes in technology, current supply chain disruptions, and market conditions through business innovation and implementation (Maya, 2025).

Overall, I believe my leadership style matters and is currently effective because it combines key capabilities such as adaptability, inclusivity, and resilience, which are needed to lead a small business effectively through migration, technological, and supply-chain challenges I face.



CONCLUSION



Leadership is about guiding, enabling, and inspiring others to work towards shared goals.



My entrepreneurial and adaptive leadership style, supported by strong interpersonal and administrative skills, allows me to innovate and respond effectively to change.



The issues my business face demand flexibility, innovation, and people-focused solutions, and that's exactly where my leadership strengths can make a difference.



Leadership is not static because it evolves as challenges evolve, meaning that as a leader I require continuous learning, reflection, and adaptability from the leader

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