

BMIH5004: Management & Organisational Behaviour

Academic Essay

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INTRODUCTION

Effective leadership refers to the ability of a leader or a manager to be able to positively and successfully influence and motivate a team of individuals. This essay will aim to critically analyse the relationship between organization culture, leadership style, operational efficiency of the firm and effectiveness of employees. The management and leadership styles will be assessed in response to two popular models known as Blake and Mouton's Managerial Grid and Adair's Action Centred Leadership model. In this essay, the model will be applied to assess Craig Poole's leadership style. (Hassi, 2019) Craig Poole is an award winning successful leader who is the president of Reading Hospitality Management. The focus will be upon his leadership style in the context of DoubleTree Hotels by Hilton.

MAIN BODY

Blake and Mouton managerial grid

Lars de Bruin, (2022) has stated that this managerial grid is helpful in analysing the working and management style. This grid contains many aspects like improvised management style, produce or perishes management style, middle of the road management style, country club management style and team management style. The grid mentions that the improvised management score is on people concern as well as outcome; this part in the grid shows that the manager is taking low efforts for making strategies and policies that are useful in increasing the productivity and motivation of the employees. The produce and perish management style refers to the style of manager showcasing low concern towards the employees whereas high commitment towards the result, these leaders are usually result oriented and are dominating towards others. The middle of the road approach helps the leaders in maintaining a balance between the goals and objective of the company as well as the needs of the employees (Posadzinska, 2020). The country club approach refers that the manager is highly concerned about the employees as compared to the result. The team management style helps the manager in being highly concerned towards the people as well as towards the result, this style is considered as the most affective style of management.

Craig Poole is the general manager at Doubletree by Hilton. Craig plays an important role in the organization by managing number of employees and work under his guidance. Being a general manager Craig holds one of the most responsible roles in the organization. Managing several people takes a big responsibility, and this general manager is capable of that. The task

and action of the Craig makes him a good leader. The management style of Craig Poole can be analysed using the Blake and Mouton management grid (Mindapa, 2022). Among all the 5 approaches from the grid, the best suited management style of Craig Poole is middle of the road approach, as the general manager knows to balance the needs of the employees as well as the goals and objective of the organization.

Craig is clear with the priorities by striking a balance between the need of result and care for the employees at the same time (Taheri, 2020). Craig believes that employees and the work are the important pillars of the organization and nothing should be neglected in order to achieve the organizational goal, it is important for the organization to keep the employees happy, hence he used to care for the employees, but he also understood that productivity cannot be ignored so he managed to get good productivity by maintaining high morale and motivation of the employees (López-Cabarcos, 2022).

Craig believed in maintain a good relationship with the employees by motivating them for the future communication. Poole works hard towards increasing the prosperity among the employees. Craig has build an open and inclusive atmosphere in the organization so that the employees can share their views and opinion in a comfortable space, this helps the employees in feeling significant and increasing the innovation and creativity in the organization (Hee, 2019). Under the guidance of Poole, the environment in the organization is collaborative and supportive. He has created a workspace that is comfortable for every employee.

Adele Gutman, (2021) believes that Poole knows that maintaining the high motivation among the employees can positively affect the productivity and efficiency of the employees and the organization. Craig focuses on building a relationship with employees in every level of the organization. As an effective leader, Craig's primary focal points are always a positive relationship between the employees and their work they do for the organization. An effective leadership is important to influence the employees in positive way (Kalogiannidis, 2020).

Apart from focusing on the outcome, Craig has always been determined about his followers. Poole has also worked towards creating collaboration among the employees and the customer. The organization has a friendly work culture under his management style, so that employees are always loyal towards the organization and does not take work as a burden. He knows that collaboration between other employees are necessary for a good team work hence he put efforts in creating a positive work environment for working (Katz–Navon, 2020). Since Poole has given significant importance to the employees and the work both, the

productivity of the organization has been on the good side. Craig understands that the support among the teams and the employees are directly proportional to the result, hence he has created an open space for the employees to work and communicate with each comfortably. A good organizational culture motivates the employees to come to the work every day.

Posadzinska, (2020) the communication has been made easy in the organization for effective team work. He deeply understands the correlation between employees and the organization that a motivated and satisfied employee can be highly effective for the organization. Poole seriously cares about the opinion and thoughts of his team; hence every employee's voice is heard in the organization (Szczepańska-Woszczyna, 2020). The organization keeps fostering the work environment so that employees do not get pressurized by the work. All kinds of interests and requests of the employees are considered by him as he understands the importance of personal and physical well being of the employee's is directly related to the efficiency of their work. The management and leadership style of Craig Poole is very useful for the organization and its success. He possesses all the qualities an effective leader should have. Craig's commitment towards work and employees are commendable.

(1,9)								(9,9)
				(5,5)				
(1,1)								(9,1)

The management style of Craig Poole lies in the middle of the grid highlighting middle of the road approach.

Action Centred Leadership model by Adair

The Action Centred Leadership model is a popular leadership assessment tool developed by John Adair. The model reflects on the core strategies and actions to be taken by the leaders in order to effectively lead their team or organization in general. The actions to be taken are grouped under three categories, namely, Task, Team and Individual needs. (Ackah, 2019) This model is applicable in multiple situations for leaders belonging to all the domains or industries.

The task group comprises of activities that a leader needs to take for getting the goals accomplished. In the Team group or circle, those actions are there which help in effectively managing the team and working cohesively. (Ross, 2021) Lastly, individual's particular needs are taken care of in the individual group. These groups overlap and the activities of one group impact those of others.

Managerial Leadership Evaluation of Craig Poole

The President of Reading Hospitality which also owns the Hilton's DoubleTree Hotels, Mr. Craig Poole is a renowned leader and successful manager in the hospitality industry. (Hermawan, 2019) According to a statement by Craig Poole, during the Covid pandemic times he proudly said they not only retained their current employees as against others in the business who were downsizing but they even created new jobs. This was done by starting new ventures and by purchasing an art museum and a shuttered country club. Moreover, their revenues also increased by 30% during those times.

This suggests that Craig's leadership style has pronounced element actions related to team and individual needs of the Action centred leadership. Increase in revenue points towards task oriented actions. Poole's experience in management and exceptional effectiveness in various phases in the workplace signify that he possesses all the traits and knows a good balance among these. Craig Poole is known for having excelling networking skills and well established connections which put more emphasis on the team and task needs as this network is utilized for getting the best deals in business. Moreover, Craig is known to be a dynamic leader which strategic approach of planning aiming to boost the top line and bottom line sales (Adair, 2022).

Again pointing towards the task based actions. Craig Poole is known for aligning the task management plan and strategies with the organizational culture. He has also developed a plan for assignment completion which includes KPIs, timetables, project specifications, strategic plans and methodologies. Craig employs performance characteristics for ensuring successful project completion and uses relevant data for problem solving and while constructing assignments. Craig believes in building systematic organized plans for defining task guidelines and deadlines. (Du, 2020) He considers establishing roles and responsibilities, metrics, reporting criteria and objectives for this purpose. These traits clearly signify his attention to details and focus on betterment of strategies and successful completion of tasks

making him a leader more fitting in the task needs group of Adair's Action Centred Leadership model.

However, as observed by Manalili et.al (2020) apart from this Craig also focusses on evaluation of the efficiency and collaborative strengths of the groups he is leading. Craig and his team majorly focusses on competency, group cohesiveness, transparency, morality, attention to objectives, resolving group disputes and working cooperatively in alignment with the task plan. This suggests Craig doesn't ignore the team needs of this model. Craig motivates the group members, facilitates recognition and promotes unity which eventually helps them in making them independent and passionate to achieve the task and increase productivity. He is also humbly invited for many public speaking occasions and motivational speech gatherings owing to his power of words and years of experience and expertise as a successful award winning leader.

This makes Craig a people's person. According to Niemelä (2019), as a practical example, it can be stated here that it is Craig's practice to send out his team members to different hotels in the industry to experience the offerings and services provided by them. Post this, Craig seeks their perspective and ideas to beat the prevalent competition in the industry. It is also observed in this context that the group members usually find their hotel to provide authentic hospitality services as compared to the basic hotel experience given by competitors.

It is also observed that the individual needs are also acknowledged and taken care of in Craig's leadership style. As a successful and respected leader, he develops a rapport with most of the individuals in the team and tries to assess their personalities, skills, competencies and goals to assign them the most suitable role in any project or situation. Craig consistently tries to link the efforts of the team with the targeted results. In case of deviations and delays, he helps in finding solutions and takes feedback and suggestions. (Adair, 2022) In the DoubleTree hotel, Craig employed mostly the locals who were marginalized and even felons deserving a second chance. His focus was on selfless people while developing these teams who had the knowledge on the tastes of the customers to be served as guests in the hotel.

Hence, it can be concluded that Craig Poole is a visionary leader who adapts as per the situation and has balanced traits of all the three groups of the Action Centred Leadership model of Adair. However, as per the beliefs of Price-Dowd (2020) Craig's style of leadership has the core element focussing on the actions that relate to increasing organizational efficiency by achieving the tasks timely and producing quality output and services. Therefore,

Craig's managerial leadership style is maximum component of the task needs related actions group.

CONCLUSION

The report has discussed about the management style of Craig Poole through Blake and Mouton managerial grid. The analysis showed that among all the management approach from the grid, middle of the road approach is preferred by Craig. The report has also highlighted the effectiveness of this management approach. The report has included a grid that has highlighted the part that lies under his management approach. The report has briefed about the Adair's model of action centred leadership that has included the leadership evaluation of Crag Poole.

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