

## Unit 1

### Question 1: Sully Train

From: ABC – Consultant

To: Sully Train

Date:

Subject: Analysis of leadership issues at Academic Recycling Company – CONFIDENTIAL

Dear Sully,

As requested and discussed, please find the below for my analysis of the leadership issues at your company and some reasons for the problems you are experiencing.

#### Current situation

##### Before the course

Your leadership style was autocratic and focused on tight administrative process of operating and monitoring contracts. It was good in a sense that you have a good ability in making instant decisions and it comes from your belief that employees were lazy and lacking of initiative. However, it also leads to overload of work to you, especially on trivial matters, causing you have less time to obtain contracts. Besides, some employees were unhappy about your leadership style and left the company.

##### After the course

Your leadership style changed from autocratic to democratic as advised and learnt from the course. It comes from your good objective to make your employees more effective and motivated through enriching their jobs and empowering them. However, it was not so successful due to the following reasons.

#### Reason analysis

##### Speed of the change

The first reason for unsuccessful change in leadership style is the quick change speed. From the perspective of the employees, the change just happened overnight. This makes the employees confusing and very difficult for them to understand what happened, why happened and how to adjust to the new style.

##### Employee's preference and situational fit

##### Employee's lacking of skills and experience

## 2. Frigate 15 marks

### Introduction

Frigate Limited Symbol is based in the country of Egdon. It imports electrical components from other countries and distributes them throughout the domestic market. The company was formed 20 years ago by Ron Frew, who now owns 80% of the shares. A further 10% of the company is owned by his wife and 5% each by his two daughters. Power

Although he has never been in the navy, Ron is obsessed by ships, sailing and naval history. Stories + Symbol He is known to everyone as "The Commander" and this is how he expects his employees to address him Symbol. He increasingly spends time on his own boat, an expensive motor cruiser, which is moored in the local harbour 20 minutes' drive away. When he is not on holiday, Ron is always at work at 8.00am in the morning to make sure that employees arrive on time and he is also there at 5.30pm to ensure that they do not leave early Routines. However, he spends large parts of the working day on his boat. Routines, although he can be contacted by mobile telephone. Employees who arrive late for work have to immediately explain the circumstances to Ron. If he feels that the explanation is unacceptable then he makes an appropriate deduction

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**VM Jensen**

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