

Case study on w l gore limited shahzad mukhtiar

Education



**ASSIGN
BUSTER**

Case Study on W L Gore limited Shahzad Mukhtiar

1. Introduction

THE OBJECTIVE OF THIS CASE STUDY IS TO UNDERSTAND W L GORE & ASSOCIATES. THE MAIN TASKS OF THE ASSIGNMENT ARE: FIRSTLY, IDENTIFY THE MANAGEMENT AND LEADERSHIP STYLES OF COMPANY AND FIND THE IMPACT OF THESE STYLES ON COMPANY'S STRATEGIC DECISIONS. SECONDLY, FIND THE CONNECTION BETWEEN SELECTED STRATEGIC MANAGEMENT AND LEADERSHIP THEORIES AND DESCRIBE THE IMPACT OF THESE THEORIES ON ORGANISATIONAL AND LEADERSHIP STRATEGY. THIRDLY, USE PROPER TECHNIQUES TO RE- EXAMINE COMPANY'S LEADERSHIP REQUIREMENTS AND FINALLY THE AIM IS TO PRODUCE A LEADERSHIP SKILLS PLAN FOR W L GORE'S FUTURE REQUIREMENTS. W L GORE AND ASSOCIATES IS A LEADING MANUFACTURER OF THOUSANDS OF ADVANCED TECHNOLOGICAL PRODUCTS FOR THE ELECTRONICS, FABRICS, INDUSTRIAL AND MEDICAL MARKETS. W L GORE & ASSOCIATES FOUNDED IN 1958 BY WILBERT L GORE AND IT IS A PRIVATE COMPANY HEADQUARTER IN NEWARK, DELAWARE, USA. W L GORE IS MULTI-NATIONAL COMPANY LOCATED IN 30 COUNTRIES , MANUFACTURING FACILITIES IN USA, GERMANY, SCOTLAND, JAPAN , CHINA AND SALES OFFICES AROUND THE WORLD.

THERE ARE 9, 000 EMPLOYEES IN W L GORE KNOWN AS ASSOCIATES AND ITS ANNUAL SALES ARE \$2. 5 BILLION. (GORE I, 2011)

2. Leadership and management “ Leadership is more ability than job. Moreover, it is all about determination, ability to solve problems, set direction for followers, gather them for common purpose and motivating people to achieve tasks. Furthermore, it is a charisma and the ability to reacting at the right time for

<https://assignbuster.com/case-study-on-w-l-gore-limited-shahzad-mukhtiar/>

a particular competitive situation” (L. Mullins, 2010, P372). “ Management is active, not theoretical. It is about changing behaviour and making things happen.

It is about developing people, working with them, effort to achieve objective and goals.” (L. Mullins, 2010. P, 425) 3. Leadership and management styles is used by W L Gore The democratic style of the leadership where power is shared among sub ordinates. In this style everyone have right to share their views and opinions. Democratic organisation where the leadership functions are shared with the member of groups and mostly the manager is the part of team. The group members have right of participation in decision-making, determination of policy, implementation of system and procedure.

In such system power, influence and responsibilities are shared between members and leaders. (L, Mullins, 2010. P, 381) Laissez-faire is the style of leadership and management where employees are free to do work. In laissez faire style employees have more power, authority and influence in organisation about their tasks. Moreover, leaders are totally trusts on their employees to perform their tasks themselves. This kind of style suits such organisations where employees are skilful, innovative and creative. Furthermore, this style is successful where employees show responsibility and loyalty with organisations. Management study guide i. (2011) 3. 1 Democratic style of W L Gore W L Gore’s leadership style is democratic . In W L Gore leaders are not appointed from above and he/she emerges from team members. The associates who elect leaders and those leaders come on the bases of experience, knowledge and talents. Moreover, In W L Gore the leader’s job is not to make an individual decision and

associates also participate in decision making . In W L Gore the power, influence and responsibilities are shared between associates and leaders.

In W L Gore the organisation have many teams and every team have leader who always make plan with the help of associates and if associates are not agree with situation then leaders can not pass and implement a particular decision or project. According to CEO Terri Kelly, in W L Gore leaders have followers who give them support and power of decision making. In W L Gore leaders come from associates, who support them in decision making, give them authority of leading and sharing views which totally show the democratic style in company.

W L Gore is more democratic in term of leadership and less in management (management exchange i, 2011) 3. 2 laissez faire style of W L Gore W. L Gore and associates where no managers, no job titles, no hierarchy, and no reporting rules. Associates work in teams, they are free to do work individually and they are responsible to fulfil their tasks. Moreover, In W L Gore employees are innovative and leaders allow them to do their work freely. According to W. L Gore CEO Terri Kelly, associates are owners in the company; they are self-committed about their work.

In W L gore each person has more power to decide what they want to work and where he/she can make contribution for company. Furthermore, associates have freedom to decide about their tasks and commitment to deliver promises. Such powers in W L gore show, freedom and innovation about individual's work. W L Gore & associate adopted this style more in management than leadership in company. (Management exchange i, 2011)

3. 3 Impact of Leadership and management styles had on W L Gore strategic

<https://assignbuster.com/case-study-on-w-l-gore-limited-shahzad-mukhtiar/>

decisions W L Gore & associates follow democratic and laissez-faire styles of leadership and management.

These styles have positive impact on company's strategic decisions. Strategic decisions are long term decisions; it's about company's growth, vision, mission and future planning. In W L Gore where top level management and leadership make decisions. Moreover, the support of associates makes decision simple and there are fewer chances of conflicts in company. The impacts of these styles are clearly positive when we examine company's progress, its annual sale growth is continually increasing since 1958, and they are launching new systems, developing new products and expanding business worldwide. (Gore I, 2011). Furthermore, these styles impact are more clear in their HR strategy when they select innovate people for work who gives them results in term of success. Thus W L Gore is successful with democratic and laissez-faire styles in term of strategic decisions because when strategic management and leadership make strategy about company's vision, mission and future goals.

4. Strategic management and leadership theories

Henri Fayol wrote five function of management. He believes that organisation should make planning, organising, commanding, co-ordinating and controlling to run organisation. (Economist I, 2011)

F W Taylor is the founder of scientific management techniques. He believes that management can improve if we increase productivity, analysis of the task is best method to do work, he believes on scientific method to do work, motivation and employees training are important according to F W Taylor. (L, Mullins, 2010. P, 45)

Peter Drucker believes on Management by Objective. He considers that management

should set objectives, organising tasks, motivate employees to do work and train them to achieve success and organisation goals. 1000ventures i, 2011)

1. 1 Link between selected strategic management and leadership theories 1. Link organising vs. organising the work by Henri fayol and Peter drucker. According to Fayol, organisation should provide the resources for day to day running the business in organisation. Moreover, its organisation responsibility to organise capital, personnel and raw materials for daily work and build structure for employees. (Economist i, 2011)On the other hand, Peter Drucker in his five processes also about organising the work.

According to Drucker, it is important that management should plan about work. There are many organisations which are organising tasks before starting the business i. e. construction companies is the best example for organising tasks. Link 2: Employees training F W Taylor in his four objectives of scientific management 1881 writes about employees professional tainting and he suggests training methods for employees to achieve their organisational goals. While Peter Drucker in his five management process also suggest employees training and he refers coaching method for employees in organisations.

Job rotation, coaching mentoring and formal training are the best method which different organisations are using to train their employees . i. e. banks, financial and business organisation etc. (L, Mullins, 2010. P, 45) Link 3: Motivation F W Taylor and Peter Drucker both are agree about motivation in organisation. Because they believe motivation can impact on progress. Leaders and mangers can motivate their sub ordinates to do work and achieve tasks successfully. Taylor believed in economic needs of motivation

and he thinks that high wages can increase productivity in company. L, Mullins, 2010. P, 45) 1. 1. 1 Link between leadership theories Link 1: Continuum Authoritarian/Democratic Task/Relationship (T&S 1973) & VROOM and YETTON contingency model The common things are quality of decisions, range of decisions in term of authoritarian, democratic styles. VROOM and YETTON contingency model also tell almost same. In authoritarian style leaders make decision themselves or just get some information but they do not give right of decision to others. In democratic or consultative style leaders offer sub-ordinates in decision making but make decision themselves. L, Mullins, 2010. P, 381) According to VROOM and YETTON, there are five main management leadership styles. In A. I leaders try to solve problems and make decision according to their knowledge and information. In A. II leaders obtain information to their sub-ordinates but make decision themselves. In consultative decision style leaders shares problems with individuals and sometimes groups. However, leaders make decision that may or may not reflect the influence of subordinates. Moreover, in group decision making the problem is shard with subordinates as group. L, Mullins, 2010. P, 386 Link 2: Traits Vs Style The traits theories suggest that the organisations attention should be focus on the selection of leaders rather than to train leaders. While according to Blake & Mouton 1991). Organisation concerns should be select right people for work. In leadership theories the first approach of traits concern about the characteristics of leadership. Leaders are born not made so organisation focus should be on the selection of leaders rather than train leaders. Leadership consists of certain inherited characteristics or personality traits.

Style of the leadership is the way in which the function of leadership carried out and the behaviour adopted by managers towards subordinates staff. (L, Mullins, 2010. P, 376). These style also concern right people for specific tasks. Once traits approaches are favour by born leaders on the other hand. Styles theories also favour about people who have ability to complete management task with out training. According to styles theories, organisation should select those people who deliver job and lead people. 1. Impact of strategic management and leadership theories have on organisation strategy Different management theories show some common point which should show some positive impacts for organisations in term of strategies. When organisation organise tasks for people, motivate them for tasks in term of increase wages and decisions. Moreover, organisation trains employees to achieve goals for the success of organisations. Leadership and management theories impact positively on organisational strategies and these style and theories are related to organisation's development, performance and motivation.

Leadership style and theories directly affect organisational strategies and activities. Different organisations adopt different leadership style and theories according to the nature of organisation. Organisations use these style and theories on different leadership stages i. e. Strategic leadership, operational leadership and team leadership. Theories guide organisation to use different techniques in different situation. Leadership and management theories give direction to organisation to use them in strategic, organisational, operational decision making process.

Moreover, strategic leadership can use these style and theories in organisations for different tasks, it does not matter that the tasks are simple, complex or top level in organisation. 5. Utilise appropriate techniques to review leadership requirement of W L Gore • Investigate the internal environment Business cycle There are seven stages of business cycles namely; seed stage, start-up stage, growth stages, established stage, expansion stage, mature stage and exit stage.

These stages show where the organisation is in term of its business life, opportunities, sale growth, market share, and revenue. W L Gore has completed its 50 years. Now this company is on expansion stage because it is a multinational company which setup its business in 30 countries of the world. In term of sale growth and revenue W L Gore sales were \$2 billion and \$ 2. 5billion in 2008 and 2010 respectively. (Gore i, 2011). Moreover, W L gore's sales and revenues are rising and its products and services are becoming demandable in market.

As W L gore expanding its business worldwide and launching new product because they are fully established and now looking to expand their products. Stage of organisation development There are six stages of organisational development namely; continuum, incremental, step-change, flux, liquidation and transformational. W L Gore as company on incremental stage of development because company is expanding world wide and its last year sales is 2. 5 billion which was \$2 Billion in 2007(Gore i. 2011). When we talk about its associates they are 900 and company is not reducing associates in company.

When we talk about new technologies in W L Gore they are launching new system of information and technology in their organisation world wide . i. e. in last decade W L Gore introduce. Neural Intervention technologies and the clot-clearing technology of Selva Medical, Inc, medical components and devices, Bio absorbable Staple Line Reinforcement Material, Gore snapshot shield, antistatic Fabric Technology and many products and systems. In organisation development the role of HR is very important and W L Gore use best resources for hire new talents and after hiring they provide best resources of training.

W L Gore as a best technological company use Associate networks, recruiting strategy, diversity awareness training and diversity and work/life benefits. Furthermore W L Gore still wants to improve its growth, to expand business, use technology, HR resources to achieve organizational goals. (Gore i, 2011) • Investigate the external environment STEEPLE STEEPLE stands for social, technological, economic, environmental, political, legal and ethical. These are factors which companies consider to start new business. Organisational performance and effectiveness can also depend on the external environment.

W L Gore is a multinational technological company . It has offices in 30 countries of the world. As multinational company W L Gore review STEEPLE in organisation. W L Gore is a well reputed multinational company which follow all legal and international trade regulation. Technology has huge impact on W L Gore because company's focus to develop technology, speed to transfer and use IT, internet to communicate others and do research in IT field. Moreover, W L Gore review economic policy and business stage of company.

Furthermore, STEEPLE Analysis which W L gore use to develop it business worldwide helpful in term of expending business in new place. (Gore i. 2011)

- Gap Analysis “ Gap analysis involves an investigation of the gap between the vision, objectives and goals of the organisation and actual level of performance, and establishing the actions necessary to bring activities in line with that which is planned. ” (Mullins, L, 2010. P, 795). Gap analysis is a technique which is use for the measurement of the organisation current performance, strategies and what organisation required in future.

Currently, W L gore is establish company, its sales are \$2. 5billion, they are manufacturing products in 12 different areas and Industry of different product are also expanding. Moreover , W L gore manufacturing product in aerospace, automotive, chemical, computing, telecom, and test & measurement energy, environment industrial & manufacturing, medical, military, pharmaceutical & biotechnology, semiconductor sectors. (Gore I, 2011) W L Gore is seeking innovative professional for future development. 5. leadership competencies and skills are most suitable for W L Gore following your investigation Leadership competencies and skills are most suitable for W L Gore * Leadership & teamwork abilities: this is most suitable competence for W L gore and associates because in innovative and democratic style where teams work under leaders. Leader should have ability to sets direction and initiates action for teams. They know how to plans and organise things. Moreover, they know how to delegates responsibilities. In W L gore leadership and teamwork abilities are essential in term of organisational success and to achieve goals. Decision making abilities: W L Gore where everyone have right to share their ideas and

associates participate in decision, but the leader is person who have authority to make decision. Because in W L gore culture follower give leaders power to make decisions so leader should have abilities to analyse problems, think critically and have ability to generate solution of problems. W L Gore leadership have strong abilities of decision making.

*Communication abilities: In W L gore there is direct communication between leaders and associates. This is good because lack of communication can create problems for company's success .

W L Gore is big organisation and company can not afford communication barrier. Communication abilities of leaders such as leading associates, group communication, upward and downward is always suitable W L gore for its business growth.

- What are the core competences you are looking for? W L gore is established company and their leaders and associates are skilful innovative professional fields. There are core competences which I am looking for W L gore. These are communication abilities, leadership and teamwork abilities, Decision making abilities knowledge, initiative and will power.

These are core competence which are important for W L gore organisation because leaders are the main part in W L gore who lead teams, make plans, set goals and objectives for company. Utilise Adair leadership competencies Adair's five leadership competencies about leadership.

- * Leadership & teamwork abilities
- * Decision making abilities
- * Communication abilities
- * Self management abilities
- * Personal qualities

According to Adair, " leadership should have following professional competencies to lead organisation.

These are competencies which good leaders should adopt in term to control teams, to make decisions and communicate with associates and employees. Furthermore, leaders self management abilities and personal qualities of leader are essential for leadership in organisation". (Adair, J, 2005. P, 97)

- What personal competencies are you looking for? * Personality & character: leaders are role model for their employees in organizations. Their personalities and impression can create influence on employees. * Courage: Good leader always courage their employees.

In W L gore leaders encouragement for employees is one of the major aspect of company success which remain essential in future. * Will power. Will power is a personal competence of the leader. It is an inner strength of person which capable his/her make decision and control the situation. In W L Gore where teams work under leaders, sometimes in complex situation leaders need to make some decisions themselves. * Knowledge: the leadership knowledge about different techniques is very important in organization. Moreover, leadership knowledge about internal, external environment for company is important.

Leaders should be knowledge about company's future planning for company and also knowledge how to deal with other companies. Furthermore, Future leader need different knowledge in W L gore. * Leadership development strategy Adair identify seven principles of leadership development strategy.

1. Development strategy for leadership for three levels of leadership; operational, strategy and team.
2. Selection of those professionals who have abilities to lead organisation in future.
3. Design course and training: define course and method of training according to the business requirements
- 4.

Plan career: Plan career for professional through giving them right job at the right time because professional or leaders can only emerge through leading practice. 5. Use line managers as mentors for new individuals, because their knowledge will be a helpful for leadership. 6. Create cooperate culture because such environment helpful for self development in leadership for new leaders. 7. Top leadership interaction with growing leaders. · Required leadership skills or competencies: W L Gore required following leadership skills and competencies in future.

However, some leadership skills or competencies are same but in future new leaders need to improve and manage some skills for success of business and to achieve goals. In W L gore new leadership required following skills and competencies * Leadership & teamwork abilities * Decision making abilities * Communication abilities * Self management abilities * Personal qualities * Command and control ability · Personal skills * Will power * knowledge * Initiative * Trust The suitable Leadership Training and Development Methods: * Formal education* Formal training * Mentoring

A formal education program is the process of training and developing people in knowledge, skills, mind, and character in a structured and certified program. (Sil i. 2011) Formal education is classroom-based, provided by trained teachers in schools, colleges and universities. There are different types of courses in formal education. Moreover degree level course and also specific specialize courses also offer by institutions for professionals. Leaders do not need education and training but every leader is not born leader so, I think formal education is important for everyone. Advantages

Firstly, Formal education is best source of gaining knowledge through lectures, tasks and exams. Secondly, most effective way of learning. Thirdly, it can develop self confidence in term of communication. Disadvantages Formal education is expensive in term of cost and also time consuming because the length of professional courses are six months to one year. Moreover there is a big risk for job oriented people. They can lose their jobs if they start formal education in institutions. Formal training: formal training is the best method for new professionals who just completed their professional education and enter in professional fields.

Formal training is goal orientated. It is based on specific programs according to professional needs and requirements. Formal training is useful for leaders to learn new methods practically and apply them on work. Advantages * Self confidence on job * Improve job performance * Valuable for employees * Professional development * Result oriented Disadvantages * Time consuming * High Cost * Job lose risk * Mentoring A Mentoring is method which one expert, knowledge and skilful person use to guide and train professionals. It is a supportive and challenging relational ship in which the mentor offers advice, guidance and support to professionals.

The mentors are expert in area of leadership or in management within organisation. (Admin i, 2011) Mentoring is a very essential for professional because they can learn and develop different techniques which can help them in their professional fields. Moreover, mentoring is about motivating and encouraging professionals to identify their problems, goals and help them to find the solution of their problems. Furthermore, the aim of mentor to focus on individual's to build his/her capabilities, help his/her to discover

wisdom and work with learner's own goals. Advantages Firstly, Professional can improve their weakness and develop career.

Secondly, mentors experience and techniques can influence on professional which can change professional's outlook positively. Thirdly, professional can improve self-confidence and use his/her skills in organisation. Finally, mentoring can produce productivity and positive results in organisation.

Disadvantages: The main disadvantage is time to complete the mentoring process and such training required planning, communication and feedback.

Secondly, it is not formal training than formal education and formal training moreover mentor just delivers his/her knowledge and experience to professionals.

Thirdly, mentor's techniques may be not useful in future for professionals in organisation

Monitoring Leadership Strategy The most appropriate methods of monitoring leadership strategy are: Organisation should make a committee about training courses which can monitor both trainee and trainer whether they are doing their job honestly or not. Moreover, committee should monitor those resources which organisation provide for training courses.

Attendance: Attendance is the best method to monitor learner whether he/she is coming to attend course or not.

Exams: exam is procedure to check performance of candidate's . xam can be in written form or it can be a presentation

Interview: it is technique which can be use to check learner creditability.

Questionnaires: different questions can be asked to candidates about their course.

6 Conclusion In conclusion W L Gore Adopt

democratic and laissez-faire styles in leadership and management. These styles have positive effect on company's strategic decisions. Moreover,

different management and leadership theories are also use in W L Gore. Company's leadership have different professional and personal which is essential for company to achieve its organisational goals.