

UNIVERSITY OF WALES TRINITY SAINT DAVID

**MODULE: Emergent Leadership Skills for the
Workplace**

**Task 1: Analysis of Emergent Leadership Skills in
Times of Economic Uncertainty- Individual Report**

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Table of Contents

1. Cover page.....	1
2. Table of contents.....	2
3. Task 1: Analysis of Emergent Leadership Skills in Times of Economic Uncertainty....	3
4. Introduction.....	3
5. Overview of the chosen organisation- Morrisons.....	3
6. Justification of the choice.....	3
7. Appropriate leadership theories.....	4
8. Applying of key leadership theories and models relevant to Morrisons.....	5
9. Interpretation of the concept of different leadership approaches and styles.....	6
10. Identification of the personal ability of a leader to fulfil key responsibilities of the leadership role.....	7
11. Critically analysis of the current leadership strategies in Morrisons.....	7
12. Recommendations for the leaders of Morrisons.....	9
13. Conclusion.....	10
14. References.....	11

Task 1: Analysis of Emergent Leadership Skills in Times of Economic Uncertainty

Introduction

Considering the workplace, rising management describes individuals who, notwithstanding their reliable positions, come forward spontaneously to mentor and encourage others. By demonstrating developments like flexibility, empathy, and teamwork, those leaders promote supportive creativity surroundings. Their talent in communication, problem-solving, and decision-making allows them to advantage the accept as true with and appreciate of their peers. Emergent leaders use their power to develop collaboration, settle disputes, and spur innovation. As opposed to selected leaders, they expand evidently within the institution and are regularly essential in overcoming boundaries and maximising output. The report that will provide an overview of the respective business entity Morrisons operating its business in the UK. Other than this, it will also elaborate about the key leadership theories and models within the mentioned business entity Morrisons. The concept of different leadership approaches and styles will be elaborated along with the personal ability of a leader to fulfil key responsibilities of the leadership role within the business context. Morrison's current leadership strategies will be explained along with appropriate recommendation for better improvement for the business entity will also be explained in the report.

Overview of the chosen organisation- Morrisons

Formerly called Wm Morrison Supermarkets PLC, Morrisons is a large player within the UK retail enterprise, presenting weekly offerings to hundreds of thousands of clients through its extensive network of supermarkets and a growing on-line presence. Morrisons, the fourth-largest chain of supermarkets in the UK, commenced as a small market booth in Bradford, England, in 1899 (Morrisons, 2024). With a focal point on food and drink, its enterprise operations cowl a broad range of merchandise, consisting of groceries, garb, and household goods. Because of its vertical integration, which incorporates proudly owning a big portion of its supply chain, including farms, processing flowers, and distribution centres, Morrisons enjoys a wonderful market role as compared to many of its competitors. With the help of this integrated strategy, Morrisons can stand out in a very competitive market by keeping strict first-rate control, reducing fees, and ensuring the freshness of its merchandise (Morrisons-corporate, 2024).

Justification of the choice

Morrisons has several packages considering the modern country of economic turmoil. At the centre of the disaster, the retail enterprise wishes to deal with problems like deliver chain disruptions, changing purchaser tastes, and the rise of on-line shopping. Examining Morrisons' handling of these different intervals can monitor vital training about risk management and strategic selection-making. In addition to this, analysing Morrisons' response can train certain precious lessons approximately the fee of flexibility, creativity, and stakeholder involvement in addressing the difficulties presented through panorama-scale building (Morrisons, 2024). The respective business entity then changed into decided on as the evaluation's challenge for several motives. Some of the explanations are made in the below section:

Shift in the consumers- The commercial enterprise is within the extraordinarily sensitive to financial swings fast-shifting customer goods industry, which makes it a high-quality choice to observe management and strategic responses to unsure financial situations (Taylor, 2023).

Offers in the supply chain- Inside the midst of uncertainty and economic upheaval, Morrisons' integrated supply chain offers unique possibilities and demanding situations. Depending on how it handles supply chain disruptions, fluctuations in patron behaviour, and regulatory changes, the corporation's ability to control its operations from farm to fork can be both an asset and a weakness.

Adaptation in the developments- Morrisons has been imposing great approach adjustments, inclusive of virtual revolution and endeavours to enhance its marketplace position through net-based sales and delivery facilities (Martech, 2023). Its dedication to sustainability and community involvement, along with those sports, make it a super candidate for research on crisis management.

Appropriate leadership theories.

Transformational leadership theory

The primary guideline of transformational leadership concept is that leaders who placed the coolest of the organisation or a larger motive ahead of their private self-interest can encourage and inspire their employees to perform great or surprising consequences. To project plans to take greater obligation for the individuals' activities, it highlights the position that leaders have in developing an engaging and motivating destiny vision. Characterised by means of their capacity to discover alternate as vital, formulate a compelling vision to encourage exchange, and carry out the trade in concert with their group, transformational leaders reveal those competencies (Needle, 2023). Through their interactions with followers, they increase morality and motivation stages amongst each company of human beings. To guide the organisation's vision and goals, transformational leader's cross past clearly influencing behaviour. This influences both the performance of the company and its followers. Due to its proactive nature and emphasis on innovation and alternate, this management style is especially beneficial at times of crisis or predominant organisational upheaval. Transformational leaders enable their followers to move past preliminary expectations with the aid of creating a trusting environment, promoting open interchange of ideas, and difficult the popularity through their movements and attitudes (Achterberg, 2024).

Situational leadership theory

The situational style of leadership, in keeping with situational leadership idea. Rather, the type of management that works relies upon at the venture handy as well as the maturity or preparedness of the team participants below the leader. Paul Hersey and Ken Blanchard's thesis contends that leaders want to be adaptive and bendy in their method, choosing their fashion of leadership in step with the situations and the level of growth in their followers. The idea divides leadership philosophies into four number classes that includes delegating, training, assisting, and directing. Each style reflects the degree of competence and dedication exhibited through support patterns range from low maturity to high maturity (Cherry, 2023). Dynamic version is the middle of situational management in which the leaders examine the requirements of the surroundings and their supporter's desires to identify the exceptional style of management. By doing this, they can provide the right ratio

of way, encouragement, and independence vital for successful goal success. In aid of a personalised approach to management that meets people and teams in which they are, this strategy emphasises the cost of adaptability, comprehension, and communicate in leadership.

Applicating of key leadership theories and models relevant to Morrisons

Two crucial management theories and models stand out for the business entity's relevance and applicability in the context of analysing leadership responses to the unstable financial situations faced by way of organisations like Morrisons and those are Transformational Leadership and the Situational leadership (Achterberg, 2024). These thoughts offer practical steerage for negotiating the intricacies of current business contexts similarly to providing a strong theoretical basis for assessing management methods during times of disaster. Some of the explanations are made in the below section:

Transformational leadership model

Following by the year 1973, James V. Downton introduced the concept of transformational leadership, which become later increased upon by using Bernard M. Bass. It centres on the idea that leaders ought to collaborate with their groups to pick out important adjustments, then create a compelling imaginative and prescient to inspire and guide the ones changes, carrying them out in concert with committed group members (Butler and Yendol-Hoppey, 2024). Four number one pillars help it are Individualised Consideration, Intellectual Stimulation, Inspirational Motivation, and Idealised Influence. Some of the explanations are made in the below part:

Idealised Influence- In essence, it describes leaders who set an instance for others to comply with. This would possibly entail Morrisons' leadership displaying resiliency and a robust moral dedication to both clients and body of workers.

Inspirational Motivation- This shows that leaders present a compelling and motivating imaginative and prescient to their followers. Morrisons' leadership may additionally encourage its employees all through monetary downturns by way of outlining a compelling destiny vision and highlighting the business enterprise's resiliency and strategic path.

Intellectual Stimulation- It involves leaders pushing the limits of conference which will foster creativity and innovation (Butler and Yendol-Hoppey, 2024). Fostering a culture that promotes trouble-solving and adaptation may be especially useful for Morrisons as it navigates supply chain disruptions and variations in customer behaviour.

Individualised- To be considerate, leaders should create a welcoming environment wherein they pay attention to each follower's unique necessities. This would possibly imply that Morrisons presents specialised assistance to staff members and divisions that have been affected in another way via the crisis, acknowledging their person contributions and helping them reach their full ability.

Situational leadership model

Situational Leadership, which turned into developed in 1969 through Paul Hersey and Ken Blanchard, contends that there may be nobody best leadership style (Hodson, 2024). Rather, the most successful leaders alter their method based on the overall performance preparedness (capability and willingness) of the character or institution they are attempting

to steer or lead. Four types of leadership philosophies are recognised with the aid of situational management and those are directing, training, supporting, and delegating.

Directing- It is outstanding measure by using behaviour that is lowly supportive and extraordinarily directive. Morrisons' executives may also need to take a directed approach in the early phases of the crisis, giving specified commands on new fitness procedures or operational changes (Hodson, 2024).

Coaching- This is excessive-directive and high-supportive behaviour, appropriate for influenced staff members who are totally fit in new positions or responsibilities introduced on through the disaster.

Supporting- Primarily characterised by way of extraordinarily beneficial and lowly directive behaviour, it is suitable for employees who own the essential competencies however possibly lack the self-assurance or drive to tackle novel demanding situations on their very own.

Delegating- For relatively successful teams or colleagues that can cope with obligations for duties or initiatives with little oversight, this includes low directive and low supportive behaviours (Geurts et al., 2024).

Interpretation of the concept of different leadership approaches and styles

Transformational leadership approach

Morrisons may additionally benefit greatly from transformational leadership. Maintaining employee engagement and motivation within the face of uncertainty calls for inspirational motivation. Retaining the accept as true with of clients and personnel is essentially dependent on Morrisons' management, which embodies the idealised influence attribute and may operate as a beacon of resiliency and ethical commercial enterprise practices. Intellectual stimulation plays a critical position in stimulating innovation in the corporation (Geurts et al., 2024). This innovation is essential for the company to conform to the continuously changing retail surroundings. Examples of this encompass enhancing online purchasing platforms and rethinking deliver chain operations to minimise interruptions. Individualised care can also guarantee that employees experience favoured and supported, which enables to preserve a robust place of work culture even within the face of outdoor pressures. With a greater dedicated group of workers and a devoted patron base, Morrisons can emerge from the uncertain risks more potent than before with the guide of this method (Harris, 2024).

Situational leadership approach

Conversely, Situational Leadership gives a practical framework that acknowledges Morrisons' diverse preparedness stages and obstacles. Different regions of the employer can be managing the crises' consequences at distinct stages as it develops. For instance, the circulate to online income can necessitate a leading style for recently installed digital groups, even as extra seasoned keep managers managing protection techniques might make the most of an assisting style. This adaptability permits executives to deal with a whole lot of eventualities with effectiveness, from enacting sparkling fitness and safety regulations to managing versions in the marketplace for items (Harris, 2024). Morrisons' leaders can also optimise overall performance throughout the board by using tailoring their leadership

fashion to the task and the adulthood of the crew. This manner, they can make sure that every department in the firm receives the proper type of course and support.

Identification of the personal ability of a leader to fulfil key responsibilities of the leadership role.

Determining through complicated issues and accomplishing organisational goals requires an understanding of a leader's personal capacity to carry out important obligations in their post. Emotional intelligence, strategic thinking, and communication skills are the three key competencies that stand out as essential for successful leadership (Dugan, 2024).

Emotional Intelligence (EI)- For leaders, it is miles vital, especially throughout unsure, or crisis-crammed times like Morrisons'. Comprehending and regulating one's very own emotions in addition to the ones of others is an essential aspect of emotional intelligence. Leaders with excessive emotional intelligence (EI) are capable of perceive the emotional states of their crew members, display empathy for them, and alter their fashion of management as necessary. Having this ability is vital for keeping team spirit and drive high at some stage in hard instances. To preserve crew cohesion and attention on shared targets, it enables leaders to offer an appropriate help, cultivate a favourable paintings environment, and elegantly manipulate interpersonal dynamics (Dugan, 2024).

Strategic Thinking- It is an additional important ability that offers executives the ability to understand the broader image, foresee rising trends, and create techniques with a purpose to effectively manual the corporation through them. Strategic questioning for Morrisons might entail figuring out how the unstable economic climate will influence its business operations, supply chain, and display behaviour before developing a strong plan of action to deal with these problems. This entails locating fresh avenues for improvement, such branching out into e-commerce, enhancing the robustness of the supply chain, and growing novel product strains to cater to shifting client needs (Dancey et al., 2024). Even within the face of trouble, a business enterprise can be guided toward long-time period sustainability and achievement by using a leader with strong strategic thinking talents.

Communication Skills- Ensuring that all business enterprise understand the company's vision, strategies, and expectancies is a vital talent for any chief. Clarity, consistency, and openness are important additives of effective conversation. They also allow a two-manner communicate wherein guidelines and criticism are also to be undertaken. To mobilise the entire personnel in the direction of shared interest within the Morrisons situation, management must communicate sincerely approximately any adjustments to operational plans, safety techniques, or business priorities. Furthermore, when the financial system is turbulent, a retail industry intends to maintain its clients believe and loyalty, that may simplest be sustained thru green outside communicate (Dancey et al., 2024).

Critically analysis of the current leadership strategies in Morrisons

There are different types of leadership strategies that are followed by the respective business entity Morrisons and those are elaborated in the below part:

Adaptation to Changing Consumer Behavior: Morrisons' leadership has established a proactive attitude in adjusting to transferring consumer choices, particularly inside the e-commerce area. Morrisons has stepped up its efforts in the digital domain, increasing its online delivery capabilities and forming collaborations with systems like Amazon, in reaction

to the COVID-19 pandemic and converting purchaser tastes closer to online shopping. This calculated movement suggests a comprehension of the converting retail environment and a readiness to invest in regions which might be critical for growth inside the destiny (Lechuga-Jimenez et al., 2024). But with a view to deliver clients an unbroken omnichannel revel in, Morrisons' management need to ensure that those virtual tasks are properly related with its conventional brick-and-mortar companies.

Focus on Sustainability and Social Responsibility: A wider fashion within the retail area is meditated in Morrisons' leadership's developing emphasis on sustainability and social obligation in agency operations. The agency has made efforts to match its operations with sustainability targets, from reducing on meals waste to introducing eco-friendly packaging alternatives. This tactic enables build a brand's resilience and lengthy-time period popularity whilst concurrently connecting with environmentally conscious consumers. But which will live credible, Morrisons' leadership wishes to ensure that its sustainability programmes are obvious and responsible, interact with stakeholders in a proactive way, and how its active affect social and environmental metrics (Lechuga-Jimenez, 2024).

Employee Engagement and Well-being: Morrisons desires to prioritise workforce engagement and nicely-being that allows the business to have powerful leadership, mainly in mild of the challenges supplied through the epidemic. The enterprise has installed region several efforts to assist its employees, which includes increased protection protocols, bonuses for the front-line personnel, and mental health help programs. In an area in which employee turnover is commonplace, these projects are vital for preserving morale, output, and retention (Rienda et al., 2024). To maintain long-time period worker happiness and loyalty, Morrisons' leadership should keep hearing what personnel have to mention, respond to troubles quick, and sell an inclusive and respectful place of work lifestyle.

Supply Chain Resilience and Operational Agility: Overcoming supply chain interruptions and operational difficulties made worse by using the epidemic and volatile economy has been the management at Morrisons' mission. Unlike opponents who rely upon outdoor providers, the organisation is instead resilient due to its vertical integration technique, which incorporates ownership of farms, food processing plants, and distribution hubs. Morrisons' leadership wishes to be looking for methods to diversify its sourcing methods, control risks during the supply chain, and improve agility and responsiveness by investing in technology and logistics skills (Almeras and Bresciani, 2024). Furthermore, that allows the respective business entity to deal with common difficulties and assure deliver continuity inside the face of unpredictability, cooperation with suppliers and industry companions is essential.

Community Engagement and Reputation Management: The renovation of Morrisons' recognition and involvement in the community are crucial additives in fostering love towards loyalty and trust. The business has supported neighbourhood groups with a number of initiatives, such as partnerships with charitable corporations, meals bank donations, and sponsorship of neighbourhood activities. In addition to strengthening ties with vital stakeholders consisting of clients, body of workers participants, and regulators, those projects additionally help create beneficial brand institutions (Whitelaw, 2024). Morrisons' leadership seeks to keep maintaining a close eye on reputational dangers, inclusive of ethical dilemmas or uncertain risks.

Recommendations for the leaders of Morrisons

Morrisons' leaders should take a proactive stance and concentrate on developing emergent leadership abilities to effectively navigate through the uncertainties brought on by the COVID-19 epidemic and economic turbulence. The following five suggestions are for those leading change and those are elaborated in the below part:

Embrace Adaptive Leadership Practices: Morrisons leaders should foster adaptive management approaches that provide priority to adaptability, resiliency, and agility. Promote a subculture that values experimentation and getting to know from mistakes in order that the employer can quickly adapt to changing conditions (Whitelaw, 2024). It is vital for leaders to be prepared to question set up practices, welcome non-conventional processes, and regulate their methods in reaction to evolving styles and real-time input.

Foster a Collaborative Decision-Making Culture: Morrisons must encourage departmental cooperation and open lines of communication and interactions, enabling team of workers contributors in any respect degrees to provide their evaluations and perspectives. For the gain of the corresponding business entity Morrisons, pass-purposeful teams may be implemented to cooperatively address complicated demanding situations, leveraging a couple of views and experience to generate new solutions. Leaders may additionally improve purchase-in, give a boost to hassle-fixing abilities, and cultivate a feeling of ownership and responsibility by using incorporating stakeholders inside the selection-making technique (McOwen, 2024).

Invest in Data-Driven Decision-Making Capabilities: Morrisons, the relevant company entity, can take an energetic position in empowering its leaders to make knowledgeable choices in the face of uncertainty through presenting them with robust statistics analytics gear and assets. In addition, proactive hazard management and strategic making plans are made feasible by means of the use of information to track customer behaviour, marketplace developments, and deliver chain dynamics. It can be wonderful for the enterprise entity to increase predictive modelling tactics which will forecast likely disruptions and find increase prospects. Moreover, the leaders of the company entity might advantage from fostering an environment of proof-based totally choice-making where facts insights complement instinct and know-how in accomplishing business effects (Wilson, 2024).

Promote Adaptive Leadership Skills Development: Imparting leaders and workforce at Morrisons with sufficient training and development possibilities to foster adaptive management abilities. It can be helpful to provide coaching sessions, seminars, and workshops on disaster management, exchange management, and resilience. Developing a growth mentality that promotes ongoing training, experimentation, and flexibility inside the face of new limitations will assist control in adjusting management philosophies according with the scenario. Morrisons might also establish an organisational culture this is robust and able to flourish in unpredictable circumstances by using allocating assets towards the professional improvement of its workers (Luxenberg and Stein, 2024).

Prioritise Stakeholder Engagement and Communication: To preserve stakeholders informed and worried for the duration of uncertainty, proactive verbal exchange channels must be installed with workforce, customers, providers, and investors. Fostering agree with and self-assurance within the employer's management by overtly sharing Morrisons' reaction processes, risk mitigation projects, and backup plans. To understand the requirements,

concerns, and expectations of stakeholders, leaders must show that they may be devoted to being responsive and accountable (Mayho, 2024). Morrisons can support connections, lessen reputational risks, and enhance resilience inside the face of uncertainty by means of giving precedence to stakeholder engagement and communicate.

Conclusion

Focusing on terms of the workplace, rising management related individuals who, despite their dependable positions, voluntarily offer guidance and support to others. Through exhibiting traits like adaptability, compassion, and collaboration, those leaders foster environments that are conducive to innovation. Their ability to communicate, solve problems, and make decisions gives them an advantage over and appreciation from their peers. Emerging leaders make use of their influence to promote cooperation, resolve conflicts, and encourage creativity. Unlike chosen leaders, they become well established inside the organisation and are frequently crucial in breaking through barriers and optimising productivity. An overview of Morrisons, the commercial entity that operates in the UK, is given in the study. In addition, it has provided detailed explanations of the principal leadership theories and models used by the Morrisons. The notion of distinct leadership methodologies and styles has been expounded upon, in conjunction with the individual capacity of a leader to execute pivotal duties associated with the leadership position in an organisational setting. The study explains Morrison's existing leadership methods and provides relevant recommendations for greater improvement for the organisation.

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