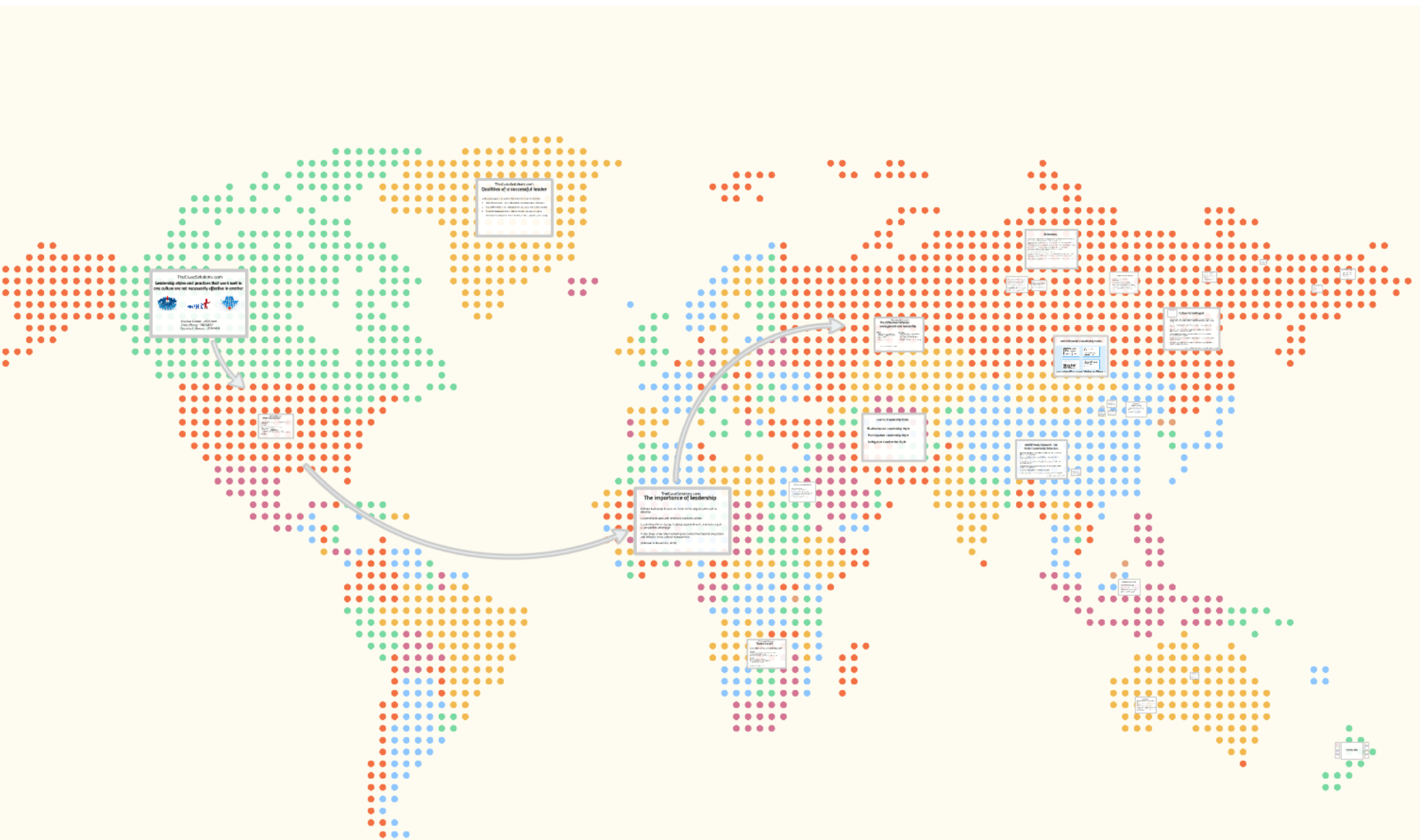


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Leadership styles and practices that work well in one culture are not necessarily effective in another



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What is leadership?

At its core, leadership is the concept of influencing others to work towards a common purpose.

(Vroom & Jago, 2007)

In a business context leadership refers to the process of:

- Asking questions
- Setting a direction for the organisation
- Aligning the right people with the right tasks
- Ensuring resources are allocated where they are needed
- Engaging with people to ensure they achieve the best possible outcomes

(Cohen, 2009)

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The importance of leadership

Without leadership there is no vision for the organisation and no direction

Leadership shapes and reinforces business culture

Leadership drives change, helping organisations to maintain or gain a competitive advantage

It also plays a key role in ensuring successful international expansion and effective cross cultural management

(Atkinson & Mackenzie, 2015)

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The difference between management and leadership

Leaders

- Create a vision for the future
- Motivate and inspire followers
- Are adaptable
- Drive change
- Willing to take risks

Managers

- Monitor and control work systems
- Uphold company policies
- Follow budgets and make plans
- Maintain structure
- Delegate authority and responsibility

(Bontas, 2012; Kotterman, 2006)

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Qualities of a successful leader

Buell (2012) suggests that good leaders possess four key competencies:

1. High self-awareness – self-understanding, your assumptions, blind spots
2. A compelling vision – can anticipate trends and issues and create strategies
3. Excellent interpersonal skills – listen to followers, engage and inspire
4. Mastery of executing their ideas – decisive, creative, adaptable, drive change

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Theory X and Y

One of the biggest influences on what leadership style a manager may use are their basic assumptions on what motivates people

Theory X

A negative outlook on work and employee motivation

Assumes employees dislike work

They avoid responsibility and need to be told what to do

Theory Y

Assumes employees like work

They are creative and direct themselves

Willing take on responsibility

(Gurbuz, Sahin & Koksal, 2014)

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Lewin's 3 Leadership Styles

Authoritarian Leadership

Participative Leadership

Delegative Leadership

(Lewin, Lippit & White, 1939)