**Leadership styles past paper question**

At the start of 2012, Lizzie was becoming very concerned about the business as it seemed that they had been far too optimistic about the attraction of their new fitness centre, especially as a new ‘Esporta’ fitness centre had just opened on the outskirts of the town. In addition, some of their longer term clients were not happy about the service and advice they were getting from the new part-time staff. A few customers felt that they were quite rude on occasions and that they were not fully competent when giving instructions on how to use the equipment. In fact, some customers were threatening not to renew their annual membership in April. Lizzie drew up a cash flow forecast for the next six months) and met with Tony to discuss the situation. They needed to act quickly, if Lizzie’s forecast was correct, as the bank manager was very unlikely to extend their overdraft limit.

One area of the business that particularly concerned her was the numerous complaints that had been received about their new staff. When she approached them about this, they pointed out that they had received no guidance or training from either her or Tony on how they wanted them to run the centre when they were not there. They felt very unhappy that they had been thrown in at the deep end, especially as they often found themselves as the only instructor on duty. Lizzie began to realise the **laissez faire** style that they had adopted towards the staff had been a big mistake.

**To what extent do you agree that The ToneZone’s problems are due to Lizzie and Tony’s laissez faire leadership style? [8]**