

# 70 Leadership

## Leadership and management

Management has a number of functions. For example, managers, according to the management theorist Henri Fayol, should predict what will happen in the future, plan to achieve their objectives, organise resources, exercise command over staff lower down the hierarchy, co-ordinate day-to-day tasks and monitor how well objectives are being achieved. Peter Drucker, writing 40 years later, added motivating and communicating with staff and giving them training opportunities to this list.

Some writers make no distinction between management and leadership in an organisation. Managers are leaders because of the roles they play. Others, however, suggest that leaders are not necessarily the same as managers. Leaders may perform the same functions as managers. But in addition, they may do some or all of the following.

- Leaders can be **visionaries**, understanding where an organisation is at today and seeing the direction in which an organisation has to change to survive and flourish.
- Leaders tend to be good at carrying through the **process of change**. Because they understand the starting point and the end point, they can chart a route from one to the other. Where others may see only chaos and think the organisation is taking the wrong road, the leader has the ability to see through the details and small setbacks which are a part of any change.
- Leaders are often excellent at **motivating** those around them, allowing them to perform at their best. They are particularly good at motivating others to change both themselves and the organisation.

It could be argued that, in large businesses, leaders devise **strategies** whilst managers are responsible for implementing them. However, sometimes leaders do get involved in implementation because they appreciate that it is just as important to implement change as it is to devise strategies. In small businesses, leaders often have the skills to both devise and carry out a strategy.

## The characteristics of leaders

One approach to finding out what makes good leaders is to identify the **qualities, characteristics or traits** that they should have. A number of characteristics have been suggested.

- Effective leaders have a positive self-image, backed up with a genuine ability and realistic aspirations. This is shown in the confidence they have. An example in UK industry might be Richard Branson, in his various pioneering business activities. Leaders also appreciate their own strengths and weaknesses. It is argued that many managers fail to lead because they often get bogged down in short-term activity.

- Leaders need to be able to get to the 'core' of a problem and have the vision and commitment to suggest radical solutions. Sir John Harvey-Jones took ICI to £1 billion profit by stirring up what had become a 'sleeping giant'. Many awkward questions were raised about the validity of the way things were done, and the changes led to new and more profitable business on a worldwide scale for the firm.
- Studies of leaders in business suggest that they are experts in particular fields and well read in everything else. They tend to be 'out of the ordinary', intelligent, and articulate. Examples might be Anita Roddick, the founder of Body Shop or Bill Gates, the founder of Microsoft.
- Leaders are often creative and innovative. They tend to seek new ideas to problems, make sure that important things are done and try to improve standards.
- Leaders often have the ability to sense change and can respond to it. This is dealt with later in this unit.

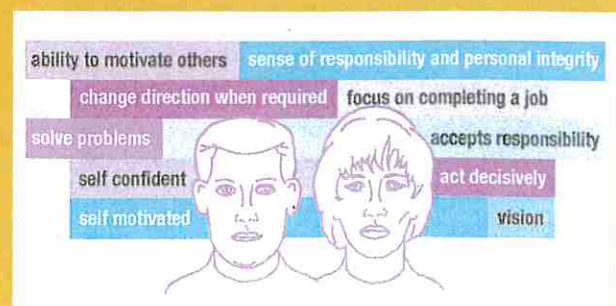
## Leadership styles

Another approach is to examine different styles of leadership. There is a number of styles that managers might adopt in the work setting.

**Autocratic** An AUTOCRATIC leadership style is one where the manager sets objectives, allocates tasks, and insists on obedience. Therefore the group become dependent on him or her. The result of this style is that members of the group are often dissatisfied with the leader. This results in little cohesion, the need for high levels of supervision, and poor levels of motivation amongst employees.

Autocratic leadership may be needed in certain circumstances. For example, in the armed forces there may be a need to move troops quickly and for orders to be obeyed instantly.

Figure 1: Leadership traits



### Question 1

Britain's bosses are becoming more dictatorial in style, causing increased absenteeism among staff and lower productivity, the Chartered Management Institute warned. After surveying more than 1,500 managers, it found most organisations were suffering from overbearing and dogmatic leadership, in spite of overwhelming evidence that the authoritarian approach is ineffective.

Managers were asked to describe the organisation in which they worked. They could choose three characteristics from a list of ten, ranging from 'authoritative', 'risk averse' and 'secretive' to 'accessible', 'empowering' and 'trusting'. The institute said: 'The most widely experienced leadership styles in UK organisations are bureaucratic (40 per cent), reactive (37 per cent) and authoritarian (30 per cent).' Over the same period, the proportion of managers saying they worked in empowering organisations fell from 37 per cent to 25 per cent. The institute said staff in organisations with a dictatorial style were less likely to enjoy their work and more likely to have high rates of sickness absence.

In authoritarian companies, 44 per cent of managers said they got job satisfaction, compared with 71 per cent in other organisations. In innovative and trusting companies, 10 per cent of managers said absence was increasing, compared with 45 per cent in organisations where the culture was suspicious. The most successful businesses had empowering leadership styles. By contrast, 56 per cent of declining companies were stifled by bureaucracy and 26 per cent had a secretive environment.

The institute said organisations should have learned long ago that the authoritarian style was ineffective. 'If not from the management schools, they should have picked up the message from sitcoms such as *Blackadder* and *the Office*,' a spokesman said. But whenever organisations failed to meet their targets, it appeared that senior managers responded by creating secretive and bureaucratic environments. This might be due to a shortage of managers with the right mix of skills.

An organisation in difficulty faced more pressure to deliver good results with fewer management resources. Jo Causon, the institute's marketing director, said: 'The effect of management styles on performance can be marked. It has a direct bearing on the levels of health, motivation and commitment linking employers and staff. Of course, improving the sense of wellbeing, determination and productivity is no easy task, but it is one that cannot be ignored.'

The report said: 'It is disappointing that bureaucratic, reactive and authoritarian styles prevail in the UK, when entrepreneurial, accessible and empowering styles are associated with far higher levels of motivation, health and productivity.'

Source: adapted from *The Guardian*, 12.12. 2007.

- Identify the different leadership styles in the article.
- Examine the relationship between these styles and motivation in business.
- Discuss an appropriate leadership style for a business in difficulty facing more pressure to deliver good results with fewer management resources.

**Democratic** A DEMOCRATIC leadership style encourages participation in decision making. Democratic leadership style can be persuasive or consultative.

- Persuasive.** This is where a leader has already made a decision, but takes the time to persuade others that it is a good idea. For example, the owner of a business may decide to employ outside staff for certain jobs and persuade existing staff that this may ease their work load.
- Consultative.** This is where a leader consults others about their views before making a decision. The decision will take into account these views. For example, the views of the marketing department about whether to launch a new range of products may be considered.

Democratic leadership styles need good communication skills. The leaders must be able to explain ideas clearly to employees and understand any feedback they receive. It may mean, however, that decisions take a long time to be reached as lengthy consultation can take place.

It has been suggested that a democratic style of leadership can be more effective in business for a number of reasons.

- There has been increased public participation in social and political life. Democratic management reflects this trend.
- Increasing income and educational standards means that people now expect greater freedom and a better quality of working life.
- Research suggests that this style is generally more effective. Managers are able to 'tap into' the ideas of people with knowledge and experience. This can lead to better decisions being made.
- People involved in the decision making process are likely to be more committed and motivated, to accept decisions reached with their help, to trust managers who make the decisions and to volunteer new and creative ideas.

**Paternalistic** PATERNALISTIC leaders are similar to autocratic leaders. They make all the decisions and expect subordinates to obey these decisions. However, whereas an autocratic leader may be uninterested in the well-being of subordinates, a paternalistic leader places a great deal of importance on their welfare. In the past there have been a number of paternalistic leaders, such as Joseph Rowntree and George Cadbury. Examples of their concern for employees included the building of new houses which they could rent at low rates. As with autocratic leaders, paternalistic leaders do not give subordinates control over decision making.

**Laissez-faire** A LAISSEZ-FAIRE type of leadership style allows employees to carry out activities freely within broad limits. The result is a relaxed atmosphere, but one where there are few guidelines and directions. This can sometimes result in poor productivity and lack of motivation as employees have little incentive to work hard.

### Team-based leadership

The growth of flatter and matrix style structures, empowerment

job redesign and team working has affected the type of leadership that managers might use in a business. Managers are more likely today to organise and co-ordinate the workings of a variety of employees at different levels, in different functions and with different skills. In a sense they have become team-based leaders.

Traditional approaches to leadership and management that are linked to authority, status and power are likely to be of limited use to team based leaders. Team leaders are less likely to be individuals who give orders and have a clear understanding of exactly how a task is to be done than people who:

- have the ability to bring together the right blend of workers to allow business problems to be solved and action implemented;
- can motivate staff in the team to problem solve and accomplish a task;
- know and understand corporate objectives;
- know what resources are available to implement actions in order to achieve objectives;
- evaluate a team and decide if the task has been carried out.

Team-based leadership often happens in businesses where the idea and use of a hierarchy is less relevant. This may happen, for example, in a SINGLE STATUS organisation where every worker is treated the same. They have the same facilities, same dress codes and same terms and conditions of employment. Every worker is made to feel as if they are an important part of the organisation.

### Factors affecting leadership styles and approaches

The type of leadership style adopted by managers will depend on various factors. These factors may be **internal** factors, within the business, or **external** factors, from outside the organisation.

**The task** A certain task may be the result of an emergency, which might need immediate response from a person in authority. For example, if there is an emergency brought on by external factors such as a power failure leading to production ceasing, the speed of decision needed and the action taken may require an authoritarian or autocratic style of leadership.

**The tradition of the organisation** A business may have developed its own internal culture which is the result of the interactions of all employees at different levels. This can result in one type of leadership style, because of a pattern of behaviour that has developed in the organisation.

**The type of labour force** A more highly skilled workforce might be most productive when their opinions are sought. Democratic leadership styles may be more appropriate in this case. Certain types of profession in the labour force, for example, may be more used to making their own decisions and require a more democratic style of leadership.

**The group size** Democratic leadership styles can lead to confusion the greater the size of the group.

**The leader's personality** The personality of one manager may be different from that of another manager and certain leadership styles might suit one but not the other. For example, an aggressive, competitive personality may be more suited to an authoritarian leadership style. The unit titled 'Individuals in organisations' examines TRAIT THEORIES in detail.

**Group personality** Some people prefer to be directed rather than contribute, either because of lack of interest or previous experience, or because they believe that the manager is paid to take decisions and shoulder responsibility. If this is the case, then an autocratic leadership style is more likely to lead to effective decision making.

**Situation** A model of leadership by Ken Blanchard and Paul Hersey suggests that a SITUATIONAL LEADER adopts the most appropriate leadership style for the situation being faced. A leader will have **task behaviour** or **relationship behaviour**. Task behaviour reflects the extent to which the leader has to organise what a subordinate should do. Relationship behaviour reflects

### Question 2.

In 2007 a national leadership scheme for the Fire and Rescue Service was launched. The programme aimed at 17,000 managers over four years, would be delivered through training centres, online resources and coaching and mentoring. Des Pritchard, HR director of the Chief Fire Officers' Association, said that the programme would move the service's leadership from a 'transactional' based model to a 'transformational and empowered' one. He said: 'Today's world is much more complex and there are greater demands on leaders. We hope the programme will help them to be more resilient.'

Sue Hopgood, director of organisational development at the Fire Service College, said various reviews had identified that leadership in the service "needed to be developed to be more attuned to the twenty-first century". Leaders will be expected to demonstrate core behaviours relating to respect, integrity and trust, service to the public and working with colleagues. Hopgood said the model was unique because "it makes it very clear that the operational domain they work in is as important as their political and leadership domains".

The programme is also part of the Fire and Rescue Service's new diversity strategy. 'Transformational leaders are more likely to bring on board a more diverse workforce. They think differently about recruitment and selection,' Hopgood said.

She admitted that the service 'continues to be a predominantly white male organisation', having just over 2 per cent women and just under 3 per cent BME staff out of a 56,000 strong workforce. Only one out of the 46 fire and rescue services across England currently has a female chief executive. But she is positive that the scheme will help to address the balance. 'Leadership and diversity run alongside each other,' she said.

Source: adapted from *People Management*, 13.12.2007.

- (a) Examine the factors that may have influenced the need for a leadership scheme at the Fire and Rescue Service.

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how much support is needed and how close personal contact is. Together these will decide which of the following leadership styles will be used.

- **Delegating leadership** is where a leader allows subordinates to solve a problem. For this type of leadership style to work, subordinates need to be mature and require little support at work.
- **Participating or supporting leadership** is where a leader and subordinates work on a problem together, supporting each other. In this situation subordinates are slightly less mature than when a leader delegates and so need more support.
- **Selling or coaching leadership** is where a leader persuades others of the benefits of an idea. Workers are likely to be only moderately mature and require a great deal of support.
- **Telling or directing leadership** is where a leader tells others what to do. Workers are fairly immature. They are told exactly what to do and little contact or support is needed.

**Environment** CONTINGENCY THEORIES examine how the environment in which the leader operates might determine which particular style of leadership is best suited for a situation. It has been suggested that no leadership style is best in all situations. The style that is most effective will depend on factors such as leadership style, qualities of the followers and aspects of the situation.

### The role of leadership in managing change

Leadership is vital in periods of change for businesses. For example, one of the key leadership issues facing growing businesses is how to deal with international markets and globalisation. Leaders may face challenges such as:

- international recruitment to overcome domestic staff shortages;
- cross-border mergers, acquisitions and joint ventures;
- the opening of new markets in Eastern Europe, South East Asia and China;
- European social policy directives, affecting business in member countries;
- developments in information and communications technology.

Earlier it was explained that leaders often have the ability to sense change and respond to it effectively. For example, an effective leader may be able to:

- predict a decline of sales in an important product due to changes in the market or the likelihood of a new production technique being available in the future;
- anticipate possible solutions to changes that may affect a business;
- have a clear vision of the main objectives of a business during periods of change and be able to guide the business to achieve these;
- organise and motivate employees to accept challenges;
- ensure stability and minimise or prevent disruption

There are various stages that leaders work through when managing change.

**Preparing for change** This involves laying the foundation or groundwork for any changes that may occur in the future. It includes building organisations that are better able to deal with change.

**Early stages of implementing change** Leaders also play an important role during change implementation. During this period the organisation is often at its most unstable. There may be confusion, fear, reduced productivity and lack of clarity about direction among staff. Employees may want to retain old ways and be unable to look to the future. During this period, leaders may need to:

- acknowledge the feelings and confusion of employees;
- work with employees to create a new vision of the altered workplace;
- help employees to understand the direction of the future.

Focusing only on feelings may not be enough. Leaders often need to initiate the movement into the new practices or situations. However, focusing only on the new vision may result in the perception that the leader is out of touch with the needs of employees. A key part of leadership is knowing when to focus on the difficulties that employees are experiencing, and when to focus on building and moving into the future.

**Later stages of implementing change** Over time employees become less emotional, more stable and more open to new directions and ways of doing things. This can be a good time for leaders to introduce positive new changes, such as changing unwieldy procedures. Leaders during this stage need to offer hope that the business is working towards being better, by solving problems and improving the quality of work life. While the new vision of the business may have begun when people were struggling with change, this is the time for leaders to make sure that employees 'buy into it', and understand their roles in the changed business.

### Why do leaders adopt different styles?

A number of theories have been put forward to explain the most appropriate leadership style when dealing with certain situations or groups at work.

**Fiedler** In 1976, F. Fiedler argued that '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'. From his 800 studies he found who it is difficult for people to change leadership styles – an 'autocrat' will always lead in autocratic style whereas a leader that encourages involvement will tend to be 'democratic'. Different leadership styles may also be effective depending on the situation. He concluded that, as leaders are unable to adapt their style to a situation, effectiveness can only be achieved by changing the manager to 'fit' the situation or by altering the situation to fit the manager. In business it is often difficult to

Table 1

Possible reasons for performance problem	Possible solutions
Is the person fully aware of the job requirements?	Give guidance concerning expected goals and standards. Set targets.
Does the person have the ability to do the job well?	Provide formal training, on-the-job coaching, practice, etc.
Does the person find the task rewarding in itself?	Simplify task, reduce work load, reduce time pressures, etc.
Is good performance rewarded by others?	Reward good performance and penalise poor performance.
Does the person receive adequate feedback about performance?	Provide or arrange feedback.
Does the person have the resources and authority to do the task?	Provide staff, equipment, raw materials; delegate if necessary.
Do working conditions interfere with performance?	Improve lighting, noise, heat, layout; remove distractions etc.

change the situation. Fiedler suggested that a business should attempt what he called leadership match – to choose a leader to fit the situation. Leaders can be either task orientated or relationship orientated. So, for example, a business that faced declining sales might need a very task orientated manager to pull the business around, even if the tradition of the firm might be for a more democratic style of leadership.

**Wright and Taylor** In 1984, P. Wright and D. Taylor argued that theories which concentrate on the situation or maturity of those led ignore how skillfully leadership is carried out. They produced a checklist designed to help leaders improve the performance of subordinates. It included the following.

- What is the problem? An employee may, for example, be carrying out a task inefficiently.
- Is it serious enough to spend time on? This could depend on the cost to the business.
- What reasons may there be for the problem? How can it be solved? These are shown in Table 1.
- Choosing a solution and evaluating whether it is the most effective one.
- Evaluation of the leader's performance.

This can be used to identify the most suitable leadership style in a particular situation. For example, if the problem above is caused because the employee has been left to make his own decisions and is not able to, a more autocratic leadership style may be needed. On the other hand, if the employee lacks motivation or does not have the authority to make decisions, greater discussion or delegation may be needed.

**Likert** Rensis Likert identified four styles of leadership:

- exploitative (low concern for people, uses threats, downward communication);
- benevolent (listens to subordinates, uses rewards, decisions still taken by leader);
- consultative (leader makes real efforts to listen to subordinates but still takes decisions);
- participative (encourages decision making by subordinates).

Likert's ideas have also been used to identify two distinct styles of leadership using interviews of leaders and followers.

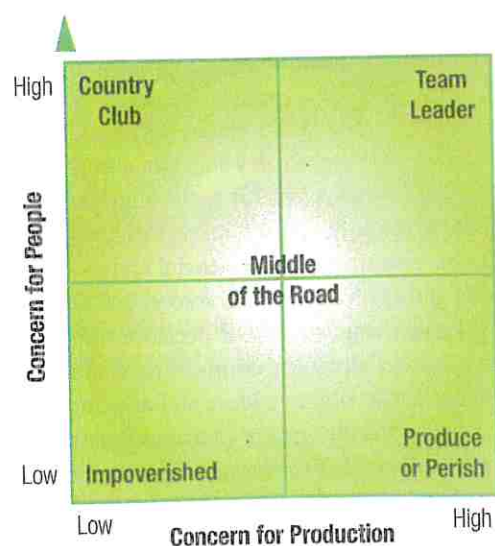
- Job-centred leader. This leader believes that employees are just a means to an end (production of the product, profit) and that the best way to get them to do what he or she wants is to closely supervise them and use rewards and coercion to communicate with them. This leader uses the legitimate position power as the basis of influencing employees.
- Employee-centred leader. This leader believes that it is necessary to create a supportive work environment in order for workers to be successful in helping the company meet its goals. This leader is concerned with giving employees opportunities for advancement and growth, and for meeting their achievement needs. This leader views employees as part of the team and believes that in order for the company to be successful, the individuals who work there must feel successful too.

Likert did not find that one was better than the other, nor did he recommend one set of behavior over the other.

**Blake and Mouton** Robert R. Blake and Janse S. Mouton's leadership grid examines two criteria as shown in Figure 2.

- Concern for people – the degree to which a leader

Figure 2: The Blake and Mouton grid



considers the needs of team members, their interests, and areas of personal development when deciding how best to accomplish a task.

- **Concern for production** – the degree to which a leader emphasises objectives, organisational efficiency and high productivity when deciding how best to accomplish a task.
- Using the axis the following five leadership styles were defined.
- **Country Club Leadership – High People/Low Production**  
These leaders are most concerned about the needs and feelings of members of the team. Leaders assume that as long as team members are happy, they will work hard. This leads to a relaxed work environment, but one in which production suffers due to lack of direction and control.
  - **Produce or Perish Leadership – High Production/Low People**  
These leaders believe that employees are simply a means to an end. Employee needs are secondary to the need for efficient and productive workplace. This type of leader is autocratic, has strict work rules, policies, and procedures, and sees punishment as the most effective means to motivate employees.
  - **Impoverished Leadership – Low Production/ Low People**  
This style tends to be ineffective. Leaders have neither a high regard for creating systems to get the job done, nor for creating a work environment that is motivating. The result is a place of disorganization and dissatisfaction.
  - **Middle-of-the-Road Leadership – Medium Production/Medium People**  
This style may appear to be a balance, but in practice may give away so much of each concern that neither production nor people needs are fully met. Leaders who use this style settle for average performance and feel that this is the most anyone can expect.
  - **Team Leadership – High Production/High People**  
This is the best leadership style. Leaders stress production needs and the needs of the people equally highly. Employees are involved in understanding the business's purpose and determining production needs. When employees are committed to and have a stake in the business, their needs and production needs coincide. This creates a team environment based on trust and respect, which leads to satisfaction, motivation and high production.

**Tannenbaum and Schmidt** Tannenbaum and Schmidt Continuum-based leadership theory suggests a range of styles ranging from autocratic to democratic, although not suggesting that any one style within the continuum is right or wrong. At one end of the continuum is the **dictatorial style** – the manager makes decisions and enforces them (the so-called tells approach) or, in a slightly gentler way, 'sells' their decision (the tells and sells approach). Further along the continuum, is the **autocratic style**, where the manager suggests ideas and asks for comments (the tells and talks approach), or the manager presents outline ideas, seeks comments and amends the ideas accordingly (the consults approach). Next is the **democratic approach**. Here the

manager presents a problem, seeks ideas and makes a decision (the involves approach), or allows employees to discuss the issue and make a decision (the delegates approach). Finally, the continuum ends with the **laissez-faire** approach. Here the manager allows employees to act in whichever way they wish, within specified limits (the abdicates approach).

The continuum is not a static model. It recognises that appropriate style depends on both the leader's personality, values and natural style, and on the employees' knowledge, experience and attitude. Furthermore, the range of situations which present themselves to a leader depend on factors such as the culture of the organisation, time pressure, the amount of authority and the amount of responsibility the leader has, which depends in turn upon the organisation's general environment.

## CRITIQUE

The media often suggests that 'heroic' leaders are vital to making a successful business. Such leaders make things happen. They are heroes because they alone have the vision, personality and capability to bring things about in the business, either by themselves or through others. Although not denying that leaders have special qualities, it could be argued that focusing too much on leadership can create problems. For example, this approach may lead to the conclusion that a business without a heroic leader may not be able to function properly. Or it might suggest that the heroic leader is the most important thing to organisational effectiveness. It also perhaps devalues the role and importance of other employees.

There is evidence to suggest that effective businesses are those which are more concerned with the creativity of their products and organisational structures that enable those products to be produced and sold than those that rely heavily on leadership. It could be argued that the ability to teamwork, delegate and manage others effectively is more important in the daily workings of creative organisations than the attributes of heroic leadership, such as vision, command and personality.

Mainstream approaches to leadership also take consensus in organisations for granted, i.e. that employees are generally happy to be at work and that leadership is about providing them with the direction to get the most out of them. Where there is conflict, this is often seen as being related to problems with an individual or about resistance to change. The possibility that there might be underlying conflicts associated with inequalities of wealth, status or power between leaders and subordinates is not considered. Critics argue that although businesses may appear to be consensual, this is because leaders occupy positions in the hierarchy that enable them to suppress conflict or because subordinates have an understanding that compliance or consent is in their own 'best' interests. In other words, the absence of conflict is a consequence of dependence – subordinates depend on managers for terms and conditions, including retaining their jobs, promotion, future employment and references.

## KNOWLEDGE

1. Explain the possible differences between a manager and a leader.
2. What are the characteristics or traits of leaders?
3. Explain the difference between autocratic and paternalistic leadership styles.
4. Explain the difference between democratic and laissez-faire leadership styles.
5. What are the implications for leadership of (a) teamworking; (b) single status structures?

## KEY TERMS

**Autocratic leadership** – a leadership style where the leader makes all decisions independently.

**Contingency theories** – examine how the environment in which the leader operates might determine which particular style of leadership is best suited to a situation.

**Democratic leadership** – a leadership style where the leader encourages others to participate in decision making.

**Laissez-faire leadership** – a leadership style where employees are encouraged to make their own decisions, within limits.

**Paternalistic leadership** – a leadership style where the leader makes decisions, but takes into account the welfare of employees.

**Single status organisation** – a business where all employees have equal conditions.

**Situational leadership** – where a leader adopts a style that suits the situation being faced as a result of the competence and commitment of subordinates.

**Trait theories** – explain that individuals inherit certain qualities that make them leaders. They identify personalities or characteristics shared by leaders.

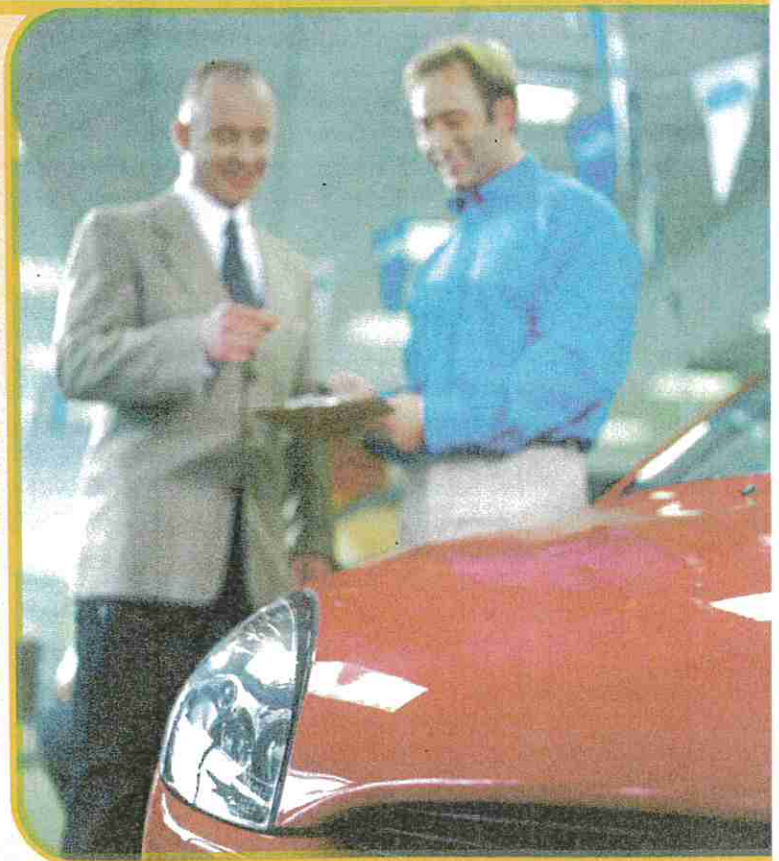
### Case Study: Martin Guntac

Martin Guntac owns a small chain of four car dealerships in the Yorkshire area. Part of the business is selling cars, both new and second hand. The other half provides servicing and repairs for customers. When he first started the business 30 years ago, he had two employees doing repair work from a run down garage in the back streets of Leeds. Today, he has over 100 employees spread across four premium sites. Each site has a manager, with a head of sales and a head of servicing and repairs underneath them.

Martin relies heavily on the four experienced site managers. They have day-to-day operational control of the business. He monitors their work and keeps a careful check on the performance of each site. Performance is checked both against previous periods and site to site. Martin is capable of making hard decisions. For example, five years ago he sacked one site manager who had been in the post for just 18 months when his site consistently underperformed compared with the other sites in the group.

This was a difficult decision, though, for Martin. He sees himself as a 'people person', and believes strongly in teamworking. Employees are encouraged to develop their own capabilities with a heavy emphasis on staff training and empowerment. Workers are encouraged to make decisions for themselves. Occasionally mistakes are made mainly because of a lack of guidance, but Martin believes firmly that this is an inevitable part of taking responsibility. A staff survey last year showed that over 90 per cent of staff felt 'motivated' at work.

Each week, he has a three hour meeting with the four site managers, his 'board of directors' as he likes to call them. Everything to do with the running of the business is discussed at these meetings. Martin expects his site managers to be frank and there can



be major differences of opinion about how to develop the business. Ultimately, he has to make the key decisions but he always consults with others to hear what they have to say.

- (a) Discuss the most important factors to have influenced the choice of leadership style by Martin. (12 marks)
- (b) Discuss whether the leadership style adopted by Martin is the most suitable for the business. (16 marks)