

EMERGING LEADER LABS



social innovation incubation

BMSW6101

EMERGENT LEADERSHIP SKILLS IN THE WORKPLACE TASK 1&2

**BA (HONS) LEADERSHIP AND MANAGEMENT SKILLS FOR THE
WORKPLACE**

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Assignment Title: “What emergent leadership skills, do you consider, may be effective for the leaders of your chosen organisation in analysing and assessing strategies for making decisions amid uncertainty caused by COVID-19 pandemic and ongoing economic uncertainty?”

EXECUTIVE SUMMARY

Since World War II, the world has not faced a crisis as severe as the COVID-19 pandemic. Rapidly evolving from a public health emergency to a financial crisis, CEOs now face mounting pressure to safeguard not only the well-being of their employees and the economy, but also the interests of their surrounding communities and a complex web of stakeholders.

The issue of responsible business had been gaining traction prior to the pandemic. Companies are being held accountable due to the growing need for openness and the widespread acceptance that a company's culture is important to its governance. The need for a change in corporate practises to make work a proponent of a positive influence on all is being acknowledged by an increasing number of stakeholders.

The public and media have held businesses accountable for their actions throughout the COVID-19 pandemic, with the assumption that business leaders will act ethically.

Previous studies have shown that employees are not confident that their companies' top teams care about their needs, are constantly transparent with them, or practice what they preach, even when the companies themselves identify as socially responsible. COVID-19 is the litmus test for company culture. (CIPD, 2020)

It has also put top executives to the test. Since they could not rely on data to guide decisions, they had to devolve more authority, prioritise unanticipated challenges like finding personal protective equipment (PPE), and address previously hidden social inequalities, all while efforts are being made to ensure financial viability and keeping themselves from exhaustion. These novel approaches to leadership have shown significant benefits along with significant difficulties. There has been a shift toward a leadership style that is more "humane" and "human."

Now that businesses have recovered from their first response to the COVID-19 pandemic, we can examine how the pandemic has altered our daily lives and the world of work.

COVID-19 accelerated remote working, giving flexibility, autonomy, and balance but also leadership issues. Health, safety, and welfare have been top priorities during COVID-19 pandemic. New workplace health and safety practices have been implemented. Mental health is also a priority due to the pandemic. Values have guided purpose-led and responsible organisations' COVID-19 related decisions. New working practices require more than a policy or procedure change: mindsets and behaviours must shift, which impacts organisational culture.

Leaders stressed transparency and trade union partnerships as key to engage employees in new ways of working that required compliance and behaviour changes. Crisis management requires internal and external coordination. COVID-19 increased internal collaboration, quick decision making, and employee support, according to many executives. Fast decision-making empowers managers, which even centralised organisations embrace.

Leaders, need the behaviours and attitudes that enable them to look forward during a crisis rather than react to the events of the past by relying on a predetermined reaction plan.

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TASK 1: THE REPORT

Introduction

The main purpose of this report is to analyse and appraise the selected organisation's executives' ability to analyse and make decisions in the face of uncertainty brought on by the COVID-19 pandemic and the current economic instability in the UK.

The chosen organisation for this report is METLIFE as the writer currently work for them as a self-employed Protection Adviser.

The main body of this report will consist of 5 sections as laid out below.

Section 1 is an overview of METLIFE, the chosen organisation.

Section 2 covers the critical evaluation of the leadership theories and styles listed below:

1. Great Man Theory of Leadership
2. Trait Theories of leadership
3. Behavioural Theories/ Task and Relationship Theories of Leadership
 - a) X theory of Leadership (Autocratic Leadership Style)
 - b) Y theory of Leadership (Democratic Leadership Style)
 - c) Z theory of leadership (Laissez Faire Leadership Style)

Section 3 evaluates leadership skills based on knowledge, understanding and experience of the writer of this report: autocratic, democratic and laissez faire leadership style.

Section 4 examines the methods utilised by METLIFE leadership to deal with the problems identified in the assignment scenario, including the financial and non-financial results of their leadership.

Section 5 identifies areas of improvement and weakness in leadership styles used by METLIFE.

The report is concluded with a synopsis of the report findings. Recommendations put forward with action plans by looking at what kind of emergent leadership abilities METLIFE may want to consider in the future, along with actionable suggestions for the short, medium, and long term.

MAIN BODY: Critical Evaluation and Practical Application of Leadership theories/styles in MetLife

Section 1: Overview of MetLife

The MetLife group of companies have been providing protection planning, retirement and savings solutions, and other financial services for 153 years. Through expansion, acquisitions, and joint ventures, MetLife has created a substantial presence in over 40 global markets. (MetLife.com, 2023)

Through direct marketing, agents, and third-party distributors like banks and brokers, MetLife work with individuals, businesses, and governments to find ways to ensure stable financial futures. Because of their knowledge, global resources, and ambition to provide financial certainties in an uncertain world, MetLife has earned the trust of tens of millions of customers throughout the globe. (MetLife Services and Solutions, 2023)

According to MetLife.Com (2023), the three most impactful statements that sum up what motivates, accelerates, and sustains employee performance at MetLife are:

- *"We are united through a shared purpose, always with you, building a more confident future. "*
- *"We are propelled by a bold commitment to establish a purpose-driven, inclusive culture that energizes employees to make a difference".*
- *"We are empowered by the promise of our employee value proposition, "All Together Possible."*

MetLife's talent ecosystem drives meaningful performance through innovative policies, programs, and initiatives. MetLife is a global organisation of 43000 employees driven by growth and empathy, with a family-like culture and commitment to health, safety, and well-being. They inspire people to take risks and gain skills to unlock their potential. (MeLife.com 2023)

MetLife's Code of Business Ethics ("Code"), values, and policies, provide employees with the resources they need to carry out their duties in a way that is consistent with MetLife's values and the law. "The Code's purpose is to empower employees to make decisions that uphold our principles and protect our people and our reputation". (MetLife.com 2023).

MetLife UK competitors are other insurance companies like Aviva, Zurich, Legal & General, Vitality, and Guardian in the financial services sector. MetLife competitive advantage is the availability of a new resource aimed to empower small business employers and brokers with practical benefits solutions to help motivate and retain their workers while closely monitoring expenses. (MetLife.Com 2023).

Section 2: Critical evaluation of the leadership theories/styles

1. Great Man Theory of Leadership

Carlyle (1841) and Khan et al. (2016) postulated in "Great-Man Theory" that leaders are born and those with valiant abilities can become leaders. According to Kumar (2018), Great-Man Theory examines the studies for common leadership attributes that have persisted for ages, as most civilizations require leaders or heroes to identify their triumphs and explain their failings. The reliability of the great-man theory was undermined by successive events demonstrating that leadership was immoral in the cases of Napoleon, Hitler, and similar cases, as these great individuals' power became obsolete. (MacGregor, 2003).

Mouton (2019) in his research paper argued Tolstoy's counter-narrative of the Great Man Theory portrays leaders as vain ignoramuses, creating an epistemological crisis and explaining why the narrative he rejects persists due to biases." (Macintyre, 1977: 455).

However, his main aim is arguably not to offer a new narrative that captures how things really are. Leaders are often portrayed as geniuses who are always ahead of their opponents, as seen in contemporary representations of leaders like Vladimir Putin. Putin's image has been cultivated by Western democracies, making him appear smarter than he is. (Zygar, (2016)

The perceived greatness of a Great Man is often constructed by both followers and opponents. And yes, the inclination to (inadvertently) portray Putin as a Great Man is shockingly prevalent in many major media sites that surely do not regard themselves as his admirers. Thus, news outlets as disparate as the Washington Post and the Canadian Broadcasting Corporation frequently publish the headline "An incredible chess move: Putin checkmates Obama after a symbolic sanctions manoeuvre" (Gollom, 2016).

Tolstoy (1996: 688) highlighted that this type of chess metaphor was frequent in Great Man narratives because it represented the image of a leader who "foresees all contingencies... and the adversary's intentions." Its prevalence in modern images of political figures such as Putin is merely one indication of its enduring influence on the political imagination. Tolstoy's critique of the Great Man perspective remains one of the most effective means of dispelling its spell. Therefore, this theory is not applicable to MetLife leadership style.

2. Trait Theories of leadership

Leadership effectiveness is predicted by the trait model, which is based on numerous leaders' traits, both good and bad. To determine a leader's success or failure, the lists are compared to their attributes. There is a consensus that successful leaders differ from ineffective leaders in interests, abilities, and personality. Studies in the previous 30 years have revealed great leaders' basic attributes. These attributes are preconditions for leadership, not just indicators of leadership performance. They are mainly, leadership drive, determination, honesty, integrity, self-confidence, cognitive capacity, business expertise, emotional maturity, charisma, creativity, and adaptability. (Management Study Guide, 2022)

Advantages of Trait Theory

- Naturally appealing theory.
- Research has demonstrated its viability.
- It measures leadership skills.
- It details the leadership process's leader aspect.

Disadvantages of Trait theory

- Leaders are judged subjectively.
- Traits are many and mostly generalisations.
- The most significant leadership attributes are also disputed.
- Effective corporate leaders do not need physical attributes.
- Complicated.

Kumar (2018) writes that prior leadership studies thought that leaders are distinguished from followers by physical, self-assurance, personality, and social characteristics. The trait theory disregarded whether leadership traits are innate or acquired. Studies assert that two types of attributes were necessary for effective leadership: emergent traits (which depend on heredities like height, intelligence, attractiveness, and self-confidence) and effectiveness traits (which depend on experience or learning). (Khan, et, al 2016).

However, the researchers found that there was just one crucial distinction between leaders and followers. When researchers in the 1940s studied the traits of military and civilian leaders, they uncovered the relevance of specific traits appearing at certain times, proving that trait theory was flawed because it was impossible to discern the common traits shared by all good leaders. Consequently, it failed to yield consistent findings and occasionally devolved into irrational speculation. (Khan, et, al 2016).

3. Behavioural Theories/ Task and Relationship Theories of Leadership

According to McGregor D. (2003), managers hold two perspectives on human nature: those who despise work, as described by Theory X, and those who enjoy work, as described by Theory Y. In addition, Ouchi W. (1981) emphasised the importance of shared cultural values in Theory Z, which includes as its key themes' accord, teamwork, and regard for conventionality.

Assumptions of theory X (autocratic leadership)

- i) People loathe work so much that they will do anything to escape it.
- ii) People need supervision and constraint. Therefore, leaders perform an important role.
- iii) People prefer safety to answerability. Therefore, followers need leaders.

Assumptions of theory Y (democratic leadership)

- i) People like their jobs. Work is as natural as play; people do not loathe work innately.
- ii) Individuals are motivated by their own desires. The commitment factor.
- iii) People are eager to accept and pursue responsibilities. Capability to engage in independent endeavours. Productive and independent.

Assumptions of Theory Z (Laissez Faire Leadership)

This theory contrasts the collectivistic corporate culture of Japanese firms with the individualism emphasised by American firms. It emphasises shared traditional values, convictions, and objectives, with a focus on communication, teamwork, and consensus decision making, but also including American individualistic ideals.

While maintaining formal authority structures, Theory Z organisations often recognise individual contributions and achievements.

Individual decisions made by the leader, as shown in theories X and Y, are not a characteristic of a Theory Z organisation.

Behavioural theory based on behaviour pattern clearly distinguishes leaders from followers.

Section 3: Leadership styles: Authoritarian, Democratic and Laissez faire.

Lewin et al (1939), organised a study on the relationship between leadership styles and small-group behaviour. They found that authoritarian, democratic, and laissez-faire are the most frequently seen leadership styles related with Theories X and Y.

Authoritarian leadership style: It is like Theory X in that leaders consider their following to want guidance.

Characteristics:

Authoritarian leaders exercise authority and dominion over their followers.

Communication flows downward from the top.

The agenda is set by those in positions of authority.

Both compliments and criticisms are delivered openly, but each is judged according to the individual's own criteria.

Disadvantages: Recent studies on authoritarian leadership have found that it typically results in unfavourable conditions for everyone involved. In the same study, it was found that authoritarian leadership may be more likely to emerge under certain conditions, such as when a group is underperforming, is pressed for time, or is threatened from without, and this is supported by both environmental and personality variables. Critics of authoritarian leaders say their outlook on people is gloomy and defeatist. It fosters a culture of dependency, submission, and anonymity among workers. Abuse of power and control by leaders for their own ends or to force subordinates to behave unethically or immorally is one extreme of this style of leadership. (Lewin, et al 1939).

Advantages: Effectiveness and output are both high. Authoritarian leaders are effective because they help their followers focus their efforts and get more done in less time.

Democratic leadership style coincides closely with the presumptions of Theory Y.

Characteristics according to Lewin et al (1939)

Democratic leaders perceive themselves to be mentors rather than management. They provide ideas to others, but never with the intention of persuading others to change their beliefs. A democratic leader places a premium on aiding each follower in attaining their individual objectives.

Democratic leaders communicate on par with their people. Priority is given to ensuring that all voices are heard. They support followers in a helpful manner and assist them in becoming autonomous.

Without coming out as authoritarian or controlling, democratic leaders encourage open dialogue and ideas from all members of the group.

Democratic leaders do impartial self-evaluations, including constructive criticism.

Disadvantage: Democratic leadership requires more time and commitment on the part of the leader. The work is performed, although less efficiently than if the leader were autocratic.

Advantages:

When a group is led in a democratic manner, its members report greater levels of happiness, dedication, and unity.

People are more open, complimentary, and collaborative.

The result is a more inspired and productive workforce. People are inspired to develop their skills and pursue their passions within a democratic framework that provides safety and security.

Under a democratic leader, group members are more likely to actively engage in group objectives and demonstrate allegiance to them. (Lewin et al, 1939)

Laissez-faire leadership style

They do not attempt to exert authority over followers like Theory X leaders, nor do they attempt to raise and manage followers like Theory Y leaders.

Lewin et al (1939) assert that the laissez-faire leader is a token leader whose impact is minimal. As the French term suggests, laissez-faire leadership entails a "hands-off" attitude toward followers.

Laissez-faire leaders have a highly relaxed demeanour and exert no effort to influence the behaviour of their followers. Laissez-faire leaders make little effort to evaluate or manage the advancement of their followers.

Disadvantages: A leader who takes a hands-off approach gets nowhere. When people are confused about what they should be doing, they often do nothing.

Most followers dislike chaos, which can result from granting too much independence. This leads to a decrease in output.

Advantages: Individualists who thrive on autonomy and who can function well without constant guidance may find working with leaders who take a hands-off approach more appealing.

Yukl (2001) presented three distinct styles of leadership. In terms of productivity, workers who served under democratic leaders showed a higher level of happiness, creativity, and motivation; they worked with great enthusiasm and energy whether the leader was present. Autocratic leaders, on the other hand, care primarily about increased productivity. Only when heading a team of highly skilled and motivated individuals with a proven track record was a laissez-faire style of leadership regarded appropriate.

Feidler & House (1994) focusing on the effectiveness of the leadership, found two more leadership styles. Consideration (concern for people and relationship behaviours) and starting structure (concern for production and task behaviours) were very important factors. The level of respect and trust that a leader inspires in his or her followers is considered. The extent to which a leader initiates structure, direction, and definition of his or her own and subordinates' duties as they contribute to organisational performance, profit, and mission realisation reflects the leader's initiation structure.

In the writer's opinion, style theory suggests everyone has a distinct style of leadership, which cannot be used in all situations. Autocratic, democratic, and laissez-faire leaders were all proposed by different researchers. The authoritarian leader decides without consulting his or her subordinates, the laissez-faire leader defers to his or her followers and, as a result, plays little to no actual leadership role, and the democratic leader consults his or her subordinates before settling on a course of action.

Section 4: Identify and evaluate the leadership skills/styles/approaches that are being used by MetLife.

To be successful in today's interconnected world, leaders must be visionaries who can see the big picture, are adaptable to changing circumstances, and are willing to take the reins and guide their teams to success.

In March 2023, MetLife Newsroom published an article titled "Can Employers Afford not to Care". The headlines read, "*MetLife's 21st annual U.S. Employee Benefit Trends Study reveals 'care' is a key driver of life and job satisfaction – and not prioritizing it is causing major issues in the workplace*". (MetLife Services and Solutions 2023).

According to the research, disregard for employee wellbeing drives negative workplace trends. MetLife's 21st annual U.S. Employee Benefit Trends Study (EBTS) reveals feeling "cared for" at work is key to employee health and happiness which are deeply tied to employee efficiency and work commitment. The study found that about 42% of employees in the study do not feel cared for by their employers. When workers do not feel "cared for", they are less likely to be healthy in all areas of their lives and less productive for their employers.

When compared to employees who feel cared for, they are 2/3 less likely to be healthy and happy in all aspects of life. Furthermore, these people are 66% less likely to feel like they belong at work, and 72% less likely to feel like their contributions are valued. (MetLife Services and Solutions 2023).

According to MetLife's Executive Vice President of Group Benefits, Todd Katz, "Our research shows care is not only a differentiated driver of the employee experience – but also a proven workplace metric to measure employer outcomes. As the economy and labour market remain volatile and workplace trends fluctuate, employers cannot afford to overlook employee care. When organizations genuinely demonstrate employee care, they are much more likely to weather macro challenges effectively and rise to the top for current employees and job seekers alike." (MetLife Services and Solutions 2023).

Section 5: Identifies opportunities for improvement and weaknesses in METLIFE leadership styles.

Solomon and Steyn (2017) argue that it is challenging to assess leadership effectiveness, and they propose two types of metrics: measures of subordinates' perspectives and measures of the organisation. The authors argue that leaders may best be judged through employee feedback and that cultural intelligence (CQ) has a role in the selection of an effective leadership style. CQ is an individual's ability to adapt effectively to cultural diversity, allowing for the alleviation of stresses between cultural divergent persons. The research paper also affirms that effective leaders have a positive effect on their employees' performance by motivating and inspiring them to work together towards common goals.

At MetLife, leaders must address divisions and tensions to prevent a divided workforce by improving on their cultural intelligence. All employees at MetLife share an interest in expanding their opportunities to address social injustice and promote social justice in the workplace. Leaders, to prevent the emergence of a fragmented workforce, need to identify and alleviate tensions between various groups inside the organisation.

Conclusion and Recommendation

Conclusion: The synopsis of this report identifies leadership as an important topic within the field of organisational behaviour. One of the most dynamic outcomes of human and organisational interaction is leadership. Management's capacity to carry out collaborative endeavour depends on the quality of its leaders.

Leadership is viewed as complicated and dynamic, changing to become more holistic. Numerous theories on leadership attributes, behaviour, and style have been examined and offered by researchers over time, however there is no such thing as a flawless leadership style or practice.

The world has never been as chaotic and uncertain as it is now. After COVID-19, senior leaders must create new attitudes and capacities to change themselves, their teams, and the organisation to build and lead it into the future.

Recommendation: Companies have had to re-evaluate their entire operations to not only survive the COVID-19 pandemic and the subsequent lockdown, but to come out of it stronger than before. Leaders need to reimagine the future of their companies so that they can better adapt to the new realities of their customers and incorporate the positive outcomes of the current economic crisis.

The widespread adoption of online interactions, for instance, has helped businesses cut down on travel expenses, lessen their environmental impact, and make decisions more quickly. Research by MetLife (2023) shows that some businesses have found that virtual work has had an unexpectedly beneficial effect on way of working by eliminating bureaucracy, speeding up decision making, fostering more collaborative meetings, and facilitating more regular contact with customers.

The key to success in these challenging times is for leaders to have greater dexterity and cling to advantages such as remote working across our organisations where possible, so that they can see emerging growth opportunities, make rapid adjustments, and ultimately prosper. To succeed in the modern digital marketplace, companies need to reinvest in their business models, revamp their internal procedures, and modify their customer outreach strategies by taking advantage of digital networks. MetLife's business model is naturally innovative, adaptable, and self-directed.

Competencies that will be useful in the future and how MetLife can improve. CIPD (2022) in "Responsible Business Through Crisis" report suggest that:

- Organisations (MetLife in this report) should reconsider talent pipelines, leadership development, and their own leadership style: new methods of leadership are crucial for success, and leaders must retain the compassionate and personable leadership styles that arose during COVID-19 pandemic.
- Invest in developing trust and reengaging stakeholders and be conscious of the tensions between individual and collective needs.
- To succeed in the post-COVID-19 pandemic economy, organisations must stay mission-driven.
- Leaders in human resources must comprehend the demands of numerous stakeholders and look beyond the organisation when formulating policies.
- Be proactive in resolving inequality and promote social justice in the organisations as issues that everyone must own.

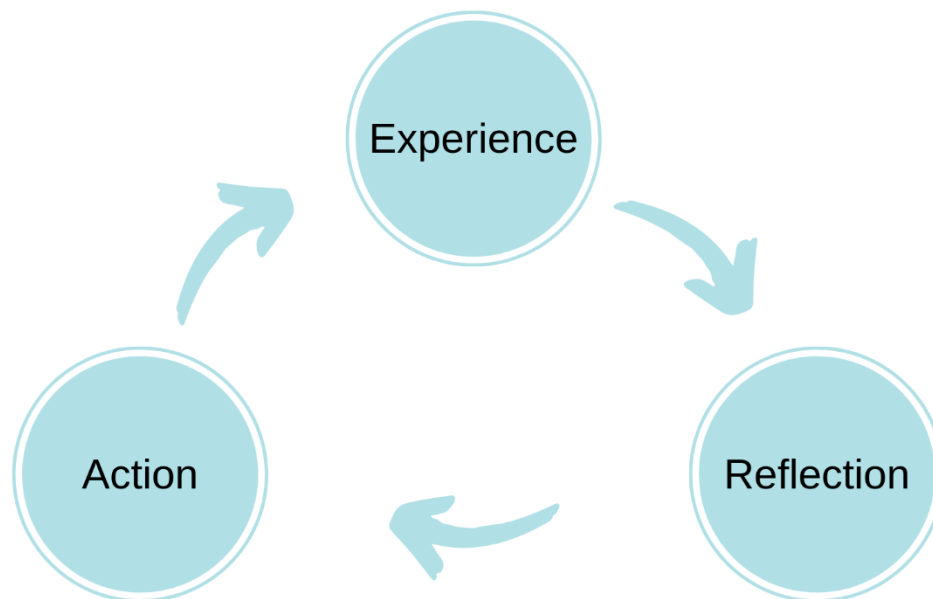
TASK 2: INDIVIDUAL REFLECTIVE ESSAY

The purpose of this reflection exercise is to analyse the significance of an honest appraisal of the writer's strengths and weaknesses in the context of leadership in the workplace.

According to Goleman et al (2016), there can be different approaches to learning:

- Concrete experience: Providing participants with an opportunity to visualise and empathise with the situation.
- Reflection: Reflecting on past events
- Model Building: developing a hypothesis that explains the observations.
- Trial-and-error learning: Attempting to learn something new by trying out a different method.

ERA Cycle will be used for the reflection exercise.



One of the simplest models of introspection is the ERA cycle (Jasper, 2013), which consists of three steps – Experience, Reflection, Action

The cycle indicates that we will begin with an experience, either one we have had before or one that is entirely new. This experience may be favourable or unfavourable and may be work-related or unrelated to work.

After experiencing something, we will begin to ponder on what transpired. This will help us to process the experience, assess our reactions to what transpired, and determine the next steps.

This results in the final phase of the cycle, which is acting. What we do because of an experience will vary from person to person. The cycle will continue as this decision leads to yet another experience.

EXPERIENCE: My career aspiration as a leader is to be a business coach and an influencer for social justice in my community. Attending the Emergent Leadership Skills module has enabled me to realise my shortcomings (and strengths) and focus on improving my leadership style and skills both for business and in the workplace through learning.

REFLECTION: Attached in the appendix to this report are 4 questionnaires that helped me to reflect on my leadership experiences both at home and at work.

Leadership style: (Appendix 4: leadership styles questionnaire)

My leadership styles are democratic / laissez-faire according to the results of the leadership style questionnaire.

Authoritarian Leadership ____16____

Democratic Leadership ____19____

Laissez-Faire Leadership ____19____

According to Lewin (1944), in a journal titled "A Research Approach to Leadership", participative leadership is the most effective leadership style, encouraging group members to participate while retaining final decision-making authority, making the group members more motivated and creative. Lewin found that while children in this group produced less overall than those in the authoritarian group, the quality of their work was significantly higher.

Leadership skills acquired by attending ELS module. (**Appendix 1: leadership skills questionnaire**) identified my own strengths and weaknesses as an emergent leader in the leadership skills questionnaire:

Please find below my scores from the leadership skills questionnaire (appendix 1)

Administrative skills: 27

Interpersonal skills: 25

Conceptual skills: 29

My lowest score was in interpersonal skills where I need to improve.

No matter what my job entails, having solid interpersonal skills is just as crucial to my success as having "hard" technical skills or a qualification. They can help me network successfully, boost my mood and energy at work, improve my connections with coworkers, handle conflicts constructively, motivate my team, and increase output and efficiency.

ACTION POINTS:

To improve my interpersonal skills, I will need to focus on and achieve the following:

	Start date	End date
• Interpersonal communication skills	30.04.2023	31.05.2023
• Conflict resolution skills	01.06.2023	30.08.2023
• Improving team cohesion skills	01.09.2023	31.03.2024

Emotional intelligence is the foundation of effective communication and relationships. This includes being cognizant of my own inner states and behaviours, as well as the effects I have on other people and their feelings and needs. (Mindtools 2023)

Improving Interpersonal Communication: Using the 7Cs of communication—clarity, conciseness, concreteness, correctness, coherence, completeness, and politeness—are integral to fostering greater efficiency and better interpersonal connections.

Using active listening strategies has helped me focus on the speaker, demonstrate that I am processing what they are saying, and come up with useful responses. In addition, practising mindful listening has taught me to ignore distractions and concentrate on the speaker.

Learning to manage conflict: In my professional life, sometimes I experience conflict or, at the very least, disagreements that feel insurmountable. For instance, having to interact with people who are nasty or tough, or who attempt to diminish me. Interpersonal skills such as composure and firmness are invaluable in such circumstances. Workplaces today place a premium on employees who can effectively manage conflicts. Bell and Hart's "Eight Causes of Conflict" provides a useful framework for me to work from. It can help me zero in on the cause of an issue and find a workable solution. There are several factors at play, including but not limited to insufficient resources, unclear duties, and inconsistent policy.

Creating a More Harmonious Team: My first task is to use my people skills to earn their trust. Trust enables me to be more efficient, take sensible chances and experience stability. The next stage is to work toward a setting where everyone in the team is on the same page. If I can persuade them to open to one another in a safe environment, they will be able to collaborate better and produce better results as a team.

By using the Johari Window created by Luft and Ingham (1955), I can better understand myself and the other members of my team. The idea behind the Johari Window is twofold:

1. Sharing personal information with others is a great way to earn their trust.
2. Learning about oneself and resolving internal conflicts is facilitated by hearing and considering the perspectives of others.

As a bonus, I can better utilise people's talents and skills by learning about their interpersonal strengths. This may increase their enthusiasm, commitment, and output. Constructive criticism is another crucial component of agreement management. Poorly phrased feedback is more likely to be interpreted as negative criticism.

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Appendix 1: Leadership Skills Questionnaire

support our programs.

17. I work hard to find consensus in conflict situations.	1	2	3	4	5
18. I am flexible about making changes in our organization.	1	2	3	4	5

Scoring

- Sum the responses on items 1, 4, 7, 10, 13, and 16 (administrative skill score).
- Sum the responses on items 2, 5, 8, 11, 14, and 17 (interpersonal skill score).
- Sum the responses on items 3, 6, 9, 12, 15, and 18 (conceptual skill score).

Total Scores

Administrative skill: 27

Interpersonal skill: 25

Conceptual skill: 29

Scoring Interpretation

The Leadership Skills Questionnaire is designed to measure three broad types of leadership skills: administrative, interpersonal, and conceptual. By comparing your scores, you can determine where you have leadership strengths and where you have leadership weaknesses.

If your score is 26-30, you are in the very high range.

If your score is 21-25, you are in the high range.

If your score is 16-20, you are in the moderate range.

If your score is 11-15, you are in the low range.

If your score is 6-10, you are in the very low range.

Appendix 2: Conceptualizing Leadership Questionnaire

(Continued)

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
22. Leadership is about how leaders work with people to accomplish goals.	1	2	3	4	5
23. Effective leadership is best explained by the leader-follower relationship.	1	2	3	4	5
24. Leaders influence and are influenced by followers.	1	2	3	4	5

Scoring

- Sum scores on items 1, 7, 13, and 19 (trait emphasis)
- Sum scores on items 2, 8, 14, and 20 (ability emphasis)
- Sum scores on items 3, 9, 15, and 21 (skill emphasis)
- Sum scores on items 4, 10, 16, and 22 (behavior emphasis)
- Sum scores on items 5, 11, 17, and 23 (relationship emphasis)
- Sum scores on items 6, 12, 18, and 24 (process emphasis)

Total Scores

1. Trait emphasis: 19

2. Ability emphasis: 14

3. Skill emphasis: 19

4. Behavior emphasis: 14

5. Relationship emphasis: 13

6. Process emphasis: 15

Scoring Interpretation

The scores you received on this questionnaire provide information about how you define and view leadership. The emphasis you give to the various dimensions of leadership has implications for how you approach the leadership process. For example, if your highest score is for trait emphasis, it suggests that you emphasize the role of the leader and the leader's special gifts in the leadership process. However, if your highest score is for relationship emphasis, it indicates that you think leadership is centered on the communication between leaders and followers, rather than on the unique qualities of the leader. By comparing your scores, you can gain an understanding of the aspects of leadership that you find most important and least important. The way you think about leadership will influence how you practice leadership.

Appendix 3: Task and Relationship Questionnaire

(Continued)

Statements	Never	Rarely	Sometimes	Often	Always
18. Emphasize everyone's unique contributions to the group.	1	2	3	4	5
19. Follow rules and regulations closely.	1	2	3	4	5
20. Express positive feelings toward others in the group.	1	2	3	4	5

Scoring

- Sum scores for the odd-numbered statements (task score).
- Sum scores for the even-numbered statements (relationship score).

Total Scores

Task score: 49

Relationship score: 46

Scoring Interpretation

This questionnaire is designed to measure your task-oriented and relationship-oriented leadership behavior. By comparing your scores, you can determine which style is more dominant in your own style of leadership. If your task score is higher than your relationship score, you tend to give more attention to goal accomplishment and somewhat less attention to people-related matters. If your relationship score is higher than your task score, your primary concern tends to be dealing with people, and your secondary concern is directed more toward tasks. If your scores are very similar to each other, it suggests that your leadership is balanced and includes an equal amount of both behaviors.

If your score is 40-50, you are in the high range.

If your score is 31-39, you are in the moderately high range.

If your score is 21-30, you are in the low range.

If your score is 10-20, you are in the very low range.

Appendix 4: Leadership Style Questionnaire

Scoring

- Sum the responses on items 1, 4, 7, 10, 13, and 16 (authoritarian leadership).
- Sum the responses on items 2, 5, 8, 11, 14, and 17 (democratic leadership).
- Sum the responses on items 3, 6, 9, 12, 15, and 18 (laissez-faire leadership).

Total Scores

Authoritarian Leadership 16

Democratic Leadership 19

Laissez-Faire Leadership 19

Scoring Interpretation

This questionnaire is designed to measure three common styles of leadership: authoritarian, democratic, and laissez-faire. By comparing your scores, you can determine which styles are most dominant and least dominant in your own style of leadership.

If your score is 26-30, you are in the very high range.

If your score is 21-25, you are in the high range.

If your score is 16-20, you are in the moderate range.

If your score is 11-15, you are in the low range.

If your score is 6-10, you are in the very low range.