

# **LEADERSHIP AND MANAGEMENT**

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## **INTRODUCTION**

Leadership development refers to ability of individual that motivate, inspire and support the team members or other people to meet the goals and objectives in more convincing and professional manners. In the current business scenario, leadership of top management or leading people plays critical role to influence the knowledge and capabilities of staff members that helps to improve the performance. In other words, leadership is expansion of a person's capabilities to be effective in leadership roles and process. These roles and process involve setting the direction, creating alignment and maintaining commitment in groups of people that are sharing the common objectives.

The concept of management development refers to improvement in the manager's style to handle the situations and resources according to needs and planning of organization. This kind of development helps to develop the future manager and influence the learning culture within the organization that creates healthy and competitive working environment. The report will explain and critically analyze the concept of leadership and management knowledge that is beneficial for organization considering the case study of Ents and Extecs. In the next part report will analyze and evaluate the approaches to identification of leadership and management needs to meet the current and future requirement of organization. Moreover, report will analyze the leadership and management development as well as consider the ethical and professional approaches that could be helpful in professional development.

## **CRITICAL ANALYSIS OF LEADERSHIP AND MANAGEMENT CONCEPT THAT CONTRIBUTE IN ORGANIZATIONAL COMPETENCE**

For managing the leadership there are various types of styles and activities that could be used and followed by the manager of Ents software developing organization. According to given case, organization is having 300 employees in two centres in UK and a relatively new centre opened in 2010 in China. Employees are highly qualified and are from a technical background, with a very small marketing team responsible for identifying commercial opportunities and outlets to sell new developments. In order to maintain the services and quality of products, role and responsibilities of manager needs to be increased by using the different approaches of leadership and management development. Moreover, company is looking to expand the business in the global areas by using the merger and joint-venture techniques. As per the given information, Ents has recently been forced to merge with another organisation, called Extec which is already being specialising in foreign

markets. Extec employs a staff of 700 people with half of these being based in China, with its headquarters in the UK (Avolio, 2010). Extec employees have been expected to be entrepreneurs, innovators, business focused, adaptive to change; team builders and accountable for results. Now to maintain the growth and developing the co-ordination and sustainable approach with the other organizations, the management of Ents could use the following leadership and management approaches and concepts that would be helpful in increasing the skills and knowledge of staff members. Both the organizations are using the different leadership and management approaches and theories that have significant impact on the business operations of companies. Following are the key approaches that have been identified in both organizations:

#### Approaches to leadership development

Leadership is defined as doing the right thing, while the management is meant to make things in right means. Managers and leaders plays two several types of roles in organization. Managers offer appropriate and useful facilities to team members and they are enjoying the achievements which is gained by the team member's ability (Van Velsor.et.al. 2010). In this case, the managers of Ents are glad that their team members are highly qualified from a technical background. Moreover, a very small marketing team is responsible for identifying commercial opportunities and helping to encourage the business in the potential areas. On the other side, leaders are helping others to do the right things in right manner.



Figure 1: Leadership

They are formed of a mission to create new ideas, something innovative and take decisions in critical situation. While leaders set the way, they must also use management skills to train their employees for the achievement of goal with minimum risk and barriers. Leaders can be anyone who has leading skills and who can think out of the limits from current business process and keep the

staff members motivated that increase the standard of performance. For a leader it is essential as they should have experience and knowledge in particular business task, business projects and meeting that would be useful to the workers in the organization (Schein, 2010). Good managers are always allow leaders to motivate and trained employees. ***“Leaders don’t create followers, but leaders”***.

In this case, the leaders and managers have created good and healthy relation with employees. Leaders are always ready to improve team member’s performance. Sometimes team member wants a different and new method and way of training and for that reason, leaders are choosing any other leadership style on the basis of employees need (Komives.et.al. 2012). Here the leadership styles and theories are as follows:

### ***Trait theory of Leadership***

This theory suggests that leaders are born leaders or with specific qualities and skills that make them better in leadership. The specific qualities and skills include leading style, creative thinking, with positive attitude and handle responsibility in systematic manner (Northouse, 2015). The theory shows that any individual can emerge as a leader across different situations and tasks by gaining the knowledge about the new trends and activities.

### ***Laissez-Faire Leadership Style***

This theory says that every individual is capable of the leadership. The individual should be good in communication, well trained and groomed according to professional standard, high qualification and should able to perform as a middle man between managers and employees. Moreover this theory of leadership development put major concern over the employees particularly on the technological and scientific skills. This is more appropriate for Ents software development organization to implement for developing the leadership qualities (McCALL, 2010). Generally, this leadership style found that leaders lead to the lowest productivity within groups.

### ***Contingency Leadership Theory***

According to this theory, there is no particular method of leading teams at any place. Every leadership style depends on situation, problem and huddle, which shows that the people who are able to perform their best in a critical situation are the best leaders. **According to given case, it is been analyzed that leadership at Extec has significant influence of this type of leadership theory. The nature of leadership at Extec focuses on the acceptance of changes that would be beneficial for organization to encourage the performance of staff and meet the objectives in more professional manners. This theory is extension of trait theory of leadership. Usually, leader is happier to express their leadership style when they feel that their team will be approachable and it is accepted by the**

**Contingency Leadership Theory.** Moreover, this theory assumes that effective leader's personal traits match the requirements of the circumstances in which they might find themselves. This theory recommends that good leadership is depending on the features of leaders and on their performance (Egan, 2013). This theory helps in thinking about changes in leadership style and maintains and improves in current performance of employees.

**Influence and power theory:**

In order to influence the leadership quality and competences, the top management of organization could use the power theory of leadership. **According to this leadership style the top management of Ents could motivate the staff members by offering them rewards and incentives that will help to promote the approach of taking initiative to get things done in efficient manners. This kind of leadership is beneficial for Ents management to keep the staff member engage in the process to achieve the target and maintain the effective flow of business that encourages the production and quality of services.** This kind of approach is helpful to develop the healthy and competitive working culture with combination of new and existing process of working considering the involvement of new staff of merged organizations (Dalakoura, 2010). Apart from that, this kind of leadership does not helps to develop the relationship with the employees but keep them motivated through establishing the reward structure and designing the tasks as per the current trends and requirements of software industry.

Approaches to management development

For proper development and establishment of business operations and processes, organization has to consider the different approaches to management. For the given case, implementation of different management approach will help to encourage the skills and knowledge of managers to increase the efficiency in operations and meet the deadline of tasks. The mention organizations are using the different management styles and approaches that have vital impact on the business operations and daily activities (Wheatley, 2010). Moreover, by using the following management approaches organization will able to gain the competitive and economic advantage that also aids to expand the business in more convincing manners.

**Bureaucratic management theory:**

This is been known as scientific theory of management that has been presented by the Max Weber that focus on the dividing the organizational work into line order that would be easier to control and manage. By using the theory of management development, Ents would be able to improve the standard of operations using the high degree of division of labour and specialization. According to this theory of management, organization will assign the role and responsibility to managers and workers considering the skills and knowledge that will support to improve the

efficiency and effectiveness in terms of costing and utilization of resources (Jackson and Parry, 2011). Moreover, this management approach gives importance to legal process and legislations. However this approach of management is useful for developing the sustainable process but it emphasis on the rules and regulations that delayed in decision making. Additionally, this management approach involves lot of paper work that affect the efficiency.

### **Clutter bucks (Mentoring approach)**

This type of management approach is beneficial for personal development that focus on the knowledge, new trends, policy and procedure for completing the tasks as well as directing the human resources to achieve the objectives of organization. According to this management development approach the top management of Ents will be able to provide the help to managers and staff members for learning of communication, increasing coordination with different organization and improve the transmission of social capital and knowledge. According to given case, the Extec is delivering high performance services and products as per the requirements of customers. With a track record of high performance in these areas it is now also experiencing talent shortages especially with regard to senior roles in the Chinese arm of the business and recognises the need to further develop its talent pool (Goetsch and Davis, 2014). For that reason the management could use the mentoring management development approach for encouraging the knowledge of managers.

### **Chaos theory**

This theory is including the set of idea that helps to transform the older generation into new forms of management system. This theory would be used for developing the control, utilization of resources and improvement in the energy. In order to maintain the services and quality of products, role and responsibilities of manager is need to be increased through using the different approaches of management development. For that major benefit of Chaos theory is predicting financial market, modelling of manufacturing system and utilization of IT tools for better management of operations and proper planning of resources. Apart from that, this theory is not simplistic and has direct application to use (Anderson and Anderson, 2010). Now to implement this theory, Ents management has to consider the effectiveness of manager in terms of knowledge and planning of improvement in the management of resources.

## **CRITICAL EVALUATION OF APPROACHES TO LEADERSHIP AND MANAGEMENT**

### Areas for Improving Leadership Development

For the effectiveness of leadership development programme, it is important that all the associated activities are smoothly conducted. It is important that the leadership development

programme is properly monitored and the activities needs to be identified which could be improved upon. From the above analysis, it is being identified that both the organizations are using the similar kind of management and leadership approach according to situations and need of time. In spite of that following discussion will help to evaluate the effectiveness of approach and issues that organizations are facing. For improving the leadership quality of an individual, organisation can conduct trainings and mock exercises which would help an individual in boosting the confidence. An individual with better leadership skill has more chances of promotions (Bishop and Phillips, 2012). The leadership development program helps in the following qualities:

### **Taking Initiative**

Every organization wants that the employees who work with them always take initiative. A better method to improve leadership skill is to take tasks beyond the current job profile. If he or she takes extra task than they learn more about the work and learning is best and comfortable way to develop skills. According to case, it is been carried out that the staff members of Ents are taking initiatives by developing new ideas and plan for encouraging the efficiency in working and meet the objectives in given deadline. In spite of that, lack of communication and co-ordination with the departments is hampering the overall process of Ents (DePree, 2011). Moreover, by taking initiative at workplace helps in improving the leadership role at organization. Ents is focusing on boosting and motivating the leaders to take extra responsibilities and improve their skills.

### ***Be Committed in the organization***

Leaders are required to plan, review and monitor the operational tasks as well as require lot of efforts to encourage the commitment of staff members for utilizing the opportunities. Extec managers are focusing on the improvement on the commitment level of staff members by offering the rewards and incentives. In spite of that lack of training and knowledge about the global changes is affecting the leadership effectiveness at workplace (Freeman, 2010). Thus it is important the leaders do not get frustrated and are committed to achieve the goals and objectives assigned to them.

### **Treating people correctly**

Every employee wants treating them in right manner from their leaders. Leaders can either have positive or negative attitude towards situations. Extec organization is experiencing the shortage of talent to extend the business in China. The major reason behind that is lack of treating the staff members in proper manner. However the leaders and manager of organization are having the good knowledge about the needs of staff member but still there is requirement of improvement in treating the people. Now, it's up to managers who need to come with positive attitude to motivate



their teammates to achieve their objectives (Herman, 2011). If the managers have negative attitude then the team could be de-motivated and may fail to achieve the organisational objectives.

### **Maintaining positive attitude**

In order to craft improvement in the leadership quality and skills to motivate the other people to work with energy, leaders of Ents and Extec organizations have to maintain the positive attitude. The positive mindset of individual can make difference in groups and departments. This is important for leaders to have positive attitude towards the operations and outcome of staff members (Rice, 2010). However managers of both organizations always tries to maintain the positive perception to encourage the staff but high level of work pressure affect the behaviour of individual.

### Areas to management improvement

There are certain areas that have been identified for improvement in the management prospective. Ents and Extec need to establish high quality services and products standard that meet the satisfaction level of customer as well as support to expand the business. Following management activities will support organization to overcome the gaps and improve the management qualities:

#### **Improvement in communication:**

For better management, communication among the various departments and supplier plays critical role. The smooth follow of communication and proper use of professional language is essential for Ents and Extec to expand the business as well as improve the management standard (Huber, 2013). **Apart from that, it is been identified that lack of communication and knowledge about the new terms in global communication is affecting the flow of business. In order to identify the opportunities in the global market, communication with the external sources requires improvement. Management of both the organizations are lacking in the global communication as well knowledge of culture of identified market which affecting the management process.** For example, by having good communication the organization would be able to manage the situations as well as make strong relation with the other companies with the aim of expanding business. This is an important area where Ents have to make changes.

#### **Motivation:**

In order to develop the management services as per the current situation and effectiveness, motivation from top management of Ents is required that will help to meet the objectives in more professional manner with the support of staff members. Motivation is key elements for improving the confidence and performance of individual at workplace (Turner, 2014). For example, Ents management could motivate the staff members by offering those rewards and promotion. This kind of activities will be helpful for Ents to increase the production and efficiency of individual.

## **Improvement in skills:**

According to analysis of case study, it is been identified that Extec is not having any professional training and development module for staff members that enhance the effectiveness of skills individual have. It is important for organization to establish proper training and development plan by analyzing the needs and areas of lacking (Dimmock, 2013). However organization has offered the e-learning package for staff members that will be beneficial for staff members to understand the need of changes in the skills or craft improvement by reading, watching or listening to the audio.

## **EVALUATION OF LEADERSHIP AND MANAGEMENT INTERVENTION FOR DESIGN AND DELIVERY**

### Strategic issues

iTech organization is working with the aim to integrate the management teams of two organization within two months of period. According to case analysis, it is been considered that, organization is having issues like misbehaviour at workplace, lack of understanding about needs and culture of staff members at new location and learning that influence the skills of staff members. Learning and development is key components of organization in the current scenario that helps to maintain the effectiveness in management and directing the staff members (Kerzner, 2013). In spite of that, lack development needs is major issues that affecting the planning of organization to expand the business. Moreover, organization is also not having the specific strategy that could influence the operational planning.

### Measurement of performance

In order to measure the performance the top management of organization could use the different tools and techniques such as 360 degree feedback, rating and achievement of target. These tools will help HR manager of supervisor to analyze the performance of staff member and develop the plan to overcome the gap and enhance the capabilities of individual (Easterby-Smith.et.al. 2012). For example, iTech manager will evaluate the performance of staff by collect the feedback from the peers, customers and other employees as well consider the track record for analyzing the achievement of target. This kind of approach and technique will help to measure the perforce of employees at workplace.

### Alternative approach for leadership development for iTech

For a service industry organization, it is essential to have good management and leadership interface that helps to achieve the goals and objectives more professional manners. In order to achieve the strategic objectives the management of iTech use the different leadership. According to given case, iTech is looking to expand the business in China and different parts of US. For that reason it is important for organization to have different approaches for leadership and management. In addition to this, organization is having merger with the iTech that have significant impact in the market of China. iTech, the aim is for managers to become increasingly professional with a strong emphasis on leadership together with a new agenda of demands and expectations. The new board of directors recognise the need to align development strategy with the overall strategy, culture and needs of the organisation. Leadership development is useful for linking the experiential nature and the improvement in social and situational prospective that followed by the organization to engage the staff members (Vaccaro.et.al. 2012). However, they also recognise that achieving this is a major challenge.

For a leader it is important to have good knowledge about the tasks and new process of managing the resources that encourage increasing the efficiency. According to analysis it is been consider that, iTech management could use the aesthetic method of leadership which will help to access the feelings, immigration and experience for analyzing the importance of resources. In addition to this, managers will be leading from the front to encourage the skills and able to think out of the limits from current business process as well keep the staff members motivated that increase the standard of performance (Chhokar.et.al. 2013). Moreover, understanding of culture, needs and effectiveness of new trends in China will help to overcome the major challenges and help organization to build the market. For a leader it is essential as they should have experience and knowledge in particular business task, business projects and meeting that would be useful to the workers in the organization. This kind of approach would be beneficial iTech manager to maintain their effectiveness and inspire other staff for contributing in the organizational process using the e-learning programs.

### Alternative approaches for management development for overcome the issues

There are various approaches that have been used for developing the management process as per the global standard within organization. For the given case, distinctive approach of management could be beneficial as it is combination of managerial knowledge along with proper knowledge of individual's needs. If the organization focused on the personal development will improve the effectiveness of each staff and maximize the contribution in business development process of iTech. For achievement of goals and objectives it is important for organization to gain contribution of staff

(Northouse, 2015). Following are the key approaches that would be used for development of management process as well as mitigate the strategic issues for iTech:

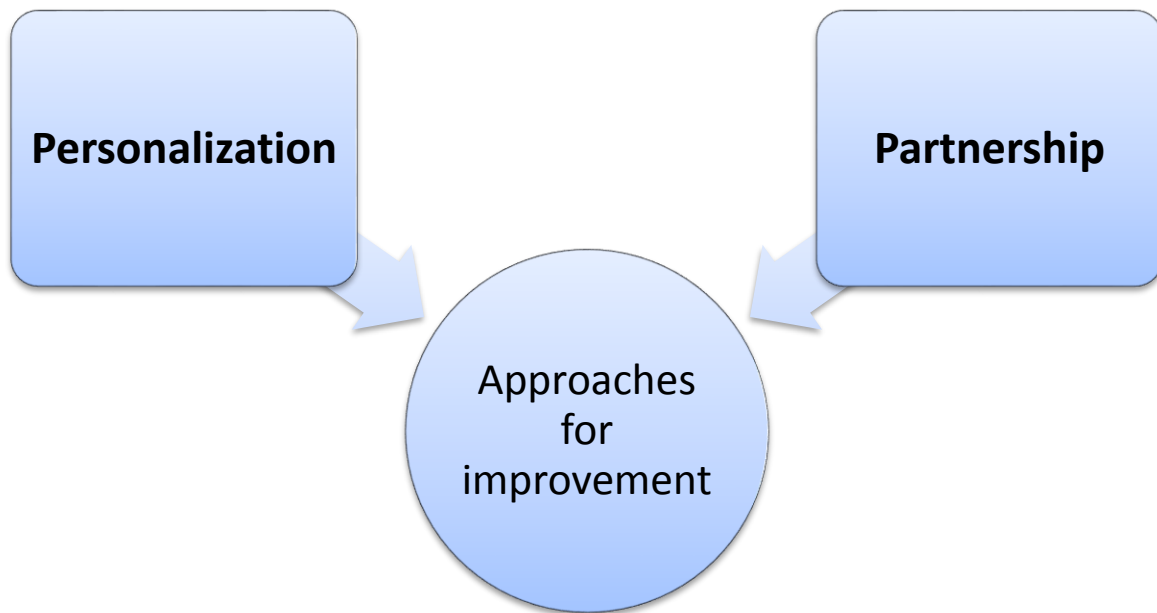


Figure 2: Approach for improvement in management

**Partnership:**

For given case scenario, organization is having merger with the leading organizations in different fields. This is an effective alternative option for developing the new approach for managing the operations of business as well as understands the new concept of global business (Bathurst and Cain, 2013). Partnership and mutual efforts of organization could make the difference in management process as it will help to optimum utilization of resources, proper supply of raw material and allocation of tasks to skilled staff members that will influence the quality of products.

**Personalization:**

Within an organization every individual has specific part to play that is defined by the management. In spite of that in the current scenario, organization is looking for highly skilled staff members who can perform multiple tasks and guide the peers (Turner, 2014). This kind of approach needed proper training and strong personality that could make difference in handling the situation as well make effective decisions to prevent from the crisis.

## RECOMMENDATION AND ETHICS

### For leadership development

It is recommended by analysis that the arrangement of leadership development to commerce tactic and optimum utilization of HR inputs by specialist are the major things to develop the significance of leadership development performances in an enduring business.

- ❖ Strategic Alignment: Approach of align development of the organization states that the authorities under which the leadership development is being are liable to regulate and power relationship between the focus of improvement in which temporary and lasting impacts are counted (Canals, 2012). The organization would implement the working culture of Ents and Extec that will help to meet the business objectives as well help to maintain the positive relation with the staff. They are liable to decide precedence related to the circumferences of knowledge. The absence of alignments will put the connection of leadership development to commerce tactic in puzzlement.
- ❖ E-learning: This is an effective process for encouraging the knowledge and skills of managers that will help to meet the objectives more convincing manners. By using the online sources, iTech management could offer the important information about the changes and trained them to implement the plan. E-learning is cost and time effective that will be beneficial for iTech organization to increase the strategic and tactical knowledge considering the global changes (Collinson, 2012).

### Recommendation for management development

An organization is effective until the workers give their best effort to achieve the objectives. Thereby, changes in the policy and strategies for management development must involve active staff development to enable hope and confirm engagement of the changes. The software development organizations like Ents and Extec are maintaining the healthy and positive working environment for staff especially for women. iTech management has to make changes in the working culture by implementing changes in the process of working and dealing with staff. As per the modern HRM culture proper coaching and feedback collection will help to analyze the management issues and plan to overcome the impact on products and services (Bishop and Phillips, 2012). In addition to this iTech management would be able to improve the standard of operations using the high degree of division of labour and specialization. According to this theory of management, organization will assign the role and responsibility to managers and workers considering the skills and knowledge that will support to improve the efficiency and effectiveness in terms of costing and utilization of resources.

The managers should explore desirable and undesirable impacts and their corresponding results respectively. Staff development contributes to the culture and individuals team work. In addition to this, proper monitoring of staff members and real time guideline for managing the operations will influence the management approach of iTech. For monitoring of individual's performance, using the 360 degree and rating process would be appropriate. There should be a rich working environment and investment for the improvement of the organization (Cullen and Turnbull, 2012). The team of participants in the staff development actions should be handled carefully. Time may come when the group is composed of the staff in a similar seniority and position. The involvement of managers with the staff members is important as the interaction level has significant influence on the confidence level of staff and support to manage the operations. In addition to this, it is also been recommended to the iTech management to increase the involvement of staff member into decision making as they have in-depth knowledge about the issues and gaps that are affecting the work. This kind of approach will help organization to sustain the market position and craft improvement in the existing approach of expanding business.

## **CONCLUSION**

From the study, it is been carried out that management and leadership are the two major elements that have significant impact on the business outcome and process of managing the operations. Report has critically evaluated the concept of management and leadership by providing the information about the different styles of managing and directing the people at Ents and Extec. In the next part, report has analyzed the strategies to meet the current and future needs of iTech organization that will help to encourage the existing process of business. Moreover, report has demonstrated the issues regarding the design and delivery of products and services that as well provide the recommendation for both leadership and management development.

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