

"Not all leaders are managers, nor are all managers leaders" means that while some leaders may also hold managerial positions, leadership is not dependent on a formal management role. Some individuals may exhibit leadership qualities without having a managerial title.

Leader vs. Manager:

- A leader is someone who inspires and motivates others towards a common goal, while a manager is responsible for planning, organizing, and controlling resources to achieve that goal.
- Not all managers are leaders, as some may focus more on administrative tasks than on inspiring and motivating their team.
- Similarly, not all leaders are managers, as some may lead informally or in non-managerial roles.

Characteristics of a Good Leader:

- **Vision:** A good leader has a clear vision and is able to articulate it to others, inspiring them to work towards a common goal.
- **Integrity:** Leaders should be honest, ethical, and consistent in their actions, earning the trust and respect of their team.
- **Communication:** Effective communication skills are crucial for a leader to convey ideas, listen to feedback, and resolve conflicts.
- **Empathy:** Understanding and empathizing with others' perspectives helps leaders build strong relationships and motivate their team.
- **Decision-making:** Leaders should be able to make timely and informed decisions, considering the impact on their team and organization.
- **Influence:** Good leaders can influence and inspire others to achieve their best, even in challenging situations.
- **Adaptability:** Leaders should be flexible and able to adapt to changing circumstances, guiding their team through uncertainty.

Leadership Styles:

Autocratic: This style involves a leader who makes decisions without consulting others, often using their authority to control the team.

Paternalistic: A paternalistic leader acts as a father figure, making decisions for the team's benefit but with limited input from team members.

Democratic: Democratic leaders involve team members in the decision-making process, considering their input and promoting a sense of ownership.

Laissez-faire: Laissez-faire leaders give their team members freedom to make decisions and complete tasks with minimal supervision.

Theory X & Y:

- Theory X managers believe that employees are inherently lazy and need to be closely controlled and directed to work efficiently.
- Theory Y managers believe that employees are self-motivated, seek responsibility, and can be trusted to complete tasks without constant supervision.

"It is easier to change someone's role or power, or to modify the job he has to do, than to change his leadership style." This quote by F. Fiedler, from the Contingency theory (1967), suggests that changing a person's role or responsibilities is easier than changing their fundamental approach to leadership. Leadership style is often deeply ingrained and resistant to change.

Task-oriented vs. Relationship-oriented Leaders:

- Task-oriented leaders focus on achieving goals and tasks, often emphasizing productivity and efficiency.
- Relationship-oriented leaders prioritize building and maintaining positive relationships within the team, believing that this leads to better performance.

"Is there a 'right' and a 'wrong' way to lead people?" Leadership effectiveness depends on various factors, including the context, the goals of the organization, and the characteristics of the team. Different situations may call for different leadership styles, and what works well in one context may not be as effective in another. Thus, there is no universally right or wrong way to lead people, but rather an approach that is most suitable for the given circumstances.

TASK 1

Five influential living business leaders and the special qualities that contribute to their leadership:

Elon Musk - CEO of Tesla and SpaceX

- Visionary Thinking: Musk is known for his ambitious visions, such as colonizing Mars and revolutionizing transportation with electric cars and self-driving technology.
- Risk-taking: He is willing to take bold risks, such as investing heavily in new technologies that others might consider too risky.
- Resilience: Musk has faced numerous challenges in his career but has shown resilience in overcoming them and continuing to pursue his goals.

Jeff Bezos - Founder and former CEO of Amazon

- Customer Focus: Bezos prioritizes customer satisfaction and has built Amazon around providing exceptional customer service and experiences.
- Innovation: He is constantly looking for new ways to innovate and improve, leading Amazon to diversify into various industries beyond e-commerce.
- Long-term Thinking: Bezos is known for his long-term perspective, as evidenced by Amazon's focus on long-term growth over short-term profits.

Tim Cook - CEO of Apple

- Operational Excellence: Cook is known for his strong operational skills, which have helped Apple maintain high levels of efficiency and quality in its products.
- Ethical Leadership: He has demonstrated a commitment to ethical leadership, including privacy protection and environmental sustainability.
- Adaptability: Cook has successfully navigated Apple through changing market conditions, showing his ability to adapt to new challenges.

Sheryl Sandberg - COO of Meta Platforms (formerly Facebook)

- Empowerment: Sandberg is known for empowering and supporting her teams, fostering a culture of collaboration and creativity.
- Advocacy: She is a vocal advocate for diversity and inclusion, both within Meta and in the broader tech industry.
- Resilience: Sandberg has faced personal and professional challenges but has shown resilience in overcoming them and continuing to lead effectively.

Satya Nadella - CEO of Microsoft

- Strategic Vision: Nadella has a strong strategic vision for Microsoft, leading the company's transformation into a cloud-first, mobile-first organization.
- Empathy: He is known for his empathetic leadership style, which has helped him connect with employees and customers on a personal level.
- Innovation: Nadella has fostered a culture of innovation at Microsoft, encouraging employees to think creatively and pursue new ideas.

These leaders possess a combination of visionary thinking, resilience, adaptability, and ethical leadership that sets them apart and makes them influential in the business world.

TASK2



Leadership styles

Activity 7.6

When Cosy Corner convenience store started it was small and Bill Murray, the sole owner, knew all the employees by name. He used a management style which involved asking the workers what they thought about his decisions and encouraged them to tell him their ideas about the business. The business has now grown into a large public limited company with many more employees.

Look back at the case study on pages 81–82 and consider the different leadership styles which might be suitable for Bill or his managers to use.

Which do you think will be the best leadership style for Bill and his managers to use? Explain your answer.

TASK 3

International business in focus



Chelsea Football Club has just appointed a new manager. The club had not been winning many games and the owner decided to sack the manager and employ a new one. The original manager did not tell the players what to do, he would ask them for their opinions on the game and which players the captain thought should play in the next games.

'I am a professional footballer and I know what I am talking about', said one of the players.

The owner thinks it is time for a new approach to managing and leading the players.

Discussion points

- What type of leadership style did the original manager use?
- Why does the owner want a new manager with a new leadership style?
- How might the players react to the new manager?