



EMERGENT LEADERSHIP SKILLS FOR THE WORKPLACE

MODULE CODE: BMSW6101



Artiola Stana

2121201

UNIVERSITY OF WALES TRINITY SAINT DAVID

LECTURER NAME: Dr Toyin Adisa

Abstract

This report examines Amazon's leadership practices, strategic approaches, and the application of leadership theories to its success. It explores the evolution of leadership from trait-based theories to more complex, situational approaches, highlighting Amazon's use of transformational and transactional leadership. The report emphasizes Amazon's customer obsession, innovation, and cost leadership as key drivers of its global dominance.

Recommendations include enhancing leadership development, fostering emotional intelligence, and adapting leadership styles to situational demands. Overall, Amazon's leadership model demonstrates the importance of flexibility and innovation in sustaining competitive advantage in a dynamic marketplace.

Introduction

Leadership is a practice of directing and motivating a group or organization toward achieving goals. It involves setting a vision, making decisions, and fostering an environment that encourages collaboration and growth. Effective leadership often includes qualities such as integrity, empathy, and resilience. (Twin, 2022) Amazon is a multinational technology company headquartered in Seattle, Washington, recognised for its broad range of e-commerce, cloud computing, digital streaming, and artificial intelligence (AI) services. (Yasar, 2022) Founded by Jeff Bezos on July 5, 1994, as an online bookstore, Amazon swiftly expanded its offerings and has become a leading global player in online retail. The company operates across several key areas. In e-commerce, Amazon provides a vast selection of

products, including books, electronics, clothing, groceries, and more, and manages numerous regional websites and fulfilment centres worldwide to efficiently serve its global customer base. (Yasar, 2022) In the realm of cloud computing, Amazon Web Services (AWS), which was launched in 2006, delivers extensive solutions such as data storage, computing power, and machine learning capabilities. AWS is a major revenue driver for the company and leading entity in the cloud services market. (Yasar, 2022) Amazon also competes in digital streaming through services like Amazon Prime Video and Amazon Music, offering a wide array of media content. Additionally, Amazon is at the forefront of AI technology with virtual assistant, Alexa, which is integrated into various devices like the Echo smart speakers, supporting voice commands and smart home automation. (Yasar, 2022) Overall, Amazon's innovative approach and diverse operations have established it as a significant force in multiple industries, reshaping how people shop, access media, and use technology. (Yasar, 2022) I chose Amazon for this report due to its role as a pioneer in both e-commerce and cloud computing. Its extensive market influence and innovative business practices offer valuable insights into current industry trends and strategies. Analysing Amazon provides a deeper understanding of how leading companies navigate and shape the global market.

Key Leadership Theories

- ❖ **Great-Man Theory:** The Great-Man theory, proposed by Thomas Carlyle in 1847, suggests that history is shaped by the actions of “great men” who are born with inherent leadership qualities. Carlyle believed these men were naturally destined to lead due to their exceptional traits like intelligence and willpower. Sidney Hook later expanded on this by distinguishing between the “eventful man”, who participates in significant events without altering their course, and the “event-making man”, whose actions significantly shape history. (Khan, Nawaz and Khan, 2016) However, this

theory faced criticism, particularly when leaders like Hitler and Napoleon demonstrated for such “great men” to lead societies into disastrous outcomes. As a result, the theory’s credibility was challenged, and leadership studies shifted away from the idea that leaders are born to focus on traits and behaviours that could be developed in a broader range of individuals. (Khan, Nawaz and Khan, 2016)

- ❖ **Trait Theory:** Trait theory is a concept in psychology and leadership studies that posits that certain inherent qualities and characteristics distinguish leaders from non-leaders. It suggests that leadership is rooted in the possession of specific traits, such as intelligence, self-confidence, charisma, and physical attributes like height or attractiveness. (Khan, Nawaz and Khan, 2016) These traits are believed to naturally predispose some individuals to leadership roles, making them more effective in guiding, influencing, and inspiring others. Early trait theorists focused on identifying these key attributes, operating under the assumption that leaders are born rather than made. They did not initially explore whether these traits were genetically inherited or acquired through experience. Instead, the emphasis was on observable differences between leaders and non-leaders, suggesting that leadership could be predicted based on the presence of certain traits. (Khan, Nawaz and Khan, 2016) However, as research evolved, it became clear that no single set of traits could consistently define successful leadership across different contexts. This realization led to a decline in the popularity of trait theory, as it became apparent that leadership effectiveness is also influenced by situational factors and that traits alone are not sufficient predictors of leadership success. Despite this, trait theory laid the groundwork for later approaches that consider both inherent characteristics and contextual dynamics in understanding leadership. (Khan, Nawaz and Khan, 2016)
- ❖ **Contingency Theory:** Contingency theory of leadership suggests that there is no single best way to lead or organize a team because leadership effectiveness depends on variety of situational factors. These factors include the nature of the task, the external environment, and the characteristics and maturity of the followers.

According to this theory, leaders must be flexible and adaptable, adjusting their leadership style to suit the specific situation they are facing. The theory challenges the idea of a universally effective leadership style, emphasizing that what works well in one scenario may not be effective in another. (Khan, Nawaz and Khan, 2016)

Contingency theory draws a distinction between situational leadership, which focuses on the role of the followers and the dynamics within the group, and traditional leadership theories that primarily emphasize the leader's traits and behaviours. The situational leadership model, introduced in 1969, embodies the principles of contingency theory by proposing that leaders need to assess the readiness and maturity of their subordinates and adjust their style accordingly, balancing task-oriented and relationship-oriented approaches. Overall, contingency theory underscores the importance of understanding and responding to the unique demands of different leadership situations, highlighting the complex and dynamic nature of effective leadership. (Khan, Nawaz and Khan, 2016)

- ❖ **Transactional Theory:** Transactional leadership is a theory that focuses on the exchanges or transactions between leaders and followers, where the relationship is based on a system of rewards and penalties. Emerging in the late 1970s and early 1980s, this approach shifted the focus from the characteristics of leaders and the context of leadership to the dynamics of interaction between leaders and their subordinates. In this model, leaders offer rewards, such as bonuses, promotions, or recognition, in exchange for the followers' compliance, effort, or achievement of specific goals. (Khan, Nawaz and Khan, 2016) This system of contingent rewards creates a clear structure where followers know what is expected of them and what they will receive in return for meeting those expectations. Transactional leadership also incorporates the concept of "management-by-exception", which can be either active or passive. Active management-by-exception" involves leaders monitoring their followers' performance closely and intervening proactively to address issues before they escalate. In contrast, passive management-by-exception involves leaders who

only step in when problems have already occurred, often resulting in delayed responses and corrective actions. (Khan, Nawaz and Khan, 2016) This leadership style is effective in environments where tasks are clear-cut, and goals are well-defined, as it provides clear incentives for followers to perform. However, it may be less effective in situations that require creativity, innovation, or when long-term motivation is needed, as it focuses more on short-term exchanges rather than fostering deeper relationships or intrinsic motivation. (Khan, Nawaz and Khan, 2016)

❖ **Transformational Leadership Style:** Transformational leadership is a style of leadership focused on inspiring and elevating followers to achieve their highest potential and surpass their own expectations. This approach is defined by four main elements:

- **Idealized influence** refers to leaders who act as role models, earning trust and respect from their followers. These leaders embody values and purpose, encouraging followers to emulate their behaviour. (Khan, Nawaz and Khan, 2016)
- **Inspirational motivation** involves leaders setting a clear and compelling vision for the future, which energizes and challenges followers to strive towards organizational goals. (Khan, Nawaz and Khan, 2016)
- **Intellectual stimulation** involves encouraging creativity and innovation thinking, prompting followers to question assumptions and tackle complex problems in novel ways. Lastly: (Khan, Nawaz and Khan, 2016)
- **Individualised consideration** means leaders offer personalised support and coaching to help each follower grow personally and professionally.

Transformational leaders emphasize building strong, supportive relationships with their followers, creating an environment where individuals feel valued and motivated. By aligning followers' goals with the organization's mission, these leaders enhance performance, engagement, and job satisfaction. (Khan, Nawaz and Khan, 2016) However, the

effectiveness of transformational leadership also relies on a supportive organizational culture that reinforces these principles and fosters a conducive environment for achieving both individual and organizational success. (Khan, Nawaz and Khan, 2016)

Emergent leadership skills for decision-making at Amazon amid economic uncertainty

❖ Consumer obsession

Maintaining a consumer-centric focus ensures that decisions are made with the customer's needs in mind, even when external conditions are difficult. This principle drives Amazon's resilience, as leaders prioritize customer satisfaction, which can be a stabilizing force during economic downturns. (Meier, 2022) Customers are essential to any business, as they are the driving force behind its success. Without a strong focus on meeting their needs and expectations, a company is likely to struggle. Amazon always prioritizes consumer satisfaction and maintains high standards to encourage repeat business. (Baker, 2023)

❖ Create and make it simple

In uncertain economic times, innovation becomes key. Leaders are encouraged to think creatively and simplify processes, allowing Amazon to adapt quickly to changes in the market. This principle fosters an environment where leaders are not afraid to experiment with new ideas, which is essential in navigating economic challenges. (Meier, 2022) Amazon values innovation and expects its leaders to be creative in finding solutions. Leaders are encouraged to generate new ideas and experiment with different approaches to achieve

high-quality results. By challenging conventional practices, Amazon leadership aims to carve out a new direction. It's common to fall to a familiar method that have worked before, but leaders should adopt an innovative mindset to discover improved strategies and techniques. (Baker, 2023)

❖ **Take ownership**

This principle emphasizes the importance of making quick, calculated decisions, even when information is incomplete, a crucial skill in volatile economic environments. Leaders are encouraged to take risks and act decisively, which can be critical when market conditions are uncertain and rapid responses are necessary. (Meier, 2022) Amazon leaders are proactive in taking ownership of their work and their team's actions. They also feel a strong responsibility for the broader business, consistently considering what's the best for the company. They avoid shortcuts and focus on the long-term impact of their decisions. Leaders should see themselves as owners of their responsibilities, understanding that every action they take, regardless of size, reflects on the company. (Baker, 2023) Amazon represents the company well and resists the temptation to take the easy way out. Being an owner also involves serving others. A servant leadership approach prioritises the needs of others over personal interests. By doing this, they help everyone reach their full potential, which benefits the company. (Baker, 2023)

Critical evaluation of leadership approaches and styles

The concept of leadership has evolved significantly over the years, moving from the identification of inherent traits in leaders to more complex theories that emphasize behaviour, situational context, and the adaptability of leadership styles. (Price-Dowd, 2020) This evolution reflects a deeper understanding that effective leadership cannot be

encapsulated by a single approach but rather requires a nuanced combination of different styles and personal abilities. (Price-Dowd, 2020)

Trait Theory and Behavioural Approaches

Initially, leadership was understood through trait theory, which sought to identify the innate qualities that made someone a great leader. Early work by scholars like Carlyle and Stogdill focused on traits such as integrity and empathy. However, while these traits were found to be beneficial, the theory was limited in its inability to guarantee leadership success based solely on these attributes. (Price-Dowd, 2020) Behavioural theories later shifted the focus to what leaders do, rather than who they are. These theories highlighted that leadership effectiveness could be enhanced by focusing on specific behaviours rather than inherent traits alone. (Price-Dowd, 2020)

Situational and Contingency Theories

As leadership theory evolved, situational and contingency theories introduced the idea that leadership effectiveness is highly dependent on the context in which a leader operates. The work of theorists like Fiedler, Hersey and Blanchard, and others underscored the necessity for leaders to adapt their style according to the environment and the specific challenges they face. This marked a significant shift towards understanding leadership as a dynamic process, requiring flexibility and responsiveness. (Price-Dowd, 2020)

Personal Ability and Adaptability in Leadership

One of the most critical aspects of effective leadership, is the leader's self-awareness and ability to adapt their style to suit different situations. Leaders who rely solely on a preferred leadership style risk being ineffective when that style does not match the demands of the situation. (Price-Dowd, 2020) For instance, during the COVID-19 pandemic, leaders had to switch between transactional and more relational approaches depending on the circumstances, demonstrating the importance of adaptability. (Price-Dowd, 2020)

Leaders can flexibly deploy different styles, create more positive climates within their organisations, leading to higher levels of job satisfaction, creativity, and performance. This adaptability is not just a matter of choosing the right style but also understanding the impact of one's behaviour on others and the overall organizational climate. (Price-Dowd, 2020)

Qualities of a leader – traits of effective leadership

❖ Empowering the team

As a leader, empowering your team should be a key focus. Your role is to support their growth through daily motivation, strong relationships, respect, and collaborative problem solving. (Raeburn, 2021) By instilling confidence in their abilities and sharing your industry knowledge, you enable them to produce great work. Encourage them to take on new challenges, motivate them to persevere through setbacks, and communicate with honesty and kindness. When the team feels empowered, each member can excel in their role and contribute to the overall success. (Raeburn, 2021)

❖ Effective Communication:

Communication is essential to any successful team, especially when it comes to strong leadership. Striking a balance between too little and too much communication is crucial, but it is generally safer to communicate more than less. Poor communication can lead to subpar performance and confusion within the organization. To be more effective, the communication should be both clear and personal, covering project details as well as fostering team connections. (Raeburn, 2021) We can improve our communication skills by:

- Seeking feedback from the team
- Listening before responding
- Providing direct answers to questions
- Adapting our message to suit our audience (Raeburn, 2021)

❖ **Demonstrating high emotional intelligence**

Emotional intelligence involves managing and expressing our emotions, as well as navigating interpersonal relationships. Effective leaders inspire and guide others rather than simply give orders, making empathy essential for creating a comfortable and open environment for the team. (Raeburn, 2021) A leader can enhance his emotional intelligence by:

- Reflecting on how the team members might be feeling
- Considering the impact of the words or actions on others
- Acknowledging the emotions of others in any given situation
- Choosing to respond thoughtfully rather than react impulsively to conflicts or challenges (Raeburn, 2021)

❖ **Problem solving skills**

Successful leaders who excel at problem solving can anticipate challenges in the workplace, clearly define the issues, determine their underlying causes, devise strategies to address them, and learn from these experiences to prevent future problems. (Staff, 2024) Effective problem-solving hinges on strong communication skills and respect for everyone involved. Framing challenges as opportunities can be advantageous for both leaders and their teams. For instance, a decrease in social media engagement can be seen not as a setback but as a chance to enhance social media presence. (Staff, 2024)

❖ **Decision making**

Effective leaders make decisions that are advantageous for themselves, their team, clients, stakeholders, and the organization. By applying critical thinking in decision making, leaders can pinpoint issues and create solutions that benefit both the business and its employees. It

is essential for leaders to make decisions that are fair and impartial, using suitable language when communicating. (Staff, 2024)

Amazons Current Leadership Strategic

Generic competitive strategy: Cost Leadership

- **Cost leadership focus:** Amazon employs a cost leadership strategy as its core competitive approach. This strategy centres on minimizing operational costs across its vast e-commerce and technological ecosystem. By leveraging advanced computing, automation, and innovation IT infrastructure, Amazon reduces costs in areas like purchase processing, logistics, and customer service. (Smithson, 2024)
- **Strategic objectives:** a key strategic goal under this framework is the continuous improvement of Amazon's IT infrastructure, which is crucial for maintaining efficiency and cost effectiveness. Additionally, Amazon's significant investment in research and development (R&D) ensures that its technological resources remain cutting-edge, further enhancing its operational efficiency. (Smithson, 2024)
- **Impact on pricing and market position:** the cost leadership strategy allows Amazon to offer products at lower prices, making its platform more attractive to consumers. This strategy not only strengthens Amazon's brand but also plays a vital role in fulfilling its mission and vision of being the world's most customer-centric company, driving growth and maintaining its leadership position in online retail. (Smithson,2024)

Intensive Growth Strategies

- **Market development:** Amazon's primary growth strategy is market development, which involves entering and expanding into new geographical markets. Starting from the U.S., Amazon has systematically expanded its operations into numerous countries, including Canada, the UK, and India. Each new market represents an opportunity for significant growth, driven by Amazon's ability to leverage its cost advantages and brand strength. (Smithson, 2024)
- **Strategic implementation:** this strategy is supported by the establishment of localized e-commerce platforms and fulfilment centres tailored to the needs of each new market, enhancing Amazon's global reach and revenue streams. (Smithson, 2024)
- **Market penetration:** as a secondary strategy, market penetration focuses on increasing Amazon's share within existing markets. By capitalizing on rising consumer interest in online shopping and leveraging the popularity of its brand, Amazon drives higher sales in markets where it already operates. (Smithson, 2024)
- **Aggressive marketing:** this strategy involves deploying aggressive marketing campaigns, including promotions, discounts, and extensive advertising, to attract more customers and increase purchase frequency on Amazon's platform. (Smithson, 2024)

Product Development

- **Innovation and new offerings:** Amazon consistently develops and introduces new products and services to fuel its growth. Notable examples include Amazon Basics, a line of consumer electronics and home essentials, and Amazon Web Services (AWS), a dominant player in the cloud computing space. (Smithson, 2024)

- **R&D Investment:** Product development is closely tied to Amazon's heavy investment in R&D, which allows the company to innovate rapidly and meet emerging consumer needs and market trends. This strategy also supports Amazon's diversification efforts, as it continually adds new product lines and services to its portfolio. (Smithson, 2024)
- **Diversification:** while diversification is the least emphasised growth strategy. It remains significant. Amazon pursues diversification by acquiring companies in related or complementary industries, such as Audible (audiobooks) and Whole Foods Market (groceries). These acquisitions allow Amazon to enter new business areas while leveraging its existing operational efficiencies and cost leadership. (Smithson, 2024)
- **Strategic growth:** diversification through acquisitions helps Amazon reduce its dependence on its core e-commerce business and tap into new revenue streams, further solidifying its position as a global business leader. (Smithson, 2024)

Recommendations

❖ **Emphasize Leadership Development**

Amazon should continue investing in leadership development programs that emphasize both transformational and transactional leadership skills. This will ensure that leaders at all levels are equipped to navigate the complexities of the global market while inspiring their teams to achieve high performance.

❖ **Focus on Emotional Intelligence**

As Amazon grows, maintaining a strong organizational culture becomes increasingly important. Leaders should be trained to enhance their emotional intelligence, which will

enable them to better manage teams, foster collaboration, and maintain high levels of employee satisfaction.

❖ **Encourage Innovative Thinking**

To maintain its competitive edge, Amazon should continue to foster a culture of innovation. Leaders should be encouraged to challenge conventional practices and experiment with new ideas, especially in times of economic uncertainty. This aligns with the company's principle of creating and simplifying processes.

❖ **Adapt Leadership Styles to Situational Demands**

Amazon's leadership should remain flexible, adapting their styles to the specific challenges and opportunities presented by different markets and economic conditions. This situational awareness will help the company navigate volatility and sustain long-term growth.

❖ **Strengthen Global Leadership Capabilities**

With its ongoing expansion into new markets, Amazon should focus on developing leaders who understand the cultural and economic nuances of these regions. Tailored leadership approaches that respect local customs and consumer behaviours will enhance Amazon's global presence and customer satisfaction.

Conclusion

In conclusion, this report highlights the intricate relationship between leadership theories and Amazon's strategic success. Amazon, particularly under Jeff Bezos, exemplifies how a blend of leadership styles: transformational, transactional, and situational, can drive a company to global prominence. The company's emphasis on customer obsession, continuous innovation, and operational excellence reflects a nuanced application of leadership principles tailored to diverse challenges and opportunities. Rather than relying on a single leadership

style, Amazon's adaptability and responsiveness to market dynamics have been key to its sustained growth and industry leadership. This approach underscores the importance of flexibility in leadership, where understanding the context and effectively combining different strategies can significantly impact organizational success. Amazon's leadership model serves as a blueprint for how modern companies can thrive in a competitive and rapidly evolving global marketplace.

TASK 2

Reflective Essay

Introduction

The modern workplace is increasingly complex and dynamic, requiring leaders who can not only navigate but also anticipate and respond to emerging challenges. This essay reflects on my learning journey through the "Emergent Leadership Skills for the Workplace" module, where I acquire critical insights and skills essential for effective leadership and decision-making. Through this reflection, I will explore how understanding the internal and external business environments equips leaders to exercise personal responsibility and make strategic decisions. Furthermore, I will use a reflective model to structure my learning experience and show how these skills apply to real-world employment. Ultimately, the essay aims to demonstrate how the skills gained from this module have prepared me for leadership roles, supported by relevant theories and models.

Main Body

Gibb's reflective cycle is a commonly utilised framework reflection across multiple disciplines, such as education and healthcare. Created by Graham Gibbs, this model comprises six stages that lead individuals through a methodical process of analysing and learning from experiences. As a cyclical model, it allows for ongoing reflection on various experiences, enabling continuous refinement of understanding. This structured approach supports a deeper comprehension of one's experiences and encourages ongoing learning and development. (Gibb's reflective cycle, n.d.)

Description

Throughout the "Emergent Leadership Skills for the Workplace" module, I have acquired a range of valuable concepts and skills that are essential for effective leadership. One of the key learnings was the comprehensive understanding of different leadership styles, such as transformational, transactional, and situational leadership. This knowledge has been instrumental in helping me recognize the importance of adapting my leadership approach to the specific needs of my team and the context in which we operate. For example, I learned that a transformational approach might be more effective in driving innovation within a creative team, while a transactional style could be better suited for managing routine tasks in a highly structured environment.

- **Transformational:** Transformational leadership is a style that drives positive change by inspiring and empowering people through a compelling vision and emotional connection. Leaders who practice this style effectively communicate a positive future, motivating their followers to strive for something greater than themselves. This approach fosters collective effort, leading to innovation, significant transformation, and societal improvement. (Baker, 2023)
- **Transactional:** Transactional leadership is a style that relies on rewards and punishments to guide and motivate followers. Also known as managerial leadership, this approach, performance, and results. In this style, goals and tasks are clearly

defined, and group members are rewarded for meeting objectives while facing consequences for missing deadlines. (Cherry, 2022)

- **Situational:** Situational leadership is a flexible method that adapts leadership approaches based on the current situation and the composition of the team. rather than sticking to a single leadership style, situational leaders adjust their methods strategically to meet the needs of their team members. This adaptability helps them create more effective outcomes by influencing their teams in a way that fits the current circumstances. (Baker, 2022)

Feelings

Initially, I felt somewhat overwhelmed by the variety of leadership models and the complexity of choosing the right style for different situations. However, I engaged more deeply with the material, I began to appreciate the flexibility these models offer. This realization gave me confidence, especially when I recognised that effective leadership is not about rigidly adhering to one style but about being adaptable and responsive to the needs of the situation.

Evaluation

Reflecting on this learning experience, I realize that my understanding of leadership has expanded beyond theoretical knowledge to practical application. The strategic decision-making frameworks we studied were beneficial, as they helped me develop a more analytical approach to leadership. For example, in a case study we discussed, I applied a decision-making model to analyse a company's response to market competition. This not only solidified my understanding but also allowed me to see the real-world implications of these strategies.

Analysis

The deeper understanding I gained of internal and external business environments has been crucial in shaping my leadership perspective. By evaluating the impact of external factors, such as economic trends and market dynamics, I now recognize the importance of considering the broader context when making decisions. Internally, understanding organizational culture and structure has helped me appreciate the importance of aligning leadership decisions with the values and goals of the organization.

Conclusion

This reflective process has highlighted my growth in key leadership areas. I now see the importance of continuous reflection and learning in leadership, as it allows me to refine my approach and improve over time. The focus on communication and interpersonal skills was another area where I saw significant improvement. By actively reflecting on past interactions and communication challenges, I have become more effective in leading team discussions and managing conflicts, ensuring that decisions are made collaboratively, and that team cohesion is maintained.

Action Plan

Moving forward, I plan to continue applying the reflective practices I have learned through Gibb's model to further enhance my leadership skills. Specifically, I aim to deepen my understanding of ethical leadership by seeking out real-world opportunities to practice integrity and transparency in decision making. Additionally, I intend to regularly assess how well I am adapting my leadership style to different team dynamics and external challenges, ensuring that I remain responsive and effective as a leader.

Conclusion

In conclusion, this reflective journey has underscored the significant progress I have made in understanding and applying emergent leadership skills. The integration of various leadership

styles and decision-making frameworks into practical scenarios has enriched my approach to leading effectively. The continuous reflection facilitated by Gibb's model has proven invaluable in enhancing my adaptability, communication, and strategic thinking. Looking ahead, I am committed to further developing these skills by embracing ethical leadership practices and maintaining a flexible approach to meet evolving challenges. This ongoing process of reflection and growth will be pivotal in achieving sustained success in leadership roles.

References

- Baker, C. (2022). *Situational leadership: Flexibility produces positive results*. Leaders. Available at: <https://leaders.com/articles/leadership/situational-leadership/>.
- Baker, C. (2023). *Transformational Leadership: Inspiring Positive Change*. Leaders.com. Available at: <https://leaders.com/articles/leadership/transformational-leadership/>.
- Baker, C. (2023). *14 Amazon Leadership Principles and Why They Matter*. Leaders.com. Available at: <https://leaders.com/articles/leadership/amazon-leadership-principles/>.
- Cherry, K. (2022). *How a transactional leadership style works*. Very well Mind. Available at: <https://www.verywellmind.com/what-is-transactional-leadership-2795317>.
- Gibbs' reflective cycle. (n.d.). Available at: <https://healproject.rsyd.dk/media/4qpofe2c/gibbs-reflective-cycle.pdf>.

- Khan, Z.A., Nawaz, A. and Khan, I.U. (2016). *Leadership Theories and Styles: a Literature Review*. Journal of Resources Development and Management. Available at: https://www.researchgate.net/publication/293885908_Leadership_Theories_and_Styles_A_Literature_Review.
- Meier, J.D. (2022). *16 Amazon Leadership Principles Explained*. JD Meier. Available at: <https://jdmeier.com/amazon-leadership-principles/>.
- Price-Dowd, C.F.J. (2020). Your Leadership style: Why Understanding Yourself Matters. *BMJ Leader*, 4(4), pp.165–167. Doi: <https://doi.org/10.1136/leader-2020-000218>.
- Raeburn, A. (2021). *Qualities of a Leader: 15 Traits of Effective Leadership*. Asana. Available at: <https://asana.com/resources/qualities-of-a-leader>.
- Smithson, N. (2024). *Amazon's Generic Competitive Strategy & Growth Strategies*. [online] Panmore Institute. Available at: <https://panmore.com/amazon-com-inc-generic-strategy-intensive-growth-strategies>.
- Staff, C. (2024). *What Are Leadership Skills, and Why Are They Important?* Coursera. Available at: <https://www.coursera.org/articles/leadership-skills?> [Accessed 26 Aug. 2024].
- Twin, A. (2022). *Leadership: Achieving Goals, Tackling Competition, Inspiring Employees*. Investopedia. Available at: <https://www.investopedia.com/terms/l/leadership.asp>.
- Yasar, K. (2022). *Amazon*. TechTarget. Available at: <https://www.techtarget.com/whatis/definition/Amazon>.

