

Emergent Leadership Skills in the workplace

BMSW 6101

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Part 1: Academic Report

Introduction

ABC Inc. is a market leader in its industry; however, the firm has been experiencing a major leadership challenge of late. In the last three years the company had served through five CEOs which led the situation to become volatile and conservative. Transition of leadership has caused demoralization among the employees and reduced organizational productivity and focus, shareholders, customers, and regulators have become more concerned (Yukl & Gardner, 2020). This constant change of leadership has led to confusion in the organization, eroded trust and slowed down the firm from achieving its objectives through strategy realization. There is nothing more important in such environment than leadership as it is essential for managing the organisation's course, keeping the employee motivated and making certain the organisational achievements (Drysdale & Gurr, 2017).

That is why it is critical to emphasize how crucial leadership is in the years of instability. Ethical and corresponding flexible leadership is considered critical for maintaining stability in the organization and for initiating and supporting new positive changes necessary for restoring confidence with your cooperation. This report will analyse critically the main leadership responsibility in ABC Inc focusing on the context of leadership skills and style, the challenges, and ethical considerations in leadership. Further recommendations will also be made on how to choose the right CEO to bring an end to leadership transition and reign the firm back to the right direction towards sustainability and business success (Kouzes & Posner, 2021).

Importance of Effective Leadership Skills and Its Contribution to a Healthy Workplace

Leadership skills play a vital role in maintaining and improving organizational climate and crucial during organizational challenges that may be common during periods of change or turmoil, as seen at ABC Inc. The cornerstone of leadership comprises of communication, decision- making, flexibility and professionalism as well as emotional intelligence in handling organizational challenges such as Low morale, and reduced productivity.

Great **communication skills** are important for leadership, as it fosters openness, integrity and cooperation and with co-workers. When communication is good, employees get to understand expectations and get to understandable their issues likely to be dealt with and general goals that the leaders need them to achieve. For example, during organizational change, a CEO who offers status updates about what is happening with the organization can help decrease feelings of stress and uncertainty for the employees. It is remarkable in regard to the issues concerning the aggravation of employees because it stems from the lack of

information or misinterpretation thereof. 'When it comes to modelling the way, one thing that managers can do is to provide a clear vision because vision is central when it comes to great communication and commitment' (Kouzes and Posner, (2021).

Decision making plays a crucial role in leading ABC Inc. The CEO must be able to make short run decisions in areas such as the layoffs, restructuring, and strategic re-positioning while at the same time having long run objectives in mind. In the past year the company experienced the big dilemma on whether to downsize or to diversify into new products to increase efficiency. An effective leader in ABC Inc., would therefore, draw the employees into the decision-making process to avoid situations where they will feel they are being coerced in to embracing a certain vision. 'Transformational leaders are supposed to make decision that reflect the values of the organisation's vision thus ensuring that the employees are also charging the leader's vision no matter what. (Bass, 1990)

Flexibility is another important skill especially in an organization which is rapidly growing in the business world. It then becomes the role of a flexible leader to ensure that everyone in the organization is directed well during such a crisis, and that the organization remains strong in the face of change. For instance, in the leadership crisis that has befallen the ABC Inc., lack of external adaptation, or the failure to adapt the organizational needs could have compounded leadership crisis. Theoretically, the principles of change management are brief as leaders who promote change, innovation and use of constructive failures provide an environment that empowers as well as enables and engage employees towards organizational contribution (Leithwood & Jantzi, 2005). Servant leadership which is also consistent with this adaptability here in the sense that the author of the leadership style is the servant of the individuals and organization and promotes the actualization of the growth potential of the system. (Greenleaf ,1977)

Last but not the least, Emotional intelligence is a requirement for the leaders at ABC Inc. since it helps them to address issues of relationships with the employees to create workplace culture. In the periods of leadership changes, demotivation was experienced and employees felt abandoned as an organization made changes. Emotional intelligence can help a leader understand when the employees are stressed and what support they need to help all staff members work towards the recovery of the company.

Importance of Effective Leadership Styles and Its Contribution to a Healthy Workplace

Leadership behaviours are widely considered to be determinant for organisational behaviour and performance especially during change and crisis. Leadership style determines whether

the leader to solve issues, lead a team, and company climate. Three leadership behaviours are democratic, autocratic and a lack of intervention, often referred to as 'laissez-faire' which vary in their approach more sharply differently and can have quite a profound consequence on the organizations capacity to manage obstacles and sustain the morale and productivity of the work force.

Democratic Leadership

Democratic leadership makes employees feel accomplished and empowered, which boosts motivation and satisfaction (J Northouse, 2021). A democratic leadership addresses employees to help them build crisis management solutions during a transformation process or crisis. Thus, the participatory approach improves decision quality by involving additional perspectives and boosts employee morale by involving them in important activities.

Democratic leaders may stimulate collaborative problem-solving and togetherness, making them great crisis managers. Democratic leaders eliminate uncertainty by having employees adopt solutions, which builds team trust and confidence (Yukl & Gardner, 2020).

ABC Inc. has a tradition of making decisions at the top management level hence denying the subordinate resistance during change. Applying a democratic leadership style should pay great dividends in terms of increased trust and employee morale especially if the CEO consults employees during decisions making. This way, involving the employees in decision making practices at ABC Inc. where such decisions include operational changes or new product strategies reduces resistance whilst enhancing engagement. This style would also help encourage collaboration, something that will be particularly useful for the company as it calmly looks for a solution to its leadership crisis.

Autocratic Leadership

Autocratic leadership is a top-down management paradigm that can be advantageous in crisis management or when quick decision-making is needed (Avolio and Yammarino, 2020). Autocratic leadership can assist ABC Inc. make quick decisions to restore order in times of urgency or organisational crisis.

However, authoritarian leadership is unsuitable for cultures that encourage employee engagement and self-organization, which can damage morale. Failure to involve personnel may lead to withdrawal, diminished motivation, and general dissatisfaction (Toor & Ofori, 2008).

Yet, democracy is long-term and that is why occasionally, autocracy is appropriate, for example when the organization is in a critical situation. For instance, when there is transition of management, and a new CEO is in place he/she has to make bold decisions just to bring order at the firm.

Laissez-Faire Leadership

The negative structure of employment is an indirect management style in organizations in which leaders offer little direction and let employees choose for themselves. Although the system encourages imagination and generate solutions in organizations that need high skilled professionals, the mentality of the laissez-faire leadership approach may be disastrous during calamities (Bass, 1990). In this context of leadership stability, in high risk situations for example when ABC Inc. is experiencing leadership transition, lack of clear guidance and supervision leads to conflict, poor decisions and loss of time.

While in the use of laissez-faire leadership approach workers felt that they are assigned more authority to work independently and be more productive and responsible this also leads to lack of order and accountability in situations where leadership that takes charge of the organization is required to address certain crises. They may not supervise their subordinates nor provide direction to employees hence; employees may need to have someone you can turn to for directions especially if there is confusion during turbulent times. Therefore, this style could reduce staff motivation and organizational performance when employees lack organizational encouragement or direction (Northouse, 2021).

The CEO at ABC Inc. must be able to convince people to accept change at the organization. A transformational leadership approach would enable ABC Inc. escape from its leadership problems by changing the perception of the workforce and reign them in the destiny of ABC Inc. A true vision of change, coupled with directions of innovation alongside employee development – all these are features of a transformational leader needed by ABC Inc. to reclaim a strategic position within the given market.

Tackling Barriers to Effective Leadership in the Workplace

It is founded on the principles that positive leadership is an imperative ingredient for nurturing positive organizational work environment, yet leaders labour under numerous constraints which negatively shape leadership in organizations. That is why resistance to change remains one of the biggest issues, as well as distrust and poor communication. These barriers can harm team cohesiveness, motivation, and efficiency, which is why outlining practices that can impede such barriers is quite important for leaders.

1. Resistance to Change

Organization resistance is perhaps one of the major challenges that any leader is likely to note throughout his or her leadership exercise. Change is normally perceived as a threat because it may alter the working model of operation or pose a threat to the employee's position. The first type of resistance is non-reporting; the second type is negative reporting; and the third type is low motivation among employees. Management may find it hard to introduce change by achieving organizational policies, technology or structure processes when employee's concern is not met.

The employees at ABC Inc. have not embraced change in management and operations. This leads to organizational resistance that arises from lack of strategic direction in the company. To overcome this barrier, leadership style that involves employees in decision making, and outlines the reasons for change and listening to concerns from the employees. Such an approach was particularly important to address resistance in the transition and develop a more integrated culture (Kotter, 1996).

2. Lack of Trust

Lack of trust is detrimental to leadership; it becomes a barrier to leadership within organizations between the leadership and employees. When that is not present fear takes over and this may lead to many things such as no compliance with directions provided or inability to work with others or lack of feedback where necessary. Some psychological strategies can be broken trust such as; inconsistency, breach of word, and lack of clarity in decision making. By consistently communicating with employees and sharing feedback for the organization's goal, a leader gradually regained the trust and staff cooperation within the organization (Schein, 2010).

Due to constant fluctuations in the management crews, there is little credibility between line staffs and administrators. To deal with this, the new CEO must increase the level of corporation transparency and share information regarding the performance and plans and straighten the relationship with the employees by keeping the promises given. Therefore, by embracing a leadership perspective that incorporates integrated and responsible traits, new CEO of ABC Inc. can ensure that organization is transformed to embrace the need of a new leadership for growth.

3. Poor Communication

All leadership activities need communication, yet many leaders fail to set goals, provide feedback, and involve their subordinates by communicating inadequately. Poor communication can cause workplace conflict, low productivity, and employee dissatisfaction.

Leaders in ABC Inc. can improve team communication by avoiding disruptive impediments. This implies weekly team meetings, one-on-one meetings to check on staff, and feedback sessions to ensure they understand the company's goals. Leaders should actively listen to their employees to show they care. For example, Google holds a weekly meeting called 'TGIF' where executives give the latest information and employees can ask questions. This open culture prevents misunderstandings and ensures that everyone in the organisation views things the same way (Schmidt & Rosenberg, 2014).

Firstly, during the leadership crisis communication has been a challenge at ABC Inc. Lack of communication resulted in misunderstanding of what the strategic goals were and failure of most of the employees to know how to execute their duties in support of the company's goals. To overcome this barrier, the new CEO needs to introduce smooth channels of communications the likes of town meetings, newsletters and other easy to access forums to get through to the employees.

Importance of Ethical Leadership in the Workplace

Definition of Ethical Leadership Ethical leadership is defined as the act of leading with the right organizational character, with adherence to the variant basic principles of ethical conduct. Ethical decision-making means that a decision is made from some moral principles and puts ABC Inc. people's benefits before anything else and staying honest with oneself and others as to what was done. An ethical leader for ABC Inc. is crucial to create a good ethical climate for everyone to have a clear policy in the organization that everyone should treat others honestly, disrespect and be responsible for the actions he/she commits. Ethical leadership is characterized by two main components: of exercising ethical reasons and the other being moral management aimed at steering people to be moral. (Brown and Treviño, 2006).

Relevance to Building Trust and Accountability. Like any organisation, ABC Inc. needs trade and accountability. Sustainable cultivation of the listed attributes requires ethical leadership. Executives who act ethically build trust with their companies, employees, consumers, and investors. Trust boosts organisational effectiveness, employee loyalty, and worker retention. Leaders who make fair decisions and take responsibility for their actions communicate the company's ethics.

Impact on Employees, Customers, and Stakeholders The discussion showed that ethical leadership applies to both internal and external matters. Ethical leadership could promote ABC Inc. employee satisfaction, reduces stress, and motivates them because they work in an ethical organisation. Ethical leadership boosts organisational commitment and employee loyalty (Mayer et al. ,2009).

For stakeholders, including investors and the community, ethical leadership reduces the gap between the organisation and its stakeholders, resulting in long-term stability. Organisational leaders' ethical choices demonstrate social responsibility, which is crucial in today's corporate world.

The Ethical Decision-Making Model

The approach regarding promoting ethical leadership is called Ethical Decision-Making Model, which include going through the options and evaluate them according to ethics. This model appeals to leaders to be sensitive to reasonability, the welfare of the parties involved, and the equity of the decision made (Rest, 1986). Such models can help ABC Inc. leaders to make proper decisions and promote ethical behaviour that will guarantee the development of a culture of ethical behaviour and good reputation among the targeted employees.

Recommendation to End the Leadership Crisis

ABC Inc. was experiencing a leadership crisis and was to decide on a new CEO this meant that there was a call to follow a systematic manner of coming up with the decision. This paper therefore establishes that while choosing a leader for the organization, it is important not only to identify one with effective management skills but also with values coherent with the firm's vision.

1. Structured Selection Process for the New CEO

To resolve the leadership crisis, it is recommended to establish a comprehensive and elaborate multiple stage selection process that targets leadership competencies only as well as the compliance with company's culture. This process should include the following steps:

- **Internal and External Search:** It should be considered to have different potential leaders for different positions with strong contacts with different stakeholders in the company or outside of it.
- **Alignment with Organizational Values:** The candidate chosen for this position must have high levels of adherence to the basic values of the organization such as integrity

and transparency, as well as the value placed on employees. This shall guarantee that the newly elected Chief Executive Officer shall set behaviours ranging from trust and accountability that are key in engaging the company employees as well as give the company the stability and success it requires.

- **Behavioural Assessments and Leadership Simulations:** To evaluate the leadership behaviour and problems solving skills as well as crisis management traits, behavioural questionnaires and practical leadership roles plays can be employed. This guarantees that the CEO is equipped thereby to face the odds of leading in times of uncertainty.

2. Leadership Development Programs

For this reason, it is advisable that ABC Inc develop leadership training programs which will prevent the reoccurrence of leadership crises in the organization. These programs should aim to:

- **Develop Leadership at All Levels:** The organization should be able to develop its talent within, by offering them support, training as well as exposing them to the best practice. This helps the establishment builds a conveyor belt of future managers and other top positions that are filled by talent with a proven corporate culture match.
- **Enhance Leadership Skills:** Organizational development initiatives in leadership development should contain competencies like emotional intelligence, decision making ability & strategic thinking; so that the leaders are equipped to handle change and foster change in teams.

Conclusion

These changes will bring a stable leadership to ABC Inc. and will make the organization stronger if such a key point as leadership is created strong and well-sheltered. In the long run, the company can curb volatility and achieve a stable leadership that can benefit the employee morale and bring confidence of the stakeholders. These steps will help to get clear vision to develop the strategies and to create environment for sustainable growth and success of the company.

The assessment of the important leadership competencies showed that the ability to communicate, to make decisions, to be flexible, and to have attributes of emotional intelligence allows to address the problems of low morale and low productivity in the workplace. Employee engagement during any uncertain period is much facilitated when there is democratic culture of leadership that fosters collaboration in organizations. On the other hand, autocratic leadership might be suitable within emergency situations which demand immediate decisions, while laissez-faire within environments which demand self-organization.

It was revealed that ethical leadership was an important aspect in the process of recoup of trust in the organization. When leaders are also honest, open, and responsive as well as when leaders are committed to personal responsibility together with fairness, this is likely to improve the respect, responsibility, and fairness culture within and between the employees. Ethical leadership also leads to improved overall organization reputation in regard to its customers and organizational stakeholders.

Lastly, as for the leadership crisis that exists at ABC Inc., the following solution is put forward; The company's policy for selecting CEOs should be much more rigorous than it is and it should also ensure the CEO candidates favor the organizations' values. Also, providing for leadership development programmes will mean that the company will not struggle with leadership crises in future.

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Part 2: Reflective Essay

Introduction

I experienced great learning outcome, and this has been made possible by the information and concepts acquired in the Emergent Leadership Skills module the most important of which are the aspect of leadership traits, leadership styles and last but not the least; reflective practice – a strong foundation for leadership development. Toward the core of knowledge acquisition, students should grasp numerous leadership types, including transformational and servant leadership and the possibility of their application in practice (Northouse, 2021). Another effective element in leadership development is reflective practice because it makes leaders evaluate the actions, consider the outcomes and improve the results (Schön, 1983). Leadership self-assessment allows individuals to improve the ways they lead and ensure they effectively manage the changing problems at the workplace.

Reflection on Leadership Traits and Styles

Based on Gibbs' Model of Reflective Practice (1988), I will reflect on the most important leadership characteristics and one of the important leadership approaches and personal strengths – adaptability, EI and transformational leadership. These qualities are qualities that are key in development of good leadership, especially in complex environments.

Description:

Thus, I discovered that being adaptable is beneficial for leaders to succeed in their settings. Emotional intelligence explains about self and others and enables leaders to regulate their feelings as well as improve the communication. Transformational leadership is aimed at the use of vision and Metrics of enthusiasm for the purpose of leadership.

Feelings:

Two of these skills I had a difficult time practicing were emotional intelligence and adaptability. Still, over time I heard how they make a great difference for the morale and productivity of any team. I was confident with a transformational leadership style having learned that it entails the enabling of the followers.

Evaluation:

I have identified several scholarly traits these have helped me in the perception of leadership. Flexibility is a critical asset because it means that a leader can adjust and work in

unpredictable situations. Emotional intelligence facilitates interpersonal relationship where people work harmoniously depending on the feeling that they have for each other. This means that what transformational leadership brings forth is the capacity to bring change, something that I have always wanted when it comes to leadership, that is, leading by effect.

Analysis:

Effective management is the ability to be able deliver change in an organization and at the same time maintain productivity. Emotional intelligence helps leaders to be able to handle any awkward social situations. Not only does a transformational leader inspire but also the desired personal growth brings increased engagement with the employees (Goleman, 2020).

Action Plan:

Action	Timeline	Goal	Resources/Support
Develop emotional intelligence through active listening and feedback.	3 months	Improve interpersonal relationships and team dynamics.	Mentoring, leadership courses
Practice adaptability by taking on diverse roles and challenges.	6 months	Increase flexibility and problem-solving ability.	Peer feedback, training
Attend leadership development workshops on transformational leadership.	12 months	Enhance ability to inspire and motivate teams.	Workshops, seminars

By reflecting on these leadership traits, the important role of these traits in offering foundation to leadership can be admitted. Effectively, all these traits can in one way be enhanced and developed with strategies and effective leadership skills (Northouse, 2021).

Impact on Leadership Skills

From the Emergent Leadership Skills which has been integrated in the module, I have been able to learn about various and develop essential leadership skills that has enhanced my leadership abilities. One of the most effective areas mentioned has been EI especially the aspects of self-awareness and empathy in today's leaders. The course helped to gain knowledge on how emotions and perception can work to either build and enhance relationships or hinder them and it helped me to overcome some barriers in my own life. For example, in a recent team project, I actively employed personal strengths in terms of using appropriate amount of emotional intelligence when dealing with a conflict of interest in the

team. Instead of responding immediately, I controlled my temper and listened to what they have to say then mediated on the issue resulting to increased teamwork.

The module has also built my knowledge of the transformational leadership to a great extent. I have now realized condition and importance of helping others understand why it is important to do what has to be done and how this can be achieved (Bass & Avolio, 1994). I was able to use this by setting goals for the university project and making my team members take responsibilities for the project making it more cooperative to deliver the project goals successfully.

In general, the module has made me a more reflective and flexible leader, capable of building better relationships and, therefore, rising engagement levels and performance outcomes both in university and in workplace.

Future Development

In the future, I am planning to develop expertise in academic conflict solvers and strategic thinkers. Still, I can see that my performance during the conflict resolution has improved due to the use of the emotional intelligence and that's why I need to improve the speed and efficiency of the conflict solving specifically in cases of a high emotional intensity. To do so, I will participate in conflict resolution training as well as gain feedback from peers and supervisors to get a better idea about conflict styles and approaches.

Also, I want to improve strategic thinking by increasing the consideration of the long-term impact of action and decisions made. I am going to conduct strategic leadership workshops for myself and read on leadership cases of business organizations to see how leaders can address multifaceted issues and chart out a path for future direction. It also concerns execution of SWOT analysis and other strategic tools to real life cases to enhance my ability to foresee challenges and make proper decision. Such steps are helpful for me to serve as a good leader in future.

Conclusion

The future of leadership has led me to ponder why emotional intelligence, adaptability, and the use of transformational leadership in cultivating a healthy work culture matter. The following reflections have brought about the concern of the call for a lifelong learning, something that is quite important all the time and especially when it comes to issues such as conflict management and strategic perspectives. I believe that concentrating on these aspects

and using tools and approaches obtained from the module will improve my leadership skills in future leadership positions – interpersonal relations and decision-making.

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