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LEADERSHIP AND MANAGEMENT THEORY AND PRACTICE (LCBB6003)

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INTRODUCTION



- It is common to confuse leadership and management, but it is critical to understand that leadership is an essential component of management.
- Leadership works to create a positive environment for employees and to assist them in excelling and developing (Armstrong, 2016).

It is common to confuse leadership and management, but it is critical to understand that leadership is an essential component of management. Leadership works to create a positive environment for employees and to assist them in excelling and developing (Armstrong, 2016). In this presentation, we will go over more leadership and management theory and practices. We will also discuss Jeff Bezos's leadership skills who is the Amazon's founder and former CEO. Jeff Bezos is best known for his success in online retail stores after the launch of Amazon.

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Even though leadership is an older phenomenon, and much has been published on the subject since the 20th century (Almutairi, 2015), the role of a leader is so vital and an element of powerful role to the organisation that every component, connection, and characteristic requires further additional context and investigations.

Leadership is described by multiple writers according to their own attitude and knowledge, in a variety of manners, but interaction of the leader may indeed perform a significant role as everything needs to be passed into the spirit of individuals through dialogue and creates the long-term impact of personality, which is how excellent and efficient leaders gain the certainty and faith of their audience, establishing the path to infuse one's perspective.

Management and leadership are essential for providing high-quality services. Despite being similar in some ways, they might entail various sorts of perspectives, capabilities, and attitudes.

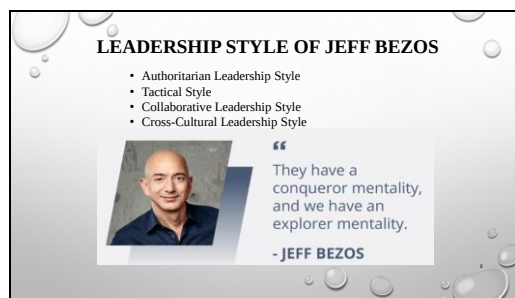
Managers should aim to be leaders, but they must also possess management know-how in order to be successful.

Leaders see what is feasible and communicate it to everyone else, as well as design techniques for reaching the goal. They motivate people and can provide reserves and other help to assist them in attaining their objectives.

Managers have to make sure that working capital is correctly organised and utilised to get the best results (Wajdi, 2017). A manager must also function as a leader in a source of energy and challenging environment

with multiple intermediary areas in order to get the best feasible outcomes.

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Leadership Style of Jeff Bezos Bezos is widely regarded as a transformational and mission leader. He sought and continues to seek ways to innovate and reinvent his company.

He is an innovative leader well-known for achieving accomplishments. To better help customers, a bond is formed between Bezos' short- or medium-term goals and the majority's needs and wishes. Due of his ability to think creatively and mentally explore, he was able to support his firm expand and flourish throughout time (Financhill, 2019). When we examine Bezos' leadership style, we can see that it is unique and distinct. Because he actively monitors and manages things, his leadership style is founded on the Authoritarian Leadership Style. He additionally has a Tactical Style, that allows him to produce great plans and

unique techniques that benefit his company and staff. Jeff Bezos uses the Collaborative Leadership Style sometimes. Applying this leadership style, he may decide the company's future path and create the guidelines and aspirations. He also embraces a Cross-Cultural Leadership Style since he has a vast workforce, in which he empowers individuals by his personality, mindset, and the

goals and concepts of his firm. As a result, his leadership styles differ depending on the circumstances (Bohatala, 2021).

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PRINCIPLES OF JEFF BEZOS

Jeff Bezos's innovative and creative spirit helped him to be successful. During his time period, He followed some team leadership techniques which are mentioned in his case study. Here we will discuss principles and will connect them with our leading techniques.

1. Embrace failure
2. Always obsessed with customer
3. Simplify and invent
4. Learn to be more curious (Solanki, 2019).



Amazon, whose approximate net worth is \$ 314.9 billion, is a company that is constantly growing. Within just two decades, Amazon which is led by Jeff Bezos has reached the highest level within its industry. Over the years, Amazon's unique method of hiring and running a business is one of the main aspects which has made the company successful. There are some principles of Jeff Bezos that can help any business leader thrive within their own industry.

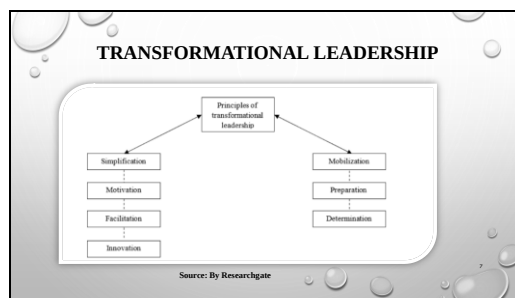
Jeff Bezos' has a unique perspective on normalizing, embracing, and accepting failure. With his enormous success and innovative ideas, he also obtained experience in facing failure. Since starting his career, he knew that the work he is doing must be completed at a high standard for customers. His goal is to build strong connections and to be loyal to his customers.

3. Amazon always tries new things and convinces its employees to do the same. The company always tries to look into all employee's new ideas and perspectives.

4. As per Jeff Bezos's thinking, every employee should be curious to learn new things and should add their

innovative ideas for company growth.

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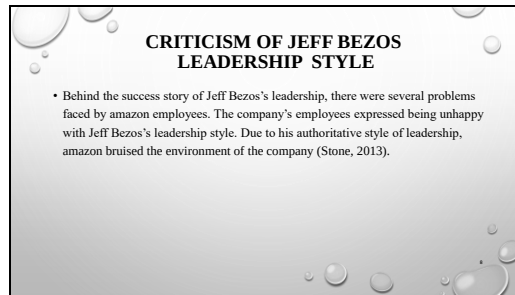


There are many leadership styles, which include transformational leadership as well. Many leaders follow the seven principles of a transformational leadership style:

Simplification
Motivation
Facilitation
Innovation
Mobilization
Preparation
Determination

These seven leadership principles are followed by Jeff Bezos for his company. Now many other leaders are also focusing on this principle for the smooth functioning of their company whilst raising their business to a higher level.

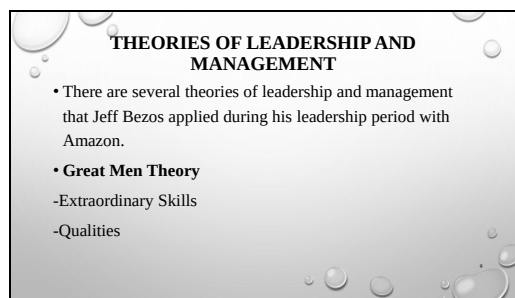
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Behind the success story of Jeff Bezos, many employees disclosed their unhappiness with the leadership style of Jeff Bezos. It can be said by his employees that for his creative work he pressurized employees for good results. For achieving the organizational goal, he puts employees on strict deadlines. Bezos is also described as an autocratic leader, frequently overruling decisions made by some of the top minds within his staff. There also have been reports that Bezos gets “frustrated” if his staff do not adopt a “we’re going to conquer the world” mentality. He also enforces strict and unique meeting strategies by making everyone read a six-page memo regarding the meeting to get on the same wavelength (Harvard Business Review). Amazon is also described as having a toxic work environment where there is a culture of constant communication where you are motivated to be combative over other colleagues’ opinions. This culture within the working environment has pressurized some employees to an extent deemed intolerable, squeezing unflawed views out of them and aligning them with their leader. ‘From belittling employees to openly manipulating them is seen as a frequent behavior of Bezos’s within the company and such unethical behaviors are associated as part of a toxic leadership’ (Lipman-Blumen, 2005, p.18). Overall Bezos is criticised as creating a negative working environment that theoretically should thrive however when practiced it creates an unstable working environment where people’s views are forced out and

replaced with those of upper management.

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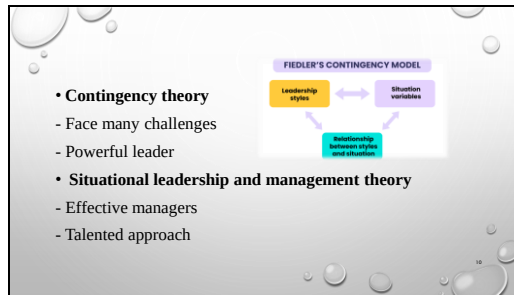
THEORIES OF LEADERSHIP AND MANAGEMENT

- There are several theories of leadership and management that Jeff Bezos applied during his leadership period with Amazon.
- **Great Men Theory**
 - Extraordinary Skills
 - Qualities

Theories of leadership and management are used to build qualities in yourselves as a leader. For many years, several leaders are applying these theories in their leadership work. The leader has to complete management roles. They have to organize, controlling, planning and leading to achieve the company objective successfully. They need to be dominant, energetic, emotionally stable, self-confident, and intelligent.

- Great men theory is one of the foremost theories of leadership. Any person who is born with some extraordinary skills and makes them different from others that person known to be a great man according to this theory. Any company always tries to give leadership to that person who has qualities like no one else. Like Jeff Bezos, he has special qualities that make him different from other business leaders. At our work, teachers and main leaders gave leadership duties to different students as per their effective skills.

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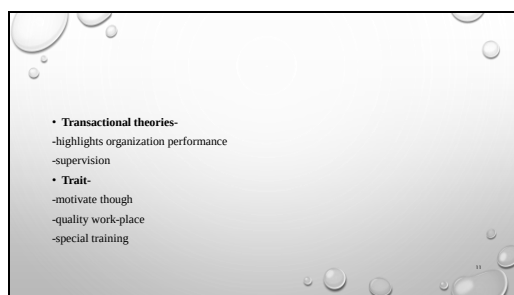


4 Transactional theories be able to be defined as the leadership style which highlights organization performance and supervision. This theory work to motivate employees and reward them for their good work. This kind of activity encourages employees to give their best for the company.

Companies can do some award functions or events for their employee because employees need some relaxation time and kind of activity which makes them fresh-minded.

•5. Trait- This theory is helpful for those who are weak to learn fast. Companies help them to give an open environment and give them special training during their training period. Leaders lead them in a manner so that they will be comfortable and work without pressure. That is also aimed to improve the weaknesses of the two approaches. Amazon leaders follow these theories for their employees.

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Transformational

The transformational leader will reach his goals using communication with staff, and respect towards staff's experience and knowledge.

Transactional

This type of leader works on the basis that that employee's personal interest is the main factor motivating them to reach performance level.

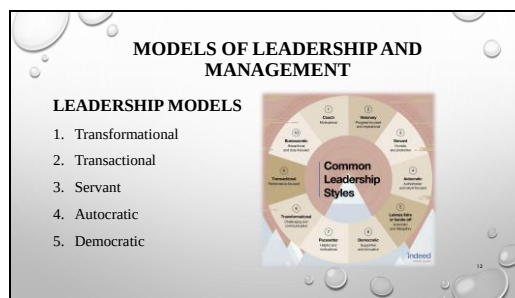
3. Servant

A servant leader puts team first helps them achieve their goals.

4. Autocratic

They do not confer with or take other's opinion into consideration when making decisions. This approach is preferred in circumstances demanding quick judgment.

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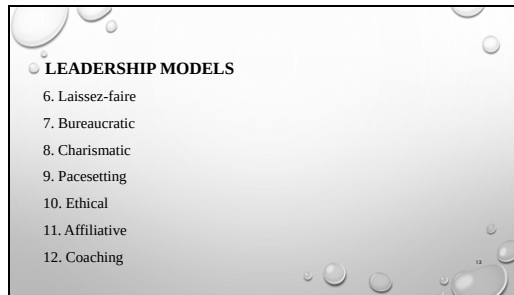
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5. Democratic

A democratic leader will use partnership and discussion to stimulate an increase in creativity and innovation through brainstorming.



6. Laissez-Faire

This type of leader shows passivity and provides his employees with the necessary tools and then steps back allowing them to work. This type of approach requires a deep level of trust.

7. Bureaucratic

Play by the rules, this leader can be efficient in some fields, particularly those concerning investment and data protection.

8. Charismatic

Charismatic leaders can have a positive influence, encouraging staff to take part more often in their initiatives.

Encouraging the recruits to share one's vision takes skill, but it is also rewarding in the form of higher employee engagement.

9. Pacesetting

They are motivated by outcomes.

They set the bar high and drive their staff to attain goal after goal. As a pacesetting leader, they can be successful in getting positive outcomes, but the constant run will wear down some employees.

10. Ethical

The concept of fairness is vital to ethical leaders.

Ethical leaders in public relations can have a powerful influence as they bring out the resources of the organization.

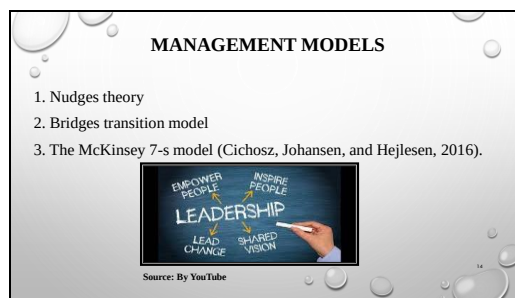
11. Affiliative

Affiliative leadership requires a "people first" manner. It is all about building teams and connections.

12. Coaching

A coaching leader rather than working with teams, prefers to work with individuals and help them achieve their potential.

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Nudge theory recognizes that people have certain attitudes, knowledge, capabilities, etc., and embraces these factors.

Nudge theory operates by creating alternatives for people which encourage positive valuable outcomes.

The **Bridges Transition Model** allows companies and individuals to identify and more efficiently handle and work through the personal and human side of change.

The model distinguishes the three phases an individual experiences during change:

Ending What Currently Is, The Neutral Zone and The New Beginning.

Understanding McKinsey 7S Model

7 distinctive seven factors that are divided in "hard" and "soft" . Hard elements are recognized and affected by management, while soft elements are shaped by corporate culture.

The hard elements are as follows:

Strategy is the plan developed by the organisation

Structure or corporate hierarchy

Systems refer to day-to-day procedures, workflow and decisions.

The soft elements are as follows:

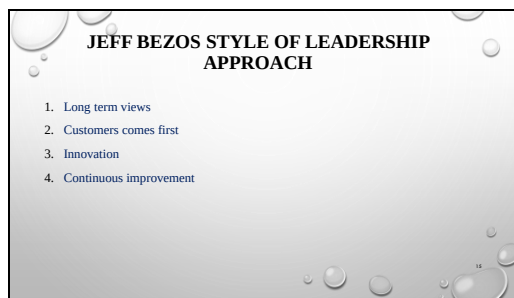
Shared values are the standards and regulations accepted within an organisation that guide the behaviours of staff and management.

Skills are the abilities of the company's personnel and management.

Style represents the approach of the management taken in ruling the organisation.

Staff comprised by the entire personnel of the company.

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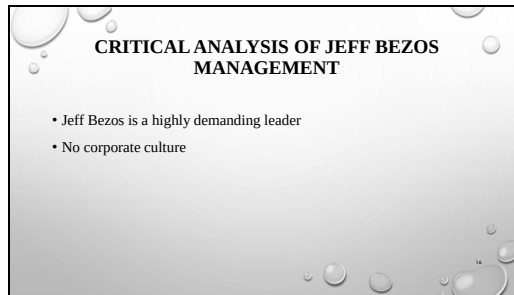


Jeff Bezos believes that long term thinking allows him more room to experiment and overcome failures but also offers him competitive advantage. In 1994 he saw the importance of internet and continued believing in his vision.

It is clear that the customer is the focal point of Amazon. He learned that customers hate delays, defects and empty shelves therefore this has been the ongoing struggle that is being addressed to the smallest details. As a result, Amazon owns a big portion of the retail market worldwide.

Amazon improved constantly over the years and has come a long way from the online bookstore to a store for everybody and everything.

Delivering the best customer service in order that the customers get the best and fast experience on Amazon platforms.



Amazon is the most customer-oriented company and its founder is seen as a true inspiration and a motivational leader. However, the corporate culture that he promotes inside his company paints a different picture.

Jeff Bezos is a highly demanding leader. Various employees, all over the world have spoken about the harsh conditions, high expectations disregarding the human limitations, long hours and lack of work-life balance.

In his race to customer satisfaction at all costs, Jeff Bezos ignored the most important asset of his company, his employees. In October 2021 Forbes magazine and New York Times did an investigation in warehouse employee's complaints. Employees are encouraged to resign so that the company does not raise their salaries, according to the laws in place, and in return they received bonuses to leave.

Employees repeatedly complained about being overworked to the point of not being able to use restrooms. Some warehouses reported 150% turnover.

In UK CIPS, the Chartered Institute of Procurement and Supply, reported that 971 calls were made to the NHS's ambulances from 24 Amazon warehouses between 1st of January 2018 to 1st of August 2021 due to increased workload and daily quotas.

To all the charges coming from warehouses all over the world Jeff Bezos only reaction is inventing Proteus, a robot that will replace human workers by 2024.

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CONCLUSION

- After analysing Jeff Bezos leadership style according to current concepts and theories, we can conclude that he is an inspiration for most of us.
- He had a vision and worked hard to achieve it. He is charismatic and well liked and well spoken. He is a leader in the true meaning of the word but he is far from achieving a management style. However, the facts cannot be deniable-Amazon is the largest retail store in the world and its customers numbers are increasing everyday although that is detrimental to the employees.
- Called by most but transformational leader there is no denying that in some instances Jeff Bezos proves himself to be an autocratic leader.

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