

Leadership and Management Theory and Practice

(LBCBB6003)

Critical evaluation of leadership experience

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Contents

Introduction	3
Description	3
Feelings	4
Evaluation	4
Analysis.....	5
Conclusion	6
Action Plan.....	6
Reference	8
Appendix.....	10

Introduction

My father is working in an organization for the past 25 years. He has been associated with the textile industry for 40 years. There are numerous companies that he has worked with and has many stories to tell. He has provided a lot of information about the corporate world through his experiences. However, there is one incident that has always straightened up my views on the power of a good leader and how a good leader can strive successfully through harsh and difficult situations. My father is working in Liberty textiles which is one of the biggest exporters of home textile products having an annual production of 25 million meters of fabric. The company employs over 15000 people and is regarded as one of the largest employers also.

Description

The company “liberty Textiles” encountered a problem with their production line a few years back. The company wanted to open a new production plant for the future which would require at least 3 years to construct. In these three years, the total production capacity of Liberty Textiles would have dropped immensely. Their total annual production was 25 million meters of fabric and if the new production plant was to be initiated, the production capacity would have dropped to 18 million meters. This was a huge blow to the production and would have drastically impacted the exports of the company. But the production plant was also important to get constructed for the future of the company. The analyst of the business had suggested and expected that in the coming years the demand for the home textile products would increase and then the company will require to produce more to cater for the opportunity. If the company would not be able to produce the increased demanded capacity, it can lead the customers to switch to other competitors (Sjödin, et al., 2018). So it was important for the management to drive a plan that supports both the plans. My father was in the upper management and he was in opposition to the construction of a new plant. However, the of the directors of the company was keen to construct the plant. After long hours of discussion with the board of directors and convincing each other, my father was able to negotiate the rule off for the construction of the new plant. He proposed that the company will face a huge loss if the production capacity is cut down to such an extent and customers will immediately leave the company if their orders are not fulfilled right now (Carvalho, et al., 2018).

Feelings

Whenever I heard this story I used to think that it would have been a hard decision for the company and even harder was the process of my father to convince them to stick with the current production capacity and let go of the new production plant. I have tried to put myself in the place of my father and have felt that I would not be able to convince them as it requires a lot of persistence and effective communication (Abdel-Basset, et al., 2019). Another thing that I felt was that what if my father was wrong with his decisions then the company after accepting his proposal faced losses in the upcoming future. It would have been a hard situation for my father and the company as well. My father could have lost his job and the company could have beard massive losses (Singh, et al., 2018). On the other hand, I also felt that the decisions should not be made just for personal stakes. Overall success is important to be kept in mind to plan and construct strategies that aid in the development of overall performance and productivity. It could have been a very controversial decision but my father focuses on and prioritizes the success of the company and stood for it (Lombardi, et al., 2020).

Evaluation

My father presented a proposal not to build another production plant and stood for it. His decision was based upon facts and figures and was also supported by his experience and expertise. However, the main evaluation I found from this situation was that a leader should be persistent in their decisions and should be a good communicators with enough knowledge to share and alter the decisions (Stalnikowicz, and Brezis, 2020). It was evident from the process of this decision that communication was the most significant attribute to establish this plan. My father from a leader of his perspective focused on the development of the company and showed his approach to the work. He persisted with his decisions and backed them up with his skills, experience, experience and knowledge (Austin, et al., 2015). These all aspects were then communicated effectively to the board of directors who showed confidence on by the father and progressed with not building the production plant. Another leadership trait I evaluated in this situation was the confidence shown by the board of directors in my father. It could have been possible that my father would have not been involved in the decision making and the directors would have taken their own decisions without the consent of their employees. But the directors showed confidence in their workforce and acquired a democratic approach to formulating this

decision (Ampountolas, Shaw, and James, 2019). One more leadership characteristic I evaluated out of this situation was entrepreneurship. My father as well as the board of directors were open to taking risks on behalf of their company and were debating for the betterment of the company by their means. All the people involved in those meetings were entrepreneurs as they were keen to work for the progress of their company and take risks for the development of the company. The directors of the company were taking a risk by accepting the proposal of their employees of not planning to construct a new plan and my father was taking the risk to present his thoughts and restrict the directors not to moving with a new production plant construction strategy (Audretsch, and Moog, 2022). However, a downside in this situation that I evaluated was that there were not many people involved in context to the employees of the company in this decision making. Other than my father, no other employee of the company was involved by the directors in the decision making process. There is a chance that other employees' contributions could have brought better solutions to the situation that could have a better impact on the business performance (Andrysyah, et al., 2020).

Analysis

The decision-making process of whether to construct a new plan or not had many aspects influencing the ultimate decisions. A limited group of people were involved in the decision-making process and the stake of the whole business was under the decision making of these leaders of business. After analyzing the situation, I found out that reliability and confidence in employees are beneficial attributes that upper management and leaders of the company should have. The leadership of the company should show confidence towards their employees and their expertise as they are the ones who are operating the business and running the production (Habanik, Martosova, and Letkova, 2020). This attitude is also a major player of positivity and motivation for the employees as well. When the leaders of the company how confident in the decision of their employees, employees feel affiliated with the decision process and work even harder for the progress of the overall business. I also analysed that when my father held to his decision of not constructing the new plant, he supported his proposal with relevant facts and figures. He projected the potential losses that the company would encounter if the new plant gets into construction and the current production capacity gets compromised. This shows that the leader should be well equipped and knowledgeable to confront the situations and should be able

to process the potential losses and profits out of every opportunity and threat (Hsu, 2015). My analyses of the situation also made me inclined toward the power of effective communication. A leader should be an effective communicator. The skill to project the ideas and information to the people is vital for a leader to mould the business operations or decisions towards what he/she wants to be. The choice of effective medium of communication, words, body language and temperament to constantly persist for the idea proposed is significantly important for a leader to establish a good decision (Negulescu, and Doval, 2014).

Conclusion

The Decision-making process is not always the same and has to be according to the situation at hand. The current decision of constructing a new production plant was based on the estimation of an increase in demand in the future. Its prevailing outcomes could have been significantly positive for the company in the future. However, the in-hand situation of laying off such a huge production capacity was also not an appropriate decision to make as it would have impacted the business immediately (Agis, 2020). It is evident from the situation that leadership has to prioritize certain objectives of the company and work towards them by regulating the decisions. the proposal of my father was based upon the current situation of the business operations and it could have been proven wrong for the business in the future but it was right at the time of decision making. There is no certain and specific right and wrong in a decision making process and ultimate decision. It all depends on the situation at hand and the resources that complement the decision (Spronk, 2018). There has to be sound knowledge about the resources in possession of the decision-making leader and the expertise to progress with the decision. Without having such attributes, leaders cannot sustain their decisions and can drive the business operations towards losses. If I were in the position of my father, I would have involved other employees in the process and would have consulted with them. This would have provided me with a better consent of the overall organization and would have increased my knowledge, information and relevance to the decision. It would have also increased the impact of the decision I would propose and can even conclude in a very different and maybe better decision. There could have been a solution to the problem which would include the construction of the new plant without compromising the current production capacity (Al Khajeh, 2018).

Action Plan

During evaluation and analysis of this situation, I felt certain lacking in my skillset in leadership that can compromise my position and effectiveness as a leader in the upcoming future. The first lacking I analysed in myself was effective communication. My analysis projected to me that I would have not been able to convince the upper management to progress with my decision if I were in my father's place due to my lacking communication skills. I am not a good communicator and I consider it a big limitation for me to claim myself as a leader. I restrict my ideas to myself as I am not able to gauge what medium and mode should be chosen to deliver and progress my information and proposals to other people. To improve my lacking of communication, I have planned to take formal communication courses from proper institutions that help people to express their ideas effectively. I have planned to enrol in such a course for three months and after three months I will test myself by proposing a business idea to my father. I will try to convince him of the business and if he accepts my proposal I will consider myself successful in improving my communication skills. Other than that, I have also evaluated that I lack risk-taking or entrepreneurship skills. I evaluated that if I were in the face of my father, I would have progressed with the decision of the directors of constructing a new production plant. My decision would be based upon my job security which disregards the overall progress of the company. To improve my risk-bearing and taking skills, I have planned to read books regarding entrepreneurship that will help me to mitigate the risk involved in any decision and will improve my understanding of risks and opportunities. I have planned to improve my skills for six months and after this period, I will assess myself by starting a new business which will reflect my progress as an entrepreneur and a leader.

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Appendix

Skills to improve	Activities to improve the skills	Where the skills will be improved	Planned date to improve the skills
To develop my communication abilities	I will enhance my communication abilities by enrolling in a formal course that includes presentations and activity-based learning activities that will assist me in conveying my views.	A formal institution	2/05/2022
To enhance my capacity for acting responsibly	I'm going to increase my risk-taking skills by reading books on entrepreneurship that include case studies. This will help me get a better knowledge of risk and its many facets, which will help me limit the degree of risk involved.	By reading books	10/05/2022