

Celine Ross

Professor Kimberly

MGT 410: Leadership and Organizational Behavior

19 July 2019

Organizational Behavior – GM Crisis

I. EVALUATE LEADERSHIP THEORY

A. Describe a leadership style used in the case study and why there was a shift in leadership style throughout the case study

According to the case study, the leadership style that has been used in the company was laissez-faire. Laissez-faire can be defined as a form of leadership style where there is no leader and therefore, there is no direction and guidance. It has been found that the implementation of this leadership style leads to a decrease in productivity and poor performance. And this was the case with GM, i.e. the top-level leaders and executives has left the decision (so that the responsibility would not fall on them regarding the decisions that were being made) to be made by low-level managers, which eventually led to the crisis and thus, began the blame-game and lack of accountability (STU). This sort of leadership leaves a negative effect on the culture of the company and it can be seen in the case study. Once the crisis became a national issue, the company decided to change its leadership style and from laissez-faire to affiliative. Affiliative leadership was selected because the company wants to promote harmony and conflict resolution (Eure Consulting). Implementing affiliative leadership means an increase in employee morale, autonomy, and employee trust.

B. Explain the characteristics and decisions of management in the case study that help explain the shift in leadership style

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Khoury, Grace C., Khoury, Maria C.



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