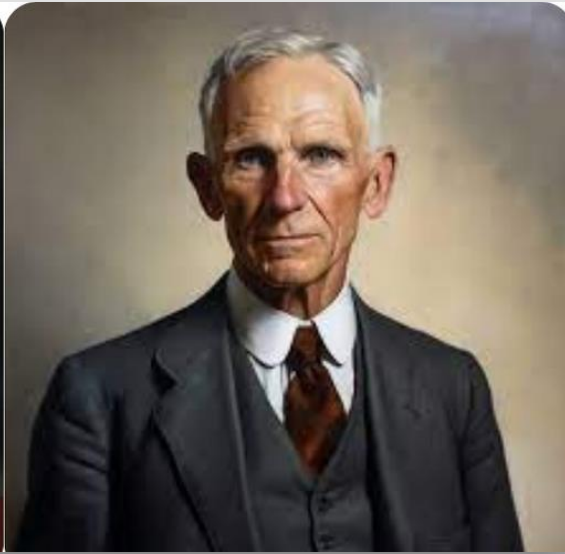
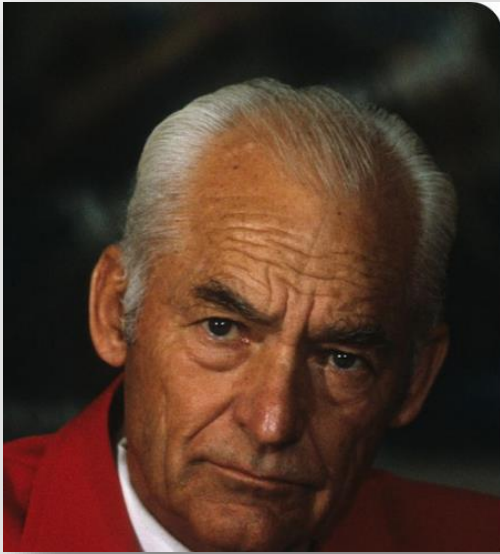




BUSINESS LEADERS OF THE 20TH AND 21ST CENTURIES



**LEADERSHIP AND
MANAGEMENT THEORY
AND PRACTICE
LCBB6003**

**UNIVERSITY OF WALES TRINITY
SAINT DAVID
PRESENTATION DATE: 3RD OF
APRIL 2024
LECTURER: DR. LAILA MAAZOUZ**

**TEAM STRUCTURE
AND
PRESENTATION'S
OBJECTIVES**

**1.AMNA
MASAUD
2113737**

- INTRODUCTION
- SAMUEL WALTON (XX)

**2.ANA-MARIA
GORGAN
2113739**

- HENRY FORD (XX)

**3.ANCA MIRELA
DULA
2112863**

- STEVE JOBS (XXI)

**4.CORINA COSMA
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- INDRA NOOYI (XXI)
- CONCLUSION

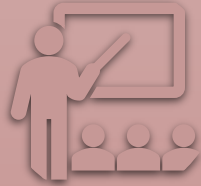
**5.MARINELA
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- DIFFERENCES AND SIMILARITIES
- RECOMMENDATIONS

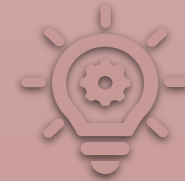
INTRODUCTION

WHAT IS LEADERSHIP?

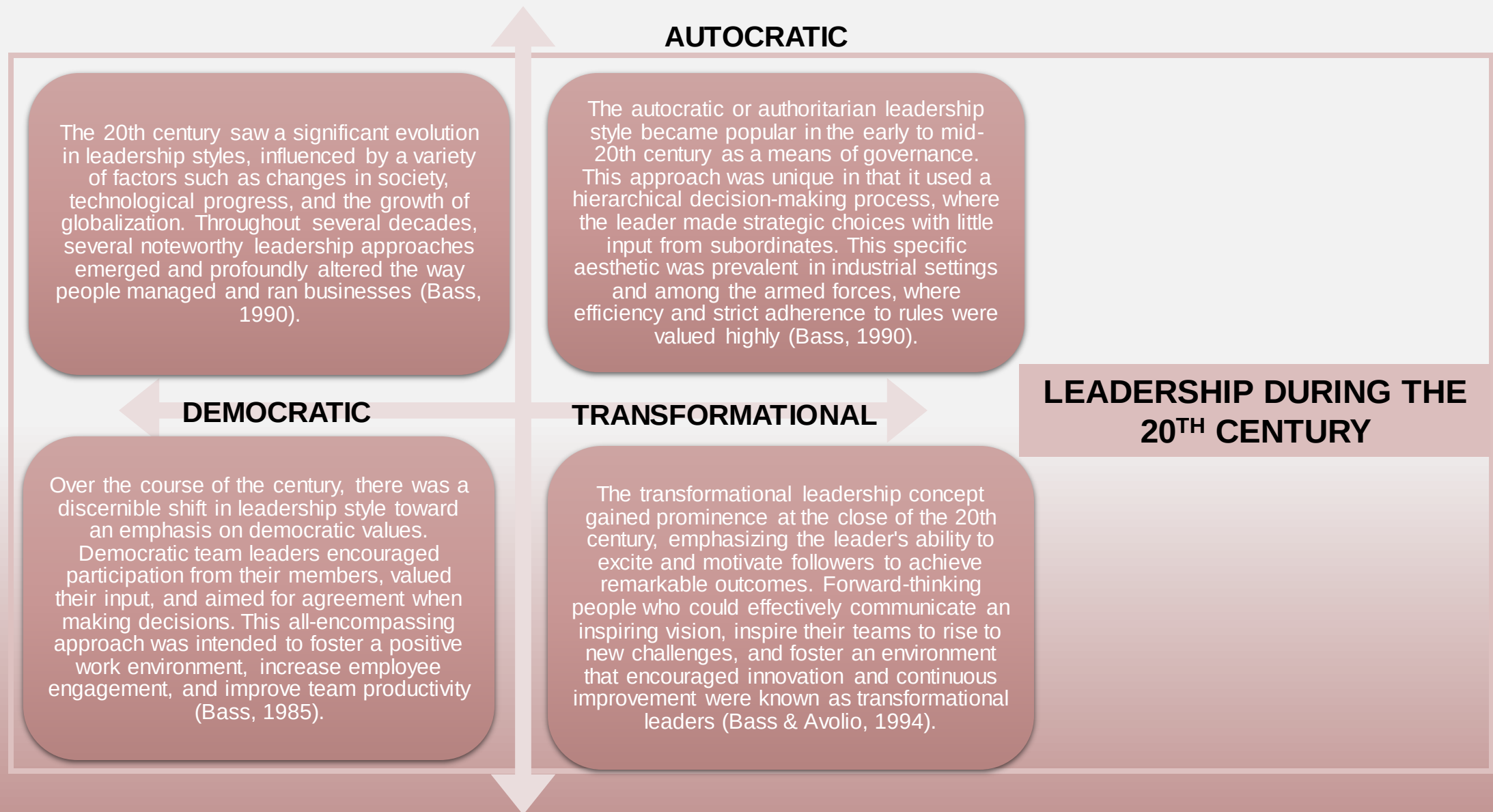
According to Armstrong (2016), to be a leader means to inspire others to reach their full potential to achieve a particular goal. It is best described as the ability to persuade people to voluntarily alter their behaviour. Effective leadership involves formulating and communicating a vision for the future, motivating others, and nurturing their dedication to carrying out their duties.



Over the 20th and 21st centuries, there have been significant advancements and changes in leadership theories and applications, making the study and investigation of leadership popular and constantly changing subjects of interest in research. Leaders were viewed in the 20th century as hierarchical individuals who exercised control and held power. However, the 21st century has brought about a new leadership style that is marked by increased inclusivity, engagement, and teamwork (Goleman, 2017).



Important lessons about the essential traits and skills required for leaders to succeed in the current, quickly changing global context can be learned by examining historical and contemporary theories and practices of leadership (Goleman, 2017).



SAMUEL WALTON



Samuel Walton, the individual credited with the establishment of Walmart, gained notoriety for his distinct approach to leadership which brought significant changes within the retail sector.

1918 - 1992



“Keep everybody guessing as to what your next trick is going to be. Don't become too predictable.”

S. Walton



Walton's leadership style could be characterized as transformational, as he consistently advocated for fostering innovation, expanding growth, and enhancing operational effectiveness within his company. He delegated decision-making authority to his employees and motivated them to embrace risk-taking to attain success.



Walton gained recognition for his proactive leadership style, frequently making personal visits to Walmart establishments and interacting with staff members who were directly involved in daily operations. This facilitated his ongoing engagement with the daily functions of the enterprise, enabling him to formulate well-informed judgments that would ultimately enhance the overall performance of the organization.



Moreover, Walton was an innovative leader who demonstrated a willingness to explore unconventional ideas and question established norms. He continually sought out innovative methods to enhance customer satisfaction and increase revenue, resulting in Walmart's transformation into the formidable retail powerhouse it is today.



His capacity to inspire and enhance the performance of employees, maintain a strong connection to the company, and foster innovation were pivotal elements contributing to Walmart's achievements.

SAMUEL WALTON'S LEADERSHIP BEHAVIOUR

Sam Walton, was recognized for his leadership style that prioritized fostering strong relationships with employees, customers, and suppliers. The individual exhibited a leadership approach which was defined by his talent in cultivating a harmonious work atmosphere, promoting collaborative efforts, and nurturing strong commitment from those involved in his endeavours

(Hogan et al.,2011).



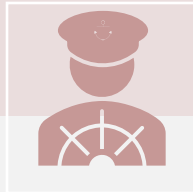
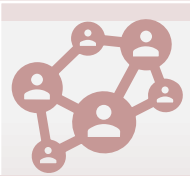
Walton's behaviour style, which prioritized building relationships, played a crucial role in defining Walmart's organizational culture and reputation as a business that places importance on both customer satisfaction and employee well-being. By placing importance on developing robust relationships with employees, customers, and suppliers, Walton successfully cultivated a committed network of stakeholders who were fully dedicated to the prosperity of the company (Hogan et al.,2011).



As stated by Hogan et al. (2011), relationship-oriented leadership emphasizes the establishment and upkeep of favourable relationships with individuals, resulting in heightened levels of trust, commitment, and cooperation within an entity. This methodology is notably successful in fostering a collaborative work atmosphere conducive to employee motivation and engagement.

FOLLOWERS APPEAL

According to the Follower Theory, leaders ultimately rely on the followers they are tasked with leading. Leaders are of great importance. However, in our relentless efforts to find superior leaders, we often overlook the individuals who will be under their leadership. The success or failure of organizations is not solely dependent on the effectiveness of their leaders, but also on the ability of their followers to effectively execute direction (Armstrong, 2016).

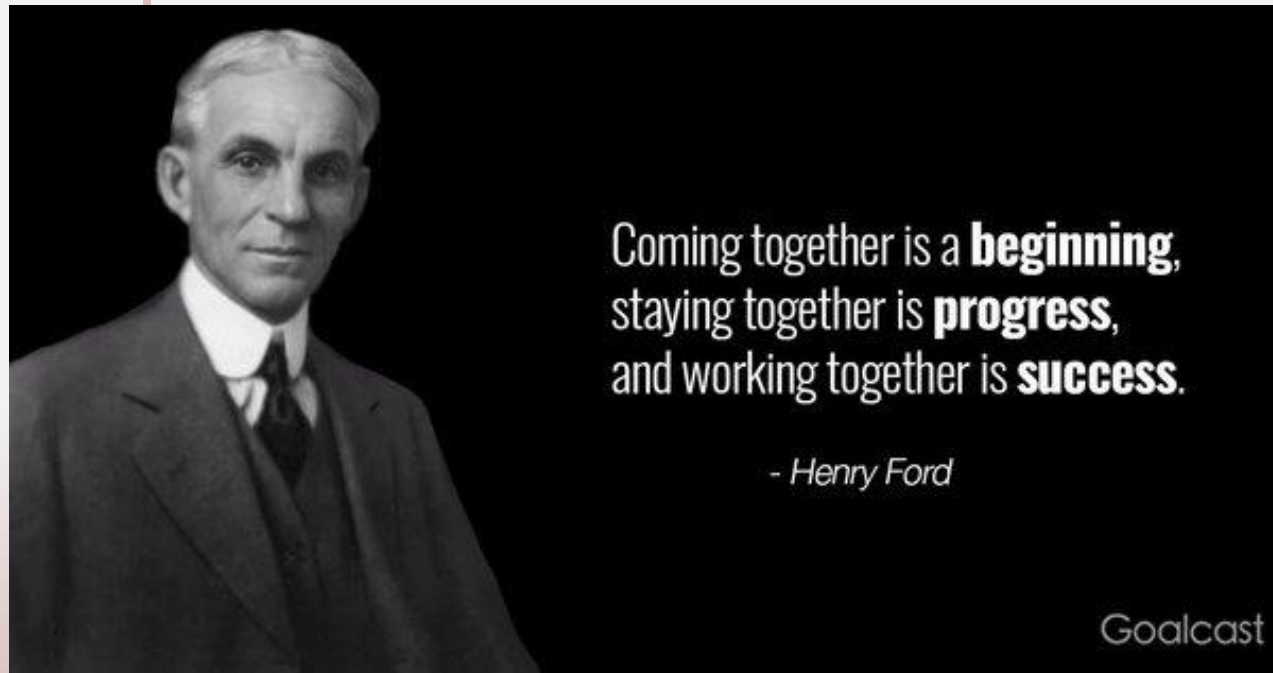


To be successful, leaders must have followers who can execute tasks efficiently and supporting the Effective leaders rely on followers who are motivated to believe that they are being guided towards the correct path. It is imperative for followers to have a clear understanding of their position, direction, and potential benefits in each situation or relationship. They desire to believe that their efforts are justified and beneficial. It has been noted that a critical responsibility of leaders is to cultivate followers who possess the ability to independently address the challenges and issues that leaders themselves have either created or are unable to rectify. Leaders must understand the responsibilities and duties of their followers to facilitate their effective performance (Armstrong, 2016).

WHAT SAMUEL WALTON DID?

- Walton preferred employing individuals who displayed ambition and entrepreneurial qualities. Even individuals perceived as inexperienced or lacking knowledge at a given moment were acknowledged for their potential provided, they demonstrated a strong work ethic.
- Walton granted individuals the freedom to make their own decisions and act independently.
- Walton held the belief that providing positive feedback was crucial. He diligently sought out opportunities to commend and acknowledge the significance of individuals. Individuals desire recognition for their achievements and contributions.
- In conversations with employees, inquire about their emotional state and thoughts. This results in a distinct and profound sense of personal rapport.

HENRY FORD



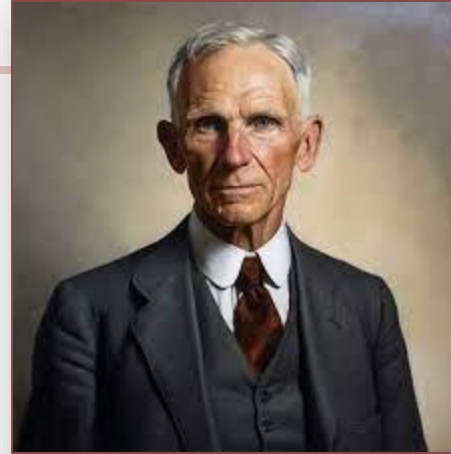
Henry Ford played a major role in American industry, founding the Ford Motor Company. He significantly advanced the automobile industry in the early 20th century by introducing innovative production methods such as the assembly line, revolutionizing manufacturing.

Henry Ford is commonly acknowledged for his transformative impact on the automotive sector through the implementation of assembly line manufacturing techniques and the development of the Model T vehicle. His achievement in developing an economical, widely available automobile revolutionized global transportation practices and bolstered the expansion of the automotive sector.



*You don't have to hold a position in
order to be a leader.*

Henry Ford



LEADERSHIP STYLE

Henry Ford is notable for his ***autocratic*** leadership approach.

Known for his hands-on management style and strict control over decision-making as the founder of Ford Motor Company.

Had a clear vision for his company and expected his employees to obey his methods and instructions without hesitation.

Believed in making decisions centrally and depended on his own leadership and ideas to move the company ahead.

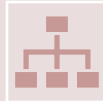
Ford's effective leadership style, though authoritarian, posed challenges because of its rigid and controlling nature.

LEADERSHIP BEHAVIOUR



Ford's visionary leadership:

Ford was recognized for his innovative thinking and had a clear vision for the future of the automotive industry, leading Ford Motor Company.



Hands-on management style:

Personally involved in managing his company and played a direct role in its day-to-day operations.



Employee empowerment

Believed in empowering his employees by providing them with the necessary tools and resources to succeed. He introduced the assembly line system, boosting efficiency and creating jobs for many workers.

"If everyone is moving forward together, then success takes care of itself."

- Henry Ford



Innovation and continuous improvement

Ford supported the importance of innovation, efficiency, and cost reduction to stay competitive.



Customer focus:

Prioritized customer satisfaction and product innovation over traditional norms.



Resilience and perseverance:

Experienced difficulties and obstacles but demonstrated resilience and perseverance by continuing to push forward.

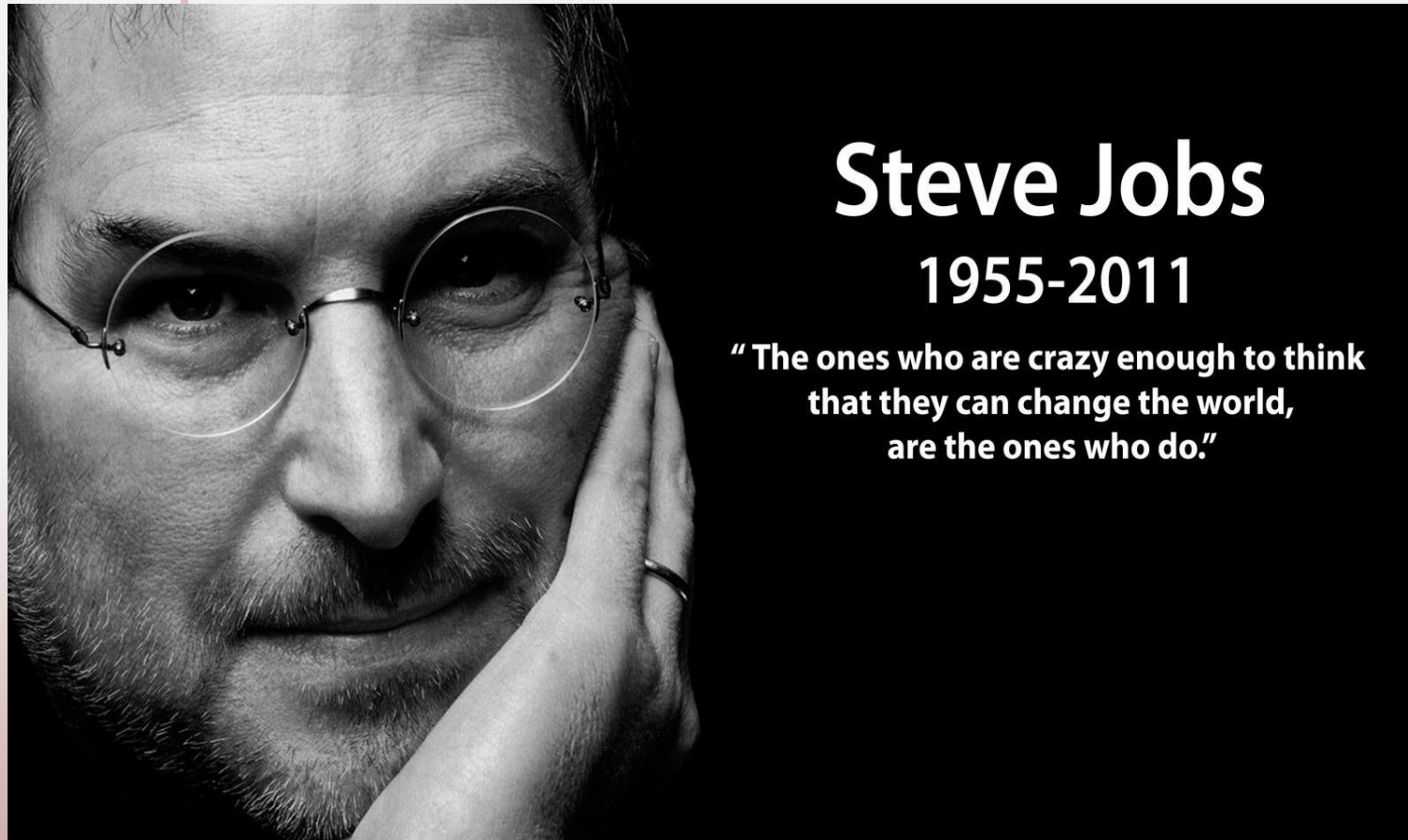
FOLLOWERS APPEAL

Henry Ford's Follower Theory posits that the effectiveness of a leader is contingent upon their capacity to inspire and motivate their followers towards the attainment of a shared objective.

Ford strongly emphasized the significance of enabling his employees and instilling a feeling of ownership and pride in their work.

Through cultivating an environment centred on cooperation and esteem for one another, Ford successfully established a committed and devoted team that significantly contributed to the prosperity of his enterprise.





Paul and Clara Jobs adopted Steve Jobs when he was born on February 24, 1955, in San Francisco, California. Steve Jobs was adopted by his parents. Even though he did not complete his college education, he never lost his unquenchable curiosity and his enthusiasm for technology. In 1976, Jobs was one of the co-founders of Apple Inc., and he is credited for revolutionising the technology sector with inventions such as the iPod, iPhone, and iPad. The innovative thinking, meticulous attention to detail, and unrelenting pursuit of excellence that he had earned him a reputation. (Levy, 2024)

LEADERSHIP STYLE



(Ziegler, 2014)

Jobs was renowned for his visionary leadership approach, distinguished by his unwavering commitment to achieving excellence and fostering innovation.

He used a transformative leadership style, motivating his team to adopt innovative thinking and challenge conventional limits of creativity.

Jobs prioritised the development of goods that not only satisfied consumers' requirements but also beyond their anticipations, resulting in Apple's emergence as one of the most valuable corporations worldwide.

LEADERSHIP BEHAVIOUR



Job's temperament was notoriously fierce and demanding, and he was often referred to as a "perfectionist" and a "mercurial."

He had a hands-on approach to leadership, participating in every facet of product design and development. He was always involved in the process.

Jobs was known for his meticulous attention to detail and unyielding dedication to quality, both of which led to apple's reputation for producing products that were both aesthetically pleasing and easy to use.

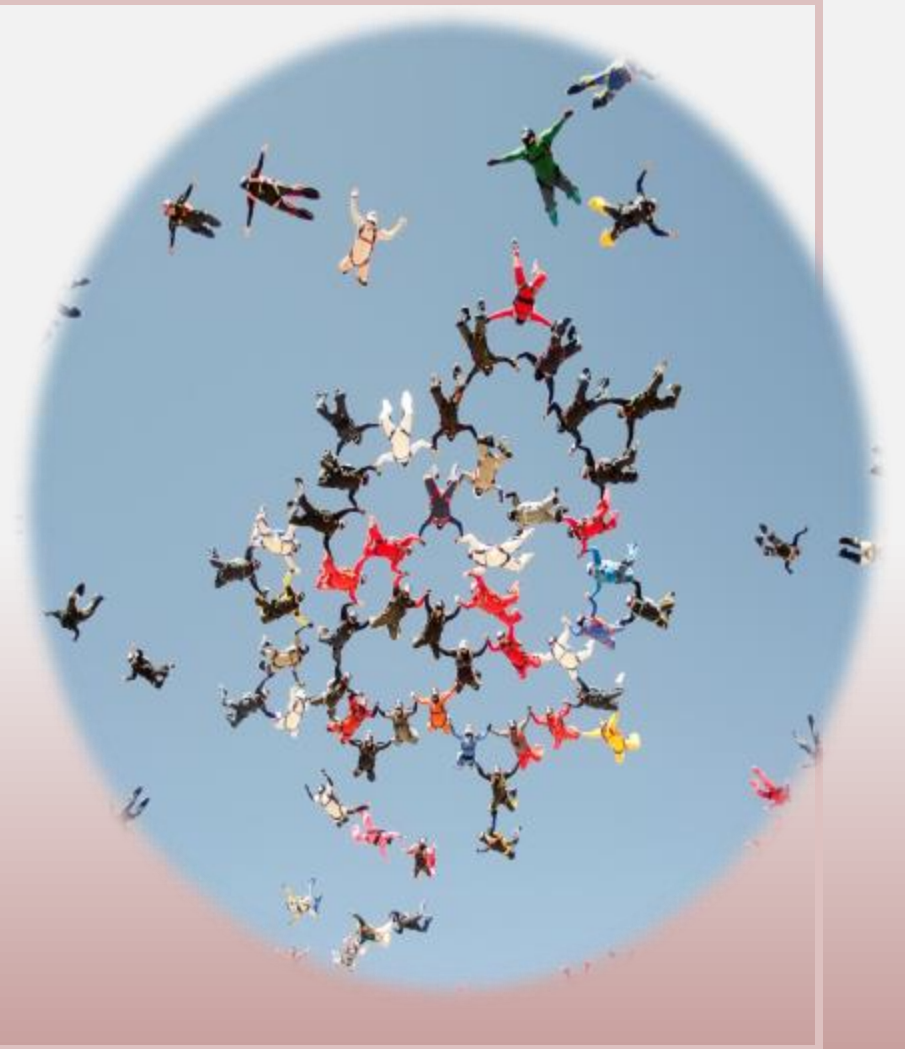
Source: Isaacson (2012)

Followers Appeal

He was able to convey a compelling vision to his team members and inspire in them a feeling of purpose, which contributed to the attractiveness of jobs to his followers.

His history of pioneering ideas helped to establish confidence and credibility among his followers, who had faith in his capacity to fulfil the commitments he made to them with his promises.

This was due in large part to the charming personality and fascinating presenting style that Steve Jobs had, which played a vital role in gaining the devotion and affection of workers, investors, and customers alike.

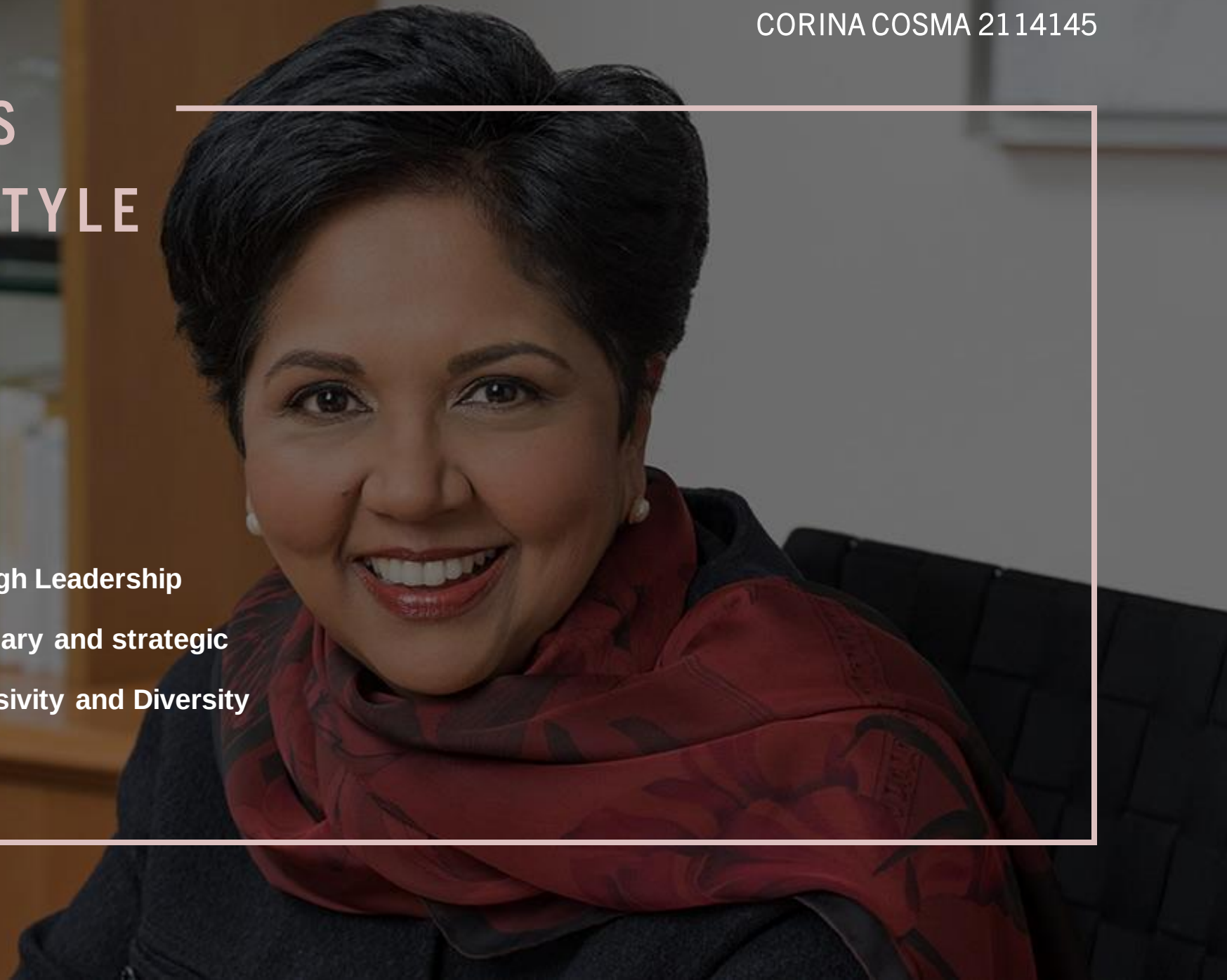


INDRA NOOYI'S LEADERSHIP STYLE

- Changing the World Through Leadership

Thinking that is both visionary and strategic

With an Emphasis on Inclusivity and Diversity
(I.V, O. and R, D., 2019).



INDRA NOOYI'S LEADERSHIP BEHAVIOUR AND FOLLOWERS' APPEAL

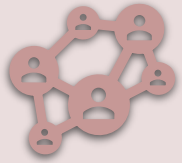


**Participation in the Making of
Decisions**

A Perspective on the World

**Leadership that is both
inspirational and ethical
(SubhraDas, 2020).**





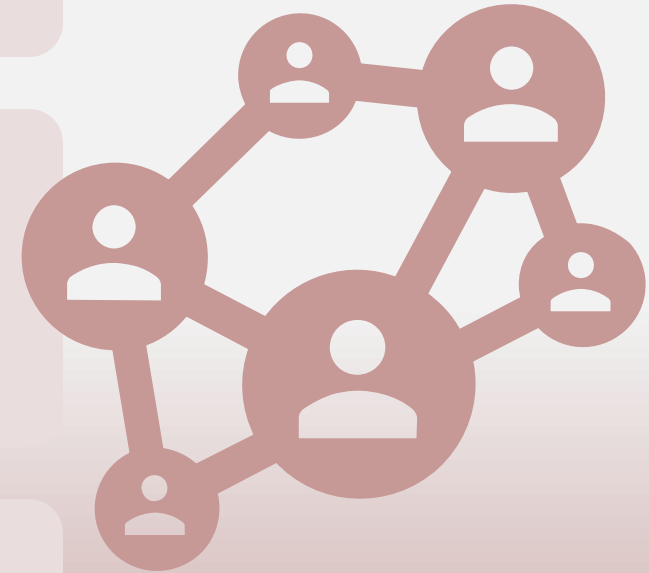
Collaboration is one of the most important parts of Nooyi's way of leading. She made sure that all points of view were heard and considered at PepsiCo by supporting open communication and valuing teamwork.



Nooyi's world perspective, which he gained while attending Yale University and growing up in India, helped PepsiCo deal with the challenges of doing business abroad and making sure customers of all types were happy.



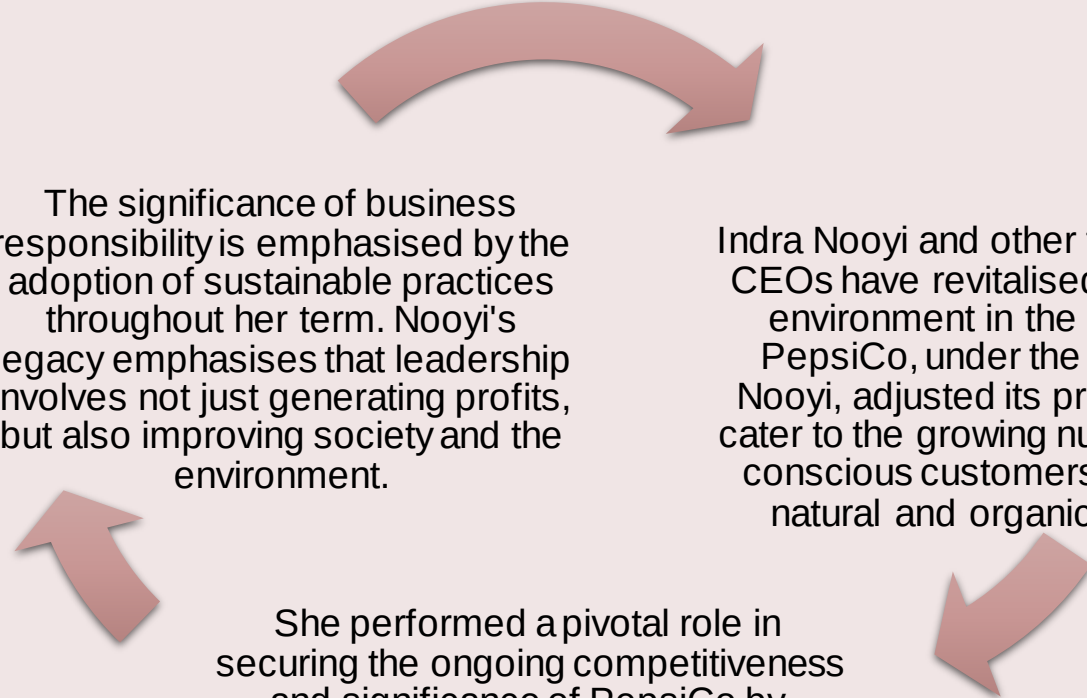
People are drawn to Indra Nooyi's writing because her stories are interesting and easy to relate to. Even though she was an immigrant, she became one of the most powerful women in business. Her clients and coworkers looked up to her as a leader who could be trusted and who stuck to her values.



LEADERSHIP

- ❑ Indra Nooyi and other forward-thinking CEOs have revitalised the corporate environment in the 21st century. PepsiCo, under the leadership of Nooyi, adjusted its product lineup to cater to the growing number of health-conscious customers by prioritising natural and organic ingredients.
- ❑ She performed a pivotal role in securing the ongoing competitiveness and significance of PepsiCo by reevaluating the organization's future.
- ❑ She strategically positioned PepsiCo as a leader in the market by accurately predicting and taking advantage of consumer behaviour patterns.
- ❑ The significance of business responsibility is emphasised by the adoption of sustainable practices throughout her term.
- ❑ Nooyi's legacy emphasises that leadership involves not just generating profits, but also improving society and the environment.





The significance of business responsibility is emphasised by the adoption of sustainable practices throughout her term. Nooyi's legacy emphasises that leadership involves not just generating profits, but also improving society and the environment.

Indra Nooyi and other forward-thinking CEOs have revitalised the corporate environment in the 21st century. PepsiCo, under the leadership of Nooyi, adjusted its product lineup to cater to the growing number of health-conscious customers by prioritising natural and organic ingredients.

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LEADERS OF THE 20TH CENTURY VS LEADERS OF THE 21ST CENTURY

- Henry Ford
- Samuel Walton
- Steve Jobs
- Indra Nooyi



SIMILARITIES BETWEEN THE 20TH AND THE 21ST CENTURY

SIMILARITIES:

rewarding systems

focus on well being

motivation

influence on behavior

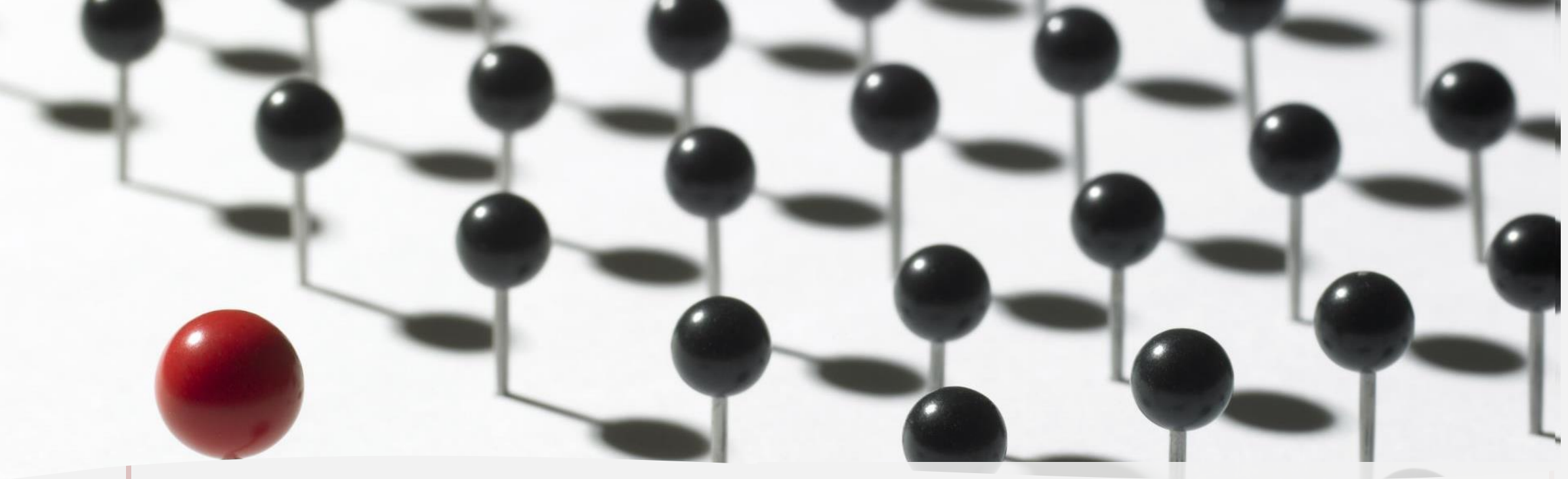
EXAMPLES:

Ford has focused on keeping his employees motivated so they could perform and be efficient. For that reason, he ensured staff had good wages, which were considered high in comparison with the industry practices (The Collector, 2022).

Jobs was known for his visionary ideas and innovative products and services. He was able to infuse his passion towards innovation and the general attitude to push the limits and belief of accomplishment (HBR, 2012).

Samuel Walton has promoted an engaging culture, treating his employees as family. He enabled his employees to take part in the company ownership through profit-sharing and stock purchase programs (EntreGurus, 2024).

Indra Nooyi has been concerned with the well being of their employees to nurture and develop talent. She has also treated her employees as family and tried to make them valued and advocated their success (Morgan Stanley, 2023).



DIFFERENCES BETWEEN THE 20TH AND 21ST CENTURY

- Transactional Theory pursues the leadership context and the follower and specifically the agreements between them and the reciprocity (Bass and Avolio, 1994).
- Transformational Theory offers a very different approach and has been developed in the second half of the 20th century along with the contemporary changes. There is a great focus on the greater good and a superior social dividend. The morality of the leader and of the followers are at the center and a transcending journey of self interest and desire to succeed (IMD, 2022).

TRANSACTIONAL	TRANSFORMATIONAL
✓ strict processes ✓ little place for deviations ✓ use of punishments ✓ corrective actions ✓ close supervision ✓ reinforcements ✓ active monitoring ✓ passive management (Jung, 2001).	✓ task delegation ✓ autonomy ✓ empowerment ✓ guidance ✓ participation in the decision-making ✓ value creation ✓ positive change ✓ visionary ✓ relationship orientation ✓ collaboration ✓ mentorship (Chu, 2009).
EXAMPLES ➤ Strict processes are specific to Fordism along with the standardized mass production and mass consumption (LinkedIn, 2023). ➤ Jobs was perfectionist about his work and his employees. That meant that he had low levels of tolerance and that when mistakes were done, he would go that far as giving humiliating lectures or even sacking them (Journal of Leadership Education, 2014).	➤ Walton considered that the way to lead is through service. He gave his employees autonomy and praised them (Right Attitude, 2016). ➤ Indra Nooyi often has taken the role of a mentor towards her employees and has been a representative figure to inspire women in general to aspire to leadership positions. She always acknowledged that everybody has a life outside work and to achieve performance, that should not be overlooked (LinkedIn, 2023).

RECOMMENDATIONS

The employees, the followers remain at the heart of any business and that should be embraced by any leader. In the current economic situation when management can be inclined to cut costs, it should be realized very carefully as the welfare and keeping and retaining talent is crucial to any business.

It is enhanced that learning from the past is imperative, but the continuous dynamic of the business environment can only create unprecedented and a pioneering role. That is why it is recommended that leaders should be open to change and have an open mind.

CONCLUSION

20th century leadership was very successful and has paved the way for the 21st century leadership. However, the leadership of the 21st century offers more opportunities for creativity, communication and collaboration. Both have their advantages and disadvantages; hence it is up to us to decide what works best for our organisation. (Rizvi, 2022)

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Q & A

*Do you have any
questions?*

Thank you for your attention!

