

Leadership Assignment

An Analysis of Leadership Styles in an Organisation

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Abstract

Mr. XYZ is working in ABC Bank as Manager (sales). Since after graduating from a premier business school, he got campus placement and is working here for last 8 years. In ABC Bank, there is a sales department which is being headed by Mr. XYZ, who reports to the AVP sales regional office. This department is mainly involved in selling banking products to the customers by pitching in the branch or getting leads from the front staff (operations) or backend people. In the current profile Mr. XYZ handles a team of 4 Sales Associates, 2 callers, 3 sales executives. The bank branch is located in one of the posh location in the city having sufficiently good number of HNI (High net-worth individuals) customers and daily foot fall is around 2000 customers in a day. In this way, in terms of business, the branch does have hold on customers in the market and the bank is doing well. Though in his assignment, Mr. XYZ has seen many downturns and pressure from both inside and outside the organization but, this time the situation which Mr. XYZ is facing seems to be very serious.

This is the global crisis which panicked in every corner of the world. Major Banks like Lehman brothers have gone bankrupt and public is losing confidence in the banking business. Subprime bubble burst have swept the loan market and the liquidity in the market is dried up now. There is a very strong competition between banks for client acquisitions, selling insurance products, and disbursing home loans to the credible customers.

Due to poor performance of employees and inefficiency of banks to pay, hundreds of managers and executives are losing their jobs and it has now become a challenge to stick to their jobs. Forget about the incentives and perks, it is even difficult to justify your salary.



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Leadership challenge: A situation

Year 2007-2008

Mr. XYZ is working in ABC Bank as Manager (sales). Since after graduating from a premier business school, he got campus placement and is working here for last 8 years. In ABC Bank, there is a sales department which is being headed by Mr. XYZ, who reports to the AVP sales regional office. This department is mainly involved in selling banking products to the customers by pitching in the branch or getting leads from the front staff (operations) or backend people. In the current profile Mr. XYZ handles a team of 4 Sales Associates, 2 callers, 3 sales executives. The bank branch is located in one of the posh location in the city having sufficiently good number of HNI (High net-worth individuals) customers and daily foot fall is around 2000 customers in a day. In this way, in terms of business, the branch does have hold on customers in the market and the bank is doing well. Though in his assignment, Mr. XYZ has seen many downturns and pressure from both inside and outside the organization but, this time the situation which Mr. XYZ is facing seems to be very serious.

Commented [A1]: Situation well explained

This is the global crisis which panicked in every corner of the world. Major Banks like Lehman brothers have gone bankrupt and public is losing confidence in the banking business. Subprime bubble burst have swept the loan market and the liquidity in the market is dried up now. There is a very strong competition between banks for client acquisitions, selling insurance products, and disbursing home loans to the credible customers.

Due to poor performance of employees and inefficiency of banks to pay, hundreds of managers and executives are losing their jobs and it has now become a challenge to stick to their jobs. Forget about the incentives and perks, it is even difficult to justify your salary.

In such a hard time, Mr. XYZ has monthly sales pressure of opening savings account, selling Insurance products (both life and health) and fixed deposits. The target is being reviewed after every three months and it is worsening the competition in the market. On one hand achieving these targets is one challenge and on the other hand keeping his team intact is also a challenge for Mr. XYZ. Since losing an employee is ultimately a cost to the company and Mr. XYZ took several years in building this dedicated team.

Commented [A2]: All required points have been brought out in good english

Year 2013-2014

After five years of the crisis, Mr. XYZ is still working in the same branch with same team but with some more additional responsibilities. Many of his colleagues who joined with him had left the job and is settled in low paying jobs but, Mr. XYZ is still happily serving the same organization. How?

Commented [A3]: A transition in phase expressed in the very initial words of the section

On the basis of the circumstances stated above, there are following questions which everyone asks to evaluate the leadership challenge met by Mr. XYZ.

In such a binding situation where pressure is at both ends, how Mr. XYZ have handled and come out of this unsettled time? What kind of leadership style, skills and personality traits does Mr. XYZ have to sway others? Do a critical analysis of success and failures of Mr. XYZ? Apply FIRO-B frame work to assess the interpersonal skills of Mr. XYZ?

Leadership Challenge: An Analysis

To examine the leadership qualities and aspects of Manager XYZ, I highlight to focus upon the following points.

Commented [A4]: A good way to highlight is by stating pointwise

- Describing in brief the attributes/characteristics/traits of XYZ (receiving /gathering information and working with his team), i.e. Trait based leadership analysis.
- Focusing upon his behavior, team skills, and actions in conjunction with his personality traits, i.e. behavioral approach analysis.
- Analyzing leadership approach and styles contingent on context, i.e. contingency approach.

1) Trait approach to leadership-

This approach says that there are a set of characteristics that determine a good leader. As per this approach leadership is innate, so one must identify the leader based on his/her traits. So, for analysis it is important to highlight those aspects/traits which are in line with this theory.

First, I will outline the positive characteristic of Mr. XYZ and also the details to identify them as source of information either by observing or through experience. These characteristics are sustainable to lead in the long run.

Commented [A5]: Using features like tables, charts, graphs brings in depth in the academic work

S/No	Positive Characteristics	Source of information after observing or by experiencing
1	Disciplinarian	He usually comes on time and likes the follow up of customers report regularly on time
2	Passionate for hard work	He stays in the late hours and always remains involved in discussing about the business plans, meetings with clients and team members.

3	Fair	Very fair during target meetings, no favoritism no likes dislikes and sometimes straightforward too
4	Pushy	Never say die spirit, pushing all the time team to attract new customers and business.
5	Result oriented	In the target meeting always counts on the numbers and amounts but appreciates human efforts too.
6	Feelings	Maintains human relations like wishing birthday, marriage anniversary etc.
7	Empathetic	Helps and supports when subordinate really needed
8	Communication and trust	Maintains full faith and trust on his team, no communication gap is ever found. Promptly responds
9	Supportive and helping nature	Always tries to help or arranges supports for staff members.
10	Flexible, dynamic and adjustable	Readily changes the behaviors, accepts the new challenges and make the team to accept changes.
11	Balance	Maintains his cool and supports his team with a balanced view while in meeting with his seniors.

There are some characteristics which I found non sustainable to lead in long run in the sales profile but, I also have seen Mr. XYZ overcoming the problems generated due to those characteristics.

Commented [A6]: Use of first person shows self intervention

S/No	Inferior Characteristics (Non sustainable)	Source of information after observing or by experiencing and ways to overcome
12	Arrogant	Sometime under target pressures but readily comes forward and accepts.
13	Abusive	Sometime rarely mostly in light mood.
14	Stubborn	Not every time but mostly when team argues.
15	Directive and controlling	Under pressure and big targets of sales
16	Follow the rules	During appraisal and employee reporting.
17	Target oriented	Highly

- After analyzing the characteristics of XYZ I admit that he is a good manager with exceptional leadership qualities as required by his profession. By definition, leadership is the ability to influence a group towards the achievement of goals and manager is a person who uses the authority inherited in a designated rank and obtains the objectives as per the compliance of an organization. I found the judicious mix of both, i.e. good management skills and leadership qualities in Mr. XYZ. On one hand, if we go by the characteristics no 6,7,8 and 9, it shows his inclination for the human welfare which motivates and inspires others and thus shaping entities; which is nothing but are the characteristics to

become a good leader. On the other hand, characteristics no 15, 16 and 17 have shown his managerial attitude which sometimes may hamper his popularity as a good leader. These Traits can envisage leadership, but they are better at predicting leader advent than effectiveness.

Commented [A7]: The summing up sentence of the section shows transition to next section

2) Behavioral approach to leadership analysis

As we know that analyzing leadership style from trait based approach is not sufficient, some theorists gave views that leadership is a set of behavior and further scrutinized the behaviors of successful leaders and cultivate broad leadership styles (Spillane, Halverson, & Diamond, 2004). Lewin et al (1939) presents his work on the influence of leadership styles and performance. Lewin et al (1939) concludes in their work that there are three styles (authoritarian, democratic, and laissez-faire) and agreeing to styles adopted, a leader exercises his influence in group decision making like praising his team member or criticizing etc.

In my observation I have identified Mr. XYZ as a good follower of participative or democratic style.

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Further, Blake & Mouton (1964) developed the managerial grid model which is based on behavioral theory. This model suggests five leadership styles, which are centered on the leaders disquiet for their team members and goal achievement.

Concern for Production

In the above graph on X axis concern for production varies from scale 1 (low) to 10 (high) and on Y axis is the concern for people varying from scale 1 (low) to 10 (high)

If I describe Mr. XYZ leadership style rendering to this model he deserves to own the middle-of-the road style (5, 5) as he is equally concerned for his team mates as well as the productivity of the team. The reason underlying is that he always has maintained a balance between the job survival of his employees and the targets as well.

Besides managerial grid model, the concept of positive reinforcement is also established grounded on behavioral approach to leadership analysis. This concept was established by B.F Skinner and according to which an employee starts behaving in the sense to which he is praised though, initially he was lacking in. **In the current case, I have not seen any incident that could relate Mr. XYZ following the same tactic.**

Commented [A9]: Nicely stated

3) Contingency approach to Leadership analysis

Contingency approach of leadership assumes that there is no one best leadership style and the most effective leadership style depends upon the specific conditions or situations faced (Greenberg & Baron, 2008). Further, there are various theories under this approach like LPC contingency theory, path-goal theory, situational leadership theory and normative decision theory. Relating to these theories and Mr. XYZ leadership style, I have following viewpoint-

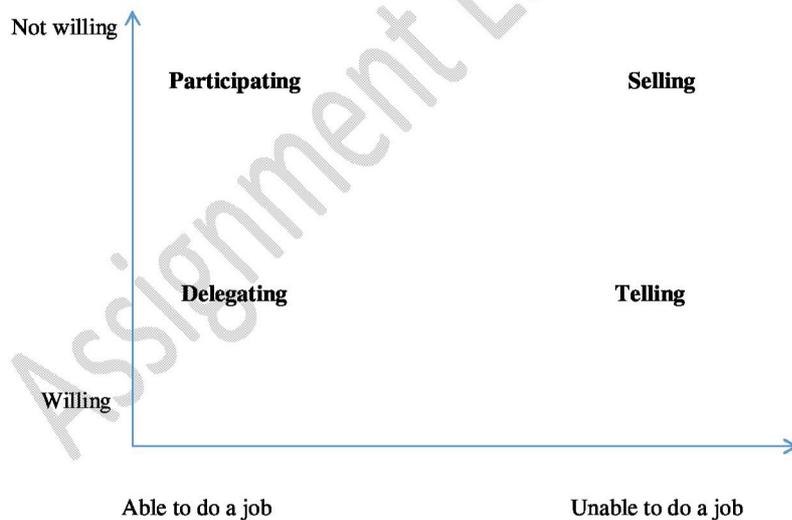
- LPC Contingency theory is given by Fiedler (1965) which states that both a leader's characteristics and situational factors are important. Fiedler (1965) says that when a leader has high/low control over the group, task oriented leaders (high LPC) are more effective than people oriented (low LPC) leaders. The situation is reversed when leaders have moderate control. **In this case, I found that since Mr. XYZ is working for a long time in the bank and has developed this team by itself, he has full control over the group. Bestowing to theory, it is advisable that Mr. XYZ has to be more tasks oriented which he was not. So this one negative aspect can be resolved under the guidance of this theory. To match the situations**

with leadership styles- a technique known as leader match can be used to identify whether Mr. XYZ is fit in any situations according to his leadership style or not.

- Hersey & Blanchard (1969) provided the situational leadership model suggesting four leadership styles and four levels of follower development. The most effective style is the one which matches with the type of team members. Model given by Hersey & Blanchard (1969) talks about four behavior types of managers known as leadership styles (telling, selling, participating, delegating) and four relationship behavior of team members (very capable and confident, capable but unwilling, unable but willing and unable and insecure).

If we draw the styles on X axis from low ability to do a job to high ability and relationship behavior on Y axis ranging from willingness to do a job to not willing to do a job, I get the following graph-

Commented [A10]: The sentence shows analysis has been carried out



Bestowing to the above model depiction, I describe the leadership style of Mr. XYZ as delegating. The reason is that the team members are emotionally held and cultivated by

Mr. XYZ. So, they have willingness to do the job and have the guidance as provided by Mr. XYZ.

- House (1971) gave the path-goal theory of leadership. House (1971) describes some situational moderators on which the effects of specific leaders' behaviors are contingent. House (1996) summarizes the theory by stating that, "operative leaders comprise in behaviors that counterpart subordinates' settings and capabilities in a fashion that pays for scarcities and is involved to subordinate contentment and enactment". Author further states that there exist four kinds of leader behaviors (achievement-oriented, directive, participative, and supportive) which are contingent upon the environment factors and team member characteristics. In my opinion Mr. XYZ leadership style resembles some time with Instrumental and sometimes supportive. Since, theory says that these styles are not mutually exclusive and used interchangeably on different contexts and situations.
- Vroom & Yetton (1973) gave normative decision theory emphasizing decision making as a key determinant of leaders effective ness. Further, this theory says that different situations demands for different styles of decision making (autocratic, consultative, participative etc.). As per theory, decisions for most appropriate style for a given situation are made on the basis quality of decisions and acceptability of team members to the decision and commitment thereof. When we go through in detail of this theory we found that there are five decision strategies which leaders may follow by asking the questions to him only. The detail, decision rules and flow chart to decide the decision theory is given in most books.¹ If I consider myself as Mr. XYZ and I follow

¹ See Greenberg & Baron (2008) p.521-523.

the same rules, I may suggest that Mr. XYZ follows the consultative and group decision style interchangeably which further depends upon the situations and the team acceptance.

Commented [A11]: Nicely carried out.

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Criterion	Levels of achievement		
	Exemplary	Good	Poor
Writing style and presentation are clear			
• Title	Title is concise and informative so readers can anticipate the contents of the contribution and interested people look forward to reading it.	The title gives a general indication of the material covered in the contribution, but have to read the document to fully appreciate what is covered. Some potential readers may be lost because they can't clearly anticipate the material covered by reading the title.	The linkage between the title and the text is not clear. Reader may skip the contribution because they don't appreciate its relevance.
• Introduction	Introductory statement clearly indicates the main purpose of the contribution and suggests the plan of organization, so the reader can anticipate the text that will follow.	Introductory statement indicates the main purpose of the contribution in general terms, so the reader has some idea of what will follow.	The introduction does not give an overview of the contribution so the readers are not sure what to expect as they read the text.
• Main Body	Main body of contribution makes connected points that clearly build the argument so the text flows from introduction to conclusion in a logical manner, thereby helping the reader to follow the thinking behind the text.	The main body presents a number of points that allow the reader to understand the argument, but lapses in the writing may force the reader to make some connections between the parts.	The text is not well structured so the reader must stop reading at times to try to make sense of the text.
• Conclusion	The main point of the contribution is clearly indicated and reinforced so the reader can clearly remember it.	The main point of the contribution is indicated, but may be stated in an unconvincing manner.	The concluding section does not reinforce or revisit the main point so the reader is unsure about it and likely to misinterpret or forget it.
• Written expression	Sentences and paragraphs are well structured and clear so the reader can focus on what is written. Each paragraph has a topic sentence that indicates the subject matter.	Minor lapses in sentence structure, such as run-on sentences and unnecessarily complex sentence structures, force the reader to pause and reflect on the meaning of the text. Paragraphs present a complete argument, but may not flow so well.	Many sentences are poorly structured so the reader must stop often to reflect on the meaning of the text. Many paragraphs lack topic sentences or have poor flow so the main points and linkages among explanatory text are not clear.
• Grammar, punctuation and spelling	Grammar, spelling and punctuation are flawless, which	Some minor errors in grammar, spelling and/or punctuation detract from the	Many errors in grammar, spelling and/or punctuation make reading

	allows the reader to focus on the message.	quality of the text, but do not impair the communication.	the text difficult and communication is impaired.
Concepts and arguments are well developed			
• Accuracy	All information is accurately reported using appropriate terminology so the information is reliable.	The information is largely accurate but imprecise language could lead a reader to misinterpret aspects of the text.	Although the gist of the information is correct, there are problems with the interpretation of it. A reader can be misled by the text.
• Relevance	Connections between the contribution and the main topic of the discussion are clearly indicated.	Connections between the contribution and the main topic of the discussion are indicated or implied, but the reader needs to pause to clarify those connections.	Although the text is relevant, this is not clearly indicated, so the reader must guess how the text relates to the main topic.
• Significance	The reason why the contribution is important to the overall discussion is clearly described and discussed so the reader takes the contribution seriously.	The reason why the contribution is important is touched on but not elucidated, so the reader must make some interpretations about the author's view of the contribution's significance.	The contribution may include significant material but this is not indicated, so the reader must guess it.
• Clarity	The main points and new technical terms are clearly described and/or explained so the reader is left with no ambiguity about what was written.	Although the text is clear to informed audiences, unexplained points may leave room for alternative interpretations of the text.	Key points and new technical terms are not explained so the reader is confused.
• Independence	The contribution is completely self-contained so the reader does not have to read other contributions or published materials to understand what was written about.	The text is sufficiently clear that the reader can understand the main point without further reading, but some parts of the text are not clear without consulting earlier contributions or other sources of information.	The text is written in a manner that presumes considerable prior knowledge, so the reader must have a thorough knowledge of what has been written about the subject in order to understand the main point of the contribution.
Contribution is responsive to another contribution	The writer links ideas submitted by others to their own contribution in a manner that substantially strengthens the group's efforts to resolve the main problem. This linkage can include elaboration of what was previously written, a critique or questioning of it, demonstration of linkages among	The writer makes references to earlier works that are a starting point for new ideas but, apart from the reference to the earlier work, not much information is incorporated	The text mentions other contributions but neither explains the reference nor substantially adds to it, so there is no clear benefit to the resolution of the main problem from citing the earlier contribution.

	two or more earlier contributions, and/or utilization of an earlier contribution as a foundation to build your own.		
Text is supported by references			
• Sources indicated	All information and ideas that are not commonly known are supported with references to sources, so the reader has confidence that the information is not based on hearsay or the writer's opinion or assumptions alone.	Most sources are indicated, but in only a few cases the sources are not given or are ambiguous, so the reader has to check some of the sources.	Sources are cited for some specific parts of the contribution, but no references are supplied for information and ideas that are clearly not the author's, so the reader has no idea of the validity and authority of the information.
• Relevant references	Information, concepts and opinions are supported with references to published literature, especially primary (original) sources of information, rather than review articles or textbooks. This allows the reader to independently review the cited sources. More than one reference is cited to support key points, which adds strength and authority to the argument.	One or a few references are used to support the text. Thus the contribution is supported but this may be an idiosyncratic source. Some general references to textbooks are made that could have been replaced by primary references which are more thorough and authoritative.	Information comes from Web sites or other sources that have no recognized authority, so the validity or strength of the source is unknown.
• Citation style	References cited appropriately in the text, and the correct format is used in the text when citing information, so the reader clearly knows which information is attributable to which source.	Minor lapses in citation format do not prevent the reader from finding the sources in the reference list at the end of the contribution.	Citation format incorrect or poorly placed in the text, so citations distract from reading.
• Bibliographic information	The reference list contains complete bibliographic information (author's name(s), publication date, title, source, date web page accessed), so a reader can easily find the references for their own research. The authority of sources can be evaluated by checking them.	Bibliographic information largely complete, but some information missing so the reader may have difficulty finding some references. Most sources can still be easily checked.	Not all references are listed, information in the reference list is incorrect, or important information is missing from the reference list, so the reader is unable to find the same sources of information and the authority of sources is almost entirely unknown.

Comments: Nicely written and self-opinion presented, that was a major need of the work.

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