

Portfolio of work comprising Part 1 and Part 2

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Submission date: 06-Jul-2023 04:10PM (UTC+0100)

Submission ID: 209910945

File name:

27943_Andrea_Nankova_Eduardo_Barros_Dos_Santos_Portfolio_of_work_comprising_Part_1_and_Part_2_504076_604451775.docx
(565.54K)

Word count: 3198

Character count: 17146

Module BMSW6101

Emergent Leadership Skills in the Workplace

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Portfolio of work comprising Part 1 and Part 2:

Introduction

Leadership skills are used so that within a workplace there can be organization among people so that a shared goal can be achieved. this is a skill that can be used both by those who are leading or being led because they tend to develop several tasks normally according to the schedule and a set of several different skills that work together.

a. **Effective Leadership Skills**

An effective leader in any work team is always essential as they help build teams within your company by securing projects and roles for a successful resolution.

In any leadership, the leader has the power to develop varied skills that can be interpersonal and communication and anyone can improve their leadership skills.

An effective leader in any company increases employee engagement which promotes a positive environment and helps to remove roadblocks for your team.

To have a good leadership that is contagious, inspiring for colleagues, the leader must apply some of these skills, that is, any of them tend to be positive interpersonal skills that are positive and that can be considered in such a leadership skill. of meetings in which there is active listening and in which ideas are exchanged between the leader and his subordinates for the conclusion of a project and their concerns.

Empathy is an example that helps leaders to perceive and understand the difficulties that their team may be going through, either [by workload or relationships within the workplace.

In these 6 leadership skills any leader can obtain as valuable bases to apply for work or want to make progress in their future career:

1. **Decision making skill.**

They are effective leaders who must make quick decisions with information they have and that takes time and experience. Because you need to be aware of the problems that the company is going through and its sector so that you can make quick decisions even if I don't always have all the necessary information.

2 **Integrity Skill**

this ability is often seen as truthfulness and honesty, which in many cases is about upholding a set of strong values. this type of skill is of great value because having integrity will have a company with ethics among its workers which will transmit in a company with a positive image.

3 **Relationship Development Skill (or Team Development)**

To have leadership, there must be the ability to maintain and build a strong team that collaborates for the same final objective. Teams are formed by highlighting their leadership strengths such as communication skills and conflict resolution.

4 **Problem Solving Skill**

a good leader must be agile in solving problems that can arise at any time and at any time.

He has solutions to these problems effectively it usually requires calm and identification of solutions with short steps.

5 Reliability Skill

A reliable leader gets people's trust which makes any of his plans reliable and will always be able to get out of any difficulty that may arise.

6 Skill Ability to teach and mentor.

A leader who can teach and guide both colleagues and subordinates will bring benefits such as growing their careers and the company growing, this type of leader usually thinks very little about themselves but rather about having a successful team.



b. **Effective leadership styles**

There are several styles of leadership and with them their consequences brought into the organization.

The various theories that exist in leadership styles aim to understand the studies of the relationship in which the leader and his followers, how they will be guided, what conduct will be imposed by the leader and what style of leadership will be used. For some time, it was believed that a leader was born a leader but nowadays it is proven that this does not happen at all because there is a difference between having a personality trait and being a leader.

The way each leader leads their group will bring a direct impact to generate results with greater or lesser engagement of their subordinates. all this considering the climate in which they are motivated by each action, by the innovation and productivity generated in the autonomy of their responsibility.

THE THREE LEADERSHIP STYLES

Maximins, classified leadership into two styles, which can be autocratic or democratic, in which the leader has as its centre the sharing of authority with his subordinates. These styles have been recognized for decades.

- **Autocratic:** the centre of the decision is in the boss, so the more the decision-making power is in the leader, the more autocratic his behaviour or style will be. The autocratic style can trigger or become pathological having an authoritarian transformation.

- **Democratic:** it is a division of power between the leader and his group, so the more the group members have influence in the decisions, the more the leader will be democratic in his behaviour.

According to Chiavenato, a leader's leadership styles refer to the behavioural approach he will lead.

- **Liberal leadership:** the angry leader fully delegates decisions to the group without having any control, leaving the group completely at ease. The leader's participation is minimal, and the group is emphasized.

Different styles of leadership are for different occasions and tend to identify the leadership style that can help align specific skills that will be effective for the company's team or project.

Goals can be used to help the team or project identify the leadership styles that will be effective for the leader.

Books or podcasts are used for leadership styles as having self-knowledge can help to better understand how to develop leadership skills and this is often found in books as well as podcasts and video workshops that can be found for free online.

The leader often finds activities outside of work to lighten up the work, which is often extremely stressful, then he sees activities such as dinners for his team outside his work area.

The leader, to have an effective leadership, must be admired by his work team for his leadership style and for this he tends to study several styles of leadership so that he becomes a great leader.

The best way for a leader to learn is to study or observe those he admires inside or outside his work and who inspire him to be a great leader as they are mentors who can help him set goals for developing skills to use.

Real examples of leadership challenges

There are real examples within our daily lives in our workplace of leadership challenges as it is challenging to deal with team members who are difficult to deal with. In these cases, it is up to the leader to find a way of seeing the problem and to solve it in a constructive way, there may be rigid conversations with this member of the team which will lead to establishing clear limits and in these cases, it is up to the leader to offer his support and guidance.

Examples of how the leader will identify the problem and find ways to solve it in a positive way for his team by establishing clear goals, feedback and creating a culture maintaining respect and trust.

Strategies that can be acquired to deal with leadership challenges, once potential challenges have been identified, it will be important to develop strategies to deal with them. These strategies must be situation specific.

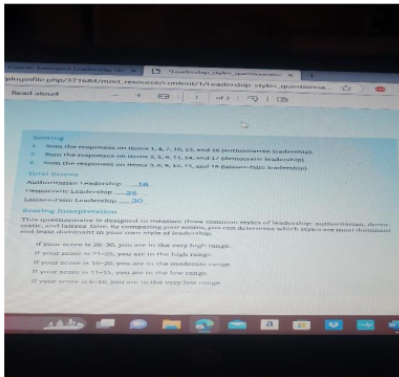
- Communicate effectively: Leaders must communicate clearly and honestly with their team and other stakeholders.
- Prioritization: Leaders must prioritize the concentration of what is most important.
- Problem Solving: Leaders must be able to identify and resolve problems quickly and effectively.
- Learning from mistakes: Leaders must keep in mind that to err is human and that it is with them that you learn to be better and to do the right thing with your leadership skills
- Seek help: Leaders do not have to discard advice from more experienced people, thus having feedback and support from their team and other interested parties.

The Three Leadership Styles

Autocratic Liberal (laissez-faire) Democratic

Situation	Autocratic	Democratic	liberal
decisions	decide alone	team makes decisions the leader watches and participates	teams make decisions minimal leader participation
work program	determines how it should be executed	team outlines the procedures, and the leader supports	leader clarifies doubts when necessary
division of work	determines who should perform and what	team decides on the work	leader does not participate
leader participation	"personal" dominates both praise and criticism	participatory and objective, shared praise/criticism	participate only when asked

Leadership Styles Questionnaire



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Transactional and Transformational Leadership Theories

Transactional and transformational leadership are theories most demanded in tests.

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First, most leadership theories are based on the relationship between leaders and subordinates.

In this way, there are studies that talk about the type of reward that the leader offers, instead of analysing the behaviour of the leader in relation to the followers.

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These studies point to two types of leaders: transactional and transformational leaders.

- **Transactional leadership**

Transactional leadership is the exchange of relationship between leader and subordinate. Therefore, its name comes from the exchange, from this interaction!

The leader thus defines the goals that must be achieved with the promise of some incentives such as the promise of "prizes" if the goals are achieved.

Therefore, the transactional leader must clarify what the tasks and objectives are, he motivates his employees so that they reach their goals, and provides support to those led at work, seeking to meet their needs.

For many authors, transactional leadership works well when the organization is in a stable environment.

For it to be effective, both sides (leader and led) must be "satisfied with the business", that is, there must be a balance between the rewards and the efforts achieved.

- **Transformational Leadership**

In transformational leadership, the leader's role is to inspire his subordinates. This type of leader seeks that his subordinates show their personal objectives for the benefit of the organization!

He is not only supported by rewards as a motivation for his subordinates, but also uses other aspects such as vision, shared values, and ideas for his subordinates to overcome their final objectives.

In this leadership, mutual stimulation exists on both sides as they encourage each other to make an extra effort and thus reach the highest level of motivation.

17 Transformational	Transactional
• Is a model of integrity and fairness • Sets clear goals. • have high expectations. • encourage others. • Provides support and recognition. • Cares about people's emotions • Makes team members see beyond their own interests. • Inspires people to seek the unlikely.	• processes management • structure creation • leader who teaches. • understanding the details of the operation • clarity of roles / correct feedbacks • justice and standard of care • knowledge transmission • focus on execution and result
4 Examples of transformational leaders • Jeff Bezos – Amazon: The Harvard Business Review attributes Bezos' "insider, outsider" status as part of what makes him a great transformational leader. 20 • Reed Hastings – Netflix: Hastings tied for first place alongside Bezos, and for similar reasons.	Examples of transactional leadership • McDonalds • Sales Teams • Call Centers • grading systems • Service Policies • Athletic Teams • Steve Jobs • Donald trump

Ethical leadership

Ethical leadership translates the conduct that is appropriate in personal actions and interpersonal relationships, which are manifested in bilateral communication, monitoring of collaborators and support within the decision-making process.

The importance of ethical leadership

There are two main reasons why ethical leadership is important. Leaders first must develop. 15 Ethical responsibilities because they hold a special position in which they have greater opportunity to influence others and, consequently, outcomes significantly.

Most of the time people agree that the responsibility is to always act ethically, but it is obvious that leaders are held to high standards for those who follow them. Any value that leaders are imposed 19 influences the culture of their organizations or society ethically. 19 ders develop the vision, values and behaviours that shape the behaviour of the people who are involved in the organization and society.

Ethical dimensions of leadership

They are nothing less than theories of leadership assessments 4 with an ethical point of view and ethical principles of practical matters. These theories offer a system of rules or principles that guide

decision-making about what is right or wrong and what is good or bad in a specific situation. (Northouse, 2016).

ETHICAL DECISION-MAKING MODEL

What's the dilemma, problem, situation or question that are you facing?	How do you understand the question can affect the answer	consider the Ethical aspects carefully	See properly to expand your perspective
gather information to help him take a decision	keep a open minded	Make questions. open	differentiate facts of assumptions
determine possible solutions and ask yourself the following About each item:	How will it affect each one of us? (Clients, shareholders, community, partners, planet)?	is in line with our regulations, policies, values, etc?	I would be proud if this was publicized in the means of communication to your relatives and friends?
is comfortable with this solution? (If now, discard it)	I must consult my director or expert on the subject?	It's viable?	which is the best solution?
Decide. and get ready for to implement, considering:	What challenges can I face?	How can I overcome these challenges?	Who can help me implement wisely?
Implement and ask:	what lessons were learned and applied?	be open to feedback and do follow-up according to necessary	

Another example is the ethical rapid test provided by the Ethics Centre, a non-profit organization, based in Australia. The Ethics Centre proposes that we ask the following six questions before decide:

1. Would you be happy if this decision appeared in tomorrow's news?
2. Is there a universal rule that applies in this case?
3. Will the proposed action bring a good result?
4. What would happen if everyone did this?
5. What effect will this action have on my character or the character of my organization?
6. Is the proposed action compatible with my values and principles?

Effective leaders often face complex dilemmas for which there is no ideal solution.

In this situation, leaders must make difficult decisions that involve sacrificing good things for

exchange of others.

Factors related to ethical leadership.

In professional ethics, some elements are considered more important.

- honesty

It concerns the quality of being truthful, not betting on lies, fraud or deceit.

- Secrecy

Keep the description and don't talk about someone else's data.

- Competence

Technical knowledge allied to the ability to perform the function of the position with integrity.

- Prudence

Make decisions and attitudes based on very clear and believable rules.

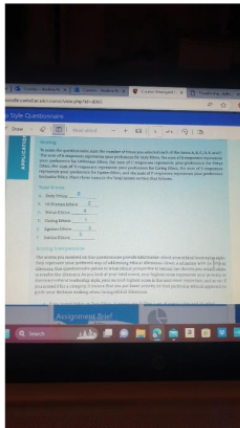
- humility

Respect everyone and don't care about anyone.

- Impartiality

Refrain from judgment, especially rash ones.

Ethical Leadership Style Questionnaire



Six Dimensions of the Character of the Leader



1 TRUSTWORTHINESS	- Be honest. Don't deceive, cheat, or steal. - Have integrity. Do what you say you'll do. - Keep your promises. - Be loyal. Stand by your values.
RESPECT	- Follow the Golden Rule. - Be accepting of differences. - Be courteous to others. - Deal peacefully with anger, insults, and disagreements. - Be considerate of others' feelings.
RESPONSIBILITY	- Do what you are supposed to do. Try your best. - Persevere. Keep on trying. - Be self-disciplined. - Think before you act. Consider the consequences. - Be accountable for your words, actions, and attitudes.
FAIRNESS	- Play by the rules. - Take turns and share. - Be open-minded. Listen to others. - Don't take advantage of others.
CARING	- Be kind. - Be compassionate. - Express gratitude. - Forgive others.
CITIZENSHIP	- Do your share to make your home, school, and community better. - Cooperate. - Stay informed. Vote. - Be a good neighbour. - Make choices that protect the safety and rights of others. - Protect the environment.

Addressing Barriers to Leadership in the Workplace



Both in the past and in the times, we live in today, it is known that women face more barriers than men, this is not news to anyone. But when it comes to talking about female leadership, you know perfectly well how they know how to overcome wards like no one else. In this short summary I will show some strategies that women can face their obstacles to being highlighted within a company.

The efforts that are imposed on women and men to have an apparently equal work environment in leadership positions are still very great, which makes the fight for gender equality immense.

According to the report presented by Grant Thornton, the number of women in leadership positions in 2022 is 38%, showing a decrease of 1% when compared to 2021 (39%). Despite the drop, from 2019 to now, where women occupied only 25% of leadership chairs, we had an increase of more than 10%, but we are still far from reaching at least 50% of women in senior management positions.

Given these numbers, it only reinforces that women barriers have been facing major barriers: they have little or no opportunity to occupy leadership positions. However, by honing the strengths women know they have, she has the tools and confidence to believe in themselves and their dreams and thus spread the importance of gender equity.

Main Barriers to Female Leadership

In the last 50 years, even though women have been subjected to major barriers in their workplace, it has seen great advances and the overcoming of female professionals so that they can occupy leadership positions. But there are still big barriers to be broken.

Gender stereotypes and biases

Stereotypes and gender biases greatly influence women's relationship with the professional environment. Due to the social and cultural context in which they are created, the lack of stimulation makes them lack confidence enough to take risks.

They are always imposed on always looking for perfection, serving, acting with caution, and not bothering, women suffer a lot from the pressures to which they are exposed from a very early age. With so much pressure, internal barriers are created that prevent them from daring, and consecutively progressing professionally.

Men, from a very early age, are encouraged to dare, to do more, to believe in themselves, in their strength and ability to take risks and achieve great results.

The reflections of these barriers make them appear at the beginning of their careers when they feel less confident and sufficient to apply for vacancies or change jobs, but when they are employed, they take longer and do not feel sufficient to ask for salary increases and promotions.

Sexism

Women face barriers that often go beyond all limits of coexistence within their workplace and even so, they face these barriers such as sexual harassment, "jokes and jokes", unequal work environments, interruptions during a woman's speech between others reflect sexism.

Whether it's covert or overt, sexism is another barrier faced by women who are or want to reach leadership positions.

All these abusive situations cause discomfort, mental exhaustion, discouragement, frustration, feelings of injustice and a perception of non-belonging among women.

It is by experiencing these prejudiced attitudes that it only makes it difficult for women professionals to gain respect in the work environment and, consequently, to rise to a position, making it clear that they urgently need to change the social structures that Favor men and cause harm to women.



Conclusion

The leadership has fundamental roles to align expectations, guide and promote the timing to lead towards the same objective. There is no exact formula to manage, bearing in mind that each business has a determining culture in which leaders constantly develop to obtain the best business results.



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