

UWTDS

Course: BA BUSINESS MANAGEMENT

Module: Leadership and Management Theory and Practice (LCBB6003)

Year 3, Term 2

Assessment 1

CRITICAL EVALUATION OF LEADERSHIP EXPERIENCE

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Date: 29.04.2022

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INTRODUCTION

Reflection on leadership qualities enables a person to be aware of the experiences dealing with different people on a daily basis. Accordingly, reflecting on my leadership skills and development helps me delve into multiple prospects to excel in a challenging environment because I understand my strengths, and weaknesses that require development, ambitions, goals, values, and how to help others achieve their goals. The critical reflection elaborates on my leadership development, experience based on theories, and evaluation of how I handled responsibilities while working at Lazar Mushev Ltd. Besides, it elaborates on my critical development using action plans.

BRIEF INFORMATION OF LAZAR MUSHEV LTD

Lazar Mushev Ltd is part of the retail chain operating at the international level with a well-connected store network. The company deals in retail, wholesale foodstuff, and effective distribution channels in the European Union. Accordingly, Lazar Mushev Ltd offers the best Bulgarian foods to the consumers bought from the producers. In such cases, the company achieves its goal of offering high-quality foodstuff and other products at affordable prices to consumers due to effective leadership.

REVIEW OF LEADERSHIP THEORIES AND MODELS

Transformational and Transactional Leadership Theory

The transformational leadership theory focuses on the contributions and the role that a leader plays in nurturing subordinates. Accordingly, a leader should be a

person with unique attributes that lays the foundation for the change process such as new ideas, introducing a new vision, and focusing more on the future of the business (Yammarino and Dubinsky, 1994). In such cases, a leader can either be transformational or transactional. The transactional leader embraces the carrot and sticks technique to influence employees. Thus, the leader provides incentives or denies employees rewards as a means of exchange for improved performance (Yammarino and Dubinsky, 1994). Individually, a transformational leader motivates employees to support one another and the entire business. Accordingly, the leader enhances the motivation of employees to be loyal, builds employee trust, and earns the respect of followers.

Situational and Contingency Leadership Theories

The workplace context and job structure are factors used to analyse the leadership qualities of a person using situational theory. According to Hersey and Blanchard's model, leaders change their behaviour to adapt to the situation (Graeff, 1983). For example, a leader can use the autocratic style to manage a crisis and help the business perform. Similarly, the Fiedler's contingency theory is an extension of situational theory because of task orientation and people orientation (Waters, 2013). Accordingly, a leader is identified by how he or she defines structures, the scope of jobs, the positional power of the leader, and the relationship of the leader with followers. In such cases, the adaptation aspect of the leader is fundamental (Waters, 2013). Therefore, a leader should be adaptive and adjust accordingly to the situation.

Behavioural Theories

The behavioural leadership theories embrace the behaviours of leaders at their respective workplaces (Yukl, 1989). Behavioural theories assume that a leader can be democratic, autocratic, or laissez-faire (Nawaz and Khan, 2016). Accordingly, the model can identify a dictator who decides without consulting other people. The decision-making is faster when a leader uses an autocratic style. On the other hand, the democratic leader is participating and consults others before making decisions (Nawaz and Khan, 2016). Enterprises with democratic leaders record continuous improvement and foster a conducive working environment for employees (Fuller, 2019). The laissez-faire leader motivates employees to work independently because of more autonomy (Nawaz and Khan, 2016).

APPLICATION OF LEADERSHIP THEORIES TO LAZAR MUSHEV MANAGER FOR LAZAR MUSHEV LTD

Lazar Mushev and his Concept of Leadership

Lazar Mushev is the owner and manager of Lazar Mushev Ltd with the responsibility of overseeing all the operations of the company.

Lazar Mushev applies situational, contingency, and transformational leadership theories. Lazar Mushev Ltd is a unique company operating in the retail and distribution industries focusing on food and products, it sources directly from the producers. Accordingly, Mushev applies situational leadership theory to meet all the needs and ensures flexibility in assessing all the situations that fit workers and all the operational activities. Moreover, the company focuses on increased quality and productivity which suits the situational theory for the company (Graeff, 1983).

Therefore, Mushev adapts all the best practices to handle any situation or employee to enhance productivity and beat any uncertainty or ambiguity.

Furthermore, Mushev employs people from a variety of different backgrounds, which may provide difficulties. (Deckard, 2009). As a result, the manager adopts contingency leadership theory in order to deal with any challenges that may arise.

Lastly, Mushev applies transformational leadership theory to manage activities at Lazar Mushev Ltd. Mushev uses the model to manage workers by mentoring, encouraging, and modelling their behaviours (Ghasabeh *et al.*, 2015). Accordingly, Mushev is fond of pushing the team out of their zones, offering a high level of transparency, meeting the needs of employees, addressing the concerns of workers, and leading by example. Moreover, he inspires the workers by delegating responsibilities that make the workers more creative in finding solutions to challenges (Ghasabeh *et al.*, 2015).

A REVIEW OF MY EXPERIENCE IN LEADERSHIP AND AREAS FOR DEVELOPMENT.

Reflection

I embraced Kolb's model of reflection based on the experiential learning theory because I wanted to understand my cognitive processes (McLeod, 2017). I used the four stages of Kolb's model to examine my leadership experiences and make plans on how to enhance the leadership skills that I did not gain while working at Lazar Mushev Ltd.

Stage 1: Concrete Experience

The concrete experience entails how I encountered new experiences in various leadership positions such as warehouse manager, assistant manager, and accountant (McLeod, 2017). I felt privileged to work at Lazar Mushev Ltd which improved my leadership skills as an accountant, assistant manager, and warehouse manager. I appreciate the duration I exercised my leadership qualities at different levels of responsibilities because I gained a lot and ensured that the company improved its productivity and performance.

Stage 2: Reflective Observation of the new Experience

I assisted Lazar Mushev Ltd in making important financial decisions through tracking, collecting, and correcting the finances of the company. I conducted financial audits, reconciled the banking statements, and ensured that all the financial records are accurate. I gained many skills that included being attentive to details, computer skills, communication skills, analytical skills, and mathematical skills.

Subsequently, I trained employees and scheduled tasks as an assistant manager. Equally, I supervised all business activities, oversaw the performance of teams, supervised shipping of products, received products, ensured efficiency, and processed orders. Moreover, I liaised with the suppliers, transportation companies, and clients. Furthermore, I trained and appraised workers.

Working at Lazar Mushev Ltd enhanced my flexibility skills in planning activities having this made me pleased and content while I was motivating staff to work as a team was quite helpful. Moreover, more workers loved working together and improved their motivation which was reflected in reduced employee turnover as many workers remained committed to meeting their objectives. The experience I had

at the company compares to other areas I have interacted with people, especially, in college where we perform group work.

Stage 3: Abstract Conceptualisation

The abstract stage fosters the development of new ideas, and modification of the abstract concepts I have gained through experience based on the below theories. I exercised my leadership skills both in the assistant management and management positions. First, I used direct and telling techniques as a team leader in the company (McLeod, 2017). Accordingly, most of the subordinates required close supervision and guidance, especially the new employees on the premises. I directed, made decisions, and offered guidance to the employees based on their tasks and roles. In such cases, I instructed the workers and took charge in any given situation or emergency.

I used my persuasion skills to recruit and retain qualified people who were quite unmotivated at the time of my intervention. In such cases, I used the contingency theory of leadership by using rewarding techniques to appreciate their innovation and improvements.

Lastly, I applied a transformational leadership style focusing on participative strategies to engage the employees. The team members were highly skilled, had a high level of competence, and were motivated to work together. I was more democratic and let the team make their decisions where they had expertise. Moreover, I delegated activities to workers that improved their motivations.

Active Experimentation and Action Plan

I gained a lot of skills while working at Lazar Mushev Ltd. Moreover, my behaviour led to improvement and experience at the company. I realised that I am highly committed and remain attentive to the changing needs of the workers and the company. Therefore, I could apply three different leadership styles as required to bring out the best of the workers for improved results. I developed more listening skills that enabled me to understand all the situations. Thus, I leveraged my active listening skills when giving directions and offering support to the employees. I encouraged more participation to enhance the psychological safety of workers. Hence, the employees shared their experiences, opinions, thoughts, and input. Similarly, I improved my coaching skills because I dealt with many workers. As a result, I could meet the needs of all employees in my area of work.

Contrary to the above achievements, I realised that I should work on other areas of leadership skills while engaging different workers. For example, I should train more to improve on my directive style of leadership to engage workers who are low competent but are highly committed to the company. Besides, I should practice transformational leadership skills to enhance my engagement with competent workers. These are the areas (among others) in which I aspire to improve, as outlined in my Action Plan below. (Appendix)

Conclusion

Nowadays, it is essential for a leader to have excellent leadership abilities in order to motivate their team to fulfil the company's objective (Nawaz and Khan, 2016). The purpose of this study is to consider the importance of leadership in today's competitive business environment. The study focuses on Lazar Mushev Ltd transformational leadership style, which is used to run the successful Lazar Mushev Ltd. This study summarises and examines my work experience at the company which lead me to understand and learn new techniques to convey in the workplace. Successful leadership is crucial for firms that must not only survive, but also prosper in today's ever-changing company world.

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Appendix/ Action plan

Leadership development objectives	Leadership activities to undertake to achieve the goals	Where to develop the leadership skills to achieve leadership objective	Target date to achieve the objectives
To be more flexible with arising challenges such as disputes.	Practicing staying calm, planning ahead using planners and being more receptive.	Organising group meetings, at workplace.	30/04/2022
Developing communication skills that reduce the level of inquiries during group discussions.	Consult other managers on how they improve their communication skills.	I will meet the managers at the company.	30/05/2022

To enhance my time management skills.	Prioritising wisely and setting tasks at a time restriction. Organizing my responsibilities and establishing deadlines.	At the workplace.	30/05/2022
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