

The history of transformational leadership theory business essay

[Business](#)



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The purpose and reason for the establishment of Golden state Manufactures is to make profit through manufacturing quality textiles. It is one of the largest textile companies in Australia running from 30 years. It is among the top five manufacturing organisations in Australia which provides employment to more than 1700 employees. For over the last 18 months, the company has decreased its production by 20% and with an increase in customer complaints. The purpose of the company is to optimize the production and improve the quality of the finished garments to the required level. The company is headed by Mark (Chief Executive Officer), as a new CEO of the company set anew goal of improving the operations of the organisation and making it more profitable. He wants to produce quality garments for shipment within required time. By identifying all departments including Accounting and Finance, Sales and Marketing, Operations, Quality Control, ICT, Human Resources, and R&D Departments . The Operations Department which employs over 1500 workers is the largest department. and is this organised It comprises knitting, finishing, dyeing, cutting, stitching, and purchasing sections, with each section headed by a deputy general manager. The second largest department is the Quality Control which has over 100 staff, and operates in conjunction with the Operations Department Mark has set a goal of six months to improve the production of the Goldenstate Manufactures the purpose of the company which is to make profit by supplying quality goods for shipment.

b. Identify 3 other types of organisations and explain how their purpose and reason for establishment might differ from Goldenstate Manufacturers.

1. Primary: Farming: is known all over the world for its dairy product the purpose of this company is to provide product to the market. It is a profit making company. 2. Secondary: Hospital. Their main motive is to increase the productivity and to gain profit by providing services to the people3. Tertiary: Schools. It is not owned by any individual. There is someone for ensuring its purpose and funds to meet its goals. It provides education and train for further qualification to the students. The purpose of is to allow different career opportunities for students. The reason is make profit and provide service.

1. 2Identify at least 2 of the main roles/ functions that need to be carried out by the following:

☛ Mark (CEO)

The task of Mark is to increase the production and to improve the quality of products he is the head of the Goldenstate Manufactures ltd. He is the over in charge of the organization and gives direction and leadership towards the achievement of organizational goals Mark has the most important role in the management of Goldenstate Manufacturers. His specific responsibilities depend on the needs of the organization as creating, communicating, implementing the organizations vision, mission and overall direction.

☛ Carl (Operations Manager)

He has the responsibility over the deputy general managers of the knitting, dyeing, finishing, cutting, stitching and purchasing sections of the operations

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department-in the Goldenstate Manufactures ltd. He is responsible for the improvement of operational services, policies and process in support of organization goal to support better flow of management. Carl role is also to maximize resources and act as strategic partner with head administrative to the activities required to create and deliver a Goldenstate Manufacturer's goods on time

Quality Control Manager

This manager is undertaking site quality checks and identifying areas for improvement in workmanship. The quality control managers also carry out and review, evaluate the employee's performance. They also manage people and system run smoothly and to the standards required.

Research and Development Manager

To ensure the quality of Goldenstate Manufacturers' products, and direct the development strategies, policies and plan. This position is vital in a company because the manager makes sure that the company's products are of the highest quality while striving to maintain profitability. He is responsible to lead major research projects and coordinate the activities of the other research workers. He maintains constant coordination between himself and members of other departments of the company and provides advice on research and development options available to the Goldenstate Manufacture Ltd

1.3

a. Explain how effective you feel Goldenstate Manufacturers is in meeting its purpose

I think Golden state manufacturers Ltd. is good company in meeting its purpose of gaining profit, expanding and high quality production goods. This company has been in business for over 30 years in Australia and was among top five manufactures organisation in the country. Over the past 18 months company's production, has been dropped and also, an increase in customer complaints has been identified. This can be detrimental to the income and goals of the company if the root cause of the problems are not identified and dealt with effectively. I believe that Goldenstate Manufacturers is presently ineffective in achieving its purpose as an organization. The company is presently having issues that need to be given attention to. The operations department is not organised and the General Manager is not communicating well with staffs. Due to poor communication, poor planning and poor leadership and also poor attitude leads to the decrease in production by 20 percent over the past 18 months and the poor quality output of their products are proof of the ineffectiveness of the company. There is poor leadership in the company wherein the managers are not flexible and lacking interpersonal skills because no matter how competent the team may be, unless they are guided by a knowledgeable, dedicated, inspiring leader, it will be tough for Goldenstate Manufacturers to achieve its goals. There is also poor management and team leader in this department. The leadership of the operational management should lead by positive examples and endeavours team environment in which all team members can reach their

highest potential, both as team members and as person, Goldenstate Manufacturers must form and lead some of the most productive teams by strengthening the bonds of team members and encourage the team to reach the goals as effectively as possible. b. List 4 main management skills or competencies needed for it to be competitive

1. Leadership skill
2. Communication Skills
3. Motivational Skills
4. Building trust Skill

c. Explain why you feel each of the four skills or competencies listed in 1.

3 B are important

1. Leadership Skills This skill is important in the top level management because they need to see the organization as a whole and take a broad and farsighted view of the organization and its future. They should be able to conceptualize the environment, the organization, and their own job so that they can set appropriate goals for their organization, for themselves and for their team. If you are a manager you are a leader. Leaders are made, not born and being a leader involves a never ending process of improving yourself to become a better leader. For a manager leadership is about influencing others to accomplish a common goal.
2. Communication Skills Part of communication skills is listening skills and good listening skills in managers can improve worker productivity and satisfaction. The manager's ability to communicate can diminish emotional, physical, and language barriers; thus, making the manager an efficient and effective leader. By communicating regularly with team members one-on-one they will feel valued and connected. Communications also involves the fine art of listening. When someone is speaking to you give them your full attention. Ask questions so you are clear on what they are trying to communicate. Take notes to remember important points or tasks.
3. Motivational Skills They

interact and cooperate with employees all the time so this skill is vital for them. Managers with good human skills are able to get best out of their people. They know how to communicate, motivate, lead, and inspire enthusiasm and trust. Motivation is giving the support that is needed to get the work done. We are constantly given tough tasks, often that " must be done right away". Being able to motivate a person or a team can be the difference between success and failure. When something is not being done the right you need to motivate the person or team to do it the right way. Motivating requires that you explain what the problem is, why it is the wrong way, how it should be done, and follow-up to make sure it is being done the right way.

4. Building Trust Skills

The manager should understand the nature of job that people under him have to perform and the technicalities of the process of production. It also refers to a person's knowledge and proficiency in any type of process or technique. This is important for the day to day operation of a company. It is also important for a manager to have these skills because they are dealing with employees doing the organization's work. Building trust with the people you deal with not only improves your reputation, but it leads to successful outcomes. You want the team member, the team, your boss and your leadership to know that you can be counted on. You build trust by achieving results. People know they can count on you to get the job done and team members will want to share in the success.

2. 1

a) From any of the leadership theories you have studied on the course, identify and briefly explain which theory Ron, the Finishing Manager most closely aligns with, giving evidence from the case to support your comments.

Transformational Leadership Theory Ron, the finishing manager follows the same approach and believes as Adam the knitting Manager who has a philosophy of 'My way or no way.' Ron's transformational leadership is based more on leading and the staffs are the followers b) Identify and explain the Leadership style of Adam, the Knitting Manger, and James, the Dyeing Manger giving evidence from case study to support your comments.

Autocratic leadership style: Adam Adam is an autocratic style leader because he had a philosophy of " My way or no way. Adam all makes decisions and the staffs are followers also the staffs depends on the leaders. This shows that there is poor interpersonal skills where the manager makes all decision and the workers follows without giving their views to achieve the goals of the organisation. James: Laissez-Faire James the dyeing manager is very relax leader who shares the responsibilities with all the staffs. Also he wants to be in good relations with staff. The manager trusts the workers and they do the work with little supervision. The employees give their views and also help in decision making. This also motivates the staffs to do the job on time and achieve the goals of the organization. c) Comment on how appropriate you feel each of these leadership styles are in the current situation-give two (2) reason for you answer to each style. Adams autocratic leadership is not very appropriate because it gives more pressure to the staffs and all decision is made by the leaders and staffs gets threaten by most leaders. James laissez-
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Faire is not appropriate leadership for this Goldenstate Manufactures Ltd James is very relaxed with his staff where the job is not done on time He also don't want to upset the workers because he think they might turn against him. Would be Transactional theory which states a clear chain of command and does not allow his staff to do things without his knowledge. He does not allow changes or innovations without consulting him. a) Select one (1) motivational theory: •Briefly describe the theoryMc Gregor's Theory X&YAccording to Mc Gregor, the needs of the human being can be controlled and directed into adequate effort The manager assumes that people don't like to work and will avoid where possible . So these workers must be controlled and also directed and they want security. The X manager will use tight supervision and control. The theory Y manager use motivation and supervision support the workers. •Using information from the case study, explain to Mark how he might use the theory to motivate Carl, the General Manager Operations. Mark, the CEO, can use this as a Motivational Theory on Carl by trying to satisfy Carl's needs. Carl is known to be firm and strict and finds it hard to communicate at all levels. He desires the respect of his staff and may want recognition for the job he does. Mark can help in sorting out issues in the department and gain everyone's cooperation and having better communication skills. in achieving the organizations goals. Mark can also teach Carl to use theory X&Y in motivating his staff and get things done on time and produce good quality products. To motivate Carl, I would explain to Mark that he can use theory Y to support his employees so that he can manage his operational department where the staffs are working under pressure. Carls will use theory Y where the workers may be self-motivated

and be self-control . Most people will work with little supervision. They will believe that satisfaction of doing a good job is strong motivation. Carls will set a positive attitudes towards their workers develop the climate of trust with employeeb) Advise Adam, the Knitting Manager, of four (4) ways he might motivate his staff so they will remain with the company. Make sure you explain:•What he must do and•How he might do it1. Use effective communicationEffective communication is a two-way process. It involves not only sending the right message and allowing the other person to understand the message that you wish to convey. . Active listening is highly essential for communication to be effective. In the case study, Adam needs to promote effective communication. Not only that, it is also necessary for him to be open to staff's opinions and suggestions, as this will build a good and trusting relationship. As a manager, it is important to listen and be listened to. Listening to the staff's proposals and ensuring that it has been acted upon will surely motivate the staff to work better. 2. Change in approachAdam depicts rigidity and poor interpersonal skills. Change in approach includes being more appreciative and recognising the staff's performance. This opens up a more trusting relationship and motivates the staff to work better and will lessen the turnover rate. 3. Helping other peopleHe leads his staff and teamwork is important. He must not leave his staff doing the task by their own. 4. Make a challengeIn this situation, he will set a goal and encourage the staff to participate. By doing the activities he will give reward in return.

2.3

Mark the CEO has told Ron, the Finishing Manager that he should delegate more. You are assigned to coach Ron through the steps he must take to delegate effectively.

a) Explain to Ron three (3) benefits of delegation, using information from the case study to illustrate your comments.

1. Save time- It will be advantage for the manager's personal benefit. Allows more time doing their own jobs when they assign the task to others. 2.

Motivates-delegation is helpful aid for planning and inapproachable and believes with staffs. It also encourages promotion . Delegation will help Ron to gain enables us to gain experience to take higher responsibilities in an Organization. Delegating the task to the right person makes the work more easily and precisely. Working with others to achieve an aim has been a proven way to succeed. 3. Efficient and effectiveness develops you people- It increases the self-esteem and confidence of the staff member. They will feel that they are involved, that their opinions and voices are received and they are creating change in their work. The tips and techniques will be useful for Ron for effective delegation.

b) Explain to Ron the five (5) steps needed to be taken for effective delegation

•Make it clear what he should do at each step•Give practical examples of each step relating to Ron's job and the case study. 1. Clearly define the taskWhat has to be done for the effective delegation the process of delegation needs to be planned well? Preparation is critical just like any procedures. As a Finishing Manager, Ron needs to allow his staff to have

their own initiative in making their judgements. 2. Choose the appropriate employee or teamStaff members in the workplace who have different skills and abilities, and selecting the employee suitable for the task are important. In case study, Ron can delegate tasks to the employee and make sure to provide clear coaching and tips. Also, it is essential to allow the employee to ask questions and verifications to ensure that the employee understands what the task requires. 3. Balance the amount of responsibility and explain the resultWhen delegating, Ron should allow the staff members to have the authority to complete the job. He should couch and monitor the process of task. This will encourage the employees to be' motivated as well as authority for future assignments. And also, by giving them the opportunity to be responsible can give an important message that successful completion of tasks is acknowledged by the organisation. 4. Always state the resultDelegating needs to be consistent. This would benefit not only the manager, but also the employee. When a manager is being inconsistent, this can send a message to the employees that the manager is just using them. However, when a manager is consistently delegating tasks, this allows the employee to develop skills and talents, as well as build a trusting relationship between the manager and employee. 5. Focus on results and supportAllow the employees to make their own decisions once the task has been delegated. Managers should not closely watch as this can lower the self-esteem of the employee. In addition, in the case study, Ron should focus on the results and not the means to have tasks done and provide necessary feedbacks that are consistent with the company's goals.