

as being the best way to improve its business leading to frustrated staff who appear to care about the business.

In addition to this, James attempts to improve communication with staff with lots of meetings has left many staff disillusioned as they cannot see a clear strategy of decisions being made and his laissez faire leadership style of allowing staff to get on with their tasks despite clear issues of poor performance is exacerbating the problems within the business.

Therefore, it is not likely that with the current leadership with James, Stone Stylists Ltd will simply not meet their business goals of client retention of 90%. If customers feel they are not getting the service, then they will not be prepared to pay Stone Stylists prices which are looking to achieve 10% profit. As a result, they will not be number 1 Salon and Barbers in Sheffield.

Recommendation on Leadership Styles

I would recommend that James develops a more autocratic style of management in order to effect the changes that are required. His current hands-off approach to the issues with behaviour and having a poor human resource planning in place will lead to further business-related consequences with a decline in customer retention and profits, He will simply not achieve the business goals. The advantages of an autocratic approach are that commands are placed upon staff whom can easily follow these orders, this will lead to improved discipline at the salons, **however** there are inevitably problems with the autocratic approach as some staff will not like the issue of directions without being able to contribute to the decision making and some of these staff could leave. **The alternative** is to combine the autocratic approach with Management by Objectives (MBO), this would be a more transactional approach to management and can lead to more support for staff as they become rewarded for meeting their targets. **However**, MBO's requirement for staff to have specific targets through the business and this may not be suited as they need to find a solution more quickly. **Therefore**, another alternative solution would be that Lisa, who is capable and is well liked due to her charismatic nature, to take a more strategic role and embed a set of Company vision and values to improve how staff behave and contribute to organisational changes. **This will** allow James to effect the changes that he has found to work at the Leeds Salon, He can then implement a performance management system to improve the performance monitoring and giving each staff member targets to achieve. **Also implement** more effective IT system to monitor staff resourcing as this will reduce costs and improve profitability. **Also develop** a better training and development programme to fill skills gap as this would encourage staff to broaden their skills so Stone Stylists Ltd could offer beauty treatments and hair extensions which are more profitable, this could also be done in conjunction with a local Academy using the skills of a college to help train and nurture young talent into the business. **The key benefit** to this is that Lisa can take an overall strategic role, which would be hands-off after the initial meetings with staff to implement changes, whilst James then as Operations Director consolidates the strategy with effective policies and measures that will ultimately aim to achieve its business goals of being the number ranked hair salon in Sheffield.