



THE TIMES 100

BUSINESS CASE STUDIES

Teacher guide

Factors influencing leadership style - Tesco

Where does the lesson fit?

This session would follow an introductory session on leadership styles in a Managing People or Human Resources module



Suggested resources & activities related to leadership styles and Tesco

- Full Tesco case study
- Factors Influencing Leadership Style PowerPoint
- Leadership Styles lesson resources
- Tesco crossword
- Tesco word search

Suggested timings for the session

5 mins	Starter e.g. Tesco word search
5 mins	Use the Factors Influencing Leadership Styles PowerPoint to discuss the topic
5 mins	Read the case study
15 mins	Questions
20 mins	Task . recommending leadership styles for given scenarios
10 mins	What have you learned?

Answers to questions

1. List the three main factors that will be taken into account when considering the most appropriate leadership style to use.
 - The task
 - The team
 - Tradition
2. Describe the leadership style which is often most appropriate in crisis situations.

An autocratic style is often most appropriate in crisis situations. It is a ~~te~~lling style and allows for quick decisions to be made.



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3. Explain why the team will impact on the leadership style adopted.

Considerations about the team will include whether it has the right skills and resources to make decisions, whether it is accustomed to making decisions and ultimately whether the team is happy to take on responsibility for making decisions.

4. Evaluate whether employees would prefer their managers to stick with one style of management

On the one hand:

- If the manager sticks with a consistent style then the workers know what is expected of them and the likely consequences of their actions

However:

- Employees will probably expect the manager to deal with different situations in appropriate ways, and this may involve adopting different leadership styles when necessary
- As a team of employees becomes more skilled and experienced, they may prefer their manager to give them greater responsibility for decision making and therefore the manager may need to alter their leadership style accordingly

What have you learned?

Expected learning would include:

- Leadership styles include autocratic, democratic and laissez-faire styles
- Managers will take the task, the team and tradition into account when adopting a leadership style
- Different situations may require different leadership styles
- There may be serious consequences if the wrong style is adopted e.g. the health and safety of customers and employees could be compromised
- Internal and external factors affect chosen leadership styles
- The most effective managers are versatile with regard to the leadership style they use