**MBA706 Leading People in Organisations**

Assignment 1 Part B

T2/2021

**Entry 4: Leadership**

We talked about the ex-Business Manager. He was an adorable person and well looked after his team members. He would stand for his team members when there was any conflict against the other teams and did his best to solve any issues. Besides, the ex-business manager led by example. At times, he would take it as a personal initiative to show us how something is accomplished. Even when you didn't get it on the first attempt, he was very patient to teach us and encouraged everyone to try as much as possible to achieve the best. His sense of dedication and commitment to better our lives and the performance of the organisation was exemplary. Based on the employee's leadership role model assessment, it is clear that the employee expects me to become a team leader. They expect me to be passionate about my work and do the best within my power and influence to promote the people's interests. They also expect me to show commitment to the team and the overall organisation, empowering and inspiring my followers to achieve the best in their work.

Furthermore, I am expected to be a problem solver. The employees are hopeful that I will be committed to their issues and take centre stage in addressing their grievances, including conflicts within their teams and the organisation. While solving conflicts, they expect that I will be impartial, democratic and positive in my judgements. Above all, I must influence my followers to the best of my abilities, position and influence to help protect personal and company progress.

I was trying to fit myself into his job approach and leading style. I wanted to follow his direction. After evaluating myself, I don't think I broadly fit their ideal description of an effective leader yet. Therefore, I would consider changing myself to fit in their views because leadership is about the followers. And a good leader must represent the visions and aspirations of their followers (Harter, 2002). In this respect, I believe that a good leader must have a sense of purpose that is more significant than theirs, have balanced skills and personality to put the purpose into action (Abuzid, 2017). I am determined to become an effective leader. Therefore, embracing their views will be a fundamental issue to me because understanding what people expect from you as their leader is key to leading them. In addition to these views, I will be open-minded to new experiences and ideas supplied by the employees. I appreciate that innovation and inventive is valuable, and I tend to consider the suggestions and ideas from others. To achieve the aspirations provided by the employees, I ascribe to the leader-member exchange theory. This theory indicates that leadership only occurs because of the effective interaction between followers and leaders (Harter, 2002). Thus, leadership does not occur in a vacuum. The Leader-Member Exchange(LMX) theory provides that followers must invest significantly in building a positive relationship with their leaders to attract rewards. In contrast, leaders must learn to cultivate relationships to achieve positive outcomes at the personal and organisational level (Gardner et al., 2011). In this regard, I will be conscious of the relationship and interactions among my teams.

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**Entries 5 & 6 combined: Dynamic Organisations and Organisational Design**

I cannot access the correct documents for my organisational culture, which has resulted in the closure of physical learning and visits to the institution. I am working at an independent school in Melbourne. The school has a 125-year history. The average age of the staff and teachers are older than a typical company, most of the staff and teachers are highly experienced. The atmosphere has been very stable, settled, warm and looking after each other. Based on my assessment and different literature, the culture of my organisation is that the school is united by a culture that strives for academic excellence while supporting the community that permeates the programs, school, departments and organisation through vibrant and crucible of research, intellectual activity, creation of knowledge, teaching and learning. For example, the school's faculty of sciences and art is devoted to learning and teaching and fostering cutting-edge discovery and research.

My organisation's approach to strategic human resource management is the resource-based approach. The organisation focuses on satisfying the needs of its human capital within the organisation. This notion of the resource-based strategy is pegged on the realisation that the administration is a collection of productive and adequate resources that work together to achieve organisational objectives. It believes that competitive advantage is achieved through the ability of the organisation to acquire and develop human resources, which help it quickly learn and apply the learned information more efficiently and effectively (Bussmann and Niemeczek, 2019). In the same context, the organisation believes in acquiring effective bundles of human resources that cannot be imitated elsewhere. In my organisation, the H.R. policies and values constitute a significant aspect of its human resource. To achieve this, the school has a culture of hiring qualified and experienced people who are self-motivated and passionate about what they do. Besides, the organisation has developed strategies to nurture and model its unique intellectual capital to better organisational performance.

Furthermore, the organisation has developed specific values and organisational culture that successfully bind the organisation together while focusing on achieving the firm's vision and mission (Groysberg et al., 2018). Generally, the aim of the resource-based approach as utilised by my company is to promote the resource capability of its human capital. Thus, we are devoted to achieving a strategic fit between opportunities and resources to obtain value due to the effective and efficient deployment of our human resources. In line with its cultural beliefs, the organisation believes that investing in people adds value.

My analysis suggests the organisational culture is somehow supported by the organisation's resource-based approach to people management. Still, fundamental changes must be considered to ensure effective and adequate support of this organisational culture. The organisation is effectively structured with leadership levels such as the top management and the department heads. All these leadership levels and the structure of activities within the organisation are inherently designed around the organisational culture to provide academic excellence while supporting the community that permeates the programs, schools, departments and organisation through vibrant and crucible of research, intellectual activity, creation of knowledge, teaching and learning. First and foremost, the organisation has developed mechanisms through which the above culture is integrated into the organisation's daily activities. For instance, the organisation has a vision, values, and mission that emphasises and defines the organisation's culture (Chadwick et al., 2015). By observing the values and mission of the institution, each member is provided with an opportunity to emulate the organisational culture. Despite integrating the culture into the organisational activities, there is still much to do to adequately support the organisational culture through the strategic approach and organisational structure. Therefore, there is a need to adopt an approach that goes beyond human resources alone and integrates other aspects of production to ensure a cohesive and collaborative relationship between these factors of production (Hersey & Blanchard, 1969). This will significantly help ensure the organisational culture is grounded within the organisation and availed to the external environment.

As noted in the above discussion, I work at an independent school in Melbourne. The school has a 125-year history. The average age of the staff and teachers are older than a normal company. Most of the staff and teachers are highly experienced. The atmosphere has been very stable, settled, warm and looking after each other. Staff and teachers have been changing for the last 2~3 years. And the atmosphere is also changing since the pandemic started. There is less communication and less sharing. Since the pandemic started, teachers have been working online to teach, and many admin staff are working from home. As a result, there is less chance to contact and communicate with each other. Older people prefer to seeing each other physically, not online. Therefore, the school needs to prioritise the students and look after its employees to operate well. The organisation needs to solve this issue which might be depression and loneliness—changing culture with the leadership need to apply to the current situation to recover.

Additionally, the resource-based approach is only one of the various ways to support organisational culture. Thus, there is a need for the school to start to adopt other supportive frameworks such as the PEST model to help it focus on the macro-environmental elements to impact its bottom-line culture. I also recommend structural changes in the company leadership. Research indicates that organisational structure has a bearing on the organisational culture, and this depends on the compatibility between the norms and cultural values on one hand, and the modes of completing and performing tasks defined by the implementation of specific organisational structure model on the other hand (Dermol and Širca, 2018). In this regard, the school must aim to differentiate the different populations working in the institution. By this, I mean the older staff members should be accorded fundamental emotional support through pandemics to help them navigate loneliness while still focusing on achieving the larger organisational culture. In the same breath, there is a need for the school to motivate its workers to enhance and promote its culture. The employees bear the brand of the organisational culture. Thus, failure to link the people and the culture will create a cultural gap in the institution.

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