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Chapter 13 Leadership and Conflict

13.1 Distinguish between leadership and management in organisations.

HL Paper 2 Q4 (d) (ii)

(ii) Examine **three** differences between leadership and management in organisations.

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13.2 Analyse the significance of organisational culture and innovation in successful organisations.

HL Paper 1 Q1 (c)

Driving Creativity and Sustainability

ProjectOne, a cutting-edge design and innovation engineering firm based in Kildare, is making waves in the world of product design and research and development. Catering to a diverse clientele that includes start-ups and multinational corporations across the consumer, healthcare, and professional sectors, ProjectOne has built an enviable reputation as an independent agency with international acclaim.

According to management, the company's success is rooted in the dedication and talent of its employees. ProjectOne has fostered a workplace culture where team members feel valued and appreciated, resulting in strong employee loyalty and internal promotions. With a dynamic workforce of 64 employees, ProjectOne champions a modern and balanced working environment. The company has implemented a four-day working week. Employees enjoy blended working arrangements, alternating between on-site and remote work.

"Our team's creativity and hard work are the cornerstone of our growing client base and project successes," says a ProjectOne spokesperson. "We're thrilled to see the positive impact of our working arrangements on both employee satisfaction and productivity."

The company's commitment to community engagement is also noteworthy. Several team members volunteer with Junior Achievement Ireland, to deliver high-impact programmes to students. These initiatives introduce young people to working life through hands-on experiences, showcasing the innovative and inspiring nature of ProjectOne's work.

Tackling Sustainability with GlowInc

One of ProjectOne's clients, GlowInc, a beauty product manufacturer, has partnered with the firm to develop an innovative, organic nail polish. With the nail polish industry becoming increasingly saturated, GlowInc predicts a growing demand for sustainable alternatives and has tasked ProjectOne with bringing their vision to life.

To meet the challenge, ProjectOne has assembled a forward-thinking team that includes recently hired staff eager to gain hands-on experience with this pioneering project. The firm has also invested in state-of-the-art equipment to support the development of the new product, with plans to launch it on shelves by next year.

Adopting an iterative approach, the team will create and refine a prototype through small-scale testing to perfect the formula. A key hurdle in the project will be sourcing unique, sustainable materials, but ProjectOne remains committed to delivering a high-quality, innovative product that aligns with GlowInc's standards for sustainability and originality.

This ambitious collaboration underscores ProjectOne's ability to combine innovation with environmental responsibility, further cementing its position as a leader in the design and engineering sector. "Our partnership with GlowInc exemplifies the kind of creative and impactful projects that define ProjectOne," says the spokesperson. "We're excited to help shape the future of sustainable beauty products."

(c) Analyse **three** ways ProjectOne's organisational culture has contributed to the success of the business.

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13.3 Outline how leadership styles foster organisational culture and organisational innovation.

HL Paper 2 Q4 (d) (i)

(d)

Siobhán Talbot joined the Glanbia group in 1992 and held a number of senior positions prior to her appointment as group managing director in 2013.

Before retiring in 2024, Talbot's leadership saw Glanbia transformed into a focused, global, innovate, better nutrition business, serving growing consumer nutrition trends and societal needs.

(i) Outline how a leadership style you have studied fosters organisational innovation.

13.4 Appreciate the range of reasons for conflict in the workplace and demonstrate an understanding of how conflict may impact on the workplace.

OL Paper 1 Q2 (b)

(b) Human Resource issues have led to official strikes and protests at Amazon facilities in the UK, the US, and parts of Europe.

(i) Outline **two** reasons for conflict in a workplace.

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(ii) Explain **one** impact conflict may have on a workplace.

13.5 Analyse how both employees and employers may deal with conflict internally.

OL Paper 1 Q2 (c)

(c) Explain **two** internal methods that managers at Amazon could use to resolve employee conflict.

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2

Chapter 13 Leadership and Conflict Solutions

13.1 Distinguish between leadership and management in organisations.

HL Paper 2 Q4 (d) (ii)

(ii) Examine **three** differences between leadership and management in organisations.

1. Focus

Leadership is centred on vision and direction, focusing on motivating and inspiring people to work toward long-term goals.
Management focuses on organisation and control, ensuring systems, procedures, and resources are used efficiently to achieve short-term objectives.
For example, a leader may set a vision for expanding into new markets, while a manager develops the step-by-step plan to achieve it.

2. Appetite for risk

Leaders typically embrace change and calculated risk, encouraging innovation and adaptability in their teams. They challenge existing methods and inspire creative solutions.
Managers, on the other hand, tend to minimise risk and maintain stability, following policies and ensuring compliance with organisational rules.
For instance, a leader might promote digital transformation, while a manager ensures it is implemented and organises training to reduce the risk of it having negative implications.

3. Relationship with Employees

Leadership relies on influence and trust, motivating people through communication, inspiration, and shared purpose.
Management depends more on authority and structure, assigning roles, setting deadlines, and monitoring performance.
For example, a leader motivates employees by sharing a vision for the business, while a manager tracks targets and ensures accountability.

4. Role in innovation

Leaders drive innovation by creating a culture where new ideas are encouraged and employees feel confident experimenting without fear of failure.

Managers help in turning ideas into action by setting timelines, allocating budgets, and ensuring innovations are implemented efficiently and sustainably.

13.2 Analyse the significance of organisational culture and innovation in successful organisations.

HL Paper 1 Q1 (c)

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"Our team's creativity and hard work are the cornerstone of our growing client base and project successes," says a ProjectOne spokesperson. "We're thrilled to see the positive impact of our working arrangements on both employee satisfaction and productivity."

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(c) Analyse **three** ways ProjectOne's organisational culture has contributed to the success of the business.

1. Creates Shared Values and Purpose

Organisational culture provides employees with a clear understanding of how they are expected to behave and what the business values most.
At ProjectOne, employees share the company's belief in community engagement, "The company's commitment to community engagement is also noteworthy. Several team members volunteer with Junior Achievement Ireland ".

This shared purpose has built trust and unity, allowing the company to maintain strong client relationships and international recognition.

2. Improves Employee Wellbeing and Work–Life Balance
A positive culture looks after people, not just productivity, promoting fair expectations and balance.
ProjectOne's introduction of a four-day working week and blended working arrangements shows the business values its employees' wellbeing –"The company has implemented a four-day working week. Employees enjoy blended working arrangements, alternating between on-site and remote work."
This has led to "positive impacts on both employee satisfaction and productivity," showing that looking after staff has directly improved performance and results.

3. Fosters Collaboration and Innovation
Cultures that promote openness and teamwork create the conditions for innovation and shared success.
At ProjectOne, employees "feel valued and appreciated," and teamwork is at the heart of their design process.
This culture of collaboration helped drive the partnership with GlowInc, where a forward-thinking team worked together to develop an organic, sustainable nail polish, a clear example of creativity and teamwork delivering success.

4. Increases Employee Loyalty and Helps Recruitment
A culture that recognises contributions and supports career development encourages staff to stay and grow within the business, as well as making it easier to attract new staff.
ProjectOne demonstrates this through its "strong employee loyalty and internal promotions."
By investing in people and recognising their value, the company has built a stable, motivated workforce, a key reason it has grown while maintaining its reputation for innovation and quality.

5. Encourages Innovation and Adaptability

A culture that values curiosity and experimentation helps businesses stay ahead of market trends.

In ProjectOne, openness to creative problem-solving and iterative design ("the team will create and refine a prototype through small-scale testing") shows how culture supports continuous innovation and learning.

This adaptability allows the company to win sustainability-focused contracts and maintain competitive advantage.

13.3 Outline how leadership styles foster organisational culture and organisational innovation.

HL Paper 2 Q4 (d) (i)

(d)

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(i) Outline how a leadership style you have studied fosters organisational innovation.

1. Autocratic Leadership

Autocratic leaders make decisions themselves and expect employees to follow instructions without question.
This style provides clear direction and rapid decision-making, but does not foster innovation, as staff have little freedom to contribute ideas.
Innovation is often limited because risk-taking and creativity are discouraged within a tightly controlled culture.

2. Democratic Leadership

Democratic leaders encourage participation in decision-making, trust employees, and promote open communication.
This leadership style fosters a culture of intrapreneurship, where employees feel valued and are motivated to share creative ideas.
As a result, democratic leadership supports innovation, problem-solving, and the development of new products and solutions within the organisation.

3. Laissez-faire Leadership

Laissez-faire leaders take a hands-off approach, allowing employees to make their own decisions and manage their work independently.
When employees are skilled and self-motivated, this freedom can lead to high levels of innovation, as creative individuals thrive when trusted to experiment and take bold steps.

13.4 Appreciate the range of reasons for conflict in the workplace and demonstrate an understanding of how conflict may impact on the workplace.

OL Paper 1 Q2 (b)

(b) Human Resource issues have led to official strikes and protests at Amazon facilities in the UK, the US, and parts of Europe.

(i) Outline **two** reasons for conflict in a workplace.

1. **Disputes over pay**
   Employees may seek higher pay or cost-of-living increases during times of inflation.
   If employers refuse or delay these claims, employees may feel undervalued, which creates tension and can lead to industrial disputes.

2. **Disputes over working conditions**
   Conflict can occur when new duties, technologies, or work arrangements are introduced without consultation or support.
   Employees may resist these changes if they believe they have not been trained properly or compensated for the added workload.

3. **Poor communication**
   When instructions, expectations, or policies are unclear, employees can misunderstand their roles or feel excluded from decisions.
   This breakdown in communication causes frustration and mistrust, increasing the likelihood of conflict.

(ii) Explain **one** impact conflict may have on a workplace.

1. **Reduced productivity and collaboration**
   Conflict damages trust and teamwork, causing staff to avoid one another and share less information.
   This leads to slower workflows and weaker overall performance within teams and departments.

2. **Increased absenteeism and staff turnover**
   Prolonged conflict lowers morale and motivation, leading employees to take more sick leave or seek other jobs.
   High turnover disrupts operations and increases recruitment and training costs.

3. **Improved problem-solving**
   Handled constructively, conflict can help uncover underlying workplace issues or inefficiencies.
   By addressing these problems, management can make improvements that enhance future cooperation and satisfaction.

13.5 Analyse how both employees and employers may deal with conflict internally.

OL Paper 1 Q2 (c)

(c) Explain **two** internal methods that managers at Amazon could use to resolve employee conflict.

1. Meet and Talk

Managers and employees can meet to discuss issues directly in an open and respectful way. This helps both sides clarify the problem and understand each other's viewpoint before it escalates.

At Amazon, managers could meet with employee representatives or team leaders to resolve concerns about working conditions or schedules through communication rather than industrial action.

2. Negotiation or Bargaining

Both sides can compromise to find a middle ground that satisfies everyone.

This involves give and take. For example, agreeing on gradual pay adjustments or changes in work practices.

At Amazon, negotiation between managers and employee representatives could help balance company needs with staff expectations, reducing the likelihood of future disputes.