

John Lewis Partnership is a public limited company, which was introduced by John Spedan Lewis. John Spedan Lewis's business career started when he was twenty-one. At that time, he got 25% shares of father's store owned in Oxford Street and became directly involved in the running and development of the business. After the father's death in 1928, John was entitled as the leader of the John Lewis Partnership. John Spedan Lewis Partnership success was due to the unique leadership approach: John made people employed within the partnership as partners, which have certain rights in running a business (John Lewis Partnership, 2015a). Shackleton (1995: 2) claims "Leadership is the process in which an individual influences other group members towards the attainment of group or organizational goals." (Torrington, Hall & Taylor, 2005: 300). While Friedman (2012: 183) states "Management consists combined fields of policy and the people who provide the necessary actions to implement the owners' business objectives and achieve stability and growth". The main purpose of this coursework is to analyse an importance of the leadership style in the success of John Lewis. Firstly, it will provide a comparison between leadership and management. After that, leadership styles will be revealed and applied to John Lewis Partnership. Finally, other factors affected the success of John Lewis will be considered.

Management and leadership have some crucial differences. Marcouse et al. (2011: 206) propose that managers use various forms of control and formal methods to ensure that employees walk towards the business objectives. Manager is an official high-ranked position in the company. However, Hall et al. (2008: 395-396) believe that the limitation of managers is that they tend to make decisions with traditional methods. Controversially, Pettinger and Frith (2001: 228) point out that leader is the informal position in the company, which requires a talent to inspire other people to achieve objectives. Wilkinston et al. (1994: 259) state that leaders are an important part of the company because they can change even the whole company. Leaders rely on the emotional inspiration. With the successful leader, the company can expand rapidly, however, in the persistence of own ambition, leaders can move away from the company's objectives. To solve this problem, companies make managers also as leaders. This approach is used by John Lewis Partnership where managers and leader's duties are inseparable (John Lewis Partnership, 2015b).

However, there are different leaders in companies. Some of them are strict, whereas other behave politely to working personnel. The difference in behaviour create four styles of leadership: Autocratic, Paternalistic, Democratic and Laissez-faire (Miley, 2012a). The autocratic style is characterised by one person, who makes all decisions. This behaviour expresses no trust to others in the company. Similarly to Taylor, employees are seen as soulless machines, which are lazy and only need money (Hall et al., 2008: 402). According to Marcouse et al. (2011: 207), there is only one-way communication because leader gives the task to workers and do not wish to hear any complaints about decisions. However, this style can solve situations where the decisions must be chosen quickly. Despite that, Marchington and Wilkinson (1996: 253) state that there are drawbacks, such as limitation of the knowledge of the leader, which leads to poor decision-making, or no motivation for the workforce. According to Herzberg, exclusion of employees from decision-making processes, affect the productivity of the workforce. John Lewis did not choose this style because it is appropriate for low-skilled jobs and start-up businesses, where the tight control required for business to survive (Wilkinston et al., 1994: 260). In case of John Lewis, Autocratic style will lead to the degradation of labour and the inability to compete with other companies because ideas of the whole company, rather than one person, can create an innovative solution to the issue, which is essential in a competitive market. In spite of this, John Lewis can temporarily choose this style on the verge of decline or in the crucial contract with other companies.

Another style is Paternalistic. The Leader plays the role of a "father". In Paternalistic style there is an extent of communication with the staff (Pettinger and Frith, 2001: 229-230). Leaders listen to the complaints and requests of the workers; however, decision-making power still relies on the leaders. This style is appropriate similarly as Autocratic; however, according to Mayo's human relations and Maslow's hierarchy of needs, there is some degree of motivation (Marcouse et al., 2011: 206-207). This style fulfils