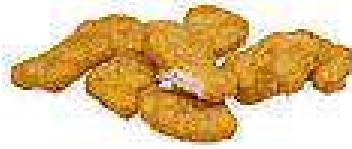
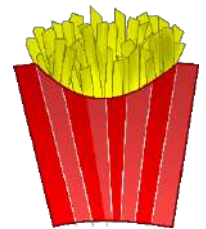


LEADERSHIP STYLES AT MCNUGGETS



As one of the largest take-away food restaurant chains in Asian, McNuggets had established a reputation for cheap meals of consistent quality with rapid customer service. Research surveys had established that the public appreciated that, no matter which town or country they were in, they could always depend on buying exactly the same range of dishes, at similar prices with the same quality standards. This reputation was built on a very detailed training program for staff – failure to pass the test at the end of the course or failure to observe the methods and work practices taught would lead to demotion or dismissal. Every single activity of the workers was laid down in company regulations. Here is a list of just some of them:

- All customers to be greeted with the same welcome
- Chicken nuggets to be cooked for exactly two minutes in oil at 100 degrees C
- A portion of French fries to contain 150 grams, to be salted with 10 rams of salt and to be kept for no more than five minutes before sale – they would then have to be disposed of
- Staff to be trained to specialize in undertaking two tasks within the restaurant



The managers at McNuggets prided themselves on the fact that they had ‘thought of everything’ and that workers did not have to use any initiative – all problems had been foreseen and there was a set procedure to deal with all of them. Workers were well looked after. The pay rate per hour was reasonable, there were free uniforms and staff meals, bonuses were paid to staff who, in the managers’ view, had given

the best customer service each month. Regular meetings were held at which information about branch performance was discussed with the staff. They were encouraged to air their views but they were told that they could not, under any circumstances, change the method of working laid down by McNuggets head office. Despite what the managers considered to be good working conditions, the staff turnover was very high and absences were a problem.

Questions:

1. Which style of leadership/management seems to be used at McNuggets? Justify your answer.

The style of management used in McNuggets is an autocratic leadership style. workers are unable to give their views to changes in certain parts of the business unless they are high up and hold a chair position.

2. Using your knowledge of leadership styles, how would you account for the apparent low levels of motivation at McNuggets restaurants?

I would change the leadership to a democratic leadership style and encourage employees to speak out and give their opinions about the business.

3. Discuss how the leadership style could be adapted in an attempt to improve motivation of staff within these restaurants.

Moving to a democratic leadership style would motivate employees to make their workplace better for them and others around them making them more motivated.

4. To what extent is the style of leadership used at McNuggets appropriate for a business situation such as this?

The autocratic leadership in this senorio is only good for large businesses that can afford to lose employees, but for a smaller business that can't spare employees it's important to let them be heard.