

Intercultural Leadership in an Age of Globalisation

**The Impact of Cultural and Institutional
Perspectives on approaches to leadership**

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Task 1: Essay

Introduction

Intercultural leadership is the ability to bring about the dynamics between people from different cultures and understanding and respecting people from diverse backgrounds to achieve positive outcomes. This essay critically analyses and reviews the current research about the impacts of cultural and institutional perspectives on businesses, particularly in Apple Inc. and McDonalds Corporation in the age of globalisation. The concept of intercultural leadership skill is becoming increasingly crucial as many businesses expand their operation across borders. By examining and comparing the two organisations from completely different sectors, the best leadership practices and approaches can be identified to evaluate their effectiveness in achieving business goals and success in the long term.

Main Body

The term globalisation is the process of international integration where in different countries and cultures are trading their products, ideas, and information (BBC, nd). Krukreja (nd.) suggests that when businesses expand their operations across borders, challenges in navigating cultural differences can emerge. Managers are having some difficulties in handling diverse teams and adapting to local customs and legal requirements. As a result, globalisation amplified the competition in the global market due to the emergence of new multinational companies. Ritzer and Atalay (2010) concluded that globalisation has both positive and negative effects. It can create opportunities for

economic growth and innovation, but it can also aggravate inequalities and cultural adaptation.

Apple Inc. and McDonalds Corporation have different leadership styles and to differentiate these two, it is important to know first their organisational structure (OS). According to Organ (2023), all business types need an organisational structure because it is a crucial operational framework that aligns with the company's goals and objectives. OS is important because it delegates roles, responsibilities, job functions and accountability and it is also the decision-making authority. LinkedIn (n.d.) article agreed with Organ (2023) and explained that organisation structure model serves as the company's chain of command and shows the movement of information and messages circulating within the team.

Organisational structure can be categorised as centralised or decentralized, hierarchical, functional or circular and flat or tall. In spite of the OS' benefits to the organisation, Vitez (2023) argued that OS can have disadvantages at the same time. Some large companies have numerous managers overseeing different departments, affecting their ability to supervise and lead their people. For example, a problem occurs when one manager oversees more than one department resulting in ineffective directing of division and impacting cultural competency. As for Apple Inc., its organisational structure is described as hierarchical and functional (Dudovskiy, 2023a). Its late founder, Steve Jobs, established such structure to guarantee a full understanding of his innovative ideas and recognize the clear vision for the business. Under the new management, several amendments were implemented such as changing its structure to a more decentralized approach to empower innovation and creativity.

Moreover, Dudovskiy (2023b) explained that Steve Jobs leadership is based on perfectionism and autocracy as he micromanaged a wide range of the company's operation in comparison to its current management. At present, its employees value the inspirational leadership of Tim Cook which integrates democracy and "quiet" leadership in his management styles. Cook granted greater autonomy to his development team as it is imperative to develop consensus among his senior managers in terms of strategic decision making.

McDonald's Corporation's organizational structure, on the other hand, has evolved over the years to efficiently manage its enormous global operations (Organimi, n.d.). The company has a vast divisional organization which is divided into three key areas: a global hierarchy, regionally focused groups and functional groups. This structure creates a system that enables the company to communicate and coordinate with each other to achieve the key business goals and objectives. According to the blog published by Calibre (2020), there are several successful companies who use the autocratic style effectively, with McDonalds being one of them. The company does not ask for inputs from its employees regarding any decisions about their work practices. However, this does not signify that the company does not value its people as it has one of the most successful and high-profile career progression programmes.

Schriefer (2016) explained that there are three types of leadership communication. First is multicultural leadership where leaders need to understand and manage a workforce comprising of employees from diverse cultural backgrounds and from several ethnic origins who have different customs and beliefs. Next is cross-cultural leadership where leaders are capable of adapting and leading various cultural challenges (Khan, 2019).

They acknowledge and understand the differences between the teams and can bring about individual change, but not collective transformations. Another type of leadership communication is Intercultural leadership. Wang (nd) described this as the ability of influencing and engaging people from all cultures. There is the mutual exchange of ideas and cultural norms which can develop deep relationships among team members. Everyone learns from one another and grows together. Schein (2010) supported Wang (nd) and mentioned that intercultural leadership will be effective if managers will use their skills in communication, collaboration and cultural intelligence as well as increasing self-awareness of cultural profile and will lead by example. Leaders should adapt to change, be sensitive to employees' feelings and culture and be aware of their own cultural biases while being open to learning from colleagues.

Bighini (2021), however, reasoned that the leader's different cultural view can affect the employees' attitudes and opinions about what is considered appropriate and inappropriate. Therefore, business leaders must create a positive work culture by improving their cross-cultural awareness and sensitivity in the workplace, forming multicultural teams and establishing intercultural capability in order to attract and retain employees.

The background and history of both Apple and McDonald's offer valuable insights into their current practices and intercultural leadership approaches. Apple, a technological company, has a long history of operations in various international markets which led to the development of an effective intercultural leadership and communication strategy (Gallagher, 2023). On the other hand, McDonald's fast-food chain company existed relatively long and has been venturing into the global market ever since (Pochin, 2021).

The comparison of the two successful companies echoed across the industry pushing many firms to be more cautious with their approaches with intercultural leadership due to the complexities of operating in diverse cultural environments.

Apple Inc. has a diverse workforce consisting of unique individuals from different cultural backgrounds. Meyer (2022) mentioned that the multinational technological company aims to create an intensive and conductive workforce environment for all its employees. Its target is to establish a more structured culture, enabling operations to be efficiently managed across different countries. The business has a customer-centric approach and strives to meet their clients' needs, wants and expectations by delivering high-quality products and services.

According to Marable (2022) over the years, many companies including Apple Inc. have evolved into a more global organisation implementing diversified programs to promote social, economic and environmental sustainability. The company's background embodies its culture of inclusivity, diversity and social responsibility. Overall, Apple Inc. has a deeper commitment to human rights, social justice, and intercultural cooperation which remained the core of its mission and goals since it began.

Apple Inc.'s leadership style with its previous management is described as authoritarian, as they have a centralised power structure and a top-down approach to decision-making (Gallagher, 2022). The leadership team believes that by exercising a high level of control over the firm's operations, they can ensure close monitoring of employees' work and performance. In terms of communication process, it flows primarily from top to bottom tier, and subordinates are expected to follow instructions without question. This type of leadership style emphasises effectiveness and efficiency with positive results, but may

prevent creativity, new ideas and innovation. This results in a lack of autonomy, creative solutions to problems and motivation among subordinates, and a feeling of discouragement may arise due to lack of opportunities which dismays individuals from contributing their ideas and insights to the company. Contrary to its former management, Apple's management style under its current CEO is democratic, focusing on cooperation and encouragement (Investopedia Team, 2023). It nurtures collaboration among Apple's talent and encourages consensus-building among high-level employees.

When comparing Apple Inc. with different global firms, one of their similarities is that innovation and technology drives the success of the business. The company stands out due to its focus on sustainable and ethical practices which can be seen as less priority for many global companies. Additionally, they are promoting employee satisfaction and work-life balance, which is not a common practice in other firms. The phenomenal values and priorities of Apple Inc. set it apart from the rest of the world, and yet aligns with the contemporary issues of sustainability and socially responsible business practices.

Similarly, McDonald's is a fast-food restaurant which is a multinational corporation just like Apple Inc. with operations spanning across various continents. The company aims to deliver high-quality, innovative products and services to consumers. Their leadership team also advocates diversity, hiring individuals from different cultural backgrounds and promoting stronger development of intercultural skills amongst its employees. The company's main values are people-centricity, individual learning, organisational learning and diversity and inclusion (McDonald's, 2020).

The organisation is determined to foster a work culture that promotes collaboration, creativity, and inclusivity. To align with its core values, McDonald's is committed and

actively participates in numerous social responsibility initiatives which cover environmental and human rights issues. Their commitment to promote diversity and inclusion has emerged as a catalyst in developing intercultural leadership in an age of globalisation. Conversely, Kovalenko (2020) disagreed and underscored that McDonalds practices an autocratic leadership style and therefore employees are not included and involved in decision-making.

Cherry (2020) stressed that autocratic leaders create decisions and choices that are passed on to all the staff and should be strictly adhered to. Employees' opinions and ideas are discouraged as these must only come from the superior. This results in low employee morale, decreased productivity and exclusive work culture that prevents growth and development among individuals. The company's organisational culture and structure can greatly impact on its operations. As for McDonald's, its core values revolve around decentralised, tall and product-based organisational structure.

McKinsey & Company (2022) suggested that having diversity can promote culture and values that managers in both organisations need to embrace and present throughout their work to avoid biases and misconceptions. Focusing on advocating gender and racial diversity and employees with disabilities can increase equal opportunities. Forbes (2020) agreed and mentioned that during the recruitment process, managers must actively seek individuals from diverse backgrounds and provide training in cultural awareness and sensitivity showcasing a more proactive and dynamic approach towards intercultural leadership. Furthermore, fostering an inclusive and open culture is crucial where individuals can discuss cultural issues and differences without fear of judgement or bias.

In terms of similarities, both Apple Inc. and McDonalds create a significant emphasis on diversity and inclusivity in their leadership approaches. Both organisations identify the importance of intercultural communication, its effect on employees and organisation as well as leading across cultural boundaries. Apple Inc. has an authoritarian leadership whereas McDonalds has autocratic. Equally, their leadership dwell styles dwell more on, decision and authority revolve around the leader. However, authoritarian leaders are more oppressive and pessimistic than autocratic leaders and show an increased stress levels with employees (Zhang and Xie, 2017). Authoritarian leadership rejects any input and participation from employees while autocratic leadership recognises and supports feedback and suggestions. Nonetheless, both organisations have acknowledged the importance of effective leadership to be successful and have sought to address any challenges affecting operations, proactively.

There are several factors that can influence cultural competency and leadership of managers. It is vital to nurture employees, consider that everyone has different competencies and weaknesses and understand that individuals may need specific approach in terms of learning. According to CIPD (2014) research report, leaders can adopt a hands-on approach to deliver and reach targets through empowering and developing teams. The same research mentioned that there are four types of external environment that shapes leadership nowadays. There is a frequency and pace of change, greater transparency and global consumer choices, collaborative working by having flatter organisational structures and workforce diversity. However, CIPD (2013a) disputed that external pressures, such as the volatile, uncertain, complex, and ambiguous (VUCA)

context of the modern world of work, affect how individuals perform and organisations operate.

In every successful company, an effective organisational structure plays a substantial role when it comes to the span of control and chain of command (Johnson, 2019). According to Hasa (2021), the span of control refers to the number of subordinates each manager is responsible for in the workplace, whereas the chain of command indicates the number of different levels in structure, and it identifies the reporting order in business. The leader's ability to train subordinates in a shorter period as well as the nature and complexity of work can critically influence the span of control of an organisation.

An article by Forgeard (2021) expounded that age plays an immense part in the effectiveness of leadership, but it does not affect leadership performance. The research showed that many individuals of similar age bond together and younger generations are more dynamic at work which many older age groups found inappropriate. Nevertheless, Barker and Mueller (2002) reasoned that older leaders exert less effort when new changes are implemented, and they are less interested in innovation. This results in spending less time on research and development than younger leaders.

Gender also has a massive influence on how a company runs. Tanneau and McLoughlin (2021) specified that the effect of a female and ethnic-minority CEOs at Fortune 500 companies creates a major impact on the business' practices and diversity initiatives. This indicates that female leaders can demonstrate both cognitive and emotional competence which are essential qualities of a leader and aid in decision-making.

The Hofstede's six cultural dimensions model of national culture by Geert Hofstede can be used by Apple Inc. and McDonalds to discuss the issues surrounding culture and values of employees and to have clear strategy how to manage individuals' behaviors. This model includes power distance, where employees have less power to make decisions and it is distributed unequally. Individualism and collectivism are when subordinates have the feeling of independence. When gender roles are seen to be used of force in endorsed socially, it is known masculinity and femininity. Uncertainty avoidance explores society's tolerance for uncertainty and ambiguity. Long-term orientation deals with constant change and indulgence are all about freedom and being able to do one's desires (Hofstede, 1980). Leaders are required to be critical and skeptical in terms of everyone's differences as this shows an important skill of integrity.

A team role model by Belbin (1993) is being used in many organisations including Apple Inc. and McDonalds. The model has nine roles that can affect the leader's competency. This includes the shaper, the implementer, the completer-finisher, the plant, the specialist, the monitor-evaluator, the team worker, the coordinator and the resource investigator. Belbin suggests that the coordinator role is important for cultural competency and is useful for cross-communication, assimilating information and delegating efficiently. Belbin is all about identifying strengths and weaknesses of each team role and harnessing both factors, to see whether a combination of one or two more roles can work together. Furthermore, ACCA (n.d.) supported Belbin's theory and suggested that leaders must create a team that has a matter of balance, and that each member fulfils two or more roles. To operate accordingly, leaders must develop, mature, reassemble and eventually terminate if necessary. However, an article in LinkedIn (nd) disagreed with Belbin's model

and argued that it limits flexibility and adaptability, stereotyping individuals which relies on biases and subjective feedback. The effectiveness of a team can be hindered by many issues and leaders must take these into consideration when utilising Belbin's theory. To overcome these challenges, leaders must implement effective strategies, avoid stereotypes and biases based on roles, and ultimately must combine team role model with another framework or method.

Morgan (2018) mentioned that leadership development can influence customer experience as well as employee engagement and the online customer journey. Morgan believes that incorporating leadership strategy into the overall business strategy must be the focus of every company. Research by Bersin (2012) shows that companies with dedication in leadership development have a greater and long-term impact on business performance. Therefore, successful companies must integrate leadership into their culture by having a well-defined process for training and supporting leaders. Leadership development is not like every company because it should reflect the organisation's culture, mission and employees. Leadership development model and values must evolve just like how the business world develops.

The concept of ethnocentrism can have a major impact on how leaders influence their co-workers and subordinates. Sagepub (2006) described ethnocentrism as an individual's perception of their own culture being better or more natural than the others. These people fail to recognise the unique perspectives of different cultures and backgrounds. This can be a hindrance to effective leadership because it prevents individuals from fully understanding, respecting, and considering the world of other people. As for leaders, overcoming ethnocentrism to daily operation would create more openness and tolerance

in terms of different cultural traditions and practices. Although issues related to ethnocentrism cannot be avoided, leaders would just need to be balanced. By being confident in doing their own actions but at the same time to be sensitive to other cultures.

Conclusion

Overall, this essay presented the comparison between Apple Inc.'s and McDonald's intercultural leadership strengths and weaknesses as well as their effectiveness. Different approaches and models were analysed and criticised which influenced the operations of both businesses including their leadership style and organisational culture. In conclusion, the two organisations have implemented various intercultural strategies to navigate the challenges of diversity and achieve their respective goals. Moreover, there are several factors affecting the organisational culture and managers' leadership competencies.

The increase in globalisation has created a demand for effective leaders with greater understanding of cultural differences and increased proficiencies in cross-cultural communication and practice. The ability to build a good character, integrity, empathy and self-awareness of leaders are highly valued by many business leaders across the world. Leaders who can operate a diverse cultural workforce are well positioned to manage and lead in the global marketplace.

A key strategy for leaders who want to develop such skills is to engage in ongoing leadership training, learning, performance, and personal reflection. Some of the strategies may include developing cultural competence by exploring different cultures and backgrounds and collaborating with diverse teams as well as by seeking out mentorship and guidance. As the business world is becoming increasingly interconnected, the need

for effective intercultural leadership will continue to grow and the managers' ability to proactively make decisions and lead a cross-cultural environment will be the key characteristics of successful leadership in the long term.

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Task 2: Critical Reflection

1. Introduction

This self-reflection paper critically analyses my own leadership competency and evaluates the implications for intercultural leadership and management which is a paramount exercise. The aim is to examine my strengths and weaknesses requiring future improvement and development. To show that I have self-awareness, a series of self-assessment tools and approaches are mentioned for deeper understanding of my own leadership style and its impact on diverse cultural contexts. Acknowledging and navigating cultural differences manifests an effective management in a competitive global marketplace. According to Cunliffe (2004), leaders have different styles and techniques of leadership and to enhance my capabilities in creating and managing productive teams, I must assess my own behaviors and attitudes to avoid biases and promote diversity and inclusion.

Furthermore, analysing my experiences in the Marco Pierre White restaurant as Reservations Manager would gain insight into how I can work both by myself and as part of a team. These experiences can affect my performance, impact diverse teams and influence future decision-making. As I reflect upon my own leadership competence and commitment, it becomes evident that being flexible, adaptable and culturally sensitive is crucial for personal growth. In the end, seeking ways for growth and improvement is commendable for future leadership success.

2. Self-assessment tool

To assess my leadership style competency, I have taken Belbin's team roles self-assessment tool and the results show that I fit in the category of team worker or player role with 17% personal score (See Appendix 1). The team players of a company are caring, foster harmony and avoid conflict within the workplace. According to Belbin (1993) a team player helps colleagues without hesitation and is considered the friendliest and most approachable team member. As someone who is a team player, my strengths are diplomacy, adaptable to change and co-operative. However, my role has weaknesses as well such as being hesitant to make decisions, indecisive in difficult situations and I can be easily influenced by people around me.

Being a team player at work is crucial to have effective teamwork and it offers several benefits in both my personal and professional aspects. Elite Daily (2013) suggests that as a leader, I must act as part of a team to build my character, teach empathy and achieve my goals. These contexts are integral to my growth and the development of my intercultural leadership proficiency.

3. Communication Problems

Moore (2023) suggests that communication is an integral part of any relationship both personal and professional, and poor communication between employees and managers can lead to numerous issues such as misunderstandings, conflicts, lack of clarity and

negative experience which can impact on the company's reputation. Personally, I agree with Moore's statement as I have experienced scenarios with lack of communication can create complications. Whenever communication breakdowns in work, I strive not to hinder collaboration with colleagues, affect decision-making and team productivity.

Identified experience

The first personal issue I experienced during my time as a manager was lack of effective communication between managers and employees, which has led employees to misunderstand tasks given to them during the workday. As one of the managers on duty, I tend to listen to what my co-managers say, and disregard opinions and decisions of employees to avoid conflict, but this cannot prove success as issues still arose and continued. This results in confusion and unclear expectations whenever I tell employees what to do as instructions given by senior management were ambiguous.

Reflection

However, as a team player and leader I learned that I was proactive in decision-making and used my own initiative when employees asked me for advice and solutions. For example, when faced with unexpected issues with customers such as complaints due to missing dishes on a meal pre-order document they have sent because it was not received by our end. To resolve the situation, I advised my staff to compose herself as stress would not help and I explained to her what we should do. The staff was given different instruction

by my co-manager that I disagreed with. I stepped in and took the responsibility to rectify the problem that occurred, and I mentioned that it was due to a technical issue. As compensation, I decided to offer a free round of drinks on the day and 25% discounts when they come back in the future, which makes customers delighted and satisfied.

Learning outcomes

By looking at it now, I have learned to actively listen to my colleagues but still do what I believe is right. Greeny et al (2022) book reiterates that communication issues can arise if there is a lack of effective listening skills which I agree because through experiencing difficult situations, I have learned the importance of listening to employees by giving them my full attention and truly understanding their views and shift my perspectives which can be an effective strategy to avoid jumping to conclusions. Furthermore, Stone et al (2000) argues that working in a multicultural and diverse environment, miscommunication may arise due to cultural differences. Being able to experience these problems allowed me to be open-minded, culturally sensitive and aware of various cultural norms and practices. Ultimately, challenges provide an opportunity to develop my ability to be patient, resilient and maintain effective communication in all circumstances.

Grammarly Business (2021) suggests that by being a leader, taking responsibility for my actions and people I lead, can propose effective communication which is the most important skill I can acquire. This means I must ensure that employees have relevant information and resources to perform their duties to provide customers with the high

quality and positive experience they deserve. After everything I have learned from the situation, I manage to become better at dealing with any communication problem.

Future improvements and development

In the future, I must take communication courses and workshops to access guidance and tailor my skills. For example, enrolling in learning platforms like LinkedIn Learning and Coursera that offer several communication-focused courses. CIPD (2022) believes that continuously learning, further feedback from co-managers and self-reflection, and consistent practice are key to improving my communication skills. Mastering this skill is important for leaders including myself, as good communication can demonstrate transparency which improves employee trust.

Furthermore, I will be applying the coaching leadership approach which according to Schultz (2021) is effective and working in many organisations. Coaching can enhance my performance as I can support, guide and encourage employees to develop and improve their skills and initiatives. Passmore and Lai (2019) agree with Schultz and believe that coaching will help me progress professionally, help relationships and focus on personal and overall business goals.

Ultimately, by using Emerald's (2016) The Empowerment Dynamic triangle model can enhance my ability to communicate with people and boost my self-esteem and confidence. Using Emerald's framework provides an understanding in exploring different roles and dynamics in terms of personal and professional relationships. The three pivotal

roles in the empowerment triangle are: 1. Creator – focuses on setting clear goals and intentions and taking responsibility for own actions; 2. Challenger – likes to take risks by involving challenging beliefs that can limit personal growth and progress 3. Coach – provides on-going support, guidance and acts as the pillar of the community who can overcome challengers. From my experience, I will use the three key approaches but most importantly the coaching element. As a coach, I can encourage individuals to excel, facilitate self-discovery and protect individuals' spaces.

4. Conflict and disagreement

Gallo (2018) suggests that conflict is a natural part of our day-to-day interaction with one another. Due to different opinions, views and work styles can lead to negative impact on team's morale and productivity. For a healthy relationship both personally and professionally, leaders must effectively manage disagreement and promote positive outcomes. This can result in better opportunities for learning and growing and more inclusivity in the work environment.

Identified Experience

The second issue I encountered was when I managed the restaurant on my own during an extremely busy shift. A new staff member asked for my help and escalated a concern about a senior staff member who was not performing well in the last couple of shifts. The senior staff member always arrived late, passed his workload to the junior staff member

and has been lazy on site. As the manager of the restaurant that day, I was obligated to find solutions to the problem and responsible for employees' feelings and performances.

Reflection

As the manager of the restaurant that day, I learned how to handle the situation correctly by ensuring information remained undisclosed. I reassured my colleague that I would do further investigation and schedule a private meeting with the senior staff members to address the reported performance issues. However, it is not easy to start a challenging conversation, but I had to deal with the situation professionally and constructively. When dealing with a member of staff, I had to keep our conversation open and unbiased to avoid any further conflicts.

To resolve the conflict, I prepared and remained objective by outlining the employee's performance issues during the private meeting. I addressed the reasons for her underperforming behaviour and considering any potential solutions including paid time off if she is going through tough times. As a leader, I focused more on her behaviour and reasons rather than making personal assumptions.

Learning outcomes

After the conversation I had with my senior member of staff, I gained insight into why she acts differently from other employees. The new member of staff sees her actions as lazy

and has a poor performance level. She said this is due to age, cultural differences and personal issues. She arrives late to work because of childcare as she is a single mother. I became better at dealing with conflicts by applying the concept of 'seek first to understand, then to be understood' by Covey (1997). This principle is valuable in terms of conflict resolution because as a leader I must deeply understand and listen to other people's reasons and points of view. This approach is effective because I was able to acknowledge my colleagues' feelings, create a safe environment where she can reciprocate, listen and understand my perspective. Additionally, I learned that conflict resolution skills and collaboration are crucial when dealing with adversities, especially when leading a multicultural workforce.

Future improvement and development

For future improvements and developments, I must apply a collaborative approach which is a problem-solving approach to create an open and clear communication between myself and colleagues in order to find beneficial solutions. This approach will include active listening, effective teamwork in identifying common goals and expressing any concerns.

Furthermore, Democratic Leadership is well-suited for when I will be handling conflicts in the future. Cherry (2023) suggests that I must practice this type of leadership due to its involvement of employees in decision-making processes valuing their input and ideas. In difficult situations such as conflicts, being a democratic leader is useful to encourage open

communication and exploration of individual's different perspectives. By using this approach, I can increase my problem-solving skills and promote trust from my colleagues.

There are numerous difficult situations at work that can lead to stress, anger and frustration if not handled properly. A mental model by Hanlon's razor at work is applicable to leaders like me when feelings are unjustified, frustrating and discouraged especially after a conflict or disagreement. As part of self-assessment and expanding my competency, I will use this approach because it promotes better communication, embraces opportunities, acts as creator and takes neutral positions. These types of aspects can save me from mental distress, improve my thinking process, become less judgmental and build better relationships (Bansal, 2020).

5. Conclusion

In conclusion, there are many factors I need to work on to develop my leadership competency. There are leadership styles, tools and approaches that are useful to enhance my desired skills and still maintain the right values when leading a team. My current leadership style and type of team role has both strengths and weaknesses. This shows I have self-awareness of my weaknesses and to be leveraged as strengths. Therefore, I need to strive and continue enhancing my leadership skills by adapting many tools including Hanlon's razor and Belbin's self-assessment models to my daily work performance. Ultimately, regular self-assessment reflection is a crucial method to identify

my areas for improvement especially with communication and relationships as well as promoting continuous growth as an effective leader.

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Appendices

Appendix 1: Belbin's Team Role self-assessment tool

Source: www.123test.com/team-roles-test/#its123-testAnchor

