

START

1 **State** three different management and leadership styles.

2 **State** three qualities of a good leader.

3 **Define** the term 'delegation'.

4 **Explain** two advantages for Bruce of using delegation when he is running his business.

12 **Explain** two benefits for a new dance teacher at Lindy Hop League of having a team leader who has strong leadership skills.

BUSINESS PROFILE

Management and leadership styles and skills

Lindy Hop League

Lindy Hop League is a London dance business started by Australian Bruce James. Lindy Hop is a dance style that was very popular during the Swing era of the late 1930s and early 1940s. Bruce started with one weekly class eight years ago, and an objective to create a "community of dancers". It worked well: Lindy Hop League now offers over 40 weekly classes at 35 venues around London and in Brighton, Sussex. There is also a programme of one-day workshops, where you can learn to dance in a day.

Bruce won an award as Dance Teacher of the Year in 2015, but with up to ten classes each day, he needs a big team of staff and volunteers. Some of the staff are employed full-time, and others teach just one or two classes a week. What all of them share is a real love of dancing. Bruce manages the classes in London, with a team of around 15 teachers, and tries to lead by example; with the teachers spread across the city, he aims to use plenty of clear objectives, consultation and feedback. He delegates the management of the Brighton classes to one of his first teachers, Linda. She knows that, with such a wide-spread team, one of the most important skills for her to use is Emotional Intelligence.



9 **Explain** why Bruce may find it difficult to communicate his business objectives to all of the teachers and volunteers who work for Lindy Hop League.

8 Which of the following types of leader is **most likely** to rely upon extensive two-way communication between employees?

- a Autocratic
- b Democratic
- c Paternalistic
- d Charismatic

5 **Explain** two management skills which would be most important for Bruce when he first established the business in London.

6 **Explain** which management style you think would be most suitable for Bruce as he manages teams of dance teachers running classes across London.

10 **Explain** two circumstances in which autocratic leadership might be appropriate for Bruce or Linda.

7 Leadership skills can help a manager to achieve the business objectives. **Explain** how these particular skills might be helpful to Lindy Hop League:

- a Emotional intelligence
- b Leading by example

PRINCIPLES OF MANAGEMENT SUGGESTED ANSWERS

1 *Autocratic; Democratic/participative; Paternalistic; Laissez-faire; Transactional; Transformational; Charismatic.*

2 *Knowledgeable; creative and innovative; self-motivated; decisive; possessing authority; good communicator.*

3 *Passing authority (but not responsibility) down the line of the organisation.*

4 *He has a very large team spread over a wide area and so cannot control every decision and action himself.*

Decisions can be made more quickly.

He will be free to consider more strategic decisions for the business.

He will be able to motivate his staff by giving them some authority.

12 *The new teacher will understand the business culture much more quickly. The new teacher will feel valued and supported as they learn about their new role in the organisation.*

EXTENSION ACTIVITY

Now you have checked your answers to the consolidation questions, complete the extension activity below.

1 Identify the key leadership issues for Lindy Hop League.

11 *Because, in that sort of role, it is very important that the teacher gives the right impression to the clients/pupils.*

5 *Set objectives for business planning; decision maker for first venues and contracts; problem solver for finding premises, gaining finance and marketing; build positive interpersonal relationships with his first staff and clients.*

6 *Probably Democratic or Paternalistic – the classes have to fit a particular style of dance so should follow Bruce's vision, but he is employing experts so their opinions and ideas will be helpful.*

10 *In an emergency, when a very quick decision is needed – eg if a dance venue is flooded out and so unavailable for lessons at the last minute.*

When the decision involves a new member of the team who has too little experience of the business to take the decision for themselves.

2 You are a Recruitment Adviser. Bruce has decided to recruit a deputy to help him to manage the London dance classes, and has approached you for help. Write a report for him to explain the three leadership skills which would be most important for the person he recruits for that role.

9 *Because some of the teachers and volunteers only teach one or two classes a week, and may not see other staff, or Bruce, very often. This means that they will not have much opportunity to see and understand the business culture.*

7 b *Democratic*

7 a *Emotional intelligence*

Self-awareness and social awareness should help to bring the team of dance teachers together, as they work in very wide spread areas.

b *Leading by example*

This will help the spread-out teams to understand the culture and vision of the business.