

Student Name: Vadym Kozlov

Student Number: 1703901

Module Code: BMSK6001

EMERGENT LEADERSHIP SKILLS FOR THE WORKPLACE

Module Tutor: Yajesh Kumar

Table of Contents

Introduction.....	3
Brief overview of Abbey Cars as selected organization and observation of its existing leadership styles.....	3
Analysis and critical appraisal of different leadership styles existing within Abbey Cars.....	6
Selection and recommendation of the most suitable leadership style to be applied within Abbey Cars	7
Critical analysis of the leadership at Whitbread based on the Annual Report 2018.....	8
Comparing the leadership styles of the CEO of Whitbread and author's own leadership styles and approaches.....	12
Conclusion.....	14
Appendices.....	15
Bibliography	17
References	18
Web links	18

Introduction

Satyendra (2015) makes the following statement regarding the role of the leadership within the organization: "Leadership is an important factor for making an organization successful. It is the art or process of influencing people to perform assigned tasks willingly, efficiently and competently. Without leadership a line manager simply cannot be effective". In this assignment the author will be analyzing the importance of the leadership within the specified workplace. The author also will be critically assessing and appraising the different types of the leadership existing within the chosen organization. After the analysis and appraisal, the author will be recommending the most suitable and effective leadership style to applied within the organization of his choice. In the second part of assignment the author will be critically analyzing the Whitbread Annual Report 2018 and comparing the leadership styles of the CEO of Whitbread and the author's own.

Brief overview of Abbey Cars as selected organization and observation of its existing leadership styles

To analyse the importance of the leadership within the working place the author has chosen the organisation where he was employed firstly as a driver and later as the Heathrow branch manager assistant: Abbey Cars Ltd, part of the Abbey Cars UK Group. Abbey Cars UK Group was established in 1968 as a family-run transportation business. Now it is one of the largest minicabs and private hire contract operators in UK. Company involved in transportation business, including minicab private contract, PCO approved vehicles for school and hospitals transportation. Group's primary opponents and competitors are London black cabs, Uber and Addison Lee. The company's HQ is in Greenwich with another twenty branches across the Greater London and the South-East of England.

To identify the existing leadership styles within Abbey Cars the author firstly will take a close look at company's organisational structure, because according to Miller (2019) the structure of the organization has a great influence on the leadership style to be used in order to optimise the company's performance. A mismatch between leadership styles and the organizational structure will result in a badly functioning company, even though all other resources for success could be in place. The author already conducted detailed analysis of the organizational structure of Abbey Cars in one of his previous assignments named "Understanding and Engaging in the Customer Experience". In brief it can be described as decentralized type of organizational structure. It has one Head Office with some relevant departments and twenty branches located all over Greater London and East Anglia. The diagram shown below presents more detailed organizational structure of Abbey Cars:

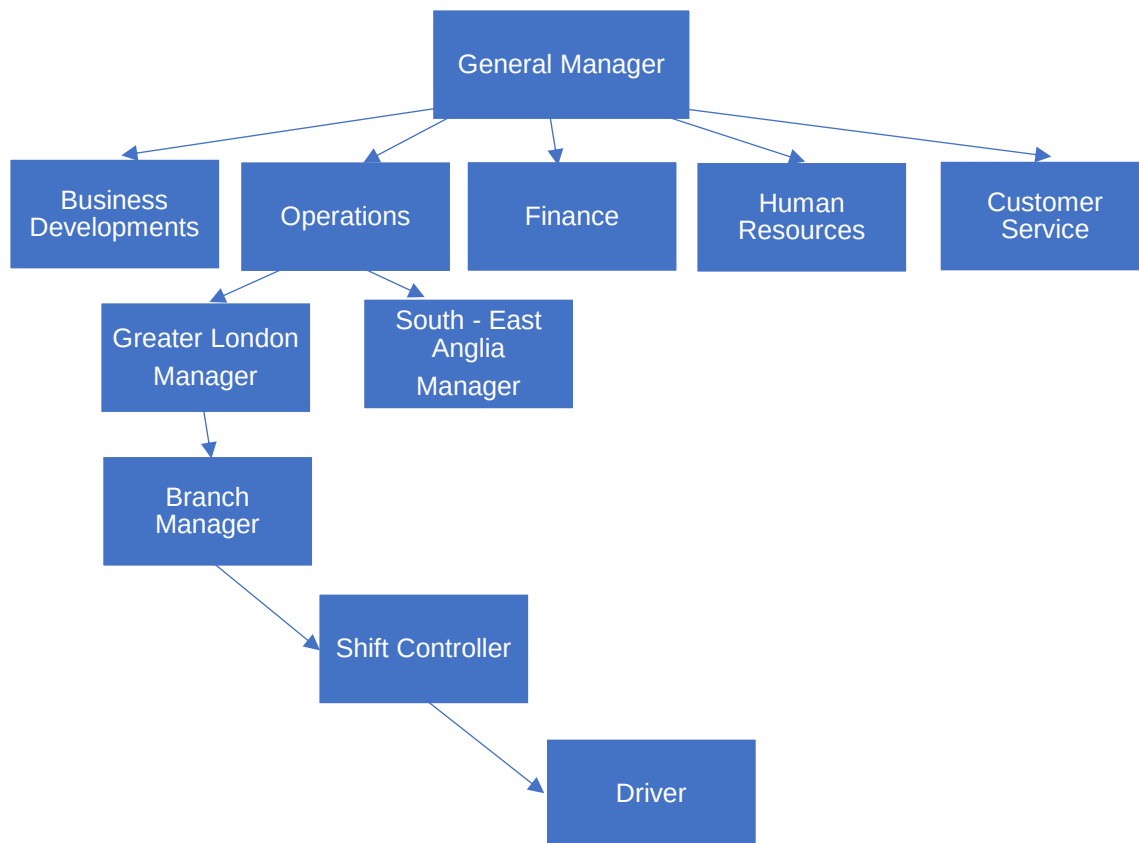


Diagram 1: Organisational structure of Abbey Cars, based on source: (Author's research)

After identifying the organisational structure of Abbey Cars, the author will be trying to establish leadership styles are existing in the company according to his observation. Before that step it is good to know little bit more about different leadership styles currently used in the business structures around the world and to have their short description. Wiest (2018) describes the variety of leadership styles as: "Here are the 12 main ways that people lead others, for better and for worse". The table shown below names all the 12 leadership styles with their brief description following:

No.	Leadership style	Brief description
1	<i>Autocratic</i>	The leader has full overall control and responsibility. Can be uncompromising, impractical and even offensive.
2	<i>Democratic</i>	This leader cares less about status and more about management. Allows other people in the process of decision making but does have the last word. Good communicator.
3	<i>Strategic</i>	This type of leaders behaves like democratic, but they have an ability to make instant changes into situation in order to improve performance of the team. Very good and autonomous thinkers.

4	<i>Transformational</i>	These leaders are focused on the inspiring everyone to make positive changes in their lives to improve the overall performance and outcome. Good listeners and communicators.
5	<i>Team Leadership</i>	In this case team leaders focused on evolving and directing small groups of self-motivated individuals rather than taking care of the whole process. They can be good bosses, coaches and companions.
6	<i>Cross - cultural</i>	Those leaders are especially good when working in the environment with multicultural diversity. They are dealing with the groups of people from different backgrounds and therefore must be open-minded and tolerant.
7	<i>Facilitative</i>	Here team leaders more concerned on the collective approach of the group rather than its personal needs. They are very good at leading low functioning or less effective groups. They also can identify problem areas during the task completion and develop the ways to resolve those issues.
8	<i>Laissez - faire</i>	This one comes with French terminology and can be translated as “a strategy or attitude of allowing things take their own course, without intrusion”. The whole initiative is given to the members of the group. Leaders of that type are very laid-back and relaxed. Not the best and most effective type of leadership.
9	<i>Transactional</i>	In this case leaders are not following the changes; they have a habit of making rules and regulations and then reward the group members for completing those tasks. One of the very effective ways to lead and manage.
10	<i>Coaching</i>	In this type of leadership more work to be done with individuals rather than with the whole group. The leaders of that type are very good at improving person's individual effectiveness and self-motivation. This type of leadership is very similar to transformational type.
11	<i>Charismatic</i>	Leaders of that type are using their personal qualities and abilities to convince the group how good and effective they were in the past so the group can follow them in order to complete the task given. Slightly different from autocratic leaders. The difference is that charismatic leaders can shift the group structure and refocus group individuals if needed.
12	<i>Visionary</i>	Relatively rare breed of leaders. They do have a vision of the whole strategy for the company and they can use innovations never been used before in order to change it or improve it. One of the most powerful types of leadership.

Table 1: 12 types of the leadership, based on source: (Wiest, 2018)

After identifying and briefly describing 12 main types of the leadership the author is going to establish what type or types of the leadership do exist in the organization of Abbey Cars. Based on the author's own working experience within Abbey Cars the author can describe the leadership style within the company as democratic with some traces of cross – cultural style being used in some branches of the business.

Analysis and critical appraisal of different leadership styles existing within Abbey Cars

In the previous part of this assignment the author named two types of the leadership which are existing within the organization of Abbey Cars: democratic, widely used in the head office and in some of the branches and also cross – cultural type of the leadership used in many branches where workforce is coming from different ethical and cultural backgrounds. In this part of assignment, the author will be analysing those types of the leadership by identifying their advantages and disadvantages.

Faulkner (2018) states that recent globalisation has changed the ways of management and leadership forever. Modern leaders must be aware of the ethical and cultural diversity of their workforce in order to avoid possibility of miscommunication, humiliation and making other people offended. Most of the branches of Abbey Cars including Heathrow branch where author was employed himself are the examples of multicultural environment. This is due to the branch location and historically established communities living in that area of Greater London. 60% of the workforce is coming from the countries like India, Pakistan, Bangladesh, Sri – Lanka and Somalia. 20% of the workforce came from Eastern Europe: Poland, Ukraine, Romania, Lithuania and Latvia and the last 20% were born in UK, but still coming from the families with different backgrounds. Therefore, in order to establish more effective communications with those groups of people the branch manager, manager assistant and shift controllers (sometimes acting as manager assistants) were chosen to be from different backgrounds as well. The idea was that it will help to achieve better interaction with the workforce, and it will also support democratic leadership within the branch by giving all the members of the workforce good chance to take the part in decision making. According to Lombardo (2019) there are as many as 20 advantages and disadvantages of using the cross – cultural leadership style in the diverse working environment. The author has narrowed this figure to the top 5 of the most applicable advantages and disadvantages of cross – cultural leadership style applicable to the workplace of Abbey Cars. The table below shows the result of that investigation:

<i>Advantages</i>	<i>Disadvantages</i>
Allows each member of the team to focus on their strengths and abilities.	Can create members of the workforce over-qualified for some jobs.
Increasing possibility for minor workers to take on managers position.	Can create unhealthy competition as too many people will want to be in charge.
Developing cultural awareness among the members of the workforce.	Some teams can become hostile towards each other in case of increasing diversity.
Diversity in the workplace encourages HR managers to find the best person for the job by removing geographic location limitations, educational accomplishments and previous work knowledge.	Hiring people from different backgrounds can increase productivity but it can also create communication problems between representatives of different cultures.
It has been confirmed by Lombardo (2019) that language and gender diversity encouraged within the company can increase the revenue by 10% and 30% accordingly.	Making the diversity as top priority by the management can decrease the amount of trust between the workers. Different habits and working styles can make some workers feel uncomfortable and it could lead to potential resignations.

Table 2: 5 main advantages and disadvantages of cross – cultural leadership style applicable to Abbey Cars, based on source: (Lombardo, 2019 & author’s research)

After this analysis the author will be making the selection and recommendation of the most suitable leadership style which can be applied in the working environment of Abbey Cars.

Selection and recommendation of the most suitable leadership style to be applied within Abbey Cars

In case of Abbey Cars Heathrow branch the cross – cultural leadership style with some additions of the democratic leadership would be the most suitable method of management. It is the author’s belief that working with diverse groups of individuals commenced by controllers and manager assistant from different backgrounds would be the cross – cultural part of management. However, allowing workforce to have their opinion heard and considered with the manager’s word still being the final – that would be the part of democratic leadership style. The blend of those two leadership styles will generate the unique opportunity for the management to be able to create very effective and productive environment within Heathrow branch. Diversity can deliver unique potentials; however, it will take some time for revenues and efficiency to rise. To achieve successful results the diversity must be carefully accomplished and kept under constant control by the top management from the head office.

Critical analysis of the leadership at Whitbread based on the Annual Report 2018

Before starting to analyse the leadership style within Whitbread company the author would like to do a brief introduction of this organization. Founded in 1742, today it's one of the biggest hospitalities operators in UK, with main competitors like Greene King, Travelodge Hotels (UK) and Restaurant Group. Company employs over 35,000 people on the full – time, part – time and casual work basis. It owns brands such as Premier Inn, Brewers Fayre, Beefeater, Bar & Block and Table Table. Whitbread's workforce serves over 25 million customers every month. Company also expanded over to the Middle East and Germany.

To do a complete and full analysis of the leadership at Whitbread company the author not only have read the Annual Report 2018, especially Chief Executive's, Group HR Director's reviews and Operating review but also studied 437 reviews of the company supplied by Glassdoor (2018). Those reviews were supplied by employees and ex – employees of the company, including general managers, team leaders, team members: chefs, waitresses, waiters, housekeeping staff and kitchen porters. The author completed this study before reading the Annual Report 2018 in order to see the whole picture of what's being going on in the company recently, because most of the reviews are dated years 2017 and 2018. According to Glassdoor (2018) statistics of the reviews are displayed in the diagram shown below:

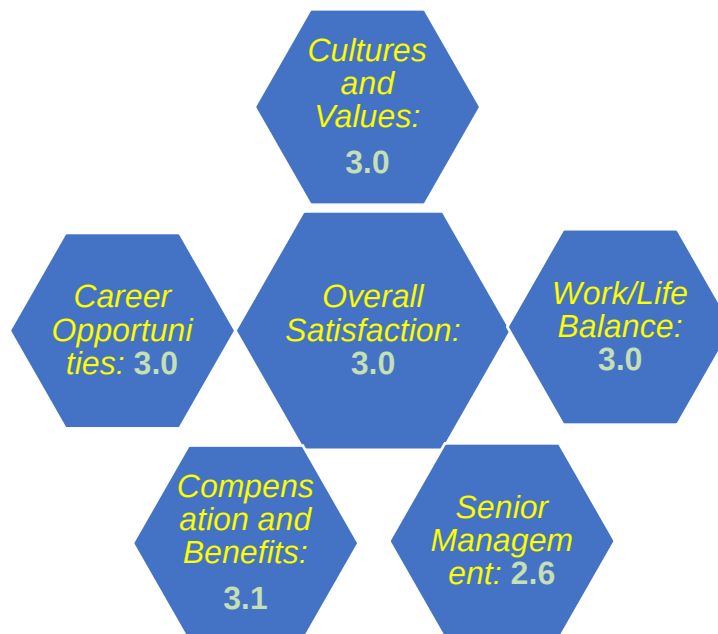


Diagram 2: The results of the reviews of Whitbread company, based on source: (Glassdoor, 2018)

As we can see from that diagram the overall satisfaction 3.0, doesn't look the great figure with only 42% of the respondents willing to recommend it to a friend, 47% approving of CEO and 31% giving the company the positive business outlook. Clearly, there are some problems existing within this establishment. Based on the feedbacks

published by Glassdoor (2018) the author established the main **positive** and **negative moments** about the Whitbread by putting together most common replies.

1. Positive Moments:

- 1.1. Great working environment, most of the people are nice and friendly.*
- 1.2. Company's high culture and values.*
- 1.3. Good career opportunities.*
- 1.4. Well – organised training process.*
- 1.5. Privilege cards and in – store discounts, bonus schemes for senior management.*
- 1.6. Flexible working patterns.*

2. Negative Moments:

- 2.1. Lack of motivation and experience for middle level of management, team leaders and assistants, their inability to manage Winning Teams effectively.*
- 2.2. Long working hours, sometimes unpaid for managers and no overtime pay for the workforce.*
- 2.3. Low rates of pay, especially for waiting, cleaning and housekeeping staff, same for agency workers.*
- 2.4. Constant staff cutbacks, big staff turnover, agency workers being brought in, this brings the quality of the whole service down.*
- 2.5. Outdated corporate culture, with too many directors on board, head office too bureaucratic and overstaffed with senior managers.*
- 2.6. Unexperienced upper management, as a result poor leadership.*
- 2.7. Digital technology within the company needs updating and management needs more training in that area.*
- 2.8. Waste management policy needs overhauling.*

As we can see from this analysis there are more negative moments existing within the company than positive ones. The major problems are with head office, poor leadership, staff turnover and digital technology. On the positive side there are lots of people happy with their working environment, good career perspectives, bonuses and training.

Now the author will look at the Whitbread Annual Report 2018 to see how the problems within the company have been identified and what needed to be done to resolve them. First part of Strategic report to be analysed is Chief's Executive's review written by Alison Brittain, company's CEO. The main points of her report are:

1. UK growth: here Alison briefly describes how the revenues, profits, cash flow, dividends and returns on capital have increased within last year despite of challenging market conditions.

2. International progress: this part of the report is about the expanding of the business of Premier Inn in Germany with acquisition of 19 hotels and buying out one of the stores for Costa in China with potential increase of the stores numbers up to 1,200 by the year of 2022.

3. Efficiency: describes the savings of £105 million that were achieved by implementing new efficiency program which have balanced the material structural inflation.

4. Outlook: gives an idea of current state and the future perspectives of the consumer environment in UK and states that the short – term profit progress can be lower than in previous years. However, the long – term growth is expected shared with good returns on capital for the near future.

5. Increased dividend: despite of the slowing down of profit growth, the full – year dividend combined with earnings rise was increased by the Board of Directors to 101.15 pence per share.

6. Long – term ambition: in this part of the report Alison Brittain describes the company's short and long – term plans including growing capacity of Premier Inn in UK and in Germany for up to 100,000 rooms in the future. Costa also doing well regarding introducing new food ranges, drinks and improvements in digital technology, one of the negative moments mentioned by the respondents in Glassdoor (2018) reviews. The viewpoint is to grow up to 3,000 stores in UK is in long – term company plans.

7. Group structure: proposed separation of Premier Inn and Costa in order to create two high – quality independent businesses with their future expansion in Germany and China accordingly.

8. A Force for Good: it's a new long – term sustainability programme started in 2017. It's main three points are *opportunity*: investing in apprenticeship development; *community*: charity activities such as Costa Foundation and partnership with Great Ormond Street Hospital and *responsibility*: commitment to reduce company's carbon emissions intensity by 50% by 2025.

9. Our Winning Teams: announces some changes to the executive team and proposes some structural changes in order to make business more efficient and productive.

The author's overall impression of that report is described below:

1. Out of all existing problems already identified by the previous reports only the need for improving digital technology, commitment to reduce carbon footprint and some changes to the executive team were mentioned.

2. The need to reduce long working hours, staff turnover and increasing of the staff wages was not declared at all, apart from a few words in the part **Increased dividend** regarding increasing the full – year dividend in line with earnings growth.

3. Nothing was said about the need of better training for middle line management and team leaders in order to improve their leadership skills and abilities.

4. The part of the report about ***Our Winning Teams*** gives an idea about company leadership style, which is team leadership. Every hotel, bar or restaurant in the Whitbread's chain is a team with its own managers and team leaders. This type of the leadership when managers and team leaders are dealing with small groups of self – motivated individuals. Also, some traces of democratic and facilitative styles can be seen in the head office structure.

5. The uncertainty around Brexit deal and consequences for the hotel business as a result were not discussed properly, only mentioned briefly.

Now the author will have a close look at the Group HR Director's review, written by Louise Smalley. It's another part of Strategic report. The author will be analysing it in order to see how the recent problems within the company were highlighted in it, or not. Let's see the main points of this review:

1. Engaging our Winning Teams in two – way dialogue: interesting part of the review describing the way of communication with the team members by introducing YourSay survey to know their feedback on the recent issues within the company. Also, the Restaurants Forum has been set up to improve communication between the teams and support centre. All these measures plus conferences, regional meetings should be improving the leadership management within Whitbread.

2. Fair and transparent reward strategies to motivate all team members: this part of the review is describing "Pay for Progression" strategy introduced in 2015 which connects the wages of the team members to their skills. That in theory should encourage the members of the workforce to take additional training to become more skilful and to have their salaries increased as a result. Also, were mentioned the changes to the pension scheme, which is another good sign of the productive collaboration between senior management and Winning teams.

3. Creating a diverse "no limits to ambition" environment: very important part of the review, which was not even slightly touched in the previous review by Alison Brittain. It concerns the planning to reduce the gender pay gap to 0.39% and to achieve the presentation of men and women in all the departments of the company as 50:50. Now the senior leadership in the Whitbread remains 70% male. Unfortunately, Louise did not mention the situation with male/female presentation in other company departments and levels, especially middle level managers and team leaders. Nevertheless, she did provide the overall statistic of the male/female presentation in the company, which is 19,036/33,680; 36% males and 64% females accordingly. And this is not only the case of Whitbread. According to Weisskopf and Bacci (2019) in the whole tourism and hospitality industry the presentation of women is overwhelming 70%. But at the same time only 20% of females are executive officers and 8% are directors. That is why so many negative comments from Glassdoor (2018) were about how low paid jobs being done mostly by women, on the other side middle and executive level of management were taken by males.

4. Enabling our people through new technology and great places to work: this part is about empowering team members to use the new HR technology called System – Workday in order to transform team's experience. Unfortunately, only changes to digital culture within HR department were mentioned here.

The author's opinion of this review is that it was more orientated towards the workforce, team members rather than the previous review from Alison Brittain. It was also more concerned about improving of the leadership within the company through creating diverse gender environment. The more women will be becoming experienced team leaders and middle line managers, then more improvements within female part of the workforce regarding their pay and working conditions could be achieved. Establishing appropriate two – way communication between team members, team leaders and upper management will lead to quicker resolving of the issues raised. All that, together with optimised structure of the head office will make the company more productive and of course more profitable.

Comparing the leadership styles of the CEO of Whitbread and author's own leadership styles and approaches

In this part of assignment, the author will be comparing the leadership style and approach of the Alison Brittain, the CEO of Whitbread and his own ones. First, the author through the Conceptualizing Leadership Questionnaire (see Figure 1,2 and 3 in Appendices) has established his own definition and viewing of the leadership. The Questionnaire was designed as a sequence of statements, answering which the participant could establish his or hers approach to the leadership process. The author's result after calculation was trait emphasis. According to Mind Tools (2018), trait theories claim that effective leaders do have several common personality features, or "traits". Trait theories helping to recognise traits and abilities such as honesty, compassion, confidence and good decision-creation skills. All those skills will be helpful when it comes to lead a group of people. However, having those traits cannot guarantee making a successful leader. The most important thing in creating an effective and trustworthy leader are our values and beliefs coming from our minds and later being transformed into traits. In author's case his vision of the most effective leadership always been the autocratic type of leadership. The results of the Conceptualizing Leadership Questionnaire only confirmed this vision as correct one. Autocratic leaders always tend to make decisions without asking the teams of their opinion or outcome. This type of leadership is working well when decisions must be completed quickly due to lack of time or other circumstances. Knowing already that CEO of Whitbread preferred team leadership style in her organisation mixed sometimes with democratic and facilitative within head office and executives' team, the author has compared those two styles, their advantages and disadvantages based on the similar characteristics of each style. Advantages and disadvantages of autocratic style where based on the research provided by Gaille (2018) and conclusions from Reddy (2016) gave the base for analysis of advantages and disadvantages of team leadership style. First table shown below compares 5 advantages of autocratic and team leadership styles:

<i>Autocratic leadership style</i>	<i>Team leadership style</i>
1. Decisions can be made quickly. Very limited feedback from other levels of management.	1. The speed of decision – making is delayed due to different solutions produced by team members and their further assessment by the team leader.
2. Overall communication is mostly one - way and straightforward. Commands from leader going directly to team members.	2. Two – way communication will be used to assess the opinions from team members by the team leader and for them to receive the leader’s feedback.
3. Productivity will be improving because all the decisions are timed, no missed deadlines. Straightforward communication will also be as an advantage.	3. Working in groups on small projects and completing individual tasks can be productive. However, large projects will require lots of negotiations and re – negotiations, productivity could be affected.
4. Crisis situations will be handled very effectively, because only one person is in charge.	4. If the project or task fails, then anyone can blame for the failure, including team leader, because of shared responsibility.
5. Employees feeling less stress, because they are given straight and clear commands, they don’t have to improvise or rethink their actions.	5. Workers are under constant pressure to meet the deadline and complete their individual task, plus they can be asked to help other team members falling behind the schedule.

Table 3: 5 main advantages of autocratic and team leadership styles, based on source: (Gaille, 2018 & Reddy, 2016)

Second table displayed below will be describing 4 main disadvantages of autocratic and team leadership styles:

<i>Autocratic leadership style</i>	<i>Team leadership style</i>
1. Risk of micromanagement for the leaders as they must check all the small details of the job being completed. It can decrease productivity at some point during the project.	1. One of the team members will be trying to outshine the others even the team leader. That could create conflict within the team and make it dysfunctional.
2. Leader is going to take all the credits for the project being completed. The team members could be left feeling like outcasts and not getting acknowledged for their efforts.	2. The team leader could become overbearing and authoritative, just like autocratic leader.
3. If the leader has low morale and ethical principles, that could create poor and corrupted working environment.	3. Risk of mistrust within the team when members start blame each other for the delaying or even failing the project.
4. Workers becoming dependant on leader's decision – making abilities. That will force the leader to be present at the workplace all the time.	4. Clash of various ideas from different people unwilling to compromise could cause the coordination of the whole project very difficult, decrease the productivity and lower the moral inside the team.

Table 4: 4 main disadvantages of autocratic and team leadership styles, based on source: (Gaille, 2018 & Reddy, 2016)

Conclusion

In first half of this assignment the author analysed and identified the leadership style of the company named Abbey Cars Ltd, more specifically its Heathrow branch. After thorough research and comparing different leadership styles, the existing leadership style in Heathrow branch of Abbey Cars Ltd was identified as cross – cultural one. After careful consideration this style was recommended by the author as the most effective, however the democratic leadership style also must be blended into existing cross – cultural style in order to achieve more effective management within the organization. In the second part of assignment the author analysed the leadership style existing within the company named Whitbread, based on the Annual Report 2018. The author identified existing main leadership style within Whitbread as team leadership style. After that the author researched and compared the leadership style of Whitbread's CEO Alison Brittain and his own one, previously identified as autocratic. Through analysing advantages and disadvantages of both styles the author developed the conclusion that autocratic style is more effective to resolve immediate threats and problems if applied within relatively small working environment. In case of Whitbread, where each hotel, bar, restaurant or coffee shop are basically presenting one team

working together the team leadership style would be more effective in long – term running of the business and will increase company’s profits as a result.

Appendices

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
12. Leadership is a series of actions directed toward positive ends.	1	2	3	4	5
13. A person needs to have certain traits to be an effective leader.	1	2	3	4	5

APPLICATION

Figure 1: Conceptualizing Leadership Questionnaire

1.2 CONCEPTUALIZING LEADERSHIP QUESTIONNAIRE

(continued)

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
14. Everyone has the capacity to be a leader.	1	2	3	4	5
15. Effective leaders are competent in their roles.	1	2	3	4	5
16. The essence of leadership is performing tasks and dealing with people.	1	2	3	4	5
17. Leadership is about the common purposes of leaders and followers.	1	2	3	4	5
18. Leadership does not rely on the leader alone but is a process involving the leader, followers, and the situation.	1	2	3	4	5
19. People become great leaders because of their traits.	1	2	3	4	5
20. People can develop the ability to lead.	1	2	3	4	5
21. Effective leaders have competence and knowledge.	1	2	3	4	5
22. Leadership is about how leaders work with people to accomplish goals.	1	2	3	4	5
23. Effective leadership is best explained by the leader–follower relationship.	1	2	3	4	5
24. Leaders influence and are influenced by followers.	1	2	3	4	5

Scoring

- Sum scores on items 1, 7, 13, and 19 (trait emphasis) $1+7+13+19$
- Sum scores on items 2, 8, 14, and 20 (ability emphasis) $2+8+14+20$
- Sum scores on items 3, 9, 15, and 21 (skill emphasis) $3+9+15+21$
- Sum scores on items 4, 10, 16, and 22 (behavior emphasis) $4+10+16+22$
- Sum scores on items 5, 11, 17, and 23 (relationship emphasis) $5+11+17+23$
- Sum scores on items 6, 12, 18, and 24 (process emphasis) $6+12+18+24$

Figure 2: Conceptualizing Leadership Questionnaire

1.2 CONCEPTUALIZING LEADERSHIP QUESTIONNAIRE

(continued)

Total Scores

1. Trait emphasis: 18
2. Ability emphasis: 13
3. Skill emphasis: 16
4. Behavior emphasis: 17
5. Relationship emphasis: 16
6. Process emphasis: 16

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.

APPLICATION

Figure 3: Conceptualizing Leadership Questionnaire

Bibliography

Adair, J. *Develop Your Leadership Skills: Fast, Effective Ways to Become a Leader People Want to Follow (Creating Success)*, (4th edition). London: Kogan Page Publishers, 2019.

Armstrong, M. *Armstrong's Handbook of Management and Leadership: Developing Effective People Skills for Better Leadership and Management (3rd edition)*. London; Philadelphia: Kogan Page Publishers, 2012. (Online).

Cottrell, S. *The Study Skills Handbook (2nd edition)*. Hampshire: Palgrave MacMillan, 2003.

Pears, R. & Shields, G. *Cite Them Right*. Basingstoke: Palgrave MacMillan, 2011.

References

Faulkner, B. (2018). *Cross – Cultural Management & Leadership Styles*. LeaderValues Ltd. Mick's Leadership Blog online. Web Research.

Gaille, B. (2018). *11 Autocratic Leadership Advantages and Disadvantages*. Mediavine Home. Brandongaille.com online. Web Research.

Glassdoor, (2018). *Whitbread Overview*. Glassdoor, Inc. Glassdoor online. Web Research.

Lombardo, C. (2019). *20 Advantages and Disadvantages of Diversity in the Workplace*. Mediavine Finance. Future of Working (FoW) online. Web Research.

Reddy, C. (2016). *Top 11 Advantages and Disadvantages of Working in a Team*. Wisestep online. Web Research.

Miller, A. (2019). *Organisational Structure & Management*. Hearst Newspapers LLC. Chron.com online. Web Research.

Mind Tools, (2018). *Core Leadership Theories. Learning the Foundations of Leadership*. Mind Tools Ltd. Management Training and Leadership Training online. Web Research.

Satyendra, M. (2015). *Importance of Leadership for Organisational Excellence*. IspatGuru.com online. Web Research.

Weisskopf, J.P. and Bacci, S. (2019). *Gender Diversity – a True Value Added for Companies*. EHL online. Web Research.

Wiest, B. (2018). *The 12 Different Leadership Styles, And How to Tell Which One You Have*. The Thought & Expression Company, LLC. WordPress.com online. Web Research.

Web links

<http://www.abbeycarsuk.co.uk/>

<http://www.whitbread.co.uk/>