

Assignment on
Emergent Leadership Skills for the Workplace

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Introduction:

Nowadays emergent leadership is very important in the workplace. Under this leadership style, the leader is not elected rather it develops as a result of the interaction of the group members. It adds more value to the organization. Leadership style plays a vital role in the case of any business organization. Success mostly depends on good leadership style. This assignment focuses on the leadership style of Primark which is an international retailer. This company offers the latest fashion clothes, cosmetics, and housewares at the best value. It started its business in 1969 in Dublin and currently, it has 350 stores in 11 countries around the world. Primark is following the autocratic leadership style now. Though it is a good company because of the autocratic leading style they have to face different types of problems. For this reason, they must implement the transformational leadership style within their organization. It will accelerate the performance of their organization like Whitebread company (Marshall and Broome, 2013).

Part-1

The success of a business organization mostly depends on the efficiency of the leaders. Leadership is a method by which the individual employees of an organization become influenced for achieving any specific goal. Leaders should always have unique qualities. By using those qualities, leaders can properly manage their business organization. Primark is a famous organization in the business arena. Their leadership style is autocratic and they try to achieve success from this type of leadership style.

Leadership:

A leader has to manage many issues within an organization but management and leadership are not same. The manager focuses on the present but the leaders focus on the future. He is engaged to a vision and prefers the long term benefit which is not done by the manager. So a leader adds more value in an organization. Leadership is a part of management (Bonnici, 2011).

Types of leadership style:

A leader can distribute the resources of his organization by using his power. There are 2 types of leadership style, such as- transactional leadership and transformational leadership style. Apart from it, there are 2 different leadership styles too, such as- assigned leadership and emergent leadership style. When a leader is selected based on his position is known as the assigned leader. When a leader is formed from a group in an automatic process based on his influential power is known as an emergent leader. Nowadays such type of leader is very common in the business arena (Charteris-Black, 2017).

Importance of Leadership Style within a Business:

To ensure effective management, leadership is very necessary for an organization. A leader is in charge of all main procedures.. One of his core responsibilities is to motivate his employees though providing financial and non- financial reward. Without his guideline, it won't be possible

to perform the duties of the employees (Plowman et al., 2017). A leader is considered as a morale booster. A leader plays a vital role in case of creating a good work environment as well as he needs to make coordination in between the employee's interest and the organizational goal (Marshall and Broome, 2013).

Leadership Style of Primark:

Primark is becoming famous because of its proper leading style. In Primark, they follow the autocratic leadership style. The leaders of Primark give order to their subordinates and employees. After that, the employees conduct their duties based on the order of their leader. The leaders don't consult with their employees in case of taking any decision (Primark.com, 2019). They mainly order their employees as well as decide according to their judgment whatever it is good or bad. Primark is a large organization so for implementing the democratic leadership style is a luxury for them. They have a large number of employees as well as it is quite difficult for them to consult with the employees in case of taking any decision. So they follow the autocratic leadership style but it creates hostility among the employees of Primark. Besides they also implement the transactional leadership style too. Under this style, the leaders guide and motivate their employees to achieve the goal. They provide a guideline about their goals (Sadler, 2014).

Role of the leaders of Primark:

Primark is a large organization and autocratic leadership is existing there. The authority of Primark believes that it will be tough for them to implement the democratic leadership style within their organization. The leaders of Primark perform different types of roles, such as-

- Different types of conflicts have arisen among the employees as they don't get the chance of providing their decision. The leaders take all the decision and the employees have to follow those. They don't have the right to say anything against the decision. The employees can't trust their leader's decision (Bonnici, 2011).
- In Primark, all the activities are based on the groups. Team members follow group leaders rules.

- The leaders of Primark strictly follow their organizational rules and regulations. For this reason, most of the time the employees don't prefer such type of rigidity.
- As the leaders order their employees and the employees conduct their activities based on the order. So the group members can't show any types of creativity. They don't think out of the box (Charteris-Black, 2017).
- In Primark, the leaders impose rules but they don't provide any clear guideline to their employees. So there is a communication gap between the leader and the employees. It creates a negative impact on their performance.

Existing theories in Primark:

The leaders must make trust among their employees because when the employee can rely on their leader then their performance will increase. In Primark, the Administrative principle by Henry Fayol is implemented. The leader provides the mobilize resources so that the employees can implement their plan properly (Gardner, 2015). For ensuring the good quality work the leaders take corrective action

Strength of Primark's leadership theory:

In Primark, the autocratic leadership strategy has followed. It is tough to implement a democratic leadership style. The strength of Primark in case of implementing such type of leadership theory is given below:

- Because of the autocratic leadership style, equals quick decisions. They don't have to waste any time to collect the idea of their employees. It accelerates their activities to some extent (Primark.com, 2019).
- It improves the productivity of Primark.. That why the productivity increases as they don't get any chance of saying anything regarding the order.
- Autocratic leadership improves overall communication of Primark. The leader passes the order straight to the employees. There is no middle person so the information can't be

manipulated or changed. For this reason, the communication between the leader and the employees are clear (Plowman et al., 2017).

- Under the autocratic leadership style, the authority gives all the directions to their employees and the employees perform their duties based on that (Kirimi and Barine, 2012). As the new employees don't have any idea of doing the work so such type of leadership style is helpful for them.
- In Primark, the autocrat leaders set the targets to their employees. So the employees are aware of their goals. For this reason, the speed of their work increases which is good for the organization (Sadler, 2014).

Limitations of Primark's leadership theory:

There is some weakness in Primark because of following the autocratic leadership style. Though Primark is performing well there are some problems within their company because of implementing such type of leadership style, such as-

- Because of the autocratic leadership style, the employees can't trust their leaders. It creates a mistrust situation. The leaders of Primark think that their employees are not efficient to conduct their duties properly so it is necessary to give them order in every case (Charteris-Black, 2017). But the employees don't like it to follow the order of their leaders all the time. For this reason, sustainable work relationship has not created in Primark.
- Sometimes such type of dependency makes slow of the activity of the organization. If the leaders are not present then the employees can't take any decision if necessary (Gardner, 2015).
- As the autocrat leader thinks that he is all in all of the organization or team so he tries to supervise every small issue in extra care which influences him to micromanagement. Such type of attitudes forces the employees to conduct their duties in a given moment. Because of the forces, the productivity level tends to decrease (Kohler, 2016).

Suitable leadership style for Primark:

The Primark authority should change their leadership style if they want to improve their current performance condition. They are currently following the autocratic leadership style which seems like a transactional style. So they should change it into a transformational leadership style.

Nowadays human resources are considered as an important asset of a business organization. So every business firm must give more focus on human resources. The leaders mainly deal with the employees or their team members (Kirimi and Barine, 2012). For this reason, the leadership style should be good so that everyone can obey the rules, direction, and order of him without raising any question. If the leader encourages their employees, inspires them and motivate them then the employees will perform their duties willingly (Primark.com, 2019). Sometimes people don't like micro-management. In the case of the transformational leadership style, it is not necessary to manage all the tasks by the leaders. The employees can do it if necessary. When they get independence in case of performing their duties then they want to do their jobs willingly (Plowman et al., 2017). Under the transactional and autocratic leadership style, the employees don't get the opportunity of showing their creativity. In Primark, the employees also don't get the chance of showing their creativity. So if they follow the transformational leadership style then the employees can be able to implement their creativity.

Transformational leaders increase the moral standard within the organization. In the case of Primark, it is very necessary. As the employees are dissatisfied with their leaders so they don't hesitate to conduct such type of activity which degrades the moral standard. Under this method, the leader implements such type of ethical rules which can be possible to maintain by the employees. He doesn't forcefully implement it (Powel, 2015). Transformational leadership style builds a good working culture within the organization. When employees can take part in the decision-making process, they treat themselves as an important part of the organization (Gardner, 2015).

The existing leadership style of Primark focuses on the consistent development process but the transformational leadership style makes people free so that they can come up with new ideas. In Primark, they have several product lines, so they must remain their current product consistent and error-free (Hacker and Roberts, 2014).

Related Example:

From the real business world, it has seen that most of the successful entrepreneurs follow the Transformational leadership style. Such style helps them to become successful as well as generating more profit.

- **Jeff Bezos, Amazon:** Jeff Bezos is a successful leader. He amazingly leads Amazon. He is a transformational leader and gives more focus on his unique leadership style as well as innovation. He is the pioneer of E-Commerce and it wouldn't be possible for him to introduce without the help of his human resource. So it can be said that his good leadership style helps him to become famous (Kohler, 2016).
- **Reed Hastings, Netflix:** Hastings introduced a completely new idea in the market. Because of his proper leadership, he along with his manpower can be able to implement their new idea in a successful position.
- **Satya Nadella, Microsoft:** Nadella started working at Microsoft in 1992. At that time he was a corporate leader. He also followed the transformational leadership style and established the new idea of cloud computing efforts. As cloud computing was new at that time so the employees didn't have any idea about it. Because of depending on the leader, the employees of Microsoft could be able to successfully implement their idea of cloud computing (ROTEMBERG, 2016).

Introducing Emergent Leadership Style in Primark:

Having the same person carry out the same leader role is not as efficient. The team members willingly like to obey his rules and direction. For this reason, the effectiveness of their work increases gradually (Primark.com, 2019). In Primark, they can implement the emergent

leadership style because it will help them to make an effective person as a leader.. Such type of leadership style increases the performance of the employees of Primark as well as they can remove their different types of limitations by following this style (Powel, 2015).

After analyzing the overall situation of Primark, it can be said that the autocratic leadership is good for them in some extent but they will get more output if they implement the democratic leadership style within the organization. Apart from it, they can introduce a democratic leadership style to increase the performance of their employees (Sadler, 2014).

Part-2

Whitebread is a UK based hospitality company. It tries to offer better services to their customers so that they prefer Whitebread apart from everything. In the services industry, competition is very high. For this reason, they are more concern about their services quality and customer satisfaction. Apart from it, they also give more focus to their employees because they are the main resource to offer the services.

Analysis of the Whitebread Annual Report:

From the annual report of Whitebread, it has seen that they measure their progress by using a balanced scorecard. They have two other businesses, such as- Premier Inn, Costa. Through these 2 businesses, they serve their customers. Premier is a leading hotel business and Costa is a coffee shop. They cover most of the portion of the UK by their different types of business. They follow 3 strategies to continue their business activities (Whitbread.co.uk, 2019).

Such as-

- Grow their business through innovation.
- Focus on their strength to grow internationally.
- Build the capability and platform to support long term growth.

The Whitebread authority works hard so that they can be able to deliver better services to their customers through strong employee engagement. They hire diversified people so that it will be easy for them to utilize the employee's potentiality in case of organizational success. After hiring, the Whitebread authority trains up their employees by offering different types of the training program. They are committed to responsibly doing their business so that it will provide sustainability (ROTEMBERG, 2016).

Currently, in Whitebread, 50000+ members are working. They try to maintain a good relationship with them for ensuring a good work environment. Apart from it, they donate in

different charitable issues and social crisis for the betterment of society. They are internationally progressing their business.

Business Model of Whitebread:

They give sharp focus on market and based on the market condition they operate their business. they prefer to innovate something so that it will be easy for them to capture the market (Powel, 2015).

Resources of Whitebread:

Being a leading company of UK, Whitebread has enough resources to run their business, such as- financial strength, brand image, winning teams, property portfolio, network, etc. They have specialists to manage their capital effectively so that it will generate a good return. The Premier Inn is the leading business of the UK and the Costa is the favorite coffee shop of UK. They have enough property to utilize those in case of their business purpose. The Whitebread authority set up their network though 785 premier inns, 3821 Costa stores and 8237 Costa machines throughout the world (Whitbread.co.uk, 2019).

Profit Condition of Whitebread:

In 2018, the revenue of Whitebread grew by 6.1% to £3.3 billion and operating profit by 6.7% to £590 million. Also, £877 million of operating cash flow was generated and through disciplined management of capital, return on capital increased to 15.4%, whilst also maintaining a strong balance sheet (Ulrich, Zenger and Smallwood, 2015). The authority of Whitebread donated about £4.6mill in different charity and hospital. Because of their good financial performance of last year, their top management decided that their final dividend will be 69.75 pence per share and the total dividend of 101.15 pence per share.

Growth of Whitebread:

The growth of Whitebread is quite good. They are gradually increasing their revenue, profits, cash flows, dividends and return on capital. The Premier Inn and Costa play a vital role in case of the growth of Whitebread Company. Now they are expanding their business in the international arena.

The employee's management of Whitebread:

For improving the performance of the organization, the Whitebread authority changes their executive team when necessary. Within the organization, they prefer to transform their group structure to increase their performance growth. They maintain different types of commitments to their employees. In Whitebread Company there are about 50000+ employees who are serving about 29million customers. The Whitebread authority continuously collects feedback of their employees from their customers. The customers said that their employees are engaged in their work and provide good service to them (ROTEMBERG, 2016). The Whitebread authority provides different types of opportunities to their employees so that the employees can develop their careers and improve their skills too. The employees provide exceptional services to their customers.

The Whitebread authority continuously listens to their employee's problems and they try to solve those according to their limit. They follow the "Pay for Progression" method in their organization. They offer different types of rewards, recognitions to their employees for motivating them. At the year-end, they analyze the performance of their employees and based on that they provide different types of benefits to them (Youssef, 2016). They offer a pension scheme, flexible work time to their employees. They offer different types of IT training to their employee's so that they can gain the latest technological knowledge and implement that knowledge in their job place. After that, they accumulate decide their working strategy (Whitbread.co.uk, 2019).

They don't create any payment gap because of gender differences. They try to provide equal payment both the male and female employees. For this reason, the employees of Whitebread are happy with their organization (Ulrich, Zenger and Smallwood, 2015). When the employees face any types of problems in case of doing any tasks at that time, the leaders help them so that they can execute their duties properly. Sustainability of Whitebread:

For maintaining sustainability, the Whitebread authority tries to fulfill the interest of their stakeholders. They continuously invest in the development of their human resources. They also give focus on green business too. They don't do such type of activity which can create a negative impact on the society and country (Whitbread.co.uk, 2019). They also involved in corporate social responsibility program. They set sustainable development goals and try to achieve those. The Whitebread has 3 pillars, such as- opportunity, community, and responsibility. They find out the opportunity then create a community and finally perform the responsibility. Focus on Innovation:

The Whitebread authority gives more focus on innovation. They try to capture the customers through their innovation strategy. They try to delight their customers by providing new products and experiences. As Costa is a coffee shop, so it is decorated in such an appealing way. The coffee shop provides a contemporary feel to relax the customers. They offer different types of unique flavor coffee in a designed cup so that it looks attractive. In the case of Premier Inn, as it is hot so the facility and decoration of the room are also quite good. They try to serve the guests with high-quality service (Powel, 2015). Recently, the Whitebread authority opens a "Hub by Premier Inn" under that hub there are 4 hotels. They have a target of offering 3000 rooms to their guests by 2020. They offer services at an affordable price.

Compare and contrast the leadership styles of both company:

Leadership style of Primark:

In Primark, they follow the autocratic leadership style. They mainly order their employees as well as decide according to their judgment whatever it is good or bad. Primark is a large organization so for implementing the democratic leadership style is a luxury for them (ROTEMBERG, 2016). Under this style, the leaders guide and motivate their employees to achieve the goal. They provide a guideline about their goals (Primark.com, 2019).

Leadership style of Whitebread:

In Whitebread, about 50000+ employees are working. They mainly follow the Transformational leadership style. Under this style, the authority and the employees perform their duties based on their dual ideas and knowledge. The Whitebread authority continuously collects different ideas and problems from their employees. The employee's engagement is high in the Whitebread organization (Youssef, 2016). The Whitebread authority provides different types of opportunities to their employees so that the employees can develop their careers and improve their skills too. The employees provide exceptional services to their customers. The leaders of the Whitebread continuously listen to their employee's problems and they try to solve those according to their limit. They have followed fair and transparent reward strategies for their employees. They follow the "Pay for Progression" method in their organization. They offer different types of rewards, recognitions to their employees for motivating them (Whitbread.co.uk, 2019). At the year-end, they analyze the performance of their employees and based on that they provide different types of benefits to them. They offer a pension scheme, flexible work time to their employees. They offer different types of technical training to their employee's so that they can gain the latest technological knowledge and implement that knowledge in their job place. The employees of Whitebread are loyal to their organization as they get enough facilities from their organization. They get motivation for properly performing their duties. Besides, in Whitebread Company, the

employees and leaders create a good working environment and they also maintain a good relationship too (Powel, 2015).

Comparison & Contrast:

After analyzing both leadership style, it has seen that Primark is following autocratic and transactional leadership style. On the other hand, Whitebread is following a transformational leadership style. The top management of Primark thinks that as they have a large number of human resources in their organization so it may be tough for them to implement the democratic or transformational leadership style. But it is not correct. Primark is similar to Whitebread. After analysis, it has seen that the current financial condition and revenue condition of Whitebread is quite good than Primark (Primark.com, 2019). Apart from it, their business growth rate is also high. As the employees of Whitebread are satisfied with their firm s they think about the welfare of their organization. On the other hand, the employees of Primark are not that much satisfied with their firm. There are different yes of hostility and conflicts among the employees and the leaders of Primark. As the leaders of Primark order their employees so the employees are not that much happiness to them (Hacker and Roberts, 2014). They don't like their leaders. Apart from it, they don't take part in the decision-making the process as well as they can't provide their idea and knowledge to the top management. So they are dissatisfied to their organization. Such type of dissatisfaction decreases their loyalty towards the firm. The leader of Primark doesn't want to hear their problems but the leaders of Whitebread hear the problem of their employees (Whitbread.co.uk, 2019). There is a center for the employees counseling and feedback collection in Whitebread but in Primark, there is nothing like that. The employees can't deliver their opinion. They are bound to maintain the order of their leader.

The Whitebread authority provides a reward to their employees based on different aspects but in the case of Primark, there is also a performance bonus but not that much effective. In Whitebread, they arrange different types of training facilities for their employees throughout the year but in Primark, there is not that much opportunity of joining training by all. Some specific employees can join there who are selected by the leaders. There is no career development

opportunity in Primark though it is a famous company. On the other hand, in Whitebread, employees can improve their skills and get enough chance to develop their careers. If they switch this job then they will be able to cope up in the new job place too as they have gained enough knowledge from their existing job place (Ulrich, Zenger and Smallwood, 2015). In the case of the employees of Primark, it will be tough for them to cope up with the new job place if they switch because they don't have enough knowledge and skills. There is no flexible work time for the employees of Primark but it is applicable in Whitebread.

In Primark, there is communication gap among the employees and the leaders as they don't communicate with their employees properly (Primark.com, 2019). In Whitebread, the employees can easily communicate with their leaders as well as top management through the counseling center. The employees of Whitebread trust their leaders, they believe that the leaders don't provide them any types of the wrong direction as both parties set their working strategy. In Primark, the employees can't trust their leaders because the leaders try to implement their ideologies and knowledge. They completely ignore the employee's idea. Such type of attitudes reduces the productivity of Primark. On the other hand, the productivity of Whitebread is increasing day by day. Last year their revenue had and profit growth also increase. Now they want to expand their business in a more international arena. The leaders of Whitebread don't implement their ideology or ethics. They try to match up to their ideas with the employees so that the implementation will be fruitful. In Primark, leaders don't care about other people's ideology. They treat themselves all in all (Bass and Riggio, 2014). They don't think whether their decision is correct or not, whether it will be good for the firm or not, whether the employees are happy with this decision or not. In the case of poor performance, it is difficult for the Primark authority to rectify it but the Whitebread authority can effectively manage their poor performance. As the employees are happy with their firm and they can do anything for the betterment of their organization. That why it is not difficult for them to manage their poor performance in Whitebread company (Whitbread.co.uk, 2019).

After analyzing both firm, it can be said that because of the leadership style there is a huge impact on the organization. As the leaders are friendly to their employees in Whitebread

company so it works like a motivation for the employees. On the other hand, the leaders of Primark are not that much cooperative with their employees so they are dissatisfied to their organization. So the Primark authority must change their leadership style as soon as possible if they want to improve their current performance condition. Apart from it, they should motivate their employees in different ways so that their dissatisfaction will reduce and they will be loyal to their firm (Bass and Avolio, 2016).

Conclusion:

The Whitebread and Primark both are famous business company but there are many variations within these 2 organizations. A leader plays a vital role in case of the success of a business as he has to handle all the issues. A leader directly handles the employees so it is necessary for a business organization to implement a good leadership style. From this assignment, it has seen that the main difference between these 2 companies is leadership style. Only the leadership style boosts up the performance of Whitebread Company and decreases the performance of the Primark Company. The leaders of Whitebread are friendly to their employees which works as a motivation for the employees. On the other hand, the leaders of Primark are not that much cooperative with their employees so they are dissatisfied to their organization. So the Primark authority should adopt the transformational leadership style which will accelerate their employee's performance as well as ensure a good working environment.

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