

University of Wales Trinity Saint David

Emergent Leadership Skills in the Workplace

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Academic Report

TABLE OF CONTENTS

Executive summary.....	2
1.INTRODUCTION	3
1.1 Emergent leadership	5
1.2 Effective leadership skills	5
2. IMPORTANCE OF EFFECTIVE LEADERSHIP SKILLS AND ITS CONTRIBUTION TO HEALTHY WORKPLACE.....	6
2.1 Contributions of effective leadership skills to healthy workplace.....	6
3. EFFECTIVE LEADERSHIP SKILLS	7
3.1. How can management tackle the barriers to effective leadership in the workplace.	8
5.THE IMPORTANCE OF ETHICAL LEADERSHIP IN THE WORKPLACE SUCH AS ABC INC.	8
5.1 Recommendations.....	9
6. CONCLUSION	9
7. REFERENCES	10

Executive summary

This report critically explores the role of effective leadership in organizational success. Explaining the different leadership theories, such as trait theories, behavioural theories, and situational leadership theories, providing valuable insights into several approaches to leadership. It explains emergent leadership, with an employee naturally stepping up to lead within a team, and its increasing relevance in today's dynamic workplace, such as fostering innovation, enhancing employee engagement, and promoting a more agile as well as responsive organization. Effective leadership skills, and their contributions to a healthy workplace are examined and the role of ethical leadership in a work place. Recommendations for the selection process of a CEO in ABC Inc. are made, and a conclusion is drawn.

1.INTRODUCTION

Leadership

Leadership is referred to as the ability of influencing and guiding others towards a united vision or goal. leadership involves inspiration, motivation, and empowerment of individuals or groups in achieving the required or set outcomes according to Bolden (2004).

Leadership has some Key aspects the leaders should have to be such as the following below which determine whether someone is a leader or not.

Leadership involves vision as well as direction. That means Leaders must be good in articulating a clear vision as well as the direction for the team, in other words they provide good a sense of purpose and guidance in decision-making. Leaders should be able good at influencing and motivating the people they are leading. Leaders keep inspiring and motivating others in working towards shared goals, sometimes this is done through communication, persuading, and building of strong relationships according to Bolin (1989).

Leaders tend to have teamworking as well as the skills to collaborate. By doing this, they are fostering an environment in which people are able to work together effectively, maximising production by exploiting the diversity in the people's perspectives and skills. Furthermore, decision-making is very important for any leader. A Leader has to be able to make critical decisions, even sometimes when they are going through a lot of pressure, by considering the different factors involved as well as the consequences of not taking or taking action in that situation according to Bolin (1989).

Accountability is key for leaders. Leaders have to be accountable in order for their teams to succeed or fail as well as the organization to achieve its objectives. This involves leaders being able to conduct themselves ethically. The leaders act with integrity, and honesty in all their dealings.

The benefits of having effective leadership for an organisation

According to Cote (2017) effective leadership has a number of benefits including the following below.

Effective leaderships help leaders to achieve the set organizational goals the role of leaders involves providing direction, motivating people, and providing the necessary resources for the success of an organization.

Effective leadership fosters the development of a more positive work environment, where by leaders assist in the creation of a culture of respect, honesty, where works are able to collaborate as they feel valued and remain motivated. This also helps in driving innovation as well as change by encouraging creativity, embracing new ideas, and adapting to the changing circumstances.

Effective leadership is essential when it comes to development of the future leaders. By mentoring and guiding the next generation of leaders, which ensures the long-term organizational success. All in all, the leadership as mentioned here has more than one face in terms of describing the skills associated to it. Therefore, for a person to master it, they must continue learning and developing. This means that all effective leaders must keep evolving consistently, as they adapt their approach to meeting the changing demand of the team as well as the organization they are leading.

Leadership theories

Leadership theories provide frameworks to help us understand how as well as why certain people become leaders and the way they can effectively guide their teams. According to Nawaz and Khan (2016) some prominent leadership theories include the following below.



Kendra Cherry (2024)

a) Traits Theories

The traits theories emphasize the identification of inherent qualities as well as characteristics differentiating leaders from non-leaders. The earliest theories suggest that leaders are "born, not made," placing more emphasis on a person's traits like charisma, intelligence, and ability to dominate.

B) Behavioural Theories:

The behavioural theories place more emphasis on observation of behaviours. The main concepts in the behavioural theories include some of the following listed below.

Autocratic Leadership where a leader exerts very strong control, dictates decisions, and expects total obedience.

Democratic Leadership where a leader involves their team in the process of making decisions creating a sense of ownership as well as participation.

Laissez-faire Leadership where a leader focuses on providing minimal guidance as well as giving the team members a significant level of autonomy.

C) Situational Leadership Theories

These theories place more emphasis on the fact that effectiveness of the leadership styles vary based on the situation as well as the followers' maturity level.

The contingency theory proposes that the effectiveness of leadership is based on the level of the interactions between the leader's style, the followers' characteristics, and the situation's demands.

The transformational leadership puts more focus on the inspiration and motivation of followers to go beyond their self-interests for the good of the team or organization. Transformational leaders are a source of inspiration, empowerment, and are always challenging their followers into achieving extraordinary results.

Lastly, the servant leadership which is known to prioritize their followers' needs and well-being as they focus on the empowerment of others, they build relationships and create a supportive environment.

The leadership theories aid in providing valuable insights to simplify the leadership concept as they provide a framework to help people understand and develop effective leadership skills as suggested by Nawaz and Khan (2016).

1.1 Emergent leadership

Emergent leadership takes place when a person naturally steps up to take charge among his team mates in the group, instead of waiting to be formally appointed into that leadership role. Such a leader can emerge organically by means of their contributions, actions, and how much they are able to influence members on the same team. Today, the work place is dynamic and full of interconnectedness in a way, meaning that emergent leadership is very important for many reasons according to Yoo and Alavi (2004).

First of all, it encourages a sense of innovation as well as adaptability. Through employee empowerment by encouraging them to take initiatives and taking up leadership, a company is able to gain access to a wider pool of talent as well as ideas. Emergent leadership sometimes brings into the company many new perspectives as well as innovative solutions that traditional leaders may not have at the moment according to Yoo and Alavi (2004).

The second thing is that it improves the engagement of the company staff as well as motivates them. A staff empowered usually feels the need to make huge contributions as well as leading the rest, the value they feel makes them commit to their work. This increase in level of engagement may lead to increased levels of job satisfaction, as well as productivity, and the general team performance in the company according to Yoo and Alavi (2004).

Lastly, emergent leadership encourages an agile as well as responsive company organizational structure. Today's business environment is very fast paced and therefore having the ability to be able to quickly adapt and a high level of responsiveness to change are very important parts of leadership. An emergent leader is able to quickly identify as well as address new challenges, which makes them very important in the navigation of uncertainty alongside the achievement of the general company success.

1.2 Effective leadership skills

Effective leadership skills are made up of a number of abilities which are very important for company success. Some of these skills include the following below.

- a) *Communication skills as the leaders need to be communicate in a clear, concise, and empathetic manner which is important in building trust, team motivation, and vision sharing.*
- b) *Strategic thinking skills are a must for any effective leaders because the leaders must have the capacity to make proper analysis is the current situations, anticipate the possible future challenges, as well as develop more effective plans for the achievement of company goals.*
- c) *An effective leaders must have good decision-making skills. They must be able to make sound judgments, even when they are provided limited information, and most importantly they should be willing to take responsibility for the outcomes.*
- d) *An effective leaders should have emotional intelligence. They should be able to understand and manage their own emotions, as well as empathize with as well as provide motivation to others.*

- e) *An effective leaders must be good in team building, by encouraging collaboration, trust building, and team members empowerment in order to reach their full potential.*
- f) *An effective leader should have the flexibility as well as ability to adjust to changing circumstances in order to navigate uncertainty.*
- g) *An effective leader should have the integrity to demonstrate honesty, have the ethical behaviour, and project trustworthiness in their interactions.*

Such skills are very important when one wants to build strong relationships, inspire and motivate teams, which in the end drives the success of the organization according to Sethuraman and Suresh (2014).

2. IMPORTANCE OF EFFECTIVE LEADERSHIP SKILLS AND ITS CONTRIBUTION TO HEALTHY WORKPLACE.

Effective leadership is the main part of a successful workplace, creating an environment where staff members can feel valued, they are motivated, and encouraged. Strong leaders have a unique combination of skills beyond conducting simple managerial duties. They provide a source of inspiration and motivation to their teams through clear articulation of a compelling vision of the company's future and provision of the unwavering support. Such strong sense of purpose shared among workers creates a strong team spirit, driving workers towards one goal according to Koinig and Diehl (2021).

An effective leader is an excellent communicator, they build trust by opening dialogue within the team. The leader actively listens to all employee concerns, providing constructive feedback, and empowering individuals into contributing their individual skills as well as perspectives. This creates a sense of ownership as well as encouraging innovation. Furthermore, an emotionally intelligent leader understands and manages their emotions, and they empathize with the team members. Doing this creates a supportive environment giving worker a sense of understanding and comfort in expressing their concerns as well as seeking assistance according to Gilbreath (2004).

They create a positive as well as inclusive work culture, making a significant impact on the morale and productivity of the employees. With employees feeling valued and respected, they tend to be engaged, committed and motivated to work. This may lead to an increment in their productivity, improvement in creativity, and an increased job satisfaction. Moreover, a strong leadership presence encourages a sense of loyalty, reducing employee turnover, which eventually benefits the company's long-term success. As a whole, effective leadership is more than just managing tasks. it's includes providing inspiration and empowerment of staff, creating a positive work environment, which can drive the company's success according to Furunes etal (2018).

2.1 Contributions of effective leadership skills to healthy workplace

Effective leadership skills are very important when it comes to cultivation of a healthy as well as productive workplace. A strong leader can make significant contributions to a positive work environment through several ways such as the following below according to Day etal (2019).

They boost employee morale through the setting of clear communicating goals, and provide consistent support, as well as recognize plus reward achievements. The leaders become a source of inspiration and motivation to employees. This way a sense of purpose and belonging, are created which builds a positive work atmosphere where employees remain

engaged. They foster a culture of trust as well as respect through their demonstration of integrity, empathy, as well as fairness, building trust and respect of the team members. They encourage open communication, collaboration, as well as create a space for employees that is safe for them to share ideas as well as concerns according to Ansari et al (2009).

Effective leadership contributes to the enhancement of employee engagement whereby employees begin to feel valued, heard, as well as empowered. They are more likely to be engaged with the motivation to do their work. An effective leader empowers employees through delegation of responsibilities, as well as providing staff different opportunities for growth according to their capacity, which fosters a sense of ownership in their job. Effective leadership skills improve productivity and boost innovation by creating a supportive as well as positive work environment, where employee productivity and creativity are enhanced. Whenever an employee feels valued as well as respected, they get more committed to the extra mile in their work, taking initiatives and contributing more innovative solutions (Ansari et al., 2009).

Effective leadership skills reduce employee turnover in the end reducing the costs and disruptions associated with the employee turnover. When effective leaders reduce turnover, they create a rewarding and positive work environment, which provides opportunities for growth and development, encouraging strong relationships with the employees.

In nutshell, effective leadership skills are very important when it comes to the creation of a healthy as well as productive workplace. They provide inspiration, motivation, and empowerment for the teams, with leaders cultivating a work environment that is positive and engaging, full of thriving and achieving employees working at their full potential.

3. EFFECTIVE LEADERSHIP SKILLS

Effective leaders need to have a certain set of skills to be able to lead a successful business operation. Some of the effective leadership skills include these below according to Palmer et al (2001).

Communication as a leadership skill for an effective leader must be clear, concise, as well as empathetic to be able to build trust, motivate the team, as well as share a company vision. This also has to go together with having strategic thinking which involves the capability of analysing situations, anticipating challenges, and developing effective plans for the achievement of the company goals.

Effective leaders must be good at decision-making even when they have little or no information, moreover they must be willing to take responsibility for the consequences of their decisions. That means they must be emotionally intelligent with a good understanding and management of their emotions and showing empathy to others. They should have the skill of team building using collaboration, and trust to empower members of their teams in order to operate at their biggest potential.

Adaptability a very important effective leadership skill where the leader gets a chance to showcase their flexibility as well as potential in adjusting to changes in circumstances as well as navigation of uncertainty. However, without integrity, demonstration of honesty, ethical behaviours, as well as trustworthiness as they interact with team members can affect their credibility and capacity to operate their teams to attain optimal outcomes. All the above skills are very important if a leader is to build a strong, motivating and inspiring relationships with their teams.

3.1. How can management tackle the barriers to effective leadership in the workplace.

Although effective leadership is the key to the success of any organization, the presence of some barriers may negatively affect the effectiveness of the leadership. Being able to overcome such challenges can contribute greatly to the creation of a workplace, that is thriving which means that a company must be proactive in approaching these barriers (Bassi and Shinde, 2024).

The company should start with dealing with the absence of self-awareness of the leaders. Leaders should be encouraged to self-reflect, provide 360-degree feedback mechanisms, and offer leadership development programs will enable leaders to gain a good understanding of their strengths as well as weaknesses, and thus improving the decision-making, as well as building stronger relationships within the teams.

The company should give priority to effective communication and therefore should invest in training programs around the area of communication to enhance a leader's capability in the articulation of the company vision, listening actively to the team members, as well as providing clear instructions. Having open as well as honest communication channels are key when the leader was to build trust, improve collaboration, and ensure that everyone is aligned with the goals of the organization (Hill et al., 2016).

The leader must cultivate a culture of innovation by encouraging the practice of taking risks while they provide the required support as well as resources in case of new initiatives. They should be able to celebrate the successes and learn from any failures that happen, there by creating an environment with thriving innovation. The fear of failure must be dealt with immediately taking a flexible approach to the change. The reasons for change should be communicated openly. Workers should be involved in the process of making decisions, and adequate support should be availed to the staff in the transition period which minimises anxieties as well as allow room for a smoother transition (Hill et al., 2016).

Implementation of these strategies, helps them in overcoming barriers to effective leadership, cultivating a strong leadership culture, and fostering a thriving workplace with employees feeling valued, engaging, and motivated to attain full potential.

5.THE IMPORTANCE OF ETHICAL LEADERSHIP IN THE WORKPLACE SUCH AS ABC INC.

Ethical leadership lays the foundation for a thriving organization, by creating a positively sustainable work environment. Integrity, fairness, and transparency are prioritized in the leader's actions and decisions. Acting with ethical behaviour, creating a culture in which employees feel valued, respected, and empowered.

An ethical leader goes beyond just following the rules. They promote a culture where people ethically conduct themselves, encourage open communication and address ethical dilemmas in a proactive manner. They create a safe as well as supportive environment making employees comfortable to raise concerns as well as challenge behaviours of unethical manner, fostering a culture where accountability and integrity are valued.

Moreover, ethical leadership remains important to the long-term sustainability of the organization. Organisations that have a strong ethical foundation can navigate complex challenges, building lasting customer relationships, and attracting and retaining top talent.

The global market is increasingly competitive, with ethical leadership providing a huge competitive advantage, which differentiates companies from their competitors.

As for case of ABC Inc, where the instability in leadership has negatively affected trust as well as the employee morale, ethical leadership remains an important part of the success. They should prioritize an ethical conduct and demonstrate integrity in practice. New leaders should be able to rebuild trust in the employees, and company stakeholders. This can build ABC's reputation creating a positive as well as productive work environment. This will sustain the company success.

5.1 Recommendations

Constantly changing CEOs at ABC Inc. has created a problem in the company leadership vacuum, reducing the morale of the employees and negatively affecting the company's progress. The Board must prioritize a careful CEO selection process in order to deal with this crisis.

ABC's Board needs to define the ideal acceptable profile of the CEO, by clearly outlining the expectations as well as performance standards. They should focus on candidates who have leadership qualities and skills like strategic thinking, strong communication, as well as emotional intelligence. They should have experience in the navigation of complex business environments as well as the ability to adapt to change.

ABC inc. should have a rigorous and transparent selection process. The selection committee should be diverse with senior executives, independent board members, and other key stakeholders, should be setup. Such a committee should have a diverse approach, where a thorough background check should be done, reference checks done, as well as in-depth interviews assessing the candidates beyond professional accomplishments and well as their leadership styles, and ethical conducts.

The Board of directors should prioritize the importance of ABC's stability as well as sustainability. The new CEO should have a clear vision of ABC Inc.'s future, as well as the commitment to the company's ethical conduct. The new CEO should be able to build lasting relationships with all ABC's stakeholders. On top of this open communication, must be exercised in the selection process. Employees will be kept informed of new developments and the criteria for the CEO search minimise anxiety levels and trust building. Careful consideration of these recommendations, will enable the board to select a CEO capable of restoring stability, rebuilding trust, and guiding ABC Inc.

6. CONCLUSION

In conclusion, emergent leadership remains a very important part of today's workplace. By building a culture where emergent leaders are supported and encouraged, companies will be able to unlock the workforce's full potential, driving innovation, and achieving greater success. Moreover, the leadership style chosen has a significant impact on the general health and productivity in a specific workplace. An effective leader must be able to understand the different leadership approaches as well as adapt their style to the needs of the team as well as the challenges faced at that time. Embracing a several leadership styles, helps the organization to create an inclusive and dynamic work environment with employees feeling valued, empowered and motivated to attain full potential.

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UNIVERSITY OF WALES TRINITY SAINT DAVID

**BA LEADERSHIP AND MANAGEMENT SKILLS FOR THE
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Reflective Essay

TABLE OF CONTENTS

1.introduction	13
3. Impact on emergent leadership skills	14
4. Conclusion	15
5. References:.....	15
6. Appendices	16

1.INTRODUCTION

A Self-Reflection by definition is the exercise of taking the time to reflect or meditate on, evaluate, think about a person's behaviors, attitudes, thoughts, motivations, as well as their desires. When doing a self-reflection, one must choose a model of self-reflection to use (Gibbs, 1988). For purposes of this essay, I will use Gibbs reflective cycle.

Gibbs reflective cycle

The Gibbs reflective cycle is a structured approach used when a person wants to learn from experience and improve their skills (Royds, 2010). The model developed by Gibbs in 1988 remains one of the most prominent frameworks of reflection which can use six stages to explore an experience. These stages include description, feelings, evaluation, analysis, conclusion and action plan according to Gibbs (1988).



Royds (2010)

2.SELF- REFLECTING ON LEADERSHIP: A JOURNEY OF SELF-DISCOVERY

On my self-reflection journey, I apply Gibbs' Reflective Cycle to conduct an analysis on my learning journey in leadership and its impact on my emergent leadership skills as a day shift team leader in my workplace according to Hill and Owen, (2016). The process takes the following stages below.

a) Description

This emergent leadership module has given me a comprehensive overview of the leadership theories, by allowing me to explore several concepts including the behavioural theories (autocratic, democratic, laissez-faire), trait theories, situational leadership, transformational leadership, and lastly the servant leadership as suggested by Nawaz and Khan (2016). It has highlighted the relevance of the key leadership skills such as emotional intelligence,

communication, strategic thinking, as well as adaptability. In addition, it has changed my view of emergent leadership as suggested by Markkanen et al (2020).

b. Feelings

During the entire course of the module, I have gone through many emotions. At first, I felt overwhelmed by the amount of information as well as the different perspectives provided on leadership. At some point, I felt intrigued as well as inspired with the different leadership styles as well as the potential of their impact. I have felt a huge sense of responsibility as far as the development of my own leadership skills is concerned, contributing positively to my team at work as Adeani et al (2020) suggest.

c). Evaluation

The emergent leadership module has been very informative and has given me a strong foundation in the leadership theory. But I feel that I had been given more practical exercises as well as case studies could have added more value on my learning experience, even though I have tried to apply some concepts at my workplace within my team as Bulman (2013) suggests.

d). Analysis

The most important part of my learning experience came from getting to understand that adaptability as well as flexibility are key to leadership. This module emphasizes the idea of a multifaceted approach to leadership with effective leaders adapting their style to the situation their team is going through. This made so much sense to me, as I have realised with experience that rigidity in leadership is often counterproductive as Hill (1973) suggests.

e). Conclusion

This module has positively affected my perception of leadership and its relevance. I now see that uniqueness of the leadership styles their relevance when it comes to designing an approach that is both adaptable and flexible. I now understand why self-reflection and continuous learning are very important in my leadership journey as suggested by Branson (2007).

f). Action Plan:

As result I have decided to take the action plan below.

I shall continue to seek opportunities for the application of the different leadership principles I have learned in this module as well as my personal interactions with people, at workplace, and my other social circles.

I shall try to improve my emotional intelligence through empathy, active listening, as well as self-awareness.

I will also seek feedback about my leadership style as well as identify areas where I need to improv as well as engage in continuous learning.

3. IMPACT ON EMERGENT LEADERSHIP SKILLS

The learning I have experienced in this module has greatly influenced my emergent leadership skills (Yoo and Alavi, 2004). I have become more mindful of how I communicate in a clear, and concise way with empathy. I now seek opportunities that make contributions to my skills and ideas, whilst actively listening as well as supporting my workmate's

contributions. I now understand that building strong relationships as well as creating an environment where people are collaborative is very important. For example, last year while performing my duties as an activities' team leader, I saw that there was no proper communication as well as good coordination in my Activities Team at my workplace. When I apply the principles of effective communication together with the team building, I have learned in the emergent leadership module, I will be conducting regular team meetings, encouraging more of an open dialogue, and facilitate collaborative problem-solving as suggested by Bolden (2004). I believe this will result into more team cohesion, increase the productivity of the team, and generate a more positive work environment as Bolin (1989) suggests.

4. CONCLUSION

In conclusion this exercise of self-reflection has proved to be more valuable as well as deepened my understanding of leadership, leadership styles, emergent leadership and how it can impact both the staff and company's success. Through continuously learning, self-reflection, as well as adaptation of my leadership approach to the different situations, I shall work at the further development of my leadership skills as well as making of positive contributions to the team at my workplace and the entire company as suggested by Furunes and Bratton (2018).

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