

Emergent Leadership Skills for the Workplace (BMSW6101_LON)

Student Name: Lizzy Jest Esienna

Lecturer Name: MD Kalam

Module: BMSW6101

University of Wales Trinity Saint David

Evaluating Leadership at Amazon for Future Growth

Table of Content

1. Introduction:.....	3
2. Critical Evaluation and Practical Application of Leadership Theories/Styles:	4
Company Background and Details:	4
a) Path-Goal Theory of Leadership:	5
b) Transactional Leadership Theory:	5
c) Transformational Leadership Theory:	6
Best Leadership Skills for Amazon:	7
Current Leadership Practices at Amazon:.....	8
Comparison and Contrast with Theoretical Best Practices:.....	10
Areas for Development and Improvement:.....	11
3. Conclusions and Recommendations:	12
References:.....	14

1. Introduction:

This study takes a look at the leadership models and practices that Amazon employs in the realm of e-commerce. Amazon was chosen because of its prominent position in the e-commerce industry on a worldwide scale, innovative business practices, and vibrant culture. For the purpose of contrasting different leadership styles, Amazon, a highly valued firm, was subjected to comprehensive research. Methods of leadership from a wide variety of sources will be investigated. As per the Great Man Theory, great leaders possess qualities and characteristics that are inherent to them. Great leaders are distinguished by their ethical leadership. Both situationalism and contingency theories investigate the circumstances in which leaders find themselves, whereas task and connection theories investigate the actions of leaders.

This study provides an objective evaluation of leadership theories and practices by utilising Amazon's advantages and disadvantages as well as its execution. To determine how the aforementioned theories and models influence the organisation's potential and challenges, we will investigate the global operations of the company, the dynamics of the market, and the expectations of the employees. Amazon's leadership, strategies, and culture will be evaluated through the use of annual reports, public communications, and media coverage during this process. The response of Amazon to COVID-19, the volatility of the economy, and the decision-making repercussions of different leadership styles will all be investigated. According to the findings of the study, Amazon management will receive advice both now and in the future. Examine these assertions by utilising leadership paradigms, Amazon's organisational structure,

and the dynamics of the industry. With the help of this study, Amazon executives will be able to apply a variety of leadership styles to engage staff, foster innovation, and enhance their skills.

2. Critical Evaluation and Practical Application of Leadership Theories/Styles:



Figure: Amazon (Amazon, 2024)

Company Background and Details:

Amazon was initially conceptualised by Bezos in 1994 as an online bookstore. It has evolved into a big e-commerce platform that provides a wide variety of products (Amazon, 2024). Prime Video, Music, Web Services, Electronics, Clothing, Furniture, Food, Toys, and Digital Services are some of the products and services that Amazon provides. Amazon's artificial intelligence and consumer electronics include the Kindle, Echo, and streaming media. Amazon, which dominates the employment market on a global scale, has 1.6 million employees. The company's most significant competitors in the cloud computing and e-commerce markets are Walmart, eBay, Alibaba, and Google. Because of its extensive distribution network, cutting-edge logistics technologies, and customer-centric strategy, Amazon is able to ensure that a wide variety of products are delivered either the same day or the following day (Amazon, 2024). The domination of cloud services offered by Amazon Web Services (AWS) is beneficial to a wide variety of

businesses and industries around the world. The enormous network that Amazon possesses contributes to the company's market domination, customer loyalty, and revenue diversity.

a) Path-Goal Theory of Leadership:

According to Robert House's Path-Goal Theory of Leadership, which was published in 1971, effective leaders are adaptable to the demands of their followers as well as the circumstances. This notion says that leaders are responsible for removing obstacles, providing resources, and motivating those under their supervision (Mind Tools Content Team, 2023).

According to the Path-Goal Theory, leaders have the ability to adjust to the environment and the people they lead. This article will discuss the four different styles of leadership: directive, supporting, participatory, and achievement-oriented. Leadership that is directive entails issuing directives and maintaining strict surveillance, leadership that is supportive helps to cultivate a healthy workplace, and leadership that is participative involves subordinates in the decision-making process (Channell, 2023). Additionally, the Path-Goal Theory encourages adaptation, which is beneficial. Changes in leadership styles that are based on the circumstances and the followers, on the other hand, foster flexibility. It is supported by the premise that coaching and mentoring have the power to boost employee growth and engagement because of their focus on providing support and guidance to followers.

b) Transactional Leadership Theory:

According to the hierarchical theory developed by Max Weber and Bernard Bass, leaders are responsible for formulation of objectives, evaluation of performance, and provision of contingent reinforcement in order to encourage desired behaviors. Ensure that you adhere to these criteria (Richards, 2020). Trades between leaders and followers constitute TLT. The highest performers are acknowledged and given promotions. Unruly followers might be reprimanded by their leaders. Relationships between leaders and followers are transactional, with incentives and punishments for both parties. Both parties are able to keep their commitments and accomplish their objectives. To organise, the Transactional Leadership Theory is used (Abbas and Ali, 2021). Leaders have the ability to successfully connect with their followers and hold them accountable when they have clear goals and performance standards. Companies that are results-

driven and operationally superior have a higher level of efficiency when they have clarity and responsibility.

The use of constraint reinforcement, which can involve both incentives and penalties, can be beneficial for some individuals and circumstances. It is both rewards and punishments that improve performance. People who disagree with the Transactional Leadership Theory argue that it places a higher value on transactional motivation than it does on intrinsic motivation and growth (Aboramadan and Kundi, 2020). There is a possibility that extrinsic rewards and penalties do not improve individuals or organisations. The idea may place a greater focus on short-term connections and task performance than it does on long-term vision and revolutionary transformation under circumstances that are characterised by rapid change.

c) Transformational Leadership Theory:

The Transformational Leadership Theory developed by Downton and Bass is very different from the Transactional Leadership Theory. People are more likely to be driven to achieve when their views and ambitions align with those of the company. Leaders that are transformational inspire followers to be creative, challenge the current quo, and assist followers in achieving their goals. According to the Transformational Leadership Theory, some of the things that inspire other people are charisma, honesty, and a compelling vision. Sincere leaders are able to inspire trust (Kwan, 2019). The personnel are motivated to think critically, be creative, and take on challenges as a result of this. An organization's vision is communicated through transformational leadership. The followers of transformational leaders develop and articulate a vision in order to inspire, commit, and achieve alignment inside the organisation.

Innovation and expansion are both fostered by transformational leaders. Transformational leaders challenge preconceived notions, work to develop intellect, and encourage fresh points of view in order to foster innovation and find solutions to issues. This is effective in firms that are always evolving, where it is essential to adapt to new trends and be open to ideas that are disruptive. Leaders that are capable of transformation make investments in the personal and professional growth of their followers (Bakker et al., 2022). Assisting employees in achieving their goals is leadership that provides them with individualised attention, guidance, and

opportunity for progress. A higher level of job satisfaction, ownership, and involvement can be achieved through promotion and empowerment.

Transformative leadership is not without its limitations. The personality and motivation of the leader are said to be relied upon an excessive amount by some. The failure of transformational leaders can be attributed to either a lack of charm or vision. There is a possibility that an excessive reliance on the leader could impede autonomous thought and decision-making. It is possible that followers will struggle to lead and think critically if they make excessive use of the leader's vision (Asbari, 2020). Leadership that is revolutionary requires both time and money, but it gives followers more power. It may require a significant amount of resources for large, diverse firms to provide mentoring, growth opportunities, and personalised consideration.

Best Leadership Skills for Amazon:

According to Amazon's scale, complexity, and pioneering spirit in e-commerce and innovation, the company's leadership needs to be active and robust in order to tackle the various challenges and opportunities that the company faces. The following are essential leadership skills for success at Amazon:

Adaptability: Amazon's top executives need to grow. IT and retail executives who work in fast-paced environments need to be able to adapt to changing customer behavior and technology (Anderson, 2016). Amazon needs to quickly adopt new strategies in order to remain competitive and respond to changes in the market.

Visionary Thinking: Thinking with a vision is important. Market leaders are obligated to take into account both short-term and long-term potential. It is necessary for Amazon to foresee and connect its strategic goals with future trends in order to maintain its growth and leadership position in the market (Anderson, 2016). To achieve success, Amazon must be able to anticipate and incorporate both commercial and technological futures.

Employee Empowerment: Empowering employees is a crucial talent to possess. When it comes to fostering innovation, Amazon requires people that are engaged, motivated, and empowered. Worker respect is a must for leaders. The ability of employees to solve problems and make decisions significantly contributes to the success of the firm.

Decision-Making: The ability to make decisions requires both intuition and data. Senior executives at Amazon are required to make judgements that are both swift and profitable, utilising large data sets, as well as their professional judgement and expertise, in order to effectively manage less measurable corporate strategy in a variety of changing conditions (Saleem et al., 2020).

Cultural Sensitivity: Cultural awareness is essential for Amazon. Due to the fact that the company operates in a variety of countries and cultures, management is obligated to observe local norms. As a result of this experience, Amazon's procedures and policies become more welcoming and appealing to workers and customers all over the world, which contributes to the company's increased global leadership (Saleem et al., 2020).

Amazon's chief executive officers make use of these skills in order to cultivate teams, manage markets, and preserve the company's reputation for being inventive, inclusive, and flexible.

Current Leadership Practices at Amazon:

The revolutionary and transactional leadership that Amazon employs allows it to successfully run its enormous and complicated operations (Lemoine et al., 2020). The revolutionary leadership that Jeff Bezos demonstrates is demonstrated by his unrelenting pursuit of customer-centricity. People are motivated to support the goals of the firm, which in turn supports innovation and growth that the organisation is pursuing (Saleem et al., 2020). CEOs in the retail and technology industries are motivated to innovate as a result of Amazon's change. Measurement and accountability are at the forefront of Amazon's transactional leadership concept. Amazon's market dominance and rapid rise can be attributed to the company's culture of efficiency, precision, and focus on achieving objectives (Channell, 2023). Members of the team are better able to comprehend the objectives and expectations, which leads to an increase in both productivity and the level of pleasure experienced by customers.

These leadership tactics appear to be successful, as seen by Amazon's financial performance. There is a correlation between competent leadership and improved operations and market expansion, as demonstrated by the financial performance of the organisation. The following are examples of financial metrics: revenue, market share, artificial intelligence, cloud computing, and innovation in global logistics networks (Channell, 2023). The non-financial results were in a

range. Workers at Amazon claim that their high-pressure, performance-oriented workplace makes it difficult for them to maintain a healthy work-life balance. Despite the fact that Amazon's leadership is exceptional at achieving financial success, there may be an imbalance between employee satisfaction and retention, which could put the company's future at risk.

The annual reports of Amazon place an emphasis on both innovation and the satisfaction of customers. Publications and websites promote the company's dedication to employee welfare, which includes providing health benefits, career development opportunities, and management that is attentive to employees' needs (Amazon, 2024). Because of these efforts, challenges are addressed, and a workplace that is more supportive and balanced is promoted. Executives at Amazon are demonstrating a revolutionary and transactional efficiency in their advancement of innovation and operations. It is necessary to combine these characteristics with a strong commitment to the pleasure and well-being of employees in order to maintain their engagement and gratitude even during times of high stress (Ding and Lin, 2020). It is essential for Amazon's global expansion and leadership that this equilibrium be maintained.

Amazon is able to strengthen its leadership by concentrating on the growth and well-being of its employees through the practice of servant leadership (Russell, 2001). The culture of the workplace can be improved by providing employees with both professional and personal development opportunities, in addition to operational measures. When leaders are motivated, they ensure long-term success and reduce employee turnover (Baig et al., 2019). Amazon might disperse its decision-making authority. Every day, we hold each other and ourselves responsible for living up to the Amazon Leadership Principles. Our Leadership Principles outline how Amazon conducts business, how executives lead, and how we prioritise the needs of our customers. Our Leadership Principles, which encapsulate our distinctive Amazon culture, enable us to continuously pursue our goal of becoming the planet's most customer-focused business, top employer, and safest place to work.

Hire and Develop the Best. Examples of this principle:

Example 1: rigorous hiring process including assessments

Example 2: Once hired extra training courses

Deliver results. e.g. having targets set daily across all levels in the business which are aligned with Market conditions and changes.

Dive deep. Managers being able to operate various types of machinery e.g. Sortation shoots. (Piece of machinery They can operate when its busy.

Think Big. Thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold direction that inspires results. They think differently and look around corners for ways to serve customers.

Invent and simplify. Leaders expect and require innovation and invention from their teams and always find ways to simplify. They are externally aware, look for new ideas from everywhere, and are not limited by “not invented here.” As we do new things, we accept that we may be misunderstood for long periods of time.

Client-focused. Leaders operate backwards, starting with the consumer. They put a lot of effort into gaining and maintaining client trust. Leaders focus on consumers above competition, even when they are aware of them.

Comparison and Contrast with Theoretical Best Practices:

As a result of Amazon's transactional leadership, the company's operations and earnings have increased. Large companies that are committed to competition require well defined performance measures, goals, and responsibilities (Anderson, 2016). The empowerment and advancement of workers, which may be overwhelming for them, is facilitated by transformational and servant leadership. The tactics that Amazon employs are different from transformational and servant leadership, which allow employees to align their goals with those of the organisation, so enhancing both their well-being and their abilities to advance professionally (Masood et al.,

2006). Loyalty and community are fostered in an environment that is hospitable to employees and where leaders make an emphasis on the needs of the team. It is possible that workers will lose motivation if they are rewarded and punished based on their performance.

It's possible that Amazon's hierarchical decision-making process may impede the adaptability and empowerment of leadership. This structure is responsible for ensuring that decisions are taken and regulated across the substantial operations of the corporation; nonetheless, it may restrict the creativity and independence of personnel working at lower levels. It is possible for marketplace responsiveness and grassroots creativity to be hampered by constraints (Baig et al., 2019). It is possible that Amazon will take the lead if it implements these theoretical best practices into its transactional architecture. Employee empowerment, growth, and well-being should be included into workplaces that are performance-driven, inventive, and helpful. Transformational and servant leadership should combine these elements. Employee satisfaction, retention, and innovation are all improved when there is a balance (Masood et al., 2006).

Through the implementation of transformational and servant leadership, Amazon may make efforts to become more employee-focused and inclusive. Amazon's ability to accomplish its operational goals, as well as enhance employee morale and innovation, may be facilitated by this leadership. The practice of transformational leadership encourages initiative and problem-solving, which in turn helps to create creativity (Abbas and Ali, 2021). There may be an increase in both career happiness and investment in business success. When it comes to creating a supportive environment at work, servant leadership places an emphasis on the professional and personal development of team members. The health and work-life balance of Amazon's employees are a source of criticism. It's possible that strategy will work (Aboramadan and Kundi, 2020). There is a possibility that Amazon's transactional strategy and leadership styles will encourage adaptation and reactivity. It may increase its personnel and be able to respond more quickly to changes in the market. In order to make progress, leadership training needs to place an emphasis not only on efficiency and outcomes, but also on empathy, support, and the growth of groups.

Areas for Development and Improvement:

Amazon's business is driven by leadership that places a strategic emphasis on transactions. Certain industries need to undergo transformations in order to meet the requirements of both employees and companies. It is conceivable for Amazon to exercise servant leadership. Through an emphasis on employee development, Amazon may be able to boost employee morale and retention (Abdelwahed, Soomro and Shah, 2022). It is important to place a high priority on training, maintaining a healthy work-life balance, and having a nice working environment. Productivity can be increased by the devotion and contentment of workers.

Second, Amazon may be able to foster both transformational and transactional leadership improvement. When there were more transformational features, creativity and engagement would both improve. For the purpose of motivating employees, executives should blend the aims of the firm with their own personal and professional aspirations (Asbari, 2020). For the purpose of fostering a team that is productive, innovative, and focused on the company, leaders should make intellectual stimulation and inspirational motivation their top priorities.

Amazon's ability to respond to rapidly shifting digital and retail ecosystems can be aided by decentralising decision-making decisions. Allowing lower-level managers more autonomy speeds up decision-making and increases the agility of the organization (Martinez and Leija, 2023). Amazon could respond more quickly to developments in the market and within the company, which would encourage creativity at all levels. Amazon may be able to flourish with the support of leadership and company culture.

3. Conclusions and Recommendations:

In the world of fast-changing companies, where new technologies are always emerging, worldwide rivalry is fierce, and economic issues such as COVID-19 are present, it is vital to manage. The leadership theories were put to the test by Amazon, a worldwide giant. The difference between transformational leadership and transactional leadership is that transformational leadership inspires. According to the review, each one has both positives and negatives. A follower-focused servant leadership approach was studied in this study, along with its benefits and drawbacks.

The transformational leadership of Amazon disrupts industries and adapts to changing circumstances, in contrast to the transactional leadership that places an emphasis on operational efficiency and performance metrics (Adigwe, 2024). There is a possibility that the hierarchical structure and culture of the organisation will impede transformational and servant leadership, employee empowerment, innovation, and strategic vision.

In order to overcome these challenges and position the organisation for long-term success in an environment that is conducive to business change, Arnett, Goldfinch, and Chinta (2018) propose that Amazon implement a multidimensional strategy that incorporates a variety of leadership theories and styles. In the context of Amazon, transformational leadership may encompass inspiring and involving coworkers, developing a common vision, fostering creativity, and innovating while simultaneously fostering personal and professional development.

There is a possibility that this strategy and servant leadership will promote support and collaboration in the workplace, which would in turn boost employee engagement and retention. According to Bowser (2000), Amazon executives can experience increased trust, integrity, and organisational dedication by placing a priority on the well-being and advancement of their employees. A leadership style known as agile may be able to assist Amazon in dealing with unforeseen events, encouraging innovation, and preparing staff for rapidly shifting market conditions. The organisation will be better able to weather COVID-19 and other economic downturns as a result of this greater flexibility.

Amazon is in need of a comprehensive leadership education programme that will assist its leaders in adapting to changing business atmospheres. In order to guarantee that their objectives are in line with the ever-evolving requirements of the workforce, leaders should routinely evaluate and elicit input from their employees (Kastner, 2021). For the purpose of remaining up to date on the latest technological developments, industry trends, and best practices, the management and staff of Amazon need to foster learning and knowledge sharing. The company is able to consistently innovate as a result of this focus on development.

Amazon must strike a balance between progress, ethics, the well-being of its employees, operational excellence, and financial matters. The delicate equilibrium that exists between these two factors may result in the establishment of an inclusive corporate culture that fosters innovation, employee involvement, and sustained success (Bowser, 2000). The leaders of

Amazon need to collaborate and adjust their strategies to meet these requirements. Using a variety of leadership theories and other approaches, Amazon is able to lead other firms. Amazon need a leadership team that is both adaptable and thorough in order to meet business challenges and opportunities. Innovation, empowerment, and ethical decision-making are all beneficial to the organisation during times of economic downturn.

References:

Abbas, M. and Ali, R. (2021). Transformational versus transactional leadership styles and project success: A meta-analytic review. *European Management Journal*, [online] 41(1), pp.125–142. doi:<https://doi.org/10.1016/j.emj.2021.10.011>.

Abdelwahed, N.A.Abdelmegeed., Soomro, B.A. and Shah, N. (2022). Predicting employee performance through transactional leadership and entrepreneur's passion among the employees of Pakistan. *Asia Pacific Management Review*, 28(1). doi:<https://doi.org/10.1016/j.apmr.2022.03.001>.

Aboramadan, M. and Kundi, Y.M. (2020). Does Transformational Leadership Better Predict Work-Related Outcomes Than Transactional Leadership in the NPO Context? Evidence from Italy. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 31. doi:<https://doi.org/10.1007/s11266-020-00278-7>.

Adigwe, C.S. (2024). Transformational Leadership: A Comparative Exploration of the Leadership Prowess of Jeff Bezos and Steve Jobs. *Asian Journal of Economics, Business and Accounting*, [online] 24(3), pp.68–89. doi:<https://doi.org/10.9734/ajeba/2024/v24i31242>.

Amazon (2024). *Amazon.com: Online Shopping for Electronics, Apparel, Computers, Books, DVDs & more*. [online] Amazon.com. Available at: <https://www.amazon.com/>.

Anderson, P. (2016). *What is Path-Goal Theory?* [online] Psu.edu. Available at: <https://sites.psu.edu/leadership/2016/06/29/what-is-path-goal-theory/>.

Arnett, J., Goldfinch, B. and Chinta, R. (2018). Multi-dimensional nature of innovation at Amazon. *International Journal of Business Innovation and Research*, 15(1), pp.1–13. doi:<https://doi.org/10.1504/ijbir.2018.088461>.

- Asbari, M. (2020). Is Transformational Leadership Suitable for Future Organizational Needs? *INTERNATIONAL JOURNAL OF SOCIAL, POLICY AND LAW*, [online] 1(1), pp.51–55. doi:<https://doi.org/10.8888/ijospl.v1i1.17>.
- Baig, S.A., Iqbal, S., Abrar, M., Baig, I.A., Amjad, F., Zia-ur-Rehman, M. and Awan, M.U. (2019). Impact of leadership styles on employees' performance with moderating role of positive psychological capital. *Total Quality Management & Business Excellence*, 32(9-10), pp.1–21. doi:<https://doi.org/10.1080/14783363.2019.1665011>.
- Bakker, A.B., Hetland, J., Olsen, O.K. and Espevik, R. (2022). Daily Transformational leadership: a Source of Inspiration for Follower performance? *European Management Journal*, [online] 1(1). Available at: <https://www.sciencedirect.com/science/article/pii/S0263237322000603>.
- Bowser, B.J. (2000). From Pottery to Politics: An Ethnoarchaeological Study of Political Factionalism, Ethnicity, and Domestic Pottery Style in the Ecuadorian Amazon. *Journal of Archaeological Method and Theory*, 7(3), pp.219–248. doi:<https://doi.org/10.1023/a:1026510620824>.
- Channell, M. (2023). *Robert House's Path-Goal Theory: Optimising Team Satisfaction, Motivation & Performance*. [online] TSW Training. Available at: <https://www.tsw.co.uk/blog/leadership-and-management/robert-houses-path-goal-theory/>.
- Dennis, R.S., Kinzler-Norheim, L. and Bocarnea, M. (2010). Servant Leadership Theory. *Servant Leadership*, [online] pp.169–179. doi:https://doi.org/10.1057/9780230299184_14.
- Ding, H. and Lin, X. (2020). Individual-focused transformational leadership and employee strengths use: the roles of positive affect and core self-evaluation. *Personnel Review*, ahead-of-print(ahead-of-print). doi:<https://doi.org/10.1108/pr-10-2019-0541>.
- Heyler, S.G. and Martin, J.A. (2018). Servant Leadership Theory: Opportunities for Additional Theoretical Integration. *Journal of Managerial Issues*, [online] 30(2), pp.230–243. Available at: <https://www.jstor.org/stable/45176580>.
- Kastner, C. (2021). The Role of a Leader: Transformational Efforts in Innovation and Change. *Creating Innovation Spaces*, pp.71–84. doi:https://doi.org/10.1007/978-3-030-57642-4_6.

- Kwan, P. (2019). Is Transformational Leadership Theory Passé? Revisiting the Integrative Effect of Instructional Leadership and Transformational Leadership on Student Outcomes. *Educational Administration Quarterly*, 56(2), p.0013161X1986113.
- Lemoine, G.J., Eva, N., Meuser, J.D. and Falotico, P. (2020). Organizational Performance with a Broader focus: the Case for a Stakeholder Approach to Leadership. *Business Horizons*, 64(4), pp.401–413.
- Martinez, S.-A. and Leija, N. (2023). Distinguishing Servant Leadership from Transactional and Transformational Leadership. *Advances in Developing Human Resources*, 25(3), p.152342232311758-152342232311758. doi: <https://doi.org/10.1177/15234223231175845>.
- Masood, S.A., Dani, S.S., Burns, N.D. and Backhouse, C.J. (2006). Transformational Leadership July 1, 2021. For the latest version: <http://www.aboutamazon.com/about-us/leadership-principles> and Organizational Culture: The Situational Strength Perspective. *Proceedings of the Institution of Mechanical Engineers, Part B: Journal of Engineering Manufacture*, [online] 220(6), pp.941–949. doi:<https://doi.org/10.1243/09544054jem499>.
- Mind Tools Content Team (2023). *MindTools | Home*. [online] www.mindtools.com. Available at: <https://www.mindtools.com/amapuws/path-goal-theory>.
- Richards, A. (2020). Exploring the Benefits and Limitations of Transactional Leadership in Healthcare. *Nursing Standard*, 35(12), pp.46–50.
- Russell, R.F. (2001). The role of values in servant leadership. *Leadership & Organization Development Journal*, [online] 22(2), pp.76–84. doi:<https://doi.org/10.1108/01437730110382631>.
- Saleem, A., Aslam, S., Yin, H. and Rao, C. (2020). Principal Leadership Styles and Teacher Job Performance: Viewpoint of Middle Management. *Sustainability*, 12(8), p.3390. doi:<https://doi.org/10.3390/su12083390>.

Reflective Essay

This reflection essay analyses the leadership styles that I have developed in BMSW6101. Through this Gibbs Reflective Cycle essay, I will demonstrate my development as a leader (Sibson, 2008). My goal is to become a social worker who can influence policy. My accomplishments and areas in which I need to improve in order to achieve my goals will be highlighted.

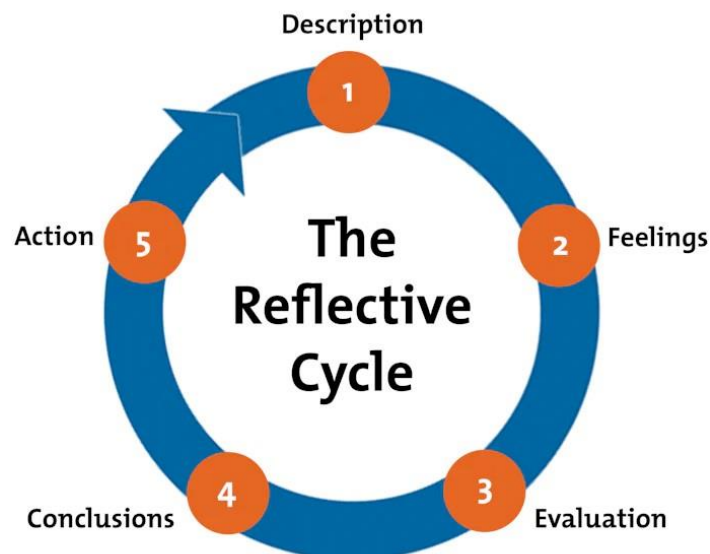


Figure: Gibbs' Reflective Cycle (Mind Tools, 2022)

Description:

Students in the BMSW6101 course teach leadership qualities that are applicable in a variety of organisations. The participants were instructed in several leadership qualities, such as strategic thinking, communication, and ethics. Peer-to-peer pedagogy, expert lectures, and role-playing exercises that simulate real-world leadership challenges (Yen, Hou and Chang, 2013). There are tasks involved in applying theory. In each member of the organisation, tough projects were

orgoverseen. Leaders and the dynamics of groups were investigated using reflective diaries. Self-awareness, adaptability, and leadership were all fostered through the use of these exercises.

Feelings:

This was an exhilarating and nerve-wracking experience to begin the module. Despite my desire to be in charge of an organisation, I was under the impression that I lacked the necessary qualities of a leader. I was interested in gaining knowledge of new ways and leadership. Throughout the course of the programme, my coworkers and the facilitator provided me with comments that boosted my confidence, which helped me feel less worried (Griffith and Larson, 2015). The presence of diverse individuals at leadership activities, particularly during role-playing, was both daunting and enlightening. It was a transformative experience for me to be able to test out a variety of leadership approaches in a supportive environment through the use of practical exercises and group discussions. After the seminar, I went from being afraid to being ready to put the knowledge to work. During this emotionally charged journey, I gained knowledge about leadership, self-perception, and confidence (Ross, 2014).

Evaluation:

A handful of my triumphs in BMSW6101 taught me how to be a leader. We found our leadership simulation, which pushed us to make difficult decisions, to be enjoyable. I conducted an assessment of my abilities to delegate work and motivate teams in order to determine whether or not decisive leadership increases productivity (Zaman et al., 2021). My participation in this activity taught me how the clarity and confidence of a leader can increase the morale and performance of a team. Moreover, the teamwork was outstanding. The project was improved because to the involvement of my peers, which helped me appreciate alternative points of view. The findings of this study demonstrated that inclusive leadership fosters innovation and collaboration.

It was a challenging module. Getting started with collaborative projects was challenging. Uncertainty regarding the assignments caused teams to be dissatisfied and ineffective (Furst et al., 2004). Miscommunications and missed opportunities to define roles and assume leadership of the team were both the result of my fear of taking charge. The solutions I wanted were for work delineation and communication within the team.

Analysis:

Experience in both transformational and situational leadership was provided during the workshop. When I participated in the leadership simulation, I used situational leadership to address the expectations of the team and the circumstance (Richter et al., 2015). According to this notion, leaders should adjust their behaviors to accommodate the advancement of their followers. I changed from being directive to being helpful while evaluating the talents of team members and their devotion to the requirements of the project. The problem-solving that my team did was inspired and altered as a result of transformational leadership (Richter et al., 2015). I argued for the establishment of a vision and the formation of a team in order to generate respect and inspiration, as well as to encourage involvement. The results of the project improved, and I gained a better understanding of how transformative leadership operates. The ideas of leadership that I studied informed my approach. In contrast, they denounced my aggressiveness and my inability to resolve disagreements, but they complimented my adaptability and my ability to explain my vision (Pounder, 2014). My leadership abilities have been enhanced as a result of these theories, and they have also presented me with a concise roadmap for my future. This demonstrates that leadership involves continuous learning and adaptation.

Conclusion:

Lastly, BMSW6101 helped me become more self-aware and increased my leadership skills. Through my experience, I have discovered that my transformational leadership style inspires my team while simultaneously promoting creativity and vision (Pounder, 2014). Because I am able to communicate effectively, my coworkers have faith in me. The decisions that I make are well-balanced because I combine intuition and analysis. I could make my leadership skills better. When I avoid making decisions that involve a high level of risk, I miss out on opportunities for creative expression. As a result of my tendency to overcommit, I need to work on improving my ability to delegate in order to prevent inefficiency and fatigue (Bassot, 2015). To make improvements in leadership, it is necessary to address these inadequacies.

Action Plan:

By concentrating on both my strengths and my limitations, I was able to improve my leadership abilities. Through training in strategic risk management decision-making, I might be able to

overcome my nervousness about taking risks. The lectures will help me become more confident in taking risks and increase my ability to analyse dangers. I would like to attend workshops throughout the following quarter (Bassot, 2015). In addition to that, I need to improve my delegation skills. Let's begin with the responsibilities, expectations, and outcomes of other people. My ability to delegate and develop trust is improved by leadership coaching. These technologies are going to be utilised in the projects that will take place during the following half year. My communication and decision-making skills will improve if I receive regular advice from my peers and superiors. A person's personal development is enhanced by feedback. My leadership skills will be put to the test this year as I manage two significant initiatives (Packard and Jones, 2015). My goal is to become a more diversified and capable leader, and this plan should assist me in the process of improving both my strengths and flaws.

Reference list:

Bassot, B. (2015). *The Reflective Practice Guide*. [online] Routledge.
doi:<https://doi.org/10.4324/9781315768298>.

Furst, S.A., Reeves, M., Rosen, B. and Blackburn, R.S. (2004). Managing the life cycle of virtual teams. *Academy of Management Perspectives*, 18(2), pp.6–20.
doi:<https://doi.org/10.5465/ame.2004.13837468>.

Griffith, A.N. and Larson, R.W. (2015). Why Trust Matters: How Confidence in Leaders Transforms What Adolescents Gain From Youth Programs. *Journal of Research on Adolescence*, 26(4), pp.790–804. doi:<https://doi.org/10.1111/jora.12230>.

Mind Tools (2022). *Gibbs Reflective Cycle*. [online] www.mindtools.com. Available at: <https://www.mindtools.com/ano9qiu/gibbs-reflective-cycle>.

Packard, T. and Jones, L. (2015). An outcomes evaluation of a leadership development initiative. *Journal of Management Development*, 34(2), pp.153–168. doi:<https://doi.org/10.1108/jmd-05-2013-0063>.

Pounder, J. (2014). Quality teaching through transformational classroom leadership. *Quality Assurance in Education*, 22(3), pp.273–285. doi:<https://doi.org/10.1108/qae-12-2013-0048>.

Richter, A., von Thiele Schwarz, U., Lornudd, C., Lundmark, R., Mosson, R. and Hasson, H. (2015). iLead—a transformational leadership intervention to train healthcare managers' implementation leadership. *Implementation Science*, [online] 11(1). doi:<https://doi.org/10.1186/s13012-016-0475-6>.

Ross, S. (2014). A conceptual model for understanding the process of self-leadership development and action-steps to promote personal leadership development. *Journal of Management Development*, 33(4), pp.299–323. doi:<https://doi.org/10.1108/jmd-11-2012-0147>.

Sibson, L. (2008). An introduction to reflective practice. *Journal of Paramedic Practice*, [online] 1(3), pp.121–125. doi:<https://doi.org/10.12968/jpar.2008.1.3.42057>.

Williams, A.T. (2020). Growing student teachers' reflective practice: explorations of an approach to video-stimulated reflection. *Reflective Practice*, pp.1–13. doi:<https://doi.org/10.1080/14623943.2020.1798917>.

Yen, Y.-C., Hou, H.-T. and Chang, K.E. (2013). Applying role-playing strategy to enhance learners' writing and speaking skills in EFL courses using Facebook and Skype as learning tools: a case study in Taiwan. *Computer Assisted Language Learning*, 28(5), pp.383–406. doi:<https://doi.org/10.1080/09588221.2013.839568>.

Zaman, U., Florez-Perez, L., Farías, P., Abbasi, S., Khwaja, M.G. and Wijaksana, T.I. (2021). Shadow of Your Former Self: Exploring Project Leaders' Post-Failure Behaviors (Resilience, Self-Esteem and Self-Efficacy) in High-Tech Startup Projects. *Sustainability*, 13(22), p.12868. doi:<https://doi.org/10.3390/su132212868>.

Task and Relationship Questionnaire

① 3 -

② 5 -

③ 5 -

④ 5

⑤ 5 -

⑥ 5

⑦ 4 -

⑧ 5

⑨ 2 -

⑩ 5

⑪ 5 -

⑫ 5

⑬ 5 -

⑭ 3

⑮ 5 -

⑯ 5

⑰ 5 -

⑱ 3

⑲ 5 -

⑳ 5

① Sum Scores for the odd numbered Statement (Task Score)

② Sum Scores for the even numbered (Relationship score)

Total Scores

Task score 44

Relationship 46

Leadership Styles Questionnaire

(1)	3	(15)	3
(2)	4	(16)	5
(3)	~~3~~	(17)	3
(4)	2	(18)	2
(5)	2		
(6)	2		
(7)	2		
(8)	5		
(9)	3		
(10)	4		
(11)	4		
(12)	3		
(13)	4		
(14)	4		

Scoring

- (1) Sum the responses on items 1, 4, 7, 10, 13, and 16 (Authoritarian Leadership)
- (2) Sum the responses on items 2, 5, 8, 11, 14 and 17 (Democratic Leadership)
- (3) Sum the responses on items 3, 6, 9, 12, 15 and 18 (Laissez faire Leadership)

Total Scores

Authoritarian Leadership 22

Democratic Leadership 22

Laissez faire Leadership 19

