

**BA Leadership and Management skills for the
workplace**

BMSK6001

Assignment Title: What makes a great leader?

***GREAT LEADERS START
OFF AS GREAT FOLLOWERS***



Submitted by Nehar begum Miah

1708915

The great leader

This is an essay on leadership, the researcher has chosen Sir Richard Branson. This essay will critically evaluate Sir Richard Branson's leadership style. which will include leadership models/theories and critical evaluation of the researcher's leaderships.

Richard Branson is a British entrepreneur, investor, author and philanthropist, born in 18 July 1950 in Surrey, England. He is the founder of Virgin group. Branson started his first business venture when he was 16, he published a magazine called student. In 1970 he launched the virgin record business, since then his business expanded rapidly into multinational virgin group. He became owner of 400 companies worldwide, the company employs 70,000 people in 35 countries through its 60-plus companies (Norris, 2020). His big-branded firms include; Virgin Atlantic, Virgin Money, Virgin Media and Virgin Trains, Virgin Mobile USA, Virgin Mobile Australia, Virgin Radio, Virgin Music, Hotels, health clubs, financial services businesses, the nightclub Heaven, renewable technologies, a and space tourism company.

Branson's net worth is 4.1 billion, making him the eighth richest U.K. citizen, according to the Forbes magazine (Wachman,2012). Furthermore, Branson has won numerous awards for his accomplishments those include, in 2017, he was awarded, the Drum marketing awards lifetime achievement (the Drum news,2017). In 2000, he received the Tony award for commercial air transportation and is patron for several charities, including the international rescue. In 2007 he received award the World Award for his support for environmental and humanitarian causes and many other awards for dedication and achievements (FAMpeople,2019). Richard is one of the most popular, rich and influential business empires. In 1999, Richard Branson was knighted in Buckingham place for his services to entrepreneurship.

Nature and nurture and family background

Richard Branson was from middle class family, his education is from Stowe School, Buckinghamshire, England. He is dyslexic and had poor performance at school. His father, Edward (Ted) Branson was an attorney, in the tradition of the Branson family ancestry. His mother, Eva Branson was flight attendant, and she was trained with the Royal Air Force (RAF) cadets for duty during the Second World War. Richard inherited his adventurous spirit from his mother, Eve was an energetic and spirited person, who learned to fly gliders, when few women

at that time knew drove cars. The Branson children were raised to be independent and brave (Biograhpy,2019).

Traits/personality

The researcher found Richard Branson as a fun ,energetic , charismatic, intelligent, he loves learning, believes life is a one learning process, learning from his previous mistake, as he is a risk taker, not all his business ventures were successful for example the virgin cola, virgin cars and many other. Branson inherited most of the traits from his parents. His mother Eva is an imaginative and creative person, always coming up with new business ideas. Eva first business venture was building wooden tissue boxes, and wastepaper bins (Branson,2014).

His core beliefs and values are, constantly learning, inspiring his employees. By encouragement, communication and feedback, trust, respect and believe in them helping people to achieve their goal (Vozza,2014). Branson is also known as adventurous spirit and had achievements in sports, including crossing oceans in a hot air balloon. The researcher found that all his personality traits are associated with a great leader. The trait theory was first introduced by Thomas Carlyle, in the 1800s. Carlyle suggested that leaders are born not made, with certain inherited characteristics or a personality of a leader (Educational business articles,2016). It is evident that, Sir Richard Branson is an inspirational person despite having learning disabilities and a under achiever at school, his determination, persistence and hard work have made him successful business leader.

Early influences

Richard Branson's influencers were his parents, especially his mother influenced him, she wanted Richard to be independent and face challenges. He was always a creative person since childhood (CNBC, 2017). English airline entrepreneur Freddie Laker also his uncle Jim. His uncle motivated and inspired Branson. Branson mentioned that," Uncle Jim's willingness to stand out inspired one of his key tactics for making business" (Restle,2015). Furthermore, Branson has mentioned in several interviews that Nelson Mandela is "one of the most inspiring men I have ever met and had the honour to call my friend".

Context- country/type of Business

Richard Branson has over 400 companies in various fields and globally. Different type of business ventures from started from student magazines to record business, airline and space travels, in 60 countries those includes; Australia, America, Canada and virgin USA and South Africa. Branson likes challenges and always looking for opportunity to try new innovations.

Apart from being a business tycoon, Branson has written several books, also holds world record for hot air balloon crossing over the ocean and kite surfing across English Channel. Furthermore, he founded the Virgin Unite, a non-profit organisation for charity work.

Timeline or themes

Successful years of business

1970 – record mail company

1972-Virgin music

1984- Virgin Atlantic

1997- Virgin train

Failures of the business

In 1966-Branson first business venture he published magazine called ‘student’ did not make enough money.

In1994 he launched virgin cola, Branson realised if the products are not unique from other competitors it would not sell (Topham,2014).

In 2000 Branson launched virgin cars an online business, the company shut down after couples of years

In 1996 he launched virgin fashion: wedding dress and bridal boutique

In 2005 virgin digital online music download site in the style of iTunes (Mimaroglu,2017). (refer time Appendix A).

Motivation/communication

Motivation can be defined as” the art of getting people to do what you want them to do because they want to do it “(Dwight D. Eisenhower).

Motivation can be described as internal and external factors that stimulate the individual's desire and drive to be continually fascinated and engaged in the workplace, to achieve their potential objective. According to the online journal article, the Research found that non-verbal communication, interpersonal communication leadership and interaction have a major important role in inspiring workers ((Ramadanty and Martinus, 2016).

Employee morale is very important in the workplace as motivated workers can improve the efficiency of any organisation's success.

Motivation and leadership are interrelated, a leader with good quality can motivate and lead the team successfully.

Branson motivations, is to inspire and be creative and finding the amazing people to achieve the organisational goals.” Branson's philosophy that engaged and motivated employees lead to happy customers, which in turn leads to shareholders gain” (Business case studies).

The organisations mission statement is,” Virgin groups purpose is changing business for good” (Virgin).

Branson believes employees should be innovative, creative, which will be benefit for both employees and the business. Richard selected skilled, experienced people to join his business, he believes business leader should be inspiring and motivating the workforce, not just being focused on organising and monitoring productivity. “A business has to be involving, it has to be fun, and it has to exercise your creative instincts” (Richard Branson). A team leader is accountable for promoting and empowering team members, such as team goals and evaluating, training and development for team members. As Maund, argue that,” Effective team leaders pay attention to both the task and relational dimensions of teams. Clear roles, responsibilities, deadlines, and accountability can go a long way in accomplishing tasks and achieving goals". (2017, p.17).

According to Lowe (2015), Branson's top priority is his employees, and customers come second and third shareholders. Branson believes motivated and satisfied employees will provide best customer services. The company culture is fun and exciting, employees feel empowered, sense of belonging and feel proud to work and be part of the virgin company.

Motivation theory

The psychologist, Fredrick Herzberg developed his two- factor theory in 1959. It was based on his research of individuals inspiration and employment fulfilment. The theory included; motivation factor and hygiene factors. The motivation factor; achievement, recognition, job, responsibility, advancement and growth (Youseff et al,2013).

The researcher has found that the virgin group motivates employees by applying combination of Fredrick Herzberg motivation and hygiene factors. Those includes; flexibility- employees can work whenever and wherever they like, this motivates employees to more productive. Annual leave –virgin allows unlimited annual leave days, flexibility, employees can work from home. Bonuses- they provide incentives for high performer employees. Training and autonomy (Lowe,2015).

Virgin Atlantic is successfully utilising Maslow's hierarchy of needs to further inspire its workers at all levels, depending on the circumstances of their immediate needs. While motivational approaches for junior employees include financial rewards, emphasis is based on insights into personal and professional growth when managing motivational staff (Dudovski,2012).

According to Armstrong and Stephen (2005), leadership focuses on the people, motivating, engaging and gaining their commitment. It is the process of communicating and developing a vision for the future. As Branson stated," your employees are your best assets. Happy employees make for happy customers, lead by listening get feedback from your staffs and customers on a regular basis" (CNBC,2012).

Leadership models/theories

Definition of leadership

Mullins (2013), defines leadership as “relationships through which one person influences the behaviour or actions of other people” (p.369).

A leader is someone who create an inspiring vision and shared value and provide support, help and coach and bring the best out in people.

The importance of leadership in organisations is for the management process which helps to maximise efficiency and to achieve organizational objectives. In fact, leadership is a crucial factor of effective management system (Armstrong and Stephens).

Definition of leadership style

Leadership style is the strategy and methodology used by leaders to accomplish goals, provide guidance and inspire people to work with others. It's the way leaders communicate with their subordinates. As Mandanchain et al, (2017) argued that effective leaders have power over specific traits and show specific behaviour of styles of leadership.

In 1939 psychologist Kurt Lewin. Kurt identified 3 types of leadership styles those includes; Autocratic leaders- only the leader makes the decision without consulting subordinates, the team members not responsible for any actions, it is directive style ,this type of leadership style is effective for quick decision making in urgent matters and the leader has more knowledgeable, experienced person. Also, when tasks are not completed the leader needs to take charge (Mindtools,2019).

However, the drawbacks of this type of leadership style are, employees or team members feel demotivated and unsatisfied with their job. Furthermore, this type of leadership style be bossy or dictator. When applying this leadership style, the leaders need to demonstrate respect, being consistent be trustworthy and reliable and acknowledge the team's expertise and provide necessary resources and recognition.

Democratic leaders – the leaders participate and guides the group by encouraging for new ideas, innovative and for being creative. The group

members are involved in the decision-making process. This type of style is appropriate when for new creatives ideas and it is crucial the team members feel committed and motivated for effective decision making. However, there are drawbacks for example the decision-making process can take longer, the team members need to skilled, knowledgeable and feel motivated.

Laissez- fair style- the team leader offers little or no guidance to group members and everyone's is involved in decision making. This often makes the decision process take longer. This style can be only effective when involving highly qualified group members.

Richard Branson's leadership style

The researcher has applied Kurt Lewins theory and analysed that, Branson has democratic and a Laisse fair leadership style. Branson is an active listener, there is a two-way communication and involves his employees in the decision-making process and encourages people to be innovate. He offers suggestions and feedbacks. Also, he believes the art of delegation, he delegates tasks and gives freedom to his subordinates and allows them to make mistakes and enhance their creativity.

The virgin group has no established policy, this allows open communication with the top- level management without restrictions. Moreover, Branson encourages suggestions or any interesting ideas from employees or other business leaders and writes on his notebook. Branson stated, "What leadership boils down to, is people," "Whatever your style, whatever your method, you need to believe in yourself, your ideas and your staff. Nobody can be successful alone, and you cannot be a great leader without great people to lead"(Domanska,2018).

According to Lewin research this laissez-faire leadership tended to result in groups that lacked direction where members blamed each other for mistakes, refused to accept personal responsibility, and produced a lack of progress and work. The Drawbacks include poor performance and results outcome, not appropriate for unskilled group as this could lead to demotivation, the leader may not involve in decision- making and events activities (Cherry,2020).

However, the laissez faire approach has successfully worked for Branson, as he cannot be visibly be present at all his companies, it would be impossible to be hands-on leader, he delegated tasks to the most skilled, qualified team members.

Furthermore, the researcher has found that Branson also have strong contingency and situational leadership skills. The contingency model was developed by Fred Edward Fielder in 1964, a scientist who has studied the personality and characters of the leaders. According to Fielder, the effectiveness of leadership is based on how well your leadership styles suit the situation. (Expert programme, 2018))

Based on the contingency theory Branson has good leader member relation because Branson treats employees with respect as his own family member. Branson's focus is to build good relationship with his subordinates. Also, he is task motivated, he suggests employees to give feedback and encourages employees to work on own initiative and be creative.

The Organisation structure is low, it is flat structure. Employees are given freedom as there no establishment procedure to follow. Branson's position power is dominant thinker, as he makes important decision for his companies (Dearlove,2007).

Compare/contrast of the leadership style theories

The main differences between situation leadership and contingency leadership are that the theory of situational leadership suggests that a leader should adjust his style to the circumstance, while contingency leadership theory believes that the leadership style of a leader should suit the appropriate circumstance.

The research found that situational leadership style is most effective style because, it is a versatile approach to leadership, and it can improve employee morale within the organisation. Also increases work efficiency. Furthermore, by utilising situational leadership, you can control all potential outcomes.

Branson can maintain more than one leadership style; he is also referred as a charismatic and transformational leader. Transformational leader is defined as “a leadership style in which leaders encourage, inspire and motivate employees to innovate and create change that will help grow and shape the future success of the company” (White,2018).

The transformational leadership model was originally developed by James V. Downton in 1973. The model encourages leaders to establish authoritative, strong leadership with the objectives that workers will be inspired to follow suit (White, 2018).

Despite of good leadership skills, Branson has faced continuous criticism for his diversity of brand also lack technical capabilities, however, he proved the critics wrong. This justifies he is a strong leader and determined to overcome any challenges.

Managing change

“change is the law of life. Those who look only to the past or the present are certainly to miss the future” (J.F. Kennedy 1963).

Kotter's 8 step change model of management

John Kottler (1995) was a Harvard business professor who, developed this, effective, 8 step change model of management based on research of 100 organisations who were applied the change process. The 8 Step Change Model enhances the organisations ability to change and increase its chances of success. By taking this phase, organisations may prevent failure and become expert at adopting change. As a result, companies no longer need to adapt the changes and increase their chances of success (Juneja, 2015). (refer to Appendix B).

Branson started from a small business venture in 1966, he published a youth-oriented magazine the 'student'. After 3 years later he opened another business venture called the virgin, mail record company. From the mail order company, he funded for his magazine. The record company was successful, this has inspired Branson to expand business venture. In 1972 he built a recording studio in Oxfordshire, since then business had continuous growth and expanded globally.

What triggered Branson to change in organisation it was for social reasons and environmental issues. As Branson mention that the profitability of business relies on implementing a social values and environmental values into the core of the business strategies (Branson,2013). Branson believed change is about working together in partnership to solve issues and find opportunities. Moreover, Branson mentioned in an interview that frustration, challenges were the main driver to manage organisational change for him(McGill University,2011). He is constantly searching for new opportunities to expand his virgin business, finding gaps in the market and create unique products and services. Branson can manage risky ventures to diversity and develop his business ventures.

According to Richard Branson, restructuring can be quite challenging, for example when they re-launched the Tele west and Virgin mobile as virgin media. The largest Virgin company had 13,000 employees in the UK. Richard came up with a plan, and split the company in two (Branson,2011).

The Virgin media company needed moderate changes in the customer service area, as employees were demotivated and underperforming. Therefore, Branson experienced that the workers did not show interest and determination for the company, it is better to invest in a new team to launch the business.

However Virgin Atlantic airways have successfully managed organisational change by altering the structure of the organisation. This was possible because of the different market they operate in and the environment (Davies,2019). The change implementation in organisations has faced major problem with the employee's resistance to change, caused by uncertainty of the future work environment. How they feel about adopting change, security, fear of unknown and economic factors.

The Virgin group is a successful organisation that ensures that employees are satisfied and committed to the organisational strategy and implement change.

Conclusion

Sir Richard Branson is an intelligent and inspirational business empire, it has been found that Branson leadership styles is a combination of democratic, laissez-faire and transformational leadership style. Despite of constant criticism of his diversified brands and lack of technical capabilities. He is a person who does not hesitate to challenge the conventions and who embraces innovation. His strong determination, passion, vision and leadership qualities made him successful business leader. To conclude, the leader plays a key role in influencing and the development of team members in organisation to accomplish organisations success.

A critical evaluation of the researcher's leadership style

To identify our leadership style, for that we have completed a 1.2 Conceptualizing leadership Questionnaire and 4.2 Leadership Styles Questionnaire. The purpose of the questionnaires is to identify my perspective of leader and identify my leadership style. To explore our perceptions of different aspects of leadership. Also, to examine how my leadership style relates to other styles of leadership. By analysing the statement about leadership, I have discovered my results.

According to my results, my highest score are skill and relationship emphasis, (refer to Appendix C). It indicates that I believe leaders should have effective leadership skills, appropriate knowledge and experience to lead and manage a team, a good leader possesses certain qualities, Skills and good relationship with the team. examples of leadership skills such as interpersonal skills, good human relation, effective communication skill, verbal and written communication skills. Communication skill is very important in the workplace, it allows leaders to listen, make decision and offer feedback. Furthermore, effective leaders should have strong organisational skills, this can be done through formal training and experience (Scott,2019).

In addition, I would like to address one of my lowest results, which is the emphasis on trait (see Appendix C). This means that I believe that the leaders are not born leaders, they are made. The performance of leadership is developed over the years, one needs to acquire the right skills, experience and training and development to be a leader. Maintaining the right skills is the key to successful leadership.

4.2 Leadership Styles Questionnaire

It was interesting to find that, my leadership style is Autocratic (refer to Appendix D), I disagree with the questionnaire results, I believe I am more democratic because I contribute towards teamwork, collaborative, listening to my teams members offering suggestions and feedbacks. However, I have some ranges of autocratic, that is in my personal life for instance, firm discipline for my children and I take more responsibility in my household, I have to take authority over bills, expenses and maintenance as my husband has other commitments.

According to theorist Kurt Lewin, autocratic leaders have power over a group and do not include team members making decisions or offering suggestions and input. They can be bossy, manipulating, quick to blame. However, I do not find myself to a bossy or controlling person.

In addition, I have applied another leadership theory which is the Tannenbaum Schmidt leadership continuum (1957). (refer to Appendix E). The leadership theory consists of four main styles, which include; Tells, Sells, Consults and Join (Dudovskiy,2013). I have analysed and found that my leadership style consists of tells, and sells, because I have more authority in decisions making in my household, however I first discuss with my family members, listen to the advice and suggestions then I make the final decision.

My personality/traits

I am a friendly, polite, motivated, reliable and hardworking person. I have good time- management skills and always willing to learn skills. Moreover, I can work on my own initiatives or as part of the team. As, I am a good listener and communicator, however I lack in confidence in speaking front large groups of people. I am working on building my confidence levels, so I can overcome my barriers.

My personal values including, compassion, commitment, listening, empathy, working together and making a difference.

I am an outgoing person and I interested in luxury shopping, cooking, going to parties/events. Also, I am very busy person, as being mother of 3 children, good at multi-tasking. My top priority is my family, spending quality time with them.

From own perspective, autocratic leadership style is not suitable for all situations. I would not apply this style in university for team leader role because, as a student I am still learning and developing, however if other team members are more knowledgeable this style can be effective in leading a team. However, there is a disadvantage if the team leader in our group does the all the work for us, then we would not learn, team members need to have the ability to work own initiative and as part of the team. This is relating to presentations, making PowerPoint slides, discussion in groups, being creative offering and feedback. communication is the key I believe everyone's contributions is important to build a successful team.

Reflecting upon my leadership style, I have found that in different situations I have implemented mostly democratic style. Such as in family gathering, helping organising party events (birthday parties, weddings), PTA events in school, fundraising for charity in Mosque. From my own experience democratic style really worked for me. I occasionally apply the laissez- faire style.

My analysis of other student's leadership style

I was surprised to find that, student number 1 leadership style as democratic style. I assumed that student 1 to be an autocratic leadership style. This is based on previous experiences in group work in our last module managing project. I found student number 1 very direct, outspoken, bossy and controlling. On number of occasions student number 1, behaved aggressively and not cooperating with the task assigned for student 1. This incident lead other team members stressed and under pressure. Due to this negative behaviour I do not want to work with student 1 in the future.

Student number 2, leadership style is democratic. I assumed that student number 2 to be an autocratic because the student is confident, talented, experienced and one of the most knowledgeable people in the class. Furthermore, this student can lead the team effectively, always motivating and engaging with other team members. This is based on my previous experiences in teamwork.

My leadership style does not match with Richard Branson leadership style, however I have analysed other leaders who have autocratic leadership style for instance, Lord Alan Sugar he is a business magnate, media personality and a politician. Lord Sugar was born in Hackney, in east London 1947. He is the founder of consumer electronics company Amstrad, in 1986. He also has several other business ventures including Amsair Executive Aviation, Amsprop, Viglen Ltd., and Amsreen (Thefamouspeople,2020).

I found that Lord Alan Sugar is very disciplined, strong headed and assertive, however due to his media presence, he has been described as bully and dictator. There are several reasons of Alan sugar success, as he is a self-motivated leader and understands the power of ownership. Also, the perseverance and persistence to achieve his business goal (Live and Learn Consultancy,2020).

Define change

“Change Management: the process, tools and techniques to manage the people-side of change processes, to achieve the required outcomes, and to realize the change effectively within individuals, teams, and the wider systems” (Change Management Coach, 2020).

Define organisational change

Change in the organisations is a process of changing the organisations activities which involves, its structure, strategies, technologies, operational methods, or it may also include change of organizational culture (Seidel,2019).

Today's market climate needs businesses to almost continuously undergo adjustments if they are to stay competitive. Factors such as market globalisation and rapidly changing technology are pushing companies to adapt for survival. These adjustments can be minor as in the case of installing a new software

system or very important as in the case of refocusing a marketing strategy overall (Seidel, 2019).

As an autocratic leader the changes I will make in my business which includes;

- The work environment
- Technology
- Organisation structure
- Methods of training and developments

To implement change for my organisation, first I need to identify the triggers of change by applying the SWOT analysis and stakeholder analysis. To identify the key stakeholders, what impact the change will have on them. This will enable to prioritise key stakeholders and, communicate effectively with subordinates,

- providing information about the changes,
- Provide support if need
- employees will have opportunities to share their views individually or as a group
- Building rapport
- Asking questions and actively listening

To implement change successfully I will adopt the change model, Kotter's 8 step management model. Also, how to overcome change resistance. For that I need to motivate and encourage employees to change and select employees who will change, guiding them with effective communication and information, building good relationships with them.

Research methodology

I have conducted secondary research for this essay by using credible sources, including several relevant books, online articles, the guardian, management

guides about leadership and YouTube videos. Also integrated different concepts of leadership models/theories and motivations theories. The challenge I faced was, there was lot of information on Richard Branson business, and leadership. I found it difficult to critically evaluate about his leadership style.

Appendix A timeline of the virgin group



Appendix B

Kotter's Model of management

STEPS TO TRANSFORMING YOUR ORGANISATION



Diagram adapted from *Leading Change: Why transformation efforts fail* (Kotter, 1995)

Appendix C Leadership style questionnaire 1

Task 2

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1.2 Conceptualizing Leadership Questionnaire

Purpose

1. To identify how you view leadership
2. To explore your perceptions of different aspects of leadership

Directions

1. Consider for a moment your own impressions of the word leadership. Based on your experiences with leaders in your lifetime, what is leadership?
2. Using the scale below, indicate the extent to which you agree or disagree with the following statements about leadership.

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. When I think of leadership, I think of a person with special personality traits.	1	2	3	4	5
2. Much like playing the piano or tennis, leadership is a learned ability.	1	2	3	4	5
3. Leadership requires knowledge and know-how.	1	2	3	4	5
4. Leadership is about what people do rather than who they are.	1	2	3	4	5
5. Followers can influence the leadership process as much as leaders.	1	2	3	4	5
6. Leadership is about the process of influencing others.	1	2	3	4	5
7. Some people are born to be leaders.	1	2	3	4	5
8. Some people have the natural ability to be leaders.	1	2	3	4	5
9. The key to successful leadership is having the right skills.	1	2	3	4	5
10. Leadership is best described by what leaders do.	1	2	3	4	5
11. Leaders and followers share in the leadership process.	1	2	3	4	5

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1.2 Conceptualizing Leadership Questionnaire (continued)

Total Scores

1. Trait emphasis: 14
2. Ability emphasis: 12
3. Skill emphasis: 13
4. Behavior emphasis: 16
5. Relationship emphasis: 17
6. Process emphasis: 14

Scoring Interpretation

The scores you received on this questionnaire provide information about how you define and view leadership. The emphasis you give to the various dimensions of leadership has implications for how you approach the leadership process. For example, if your highest score is for trait emphasis, it suggests that you emphasize the role of the leader and the leader's special gifts in the leadership process. However, if your highest score is for relationship emphasis, it indicates that you think leadership is centered on the communication between leaders and followers, rather than on the unique qualities of the leader. By comparing your scores, you can gain an understanding of the aspects of leadership that you find most important and least important. The way you think about leadership will influence how you practice leadership.

Building Your Leadership Profile

If you have the interactive eBook version of this text, log in to access the Leadership Profile Tool. After completing this chapter's questionnaire, you will receive individualized feedback and practical suggestions for further strengthening your leadership based on your responses in this questionnaire.

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4.2 Leadership Styles Questionnaire

(continued)

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

- Sum the responses on items 1, 4, 7, 10, 13, and 16 (authoritarian leadership). 23
- Sum the responses on items 2, 5, 8, 11, 14, and 17 (democratic leadership). 22
- Sum the responses on items 3, 6, 9, 12, 15, and 18 (laissez-faire leadership). 11

Total Scores

Authoritarian Leadership 23

Democratic Leadership 22

Laissez-Faire Leadership 11

Scoring Interpretation

This questionnaire is designed to measure three common styles of leadership: authoritarian, democratic, and laissez-faire. By comparing your scores, you can determine which styles are most dominant and least dominant in your own style of leadership.

If your score is 26–30, you are in the very high range.

If your score is 21–25, you are in the high range.

If your score is 16–20, you are in the moderate range.

If your score is 11–15, you are in the low range.

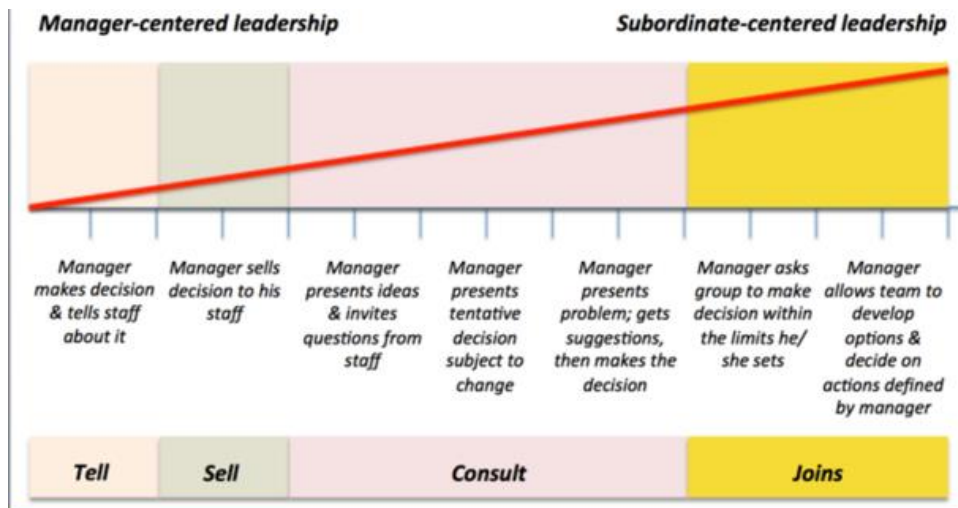
If your score is 6–10, you are in the very low range.

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If you have the interactive eBook version of this text, log in to access the Leadership Profile Tool. After completing this chapter's questionnaire, you will receive individualized feedback and practical suggestions for further strengthening your leadership based on your responses in this questionnaire.

Visit edge.sagepub.com/northouseintro4e for a downloadable version of this questionnaire.

Appendix E Tannenbaum and Schmidt continuum theory



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