

JD Sports

Programme: BA (Hons) Leadership and Management Skills for the Workplace

Module: Emergent Leadership Skills in the Workplace

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Executive Summary

To deal with the ongoing volatile economic situation, JD Sports focuses on introducing leadership theories, approaches, and styles. Therefore, the report has demonstrated the applying model and approaches to JD Sports. The report has highlighted the dissimilar leadership approaches and styles to show the individual aptitude of a leader to complete the everyday jobs of a key leader inside the context. It has analyzed the current leadership strategies of JD Sports to extract information for organizational growth. The report has highlighted the suggestion to the leader of JD Sports with an effective plan for the leadership of change-emergent leadership skills to analyze and assess strategies for deciding uncertainty caused by to pandemic. Apart from this, the report also outlined the learning and acquired skills from the module with supportive examples to exercise personal responsibility as a leader and decision-making. The leader critically evaluates the duties and responsibilities to assess personal qualities and the ability to identify strengths and weaknesses at the workplace.

Table of Contents

Introduction	4
Task1: Individual Report.....	5
Company Overview (JD Sports).....	5
The Key Leadership Theories/Model/Style.....	6
Apply Leadership Theory/Style to JD Sports.....	8
The Concept of Different Approaches and Styles Identify the Personal Ability of a Leader to Fulfill the Responsibility	10
Current Leadership Styles and Skills of Sports Direct	12
Recommendation for the Leader of JD Sports with the Plan for the Leadership of Change-Emergent Leadership Skill	13
Task2: Individual Reflective Essay	15
Conclusion.....	17
Reference List	18

Introduction

Currently, the world has faced an extraordinary economic situation that creates challenges for leaders and businesses (Li and Karanxha, 2024). Moreover, the COVID-19 situation is faced by organizations first time. During the crisis, the Leader of JD Sports understands the circumstance that masks their nature for organizational growth. The report has demonstrated the leadership theories, style, and behavior leadership approaches. Moreover, it has critically evaluated leadership theories, models, and styles of JD Sports to improve organizational effectiveness. The report has the individual capability of the leader to fulfill their duties and responsibilities to the management role within the circumstance of leadership style. It has highlighted the current leadership style of JD Sports to extract essential information for the right action. Apart from this, JD Sports provides suggestions for the leader to deal with change-emergent leadership skills to deal with pandemic and economic uncertainty. In the reflective part, the Leader mainly focuses on outline learning and acquires skills from this module with supportive examples. The report has demonstrated the external and internal business environment to better understand and make the right decision.

Task1: Individual Report

Company Overview (JD Sports)

JD Sports Fashion Plc is the UK based on multinational sports, style, and outside brands. The Company mainly focuses on sports fashion, and outdoor brands in the United Kingdom and Europe (JD Sports, 2024). In 1981, the Company was founded in the United Kingdom. JD Sports employs approximately 54,000 populace and share is trade on the London Stock Exchange. JD Sports has now over 3,300 stores in 29 territory counting more than 890 JD Sports stores as continues to expand.



Source: (JD Sports, 2024)

JD Sports is the biggest competitor of Boohoo in the fashion industry. The product of this business organization considers accessories, footwear, apparel, and different accessories commodities. Considerably, the firm distributes its commodities and services under some popular brands such as Blacks, Sprinter, Tiso, JD, Nicholas, Source Lab, Kukri, Scotts, Millets, Tessuti, Focus, Go Outdoors, and Naylor's, and so on (Spina, 2024). JD Gyms of the company presents fitness membership and classes facilitated to its potential clients. More adding to the previous, the company offers and distributes its commodities and services through several e-commerce portals as well. The operations of the business organization, JD Sports Fashion Group are spread over several regions across the world like Germany, the United Kingdom, the Netherlands, France, Dubai, Canada, the United States, Hong Kong, Zealand, etc (Al Marshoudi et al., 2023). Headquartered of the given firm is situated in Lancashire, Bury, the United Kingdom.

The Key Leadership Theories/Model/Style

Leadership theory, model, and style explain how and why the person becomes the leader of the organization or team. Leader mainly focuses on features, and behavior that the group of people approves to improve their leadership ability (Thommes et al., 2024). In an economic situation, a Leader plays an essential role in improving the effectiveness of an organization to boost the right leadership style to motivate staff members for organizational growth.

- **Great Man Theory of Leadership**

This leadership theory suggests that some individuals are born with features that naturally make them skilled leaders. It is not possible to teach people how to become an effective leader. The Great Man theory of leadership is associated with Thomas Carlyle. It helped to contribute toward the notion that great leaders are born and not made (Spina, 2024). Leaders develop a top-quality team leadership relationship are dedication, trust, and respect to improve the performance of the team. The pros of this theory are efficient problem-solvers, better working relationships, and information sharing to enhance their knowledge. The cons of the great man theory are time-consuming, fails to make decisions, and individual opinion is ignored.

Behavior Theories

This leadership theory suggests that the success of a business depends on cable leaders who suggest driving success and work ethics (Cunningham and Egan, 2024). It also suggests whose behavior drives their success and their work ethic to improve organizational performance.

Autocratic Style: The leader mainly focuses decisions unilaterally and wide influence with not much input from their team member. It dictates task, processes, and expectations and their words are final to improve performance. It does not consult their team, or let them take the right action for organizational growth (Singh et al., 2023). To deal with the pandemic, Autocratic leaders mainly focus on suitable situations that demand swift action and possess specialized expertise. The pros of this leadership style are quick decision-making and clear direction for organizational growth. The cons of this style are lack of collaboration, limited innovation negative impact on organizational structure.

Democratic Style: The leader includes their team member in decision-making, value inputs, and collaboration. Leaders also seek consensus and make the right decision based on another opinion (Mercader et al., 2023). To deal with economic uncertainty, leader shine when creating problem-solving is crucial. It is beneficial for team members to have varying professional insights and the

leader wants to develop a strong sense of ownership, and commitment toward decisions. The pros of this style are diverse perspectives and enhanced people engagement. The cons of this style are time-consuming and inefficient in dealing with uncertain situations.

Laissez-Faire Style: The leader mainly focuses on adopting the hand-off method and allowing team members substantial self-sufficiency. It provides low guidance and lets the team self-manage to improve organizational performance (Al Marshoudi et al., 2023). Leader mainly focuses on highly skilled and self-motivated teams to boost organizational productivity. Team member focuses on creativity to improve organizational performance. The pros of this style are creative freedom and high motivation for organizational growth. The cons of this leadership style are a lack of structure and accountability issues.

- **Power and Influence Theory**

This theory focus on how leader inspire their group member by authority and pressure for organizational growth (Spina, 2024). The Company behind this theory in act was conduct by John French and Bertram Raven.

French and Raven Five Form of Power

Leaders may have power because they have professionals in their field, or because their team members admire them. Leader mainly focuses on positions open up, and probably for promotion for organizational growth.

Legitimate: It comes on or after the confidence that an individual has the prescribed right to make the right command, and be expecting observance, and compliance from others (Cunningham and Egan, 2024).

Reward: It consequences from one people aptitude to reward one more for completion.

Expert: It is based on top of a people high-class skills and knowledge for organizational growth.

Referent: It is an outcome of a person's apparent pleasant appearance, value, and accuracy of respect from others (Singh et al., 2023).

Coercive: It comes from the belief that a person may punish others for disobedience.

Leader mainly focuses on holding power and influencing others who do not need significant job roles (Demerouti and Bakker, 2023). The Company focuses on a good strategy for a leader who wants longevity and respect for organizational growth. When combined with expert power, Leader mainly focuses on developing unique experiences for organizational growth.

Transactional Leadership Theory: This leadership style is also known as managerial leadership style. In this style, leader mainly focuses on rewards, and punishment to achieve desired outcomes from their subordinates. This model is based on exchange or transaction for organizational growth. Leader rewards employees who carry out their everyday jobs to a specified level and who do not execute to persons set standards. Leaders and their subordinates focus on individuals who are not lively and need arrangement, and administration to complete specific jobs. The pros of this leadership style are efficiency, consistency, clarity, and stability for organizational growth. The cons of this leadership style are inflexibility, lack of innovation, demotivation, and instrumentalism in dealing with economic uncertainty.

Transformational Leadership Theory: This kind of leadership style is generally concerned with the development of an environment or surrounding that supports innovation within the workplace. The manager who implements a transformational leadership style generally induces personnel and team members to improve their innovative thinking (Mercader et al., 2023). In addition, leaders of companies with this style of leadership frequently influence their workforce to set and accomplish objectives even if it is difficult and makes them slightly uncomfortable. It aims for the professional development and growth of the employees.

Apply Leadership Theory/Style to JD Sports

To deal with the uncertainty that imposed by Covid-19, the Leader of JD Sports focuses on functioning, and marketing shifted toward the digital channels to increase sales margin. The Company encourages workers who get engaged in a work-from-home opportunity (JD Sports, 2024). JD Sports focuses on supply chain management to cope up with the loss of production rate, and its income. On the other hand, JD Sports can fulfill orders using stores as delivery depots to improve customer experience. Regis Schultz focuses on retail experience to enhance client needs effectively. CEO of JD Sports performs beyond their expectation to fulfill the need, innovation, and excellence that positively impact the organization (Klein, 2023). The leader of JD Sports focuses on transformational leadership to improve organizational performance.

The transformational leadership style adopted by JD Sports meant to give confidence the workforce by vigorously participates in the activities and as long as appreciation (Spina, 2024). Regis Schultz CEO of JD Sports includes person monitoring, hopeful originality, influence the other staff member, and stirring inspiration in the human being staff member. These styles also help JD Sports their self-interest to inflict and bring changes that needed to function to deal with

the crisis. On the other hand, the transformational leadership style engages people during assigning tasks to improve employee performance (Singh et al., 2023).



Source: (Cunningham and Egan, 2024)

Leaders of JD Sports serve as role model to give confidence others. This leadership style encourages others to improve the self-assurance, and work presentation of group member by connecting with their cleverness of individuality (Ravet et al., 2023). Transformative leaders mainly focus on creativity inspires team members and encourage viewing their innovation for organizational growth. The impact of the Covid-19 pandemic on sports has been well documented. During the pandemic, the Leader of JD Sports has canceled and postponed events, job loss, and others during uncertain economic conditions (Demerouti and Bakker, 2023).

On the other hand, the CEO of JD Sport adopts a supportive leadership style to engage the employees to improve organizational effectiveness (Al Marshoudi et al., 2023). The Company incorporates the features and role of mentor in the leader who remains available to direct the people for organizational growth. To deal with challenges, Regis Schultz CEO of JD Sports understands the pandemic situation and economic uncertainty. The Company mainly focuses on flexibility with their labor to raise job satisfaction and dedication. A Supportive leader can understand the environment and engage an employee to complete a project effectively (Boss et al., 2023). JD Sports is a United Kingdom-based multichannel seller of sports education, fashion, and outdoor brands.



Source: (JD Sports, 2024)

JD Sports recognizes the significance of achieve consequential change in the level of diversity within the plank, the older leadership side, and crossways all levels of the Groups (Li and Karanxha, 2024). The Company takes the initiative to endorse a varied and comprehensive culture all through the business. The Board's main purpose is to follow the certain power of the Board Committee and delegate certain duties for organizational growth. JD Sports focuses on the Group system to follow principles and duties to improve organizational performance. A supportive leader engages and supports the team members to complete the project within the estimated timeframe.

The Concept of Different Approaches and Styles Identify the Personal Ability of a Leader to Fulfill the Responsibility

Leaders of JD Sports anywhere they are answerable administer distinct situations, teams, and organizations ethically and competently (Spina, 2024). The Company mainly focuses on authority and directs the team members toward a common strategy. JD Sports focuses on constructing and preserving employee confidence helping them to reach their full potential and rousing the staff members. The leadership skill of JD Sports brings success to elevate the level of performance for gathering better team performance.

- **Coach:** The leader of JD Sports in the workplace needs to be a coach to support staff members to succeed in their roles (Cunningham and Egan, 2024). The Company leader allows their team member to perform their jobs and others at the workplace acknowledge their skill and knowledge. JD Sports meets their group member to provide positive and review criticism. It also directs team members and celebrates the win-win situation.
- **Networker:** A leader of JD Sports able to maintain a close connection with the public inside and outside the organization (Boss et al., 2023). The Company also reinforces the relations with distinct teams, colleagues, suppliers, and clients to improve customer experience and organizational performance. To explore networks, JD Sports needs to attend corporate events, seminars, and others to drive resources for organizational success.
- **Communicator:** The leader of JD Sports must be a good communicator to improve organizational effectiveness (JD Sports, 2024). Leaders need to communicate with distinct

workforce like team members, clients, suppliers, and others to meet deadlines. The Company needs to share valuable information with team members and inspire to motivate them.

- **Delegator:** In this role, the Leader of JD Sports needs to delegate duties and responsibilities to team members to accomplish the desired outcome (Ravet et al., 2023). To be a leader, the firm needs to conclude team members' distinct strengths and pass the duties effectively. Furthermore, the Leader encourages responsibilities to employees that allow studying new skills for future success.
- **Strategist:** Leaders need to be able to implement distinct strategies and ways to engage a plan to become successful. The Company also shared its vision with team members for the right action (Demerouti and Bakker, 2023).
- **Role Model:** The leader must motivate team members by location roles of their character principles, and events. CEO of JD Sports behaves appropriately as they expect to perform in their workplace, from sticking to organizational policy to being attractive to colleagues and clients.
- **Motivator:** Leader of JD Sports source of motivator to a group of members that comes naturally for organizational growth (Li and Karanxha, 2024). The Company needs to give confidence to team members to work hard, construct work, and endeavor responsibility to improve customer experience.
- **Adaptor:** JD Sports focuses on a flexible environment to fulfill the client's needs effectively (Krampitz et al., 2023). Leader of JD Sports focuses on planned timetable anticipates taking a position, capable of adopting needs for organizational growth.
- **Trainer:** JD Sports CEO provides training to team members for organizational success (Klein, 2023). CEO of JD Sports develops new skills among employees and helps them to recognize new measures for organizational growth, and boost their performance effectively.
- **Innovator:** The CEO of JD Sports accesses the procedure of work and brings people to the business to improve customer experience (Ravet et al., 2023). To deal with an uncertain environment, the Leader focuses on the development of new ideas for organizational success, encouraging workers, and growing up marketplace.

Current Leadership Styles and Skills of Sports Direct

Regis Schultz CEO of JD Sports required effective means of performance management to evaluate the organizational task (Spina, 2024). Schultz is born as a leader who may practice implications for effectively managing their team performance. The leadership quality of JD Sports is after the pandemic effect constant learning for providing situational awareness among the team. JD Sports proves to be consistent concerning toward communication, adaptability, and problem-solving which become strengths and weaknesses of the personal abilities of the leader (Klein, 2023).

CEO of JD Sports focuses on the development of new policy set the global normal for retail experience through process, associated buyer experience, and unique liberation of the world's most genuine brand in the market (Cunningham and Egan, 2024). The global fashion retailer operates with a low income margin and succeeds due to the alliance of economy of range, innovation, and continuous business diversification. The Company mainly focuses on organizational tactics on things that do not modify at the start of the firm (Ravet et al., 2023).



Source: (JD Sports, 2024)

After the pandemic, the CEO of JD Sports set up a distribution center set up to serve stores and online in a fairly consistent manner. The Company mainly focuses on completely reframing to accommodate online for organizational success (Thommes et al., 2024). Therefore, JD Sports needs to invest in new online channels to drive repeat customers. To recover from the pandemic situation, the Company has now launched more than 30 new shops to improve sales margin.

Approximately in-store expansion might be held, while JD Sports upping investment in Europe as it prepares for the UK exit from the EU (Krampitz et al., 2023).

- **Maintaining Relationship:** Regis Schultz CEO of JD Sports amid corporate governance issues to improve organizational growth (Piwowar-Sulej and Iqbal, 2023). Due to this, JD Sports' strategy focuses on opening new stores across the world over the next five years. JD Sports has made a deal to open 50 franchise stores across the Middle East and region that account for organizational income for future success. Regis Schultz tries to fully connect with customers and other brand owners for further expansion (Li and Karanxha, 2024). The Company wanted to make it truly omnichannel and ensure that not online is fully connected. Regis Schultz brings us the best partner for our brand across the world. Schultz becomes a fashion authenticator to maintain a close connection with the brand for a major attraction.
- **People-first Strategy:** The CEO of JD Sports is proud of his investment in his people for organizational growth. The Company is not frightened by the younger generation due to customer growth (Spina, 2024). JD Sports develops better relationships with JD's in-store staff to improve customer experience. CEO of JD Sports knows that a retail career working in a department enhances customer satisfaction. This action helps to represent leadership manifesto, engaging people first, and customers for organizational growth.

Recommendation for the Leader of JD Sports with the Plan for the Leadership of Change-Emergent Leadership Skill

JD Sports mainly focuses on retail and distributes branded as well as branded sportswear, outdoor wear, fashion wear, and accessories (JD Sports, 2024). The Company's main purpose is to seek the emerging generation of globally minded consumers through the connection of the universal culture of sports, music, and fashion. During the COVID-19 pandemic, JD Sports appointed administrators for the outdoor clothing and activities brand that had been restructured and repurchased by JD Sports. The global deadly disease has resulted in flowing consequences across industry, create leaders to identify the meaning of skilling to stay forceful at the same time (Li and Karanxha, 2024).

The global pandemic is raising unruly technology such as AI, Machine learning, robotics, and big data to survive in the market (Thommes et al., 2024). CEO of JD Sport focuses on the

methodical overhaul of available organizational plan and arrangement along with the up-skilling of performance experts. In a traditional market, JD Sports switched toward digital space to improve customer experience. The Company mainly focuses on fashion sportswear with unique designs to satisfy the rising demand of customers (Krampitz et al., 2023). CEO of JD Sports focuses on organizing supervision, increasing the customer base, managing finance, and running operations. The leader of JD Sports distorted extensively and the learning sector is not ready to fulfill this requirement effectively. The Company focuses on up-skilled contemporary practice, methodologies, and technologies of JD sports to improve organizational effectiveness (Piwowar-Sulej and Iqbal, 2023). Adding to the previous, to effectually deal with this hazardous situation, JD Sports often focuses on producing more health-conscious products and avoiding the impacts of the pandemic by enforcing health protocols in its work environment.

Considering this, JD Sports began to produce a ton of commodities that were not affected by the epidemic (Boss et al., 2023). The COVID-19 virus is accelerating long-term systematic standards in a matter of months, and converting the consumer goods market in real time. Thus, this could attract a huge range of consumers to the JD sports brand. Moreover, there is a chance for JD Sports to make its practices and operations more environmentally friendly as well as sustainable. This could grasp the attention of numerous ranges of consumers or clients with environmental awareness or consciousness in the given market surrounding (Ravet et al., 2023). To enhance profitability, the business organization will create a market presence by offering more existing products in additional market segments throughout the world.

Task2: Individual Reflective Essay

The leadership of JD Sports focuses on motivating team members to work together to achieve a desired outcome (Castellanos and George, 2020). In this module, I have learned significant leadership qualities and experience to deal with uncertain situations. Learner makes a wider influence on the structures, people, groups, and persons within the company towards improving its ultimate effectiveness in the marketplace (Nurlatifah et al., 2021). Through this assessment, I will understand how to deal with unprecedented events, enormous ability, and motivated people for organizational growth.

Description: To get this assessment, I was able to learn and experience the possession of a positive work environment, and powerful leadership qualities (Kang and Svensson, 2023). To complete this module, I will divide the topic between group members to complete the task on time without any hindrance. The leader of JD Sports has an influential ability to describe the reason and current way of the workforce in the advertising department. It also helps the entire side to appreciate distinct role and responsibilities to fulfill the customer's desires. In this assessment, the Leader adopts a transformational leadership style to integrate changes in the organization successfully. I understand significant changes in leadership decisions that bring tremendous change in any culture (Adeani et al., 2020). On the other hand, a Leader mainly focuses on motivating and directing team members to influence other actions. Being a leader, I also complete understanding of the principles, and procedures of leadership in a culture.

Feelings: To get this assessment, I also get the opportunity to take a leadership role and manipulate other actions positively (Pieper et al., 2021). I was able to decide that the leadership approach was used to encourage another member for the right action. My leadership style always inspired me to feel confident and accomplish desired goals shortly. To deal with economic uncertainties, the Leader of JD Sports developed, trained, and motivated work superior to organizational growth. I chose this leadership style form as it gives leaders flexibility to adopt distinct styles as per economic situation (Rusov, 2023). To deal with an uncertain environment, I should encourage team member to contribute their opinion and ideas for the right action as well as organizational growth. This method also helps to direct team members with miscellaneous skills and experience for better success in the competitive marketplace.

Evaluation: In this stage, I should use emerging leadership styles and approaches to motivate team members for organizational success (Nurlatifah et al., 2021). I think everyone

communicates with the team to share relevant information for the right action. As an effective leader, I will be able to discuss and supervise people by developing confidence and trust within a team. In this assessment, team members also talk about becoming active listeners and developing a friendly environment for the right action. I will be able to communicate well with team members to improve organizational performance while dealing with a pandemic. It also helps to drive activity in the right direction and review to share information for organizational success. Through my knowledge and experience, I will become a leader in the task and share my knowledge with team members (Adeani et al., 2020). I believe that leaders can manage people while developing skills through learning within the organization. As a Good leader, I will support team members in developing their skills and knowledge for organizational success.

Analysis: In this assessment, the Leader focuses on the inspection of the environment while simply hearing the concept. To deal with an uncertain environment, I will adjust my conclusion when I am not correct. This assessment helps me to build a relationship base on trust with my assemblage members while allotment comes. I always try to free my team members from troubling conditions at the workplace (Kang and Svensson, 2023). Moreover, I think as a leader, I always used intrinsic and extrinsic motivation forces to improve customer experience. I think the motivation of team members positive impact on organizational performance. I should exposed long-term intrinsic inspiration to improve outcomes through creativity and flexibility (Pieper et al., 2021). As a result, it should analyze to successfully react to change unexpectedly occurring in the business surroundings.

Conclusion: In conclusion, I will be able to use a transformational leadership style to deal with pandemic and economic uncertainty. JD Sports leader develop their ability to manufacture quality products or change their strategy to improve customer awareness. I always play a crucial role in understanding my responsibility (Castellanos and George, 2020). Through managing or dealing with a dynamic business environment, it can usually be concluded that understanding the external and internal environmental factors that exist in the business surroundings allows JD Sports to effectively accomplish its pre-determined growth in the marketplace. Moreover, environmental awareness also gives a chance to JD Sports towards progress their outcomes and revenue as of their rivals.

Action Plan: I will develop strategies to explore business strategies in competitive challenges. Therefore, I always try to update new products or services to meet the changing demand

effectively (Adeani et al., 2020). I think JD Sports focuses on the development of new ways for organizational growth in a competitive marketplace. Through this assessment, I should encourage the organization to collect information on market conditions and awareness among the team. As a leader, I must try to motivate team members to share ideas for the right action.

Conclusion

In conclusion, the report has examined the leadership theory, model, approaches, and style that enhance the presentation of the labor force. The report has evaluated the application of suitable leadership style and theory of JD Sports. It has highlighted the distinct leadership approaches, and styles to identify personal capability to fulfill their duties in the context of the organization. The report has analyzed the current leadership tactic of JD Sports to exact information for organizational growth. The report has provided suggestion to get better the managerial effectiveness of JD Sports. JD Sports develops new strategies to deal with economic uncertainty and pandemics. In the second task, JD Sports reflects on self-assessment and critical evaluation of leadership skills. In the modern world, the Leader of JD Sports needed to expand their work for organizational growth.

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