

University of Wales Trinity Saint David

**Leadership and management, theory and practice
LCBB6003**

Assessment 1 - Costa Coffee organisation

Student Name: Desislava Yordanova

Student ID: 1912503

Lecturer's Name: Juan Braschi Rangel

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Introduction

The study will effectively explore different techniques of management and leadership and it will also critically evaluate the application of these theories in the context of the organisation Costa Coffee. In addition to this, the study will also demonstrate contemporary developmental issues within the organisation. A reflective experience while working in the company will also be elaborated on and discussed in this study. The study will successfully examine various management and leadership philosophies as well as critically assess how these ideas are put into practice. The study will also show current organisational developmental problems in addition to this. This study will also build on and explore a reflective experience while working for the organisation.

Brief information about the chosen organisation

The organisation Costa Coffee was first invented in 1971 by Bruno and Sergio Costa (Costa, 2022). First, the organisation was a renowned slow roaster in London. In their earlier days, the company used to deliver roasted coffee to Italian businessmen. The first Costa espresso shop was established in 1978. Since then, they have kept to the same slow roasting method and have continued to sell their original blend of six Arabica beans to one Robusta in every coffee shop on the planet. Costa Coffee is currently a part of the Whitbread brand family. They manage the most well-known brand in the UK and the entire world (Costa, 2022). Together, they welcome roughly ten million customers each month.

Leadership and management theories and models

Management theories are a collection of ideas that provide overarching principles for managing a business or organisation. They talk about how managers implement strategies to meet organisational goals and motivate workers to perform to the best of their abilities (Clegg *et al.*, 2018). Understanding and utilising the best strategies from workplace management theories will help the company Costa Coffee to more effectively guide its team to success (Hofstad and Vedeld, 2019). Many of these beliefs influenced the development of the leadership strategies used today to guide and expand businesses. These theories show managers how to get the most out of their staff members, which leads to improved output. **Taylor Scientific Theories of Management** suggested making activities in the workplace can make the process simpler to boost productivity (Northouse, 2018). It is recommended for Costa Coffee to place team

members in positions that best suit their skill sets, and then provide them with in-depth training and careful supervision to make sure they were successful in their duties(Clegg *et al.*, 2018).

The scientific theory focus on determining the most efficient method to do a task in order to boost company efficiency was beneficial, however, it overlooked the humanity of the individual. Although this idea is rarely used now, it taught leaders the importance of workplace productivity, the need to ensure that team members received enough training and the value of collaboration and teamwork between managers and employees (Richardson and Jackson, 2018). So this theory can be effectively used by Costa Coffee to improve the quality of the employees and this theory can also be applied to effectively enhance productivity in the organisation(Clegg *et al.*, 2018).

The **Administrative Management theory** suggested that leaders have five key responsibilities forecast, plan, coordinate, command, and control. Fayol devised rules for how managers should organise and interact with their teams. This theory stated that in order to manage effectively and efficiently, the principles should be flexible and applied in any way the manager sees fit. Even when the organization's interest should take precedence since it will help the individual, there must be a balance between the interests of the individual and the organisation(Clegg *et al.*, 2018). The scientific theory's emphasis on finding the most effective way to complete a task in order to increase business efficiency was helpful, but it ignored the humanity of the individual. Although this concept is no longer frequently employed, it taught leaders the value of ensuring team members had adequate training, the necessity of ensuring workplace productivity, and the necessity of collaboration and teamwork between managers and employees (Richardson and Jackson, 2018)

A leader who uses **transformational leadership** techniques motivates and inspires their team to change for the better at work. This kind of leadership frequently helps to boost team morale, promote quicker ideation, make it simpler to solve problems, lower disengagement, and instil a feeling of ownership in the team members (Ruben and Gigliotti, 2018). The company Costa Coffee needs to effectively implement this strategy in order to deal with organisational changes within the company. In a laissez-faire management style, tasks are delegated based on the individual talents of each employee. It stands in stark contrast to authoritarian rule(Clegg *et al.*, 2018). In other words, employees are free to carry out their jobs in any way they see fit, so long as it does not harm the business.

Application of these theories and models to the leadership of the organisation

Using this technique and theories of leadership and management it can be stated that managers and leaders can select the worker who is most suited for each position or task. This is essential as the work calls for effective delegating. The mission and goals of Costa Coffee must be consistent with a compelling revolutionary vision. When creating a vision, it's crucial to consider the tools Costa Coffee has at its disposal, the principles it follows, and the skills of both Costa Coffee and its employees (Clegg *et al.*, 2018). If the leaders of Costa Coffee communicate their revolutionary vision with their employees, they will be inspired to work toward its realisation. The relevance and immediate impact of the company's vision can be communicated to the entire team by using a compelling mission statement and an engaging narrative. When required, the leaders of Costa Coffee need to reiterate the vision and remind staff members of the organisation's common objectives and core principles (Bush, 2018). Leadership that is transformational is still developing. Even if a project's objectives are achieved, the leaders of Costa Coffee should still try to create a long-term plan to guide their team and effectively promote growth for the ongoing success of the company (Clegg *et al.*, 2018). If the leaders of Costa Coffee are implementing the transformational leadership theory in their organisation then it will allow the company to effectively emphasise the company's ethics and it will also help them to successfully increase the morale of the employees working in the company (Hayes, 2022). The scientific management strategy will help the company Costa Coffee to promote the using the scientific method when making decisions at work, which avoids the need for judgement. Chains of command, a clear division of labour, a barrier separating workers from the owner's organisational assets, stringent rules and regulations, meticulous record-keeping and paperwork, and the hiring and promotion of staff based on their skills and performance are all necessary components of this (Allen, 2018). On this idea, the majority of organisations today are built. A critical evaluation of the impact of leadership on the organisation (Clegg *et al.*, 2018).

A critical analysis of how leadership affects the organisation

A strong mission statement and an interesting story can help the entire team understand the relevance and direct impact of the company's vision. When necessary, Costa Coffee's management should restate the organization's vision and remind staff members of its shared

goals and guiding ideals. Transformational leadership is currently being developed (Clegg *et al.*, 2018). The executives of Costa Coffee should endeavour to develop a long-term plan to direct their team and successfully promote growth for the sustained success of the organisation, even if a project's goals are met (Bratton, 2020). If Costa Coffee's executives are effectively adopting the theory of transformational leadership in their organisation, the corporation will be able to effectively emphasise the company's ethics (Clegg *et al.*, 2018). Leaders of Costa Coffee can effectively reinforce organisational values by effectively helping people to grow and develop opportunities. The company can also elevate the employee's frequent feedback. Leaders can effectively influence the performance of an organisation. The leaders in Costa Coffee are responsible for developing the agenda as well as delegating the work. Powerful leaders can instil inspiration and mentorship as well.

Current difficulties in leadership and management development

In order to become more and more productive at work, organisation leaders need to possess several leadership qualities such as strategic thinking and effective decision-making skills. Managing the entire team effectively can be a huge challenge for the organisation. Current leadership and management contain several different issues such as offering assistance, fostering an effective workplace culture and so on (Clegg *et al.*, 2018). This entails winning over management, managing up, persuading others, and winning over other departments, groups, or people. Giving employees autonomy over their work is employee empowerment. The present empowerment movement's shortcoming is that it fails to take into account the circumstances that can make shared leadership effective and the degree to which it can be shared. There doesn't seem to be any doubt that more and more situations necessitate adopting a more empowering leadership style as a result of things like downsizing, increased organisational commitment to ongoing training of employees, adoption of total quality management programmes, and the introduction of self-managed teams. Concerns about leadership training in Costa Coffee are currently prevalent. Numerous leadership studies have emphasised how important training is to effective leadership (Hayes, 2022). Studies have shown that leadership skills can be taught. A trainer in Costa Coffee can help people improve their communication, empowerment, and visioning abilities. The management's supportive culture is essential in fostering these opportunities.

An evaluation of personal leadership abilities and potential growth areas

I have worked as an HR manager in the organisation Costa Coffee and I learned a lot of experience while working for the company. It has helped me to gain several managerial insights. It has helped me to train new members and it has helped me to manage clients as well. I was also used to motivate the employees of the organisation. While doing this job I had to effectively communicate and demonstrate integrity. While working in the organisation I had to make hard decisions for the company. I had to effectively inspire and motivate the employees of the organisation. I had to provide flexibility and team management to my employees and I had to effectively manage and lead the company. I previously held the position of HR manager at Costa Coffee, where I gained a lot of knowledge and experience.

I've learned a lot about management as a result. It has aided me in both managing clients and training new team members. I was also employed by the company to inspire its workers. In order to perform my work, I had to speak clearly and act honestly. I had to make difficult judgments for the business when I was employed by the organisation. I had to effectively motivate and inspire the organization's staff. I had to properly manage and lead the business while also giving my colleagues flexibility and team management. However, I have several areas to improve as I struggle to manage time effectively. I have to improve my communication skills as well as I have to motivate and inspire my employees. I need to be more flexible so that I can adapt to changes as well.

Conclusion

The study has effectively looked at different management and leadership philosophies and evaluated how these concepts are applied in practice. Additionally, the study has also demonstrated contemporary issues with organisational development. A reflective experience while working for the organisation has also been built upon and explored in this study.

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Appendix

Leadership development objectives	Activities for achieving objectives	Where to develop the leadership activities	Target date
To enhance my time management skills	I need to make sure that all the tasks are scheduled at the very beginning of the project. I have to stick to the timetable for completing the project before the deadline.	At workplace	15-10-2022
To manage workload effectively	I need to take note of the ways through which the leaders of bi organisations are managing the workloads. I also need to improve my leadership qualities and capabilities for effectively controlling workloads.	At workplace	15-11-2022
To make an effective decision for the organisation	I need to examine the leader of the selected organization's	At workplace	30-11-2022

	decision-making and communication methods. I need to improve my leadership skills if I want to make sensible decisions.		
To improve my Communication skills	For improving communication skills I need to effectively improve my body language and I need to be assertive as well.	At Workplace	15-12-2022

Table 1: Leadership development plan

(Source: created by the learner)