

Assessment 1

by Florentina Damian

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Student Name: Florentina Damian

Student ID: 2020306

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Lecturer Name: Dr. Navid Nasirpourosgoei

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Introduction

The Leadership is the ability that a person posse that contributes to helping people to achieve the set objectives and goals. Moreover, a leader encourages individuals or a team to work towards achieving the collective goal. In order to prepare for this assessment will be conducting an interview with a member of my workplace who is currently working in a leadership position as the Human Resource manager. I will be preparing a set of interview questions based on my academic knowledge to assess the leadership skills they possess and the type of methods they follow to lead their team.

¹Brief information about the job of your peer and the leadership skills required

Leadership is a set of abilities or strengths that helps individuals align their collective direction in management roles to aid strategic plans and encourage their team or others around them to achieve common goals (By, 2021). Leadership's skills are important skills for an individual to have because it motivates and brings enthusiasm to achieve the goals of the company. Conflict management, decision-making, employee motivation, and critical thinking are some of the important leadership skills one should possess. The member of my workplace with whom I conducted the interview was working as an HR manager at a company in the United Kingdom. Besides, the role of an HR manager in the company is to direct and lead the routine tasks of the Human Resource Department like interviewing and hiring new employees, administering leaves, benefits, and payments, and enforcing company practices and policies (Gigauri, 2020). My peer as HR Manager was envisaged with the responsibility of managing a team of HRs under him and his job was to lead the team and provide guidance to them to execute all the HR functions of the company like hiring, employee relations, administration, and event management. The leadership skills that are required to be an efficient and effective HR Manager are excellent communication, decision-making, critical thinking, negotiating skill, high emotional intelligence, and creativity.

¹ Findings from the interview about how the skills have helped your peer to be successful

In my understanding, my peer possesses strong problem-solving skill as they have to apply them on a regular basis to solve any issues or conflicts that arise in the workplace. Thereby the regular application of problem-solving skills has helped my peer in refining creativity skills as they have to be creative and apply new strategies to solve any issue that may arise. It has also helped my peer in developing decision-making skills as they must make critical decisions to increase the productivity and performance of the team, thus making them an effective leader. An effective leader has a huge impact on the team members as well as the entire organisation (Schooley, 2023). My peer is an open-minded leader and so does not hold grudges and follows effective communication in order to connect with their subordinates. I also learned that my peer as high emotional intelligence and communication skill which allows them to provide information and instruction to their subordinates with ease. I also learned that my peer has a strong skill of emotional intelligence which not only helped in controlling their emotions and being assertive but also allow them in helping their subordinates assess their emotion and feelings.

The interview also helped me in understanding that my peer has active listening skills which help understand the issues and provide effective resolution. The active listening skill enables HR managers to improve their knowledge and understanding of things and helps the diminution of unnecessary resource consumption, and helps in improving work efficiency (Wang and Chen, 2022). In order to make rational decisions my peer had to recognise the issues to solve, outcomes and identify possibilities, investigating them, while conceding all the factors in order to make the appropriate decision. Decision-making has three main approaches problem-solving, avoiding, and problem-seeking. However, after conducting the interview I was able to analyse that my peer has a problem-solving approach when making any decisions. There are four different decision-

making models that any leader can choose from namely bounded rationality, rational, creative, and intuitive. My peer uses two out of the four mentioned models which are rational and intuitive as it helps in rationalising any decisions they make. Intuition also helps my peer to follow their gut decision-making process which also helps in building self-esteem.

With the help of this interview, I also learned that my peer uses a combination of Transformational Leadership approaches in order to lead their team towards success. It helps my peer to supervise the team, take their inputs to help improve the quality of work and inspire the employees to develop and innovate new ways to grow. After the interview, I also understood that my peer seeks the modification of existing thoughts, goals, and techniques in order to improve the results to attain the set objective of the team and the company.

Application of theory that explains your findings

According to my findings based on the interview I conducted with my peer who is a manager in the HR department and has numerous skills, it can easily be determined that they use transformational leadership in order to be an effective leader. Transformational leaders can change their subordinates for the betterment of the department and the company by encouraging them to have high veracity and not think regarding their benefits, inspiring the employees to work in self-development, and increasing subordinates' information regarding certain problems (Asbari *et al.*, 2020). Being a leader, my peer encounters many issues and problems that arise in the workplace and they have to deal with various complexity. The qualities which denote that my peer has the skills to be a transformational leader is that they are good listener which help in empathising and recognising the issues that their subordinates are facing.

My peer incorporates creativity and innovation which solve any issue in the department or between any employees. My peer also encourages the team to be creative and provides resources to be innovative in the workplace in order to help them grow and transform. After conducting the interview, I was able to identify that they are unbiased towards their subordinates and treat all the employees equally. A transformational leader uses creativity to keep the morale high of the team and keep them motivated to drive productivity and enhance their performance. Transformational skills helped my peer by engaging the workforce by empowering them to innovate which allows them to self-develop and shape the future of the company and the department of human Resources. Transformational leadership has also helped my peer encourage their subordinates to discover who they are and the part they want to play in order to help the organisation achieve its objectives.

1 **Review of your own experience of leadership and areas for your development**

Review of your own experience of Leadership

The experience of my peer as the HR Manager of the company has outlined many leadership skills which helped him overcome challenges and meet the job role effectively by carrying out the tasks given to him efficiently. As an HR manager, the first hurdle he had to clear was to effectively manage people. It can be a difficult task, where he needed to hire new employees by interviewing them and negotiating with them, which he had to invoke his negotiation and communications skills which are important skills of leadership. Not all employees in an organisation are alike in their mentality, so he had to be persuasive while communicating with different employees.

Some employees are also difficult to handle during conflicts because of their attitude and mental, this was a sensible situation, where he had to handle the situation very delicately by critically analysing it and giving out an unbiased solution to resolve the issue. He also had to keep a tab on the performance of the employees and teams for efficient performance, by guiding them on the ways of working so that deadlines are not met. There were sometimes targets given to him like hiring a fixed number of employees within a fixed budget within a stipulated amount of time or successfully organise a corporate event, this required his skills in creativity, organisation, and time management to successfully complete the task.

He effectively delegated roles and tasks to his peers in his department to carry out HR functions effectively. Effective delegation of tasks and roles ensure enhanced productivity of a business and empowers the employees to gain expertise in new skills and innovate new methods to achieve business objectives (Trivedi and Patel, 2021). He even demonstrated high emotional intelligence to lead his team during times of distress by being emotionally present for them which is another great quality required to be an efficient HR manager.

Emotional Intelligence is defined as an ability that helps an individual to regulate and identify someone else's emotions (Ahad *et al.*, 2021). A high emotional intelligence quotient helps to build relationships, defuse conflicts, improve job satisfaction, and reduce team stress. He also possessed important technical skills, as he had good knowledge about technology tools that are used in modern businesses to enhance overall productivity. Being an HR means, having good communication and active listening, as employees come to them with issues daily, where they have carefully listened to them and then analyse to provide solutions. He was a good communicator and active listener as well. From his experience, I have understood how important it is to possess leadership skills, as it is so helpful in building my career.

In one of my experiences in college where I was the captain of my debate team, I had put in some of the leadership skills I possess which are quite like his. Participating in debate sessions means good communication is a major requirement. Being the captain, I had to take the lead by communicating excellently and listening carefully to the opponents to come up with rebuts. I handled the responsibility of organising my team before competitions and giving motivational speeches to enhance their zest. Before the competition, I had to make hard decisions while forming the team, by interviewing the candidates carefully and picking accordingly to build an effective team.

Each participant was very competitive, it was sometimes difficult to choose, but there were only four slots to fill. I had shown qualities of high emotional intelligence and decision-making during team formation to carefully pick my teammates. I also had critical thinking skills which help come up with content for the topic chosen for the debate session. I laid down rules which were meant to protect the decorum of the team, and it was meant to be followed equally by everyone so that there was no biasedness. However, during moments of distress, I have sometimes stumbled where I could not hold my composure and broken down.

Areas of Development

Good Leaders act maturely during tough times to keep their motivation alive by not breaking down. I lacked maturity in my way of handling situations during stressful moments, which I will need to develop with time. I have had a bad temper where there were moments, I sometimes lashed out at my teammates which can be demotivating and degrades the team environment. I will need to get a grip on my temper, as an effective leader needs to stay calm and composed, and should help the teammates when they need him and not lash at them. I lacked negotiation skills, as my experience did not require me to negotiate about something or with someone. I have taken membership in yoga and meditation classes that will help me develop more calmness. I will also seek feedback from my peers and seniors to evaluate my progress in developing my leadership skills. I will also gather more experiences by doing internships and participating in more events to acquire the skills I lack as of now and gain expertise on the skills I possess. More experience will also pour into maturity in my approach to handling things.

Conclusion

Leadership skill is a crucial skill of an individual leading a team as it helps them drive innovation, motivation, and productivity in the employees. With the help of this study, an interview was conducted with one of my peers who works as a Human resource manager in a reputed company in the UK. The study focuses on the skills that my peer has like thinking critically, problem-solving, active listening, and effective communication. The study also discusses the analysis of the leadership theory which is transformational leadership style. After conducting this interview, I also learned the skills I have and I have also shared my experience.

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Appendix: Interview Questions

- What according to you was the most difficult task associated with managing people?
- Being a leader, one must not hold grudges and biases against peers within a team. What are your views on this statement?
- What are your views on the effective delegation of roles and responsibilities to employees based on their acquired strengths and weaknesses?
- ⁷ Do you feel providing guidance without any pressure is a trait of a good leader?
- What strategies have you implemented to motivate your team members?
- Do you think that strong communication skills and high emotional intelligence are important for being an effective leader?
- What approaches have you relied on for fostering rational decision-making within the team?
- What leadership style and approach you relied on while handling a team?

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