

EMERGENT LEADERSHIP SKILLS FOR THE WORKPLACE BMSW6101

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Task 1

Introduction

Executive summary

The study is focused on understanding leadership and management skills that are used in organisations to bring about benefits to an organisation. The entire study is divided into two important parts where the first part involves a detailed analysis of the leadership and management skills that can be relevantly observed among the leaders present in Vodafone. Some recommendations have been provided in this study that is going to be beneficial for the leaders of the organisation to bring about better business operations to survive in the competitive market. The second task reflects individual leadership skills that are needed to be improved to pursue a career as a leader in any well-known organisation. The use of Gibbs' reflective cycle has been considered for focusing more on a reflective understanding of the experience and an involvement of proper action plans for the improvement of leadership skills.

1. Aim of the report and chosen organisation

Aim: The report aims to understand different leadership and management skills that are used in Vodafone to initiate a better working process in the organisation.

Vodafone is one of the British multinational telecommunication companies, which is providing a wider range of products and services to target customers around the globe. For getting more information about the leadership and management skills observed in an organisation. Vodafone is considered, as it will provide a detailed understanding of the skills and other areas that are considered in an organisation.

2. Introduction to the leadership theories and styles

The report will involve deeper insight into some of the important leadership styles and theories that are going to be beneficial for Vodafone for further improvement and survival in the competitive market. The theories are path-goal theory, ethical leadership, and adaptive leadership, along with leadership style, which involves democratic leadership style, transformational leadership style, and transactional leadership style. S

3. Expected outcome

The study will provide detailed information about different areas in which the managers or the leaders of Vodafone use different theories and leadership styles for the improvement process of the organisation in the competitive market.

Critical evaluation and practical application of different leadership theories and styles in Vodafone

1. Background of Vodafone

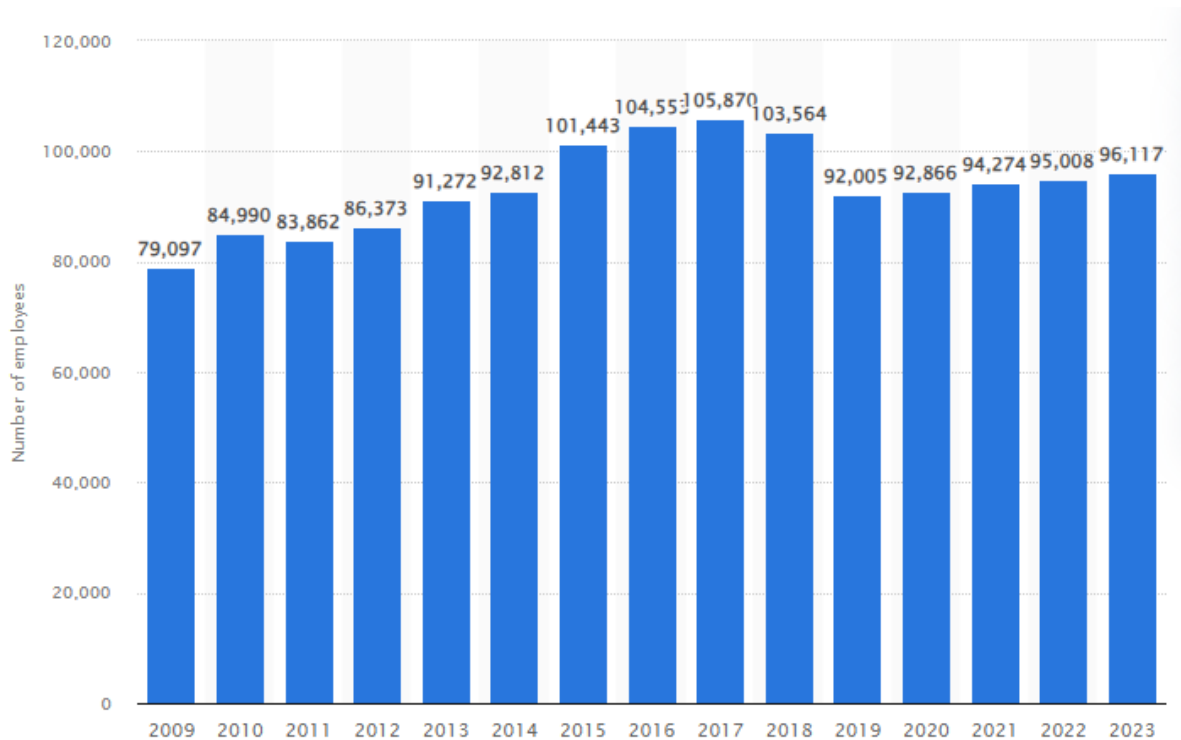


Figure 1: Average number of employees at Vodafone from 2019-2023

(Source: Based on Statista, 2023)

Vodafone is a British multinational telecommunication company, which is operating in different parts of the world bringing about better revenue generation. The concerned organisation was founded in 1991 and is headquartered in London, UK (Vodafone, 2023). It started as one of the subsidiaries of Racal Electronics Plc and later, it operated as an independent company. Vodafone is having global presence in areas like Oceania, Africa, Europe, and Asia. The average number of people that are working for the organisation in 2023 is 96,117 (Statista, 2023). It has made some strategic partnerships with different mobile operating companies worldwide. Some of the important services and products that are offered to the targeted customers involve mobile services, internet and broadband services, different enterprise solutions, IoT connectivity, and several other telecommunication products and services. Some of the main competitors of Vodafone are Tata Communications, Verizon, GTT, AT&T, and Lumen.

2. Critical evaluation of the leadership theories and styles

Democratic leadership style

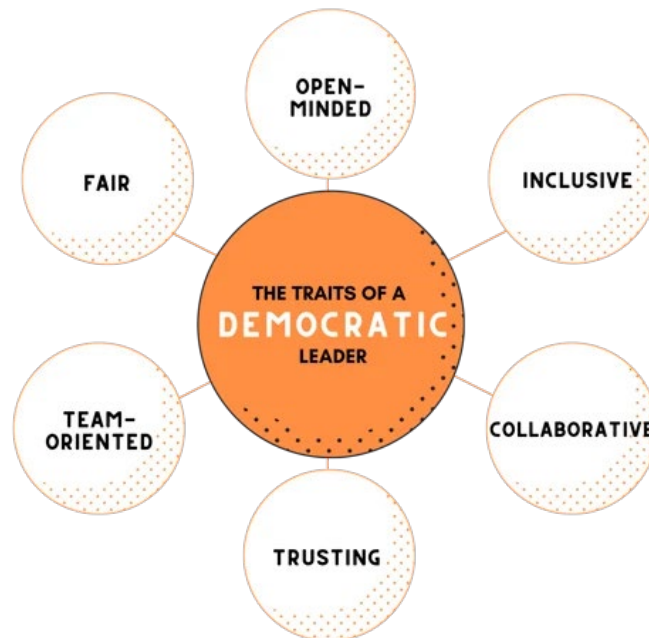


Figure 2: Democratic leadership style

(Source: Based on Dastane, 2020)

Democratic leadership style is a leadership style where the leaders are observed to be open-minded, collaborative, and involved in different team-oriented activities. Some of the important components that are involved within this leadership style used by various leaders are collaborative nature, inclusive attitude, open-mindedness, team-oriented actions, and initiating actions that will improve trust among employees (Caillier, 2020). Vodafone is observed to use a democratic leadership style in dealing with its employees so that all the important business activities can be done without any kind of delay or misunderstanding. The disadvantage of the democratic leadership style is that it often focuses on various viewpoints that are presented by the employees which also act as a negative point for the development of business operations (Chukwusa, 2019). Democratic leadership style can be effectively used for organisations like Vodafone that help in dealing with business activities and initiate better collaboration within the organisation and the team members. Democratic leadership style ensures a fair working process within the working environment so that all the important activities can be relevantly done keeping in mind the viewpoints of various stakeholders associated with organisations like Vodafone. Organisations like Tesco, also use a democratic leadership style to maintain the overall employee strength within the organisation and ensure that all the activities are done without any delay or problem within the organisation. Therefore, the involvement of a democratic

leadership style among the leaders and managers of Vodafone might initiate relevant business operations creating better business operations in the competitive market.

Transformational style of leadership

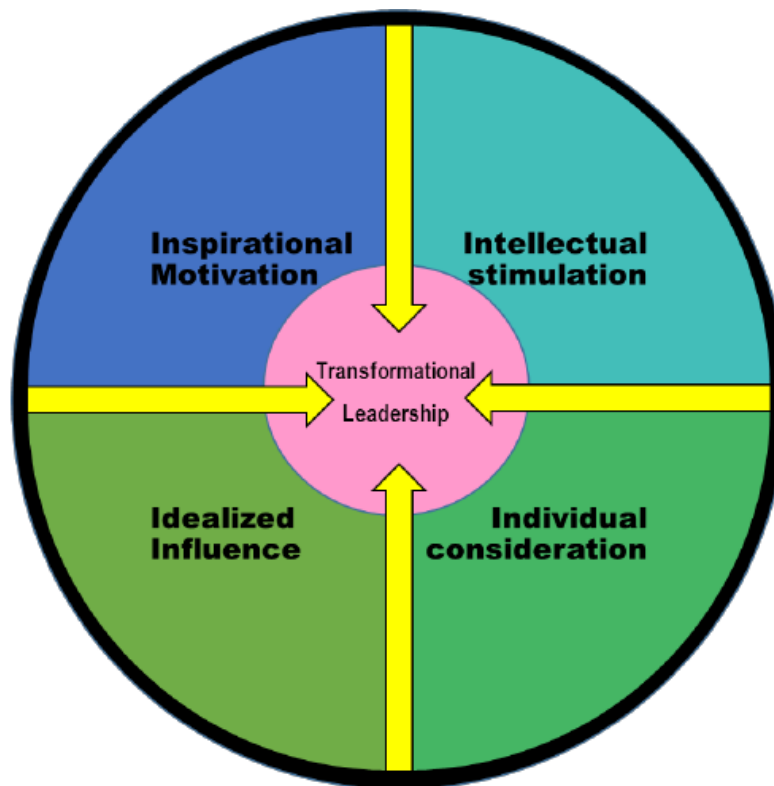


Figure 3: Transformational leadership style

(Source: Based on Asbari *et al.*, 2020)

Transformational leadership style is offered by leaders and managers of different organisations that ensure significant motivation, influencing of employees, and stimulation of intellectual elements within the workforce of an organisation. Some of the important elements that are associated with the transformation of a leadership style are the involvement of intellectual stimulation, inspirational motivation to the employees, individual consideration in the organisation, and idealised influence among the workforce (Purwanto *et al.*, 2020). The advantage of this leadership style is that it ensures a transformation among the employees for different emergencies or changes that are often considered within organisations like Vodafone. Some disadvantages can be relevantly observed in the case of transformational leadership style that is often considered by leaders which involves overlooking some relevant details which initial different risk for any business operation bringing about high pressure on the employees (Haryanto *et al.*, 2022). Vodafone is observed to use transformation as a leadership style in its different business operation specifications for bringing about any kind of change within the organisation that helps in initiating competitive advantage. Vodafone is observed to be listed in 229 ranks on the Forbes list, which ensures that different kinds of organisational change and innovation have been initiated within the organisation (Forbes, 2023). The usage of this leadership style is going to enhance the overall working procedures that will ensure a proper

collaborative working process within the organisation specifically at the time of any change within the organisation. Hence, the involvement of a transformational leadership style will create a positive atmosphere within Vodafone to bring about different business operations.

Transactional leadership style



Figure 4: Transactional leadership style

(Source: Based on Purwanto *et al.*, 2020)

The transactional leadership style is also used by leaders present in organisations like Vodafone which are doing multinational business operations in different countries. Some of the elements that are associated with the transactional leadership style are the involvement of practical information, external motivation to the employees, and rewards that are significantly based on performance and involvement of corporate structure following procedures (Azizaha *et al.*, 2020). The advantages of this leadership style within Vodafone involve significant uses of activities associated with rewards performance and providing external motivation to the employees to deal with their respective work. This ensures that all the important activities are done for the corporate structure and involves short-term goals and objectives for making various business opportunities and operations. Some disadvantages are also involved with the usage of transactional leadership style used by leaders and management within an organisation and one of them is that the style is less flexible (Jowah and Alagha, 2021). Vodafone has different kinds of business operations, and it requires a flexible process of leaders' activity and attitude so that better innovative and creative ideas can be initiated. Being less flexible to the change present within the organisation has the potential in initiating a negative impact on the overall working process of the employees as well as initiating innovative actions for business survival. The use of this leadership style might create problems for Vodafone to ensure business operations like supply chain management system, better team collaboration within the organisation,

and several other elements that have a significant impact on the overall working process of the organisation.

Path-goal theory



Figure 5: Path-goal theory

(Source: Based on Bans-Akutey, 2021)

Path goal theory was developed by Robert House in 1971 and was revised in 1996. The theory mainly focuses that leaders' behaviour is often taken to be contingent specifically for the case of performance motivation and satisfaction associated with the subordinate. This is for the revised and is used that leaders' behaviour is mainly engaged with various compliments associated with the subordinate abilities as well as compensating for different deficiencies (Fabac *et al.*, 2022). The advantages of this theory are that it is supportive in nature as well as it involves participating in activities. Vodafone, if considering this theory, will focus on bringing about an initiative that is supportive for the employees to deal with their everyday tasks and involves different participating activities that will increase the overall collaborative attitude within the organisation. Some disadvantages of the theory can also be observed as it is sometimes directive in nature (Sujana, 2020). The directive attitude obstructs for the employees to express their viewpoints in their everyday tasks to the leaders present within the organisation creating an obstacle to completing their overall task and creating negative job satisfaction. Other than this theory also focuses on bringing about achievement-oriented tasks within the organisation that helps in creating better achievement of various goals and objectives specifically for the case of business operations like marketing, supply chain management, customer service, and several others. Vodafone using this theory can ensure that all the relevant objectives associated with the business operation and dealing with customers can be efficiently improved with the help of

understanding the actions of the employees as well as bringing about supportive and participating programs.

Adaptive leadership theory

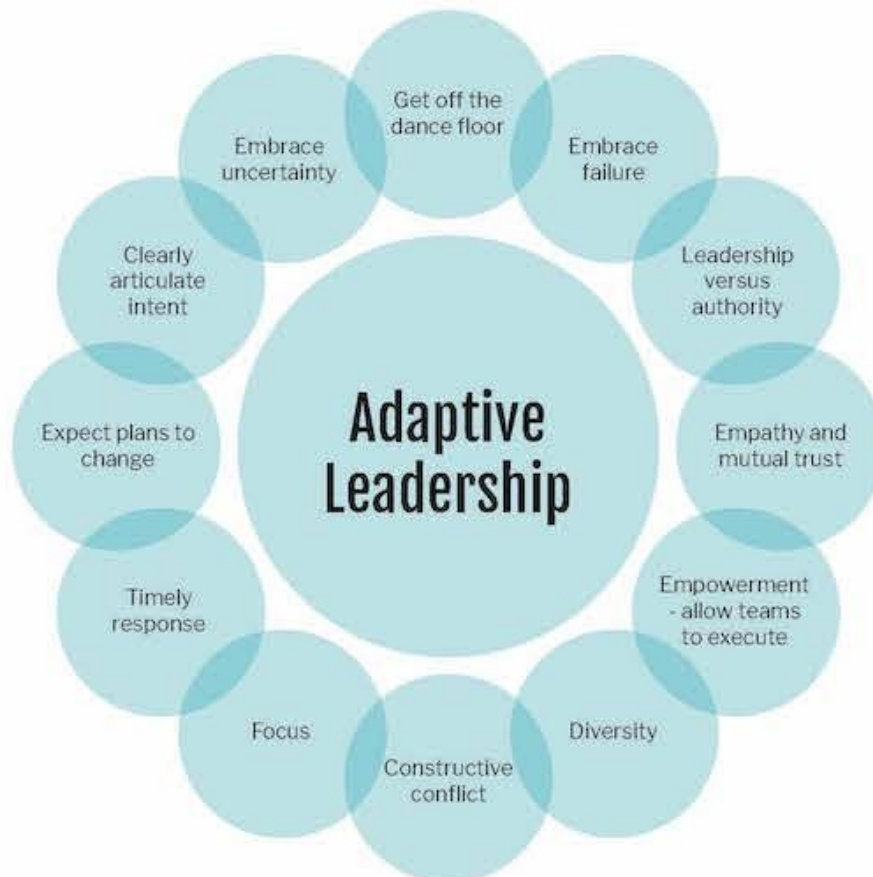


Figure 6: Adaptive leadership theory

(Source: Based on Aron Said and Castillo Jara, 2022)

Adaptive leadership theory is another important leadership theory that is often considered by various leaders and managers present within an organisation that helps in embracing different uncertainty that might be observed within an organisation which might be because of any economic crisis, financial issue, or any other situation. Some of the elements of leadership theory involve a focus on the leaders, timely responses initiating empathy and mutual trust focusing on diversity and empowering teams (Ali *et al.*, 2020). Vodafone might use this theory to deal with different uncertainty such as the recent Covid-19 pandemic, any kind of financial crisis, or similar others to deal with the business operations along with employees present in the workforce. Some disadvantages of this theory can also be observed which involve constructive conflict within the workforce and the involvement of the authoritative attitude of the leaders in some scenarios (Balázs *et al.*, 2020). This might have a negative impact on the overall working process of Vodafone as different activities are done internationally and initiating conflicts in different departments in various operating units might create some problems in dealing with their day-to-day activities. The leaders focus on this style within

an organisation aimed to understand important areas of collaboration and initiation of programs taking the viewpoints of the employees or the team members present. They help in bringing about a better working culture within the organisation where better job satisfaction can also be evident among the employees. Hence, the use of the theory might be beneficial for Vodafone to ensure the active involvement of leaders in dealing with different uncertain situations.

Ethical leadership theory



Figure 7: Ethical leadership theory

(Source: Based on AlShehhi *et al.*, 2020)

Ethical leadership theory is a theory that relevantly focuses on bringing about settings and action within an organisation that involves ethical direction and directing the entire business operation more ethically. The theory involves some elements that include motives, ethical activities, respect, integrity, honesty, and other values that are going to be beneficial for an organisation. The advantage of ethical leadership theory is that it ensures a positive working culture within the organisation and ensures success for the business with the help of initiating positive relationships with the employees and other stakeholders by promoting ethical conduct (Banks *et al.*, 2021). Vodafone is observed to involve different ethical leadership activities within the organisation which helps in initiating more collaboration among the teammates specifically for the case of diversity and inclusion within the organisation. Disadvantages of the theory can also be observed where negative perceptions about the organisation might be developed which might also create some conflicts within the organisation which have the potential in reducing the business operation and efficiency (Jin *et al.*, 2022). This might affect the overall operation of Vodafone as the concerned organisation is operating in different areas of the

world where culturally diverse employees are present and a negative conflict among them might create problems in the day-to-day activities of the organisation. The usage of this theory is essential so that all the activities are done ethically, and transparency can be observed for various activities such as marketing supply chain management customer service and others for Vodafone to the different stakeholders associated with the concerned organisation.

3. Best leadership skills to fulfil key responsibilities as a leader

Leadership skills are essential for any organisation so that all the important activities related to business operations can be effectively completed without any kind of problems such as miss understanding conflicts or any other scenario. Any situation that involves different contents within the organisation focuses on initiating different goals that will fulfil different demands that are initiated from any uncertain situation, for instance, the involvement of path-goal theory. During any kind of emergency, the involvement of path-goal theory tends to initiate different activities that are supportive of different business operations and are also achievement-oriented (Saleem *et al.*, 2020). Different telecom organisations in the UK have faced different situations, specifically uncertain situations during the pandemic situation where focus on different goals is often made to ensure a proper generation of revenue in the critical situation. Likewise, the involvement of particle theory in any critical situation like Covid-19 might help organisations like Vodafone to ensure that all the objectives made by the organisation are properly fulfilled. Involves a directive attitude of leaders which is essential in situations like crises or any financial problem that might be initiated within an organisation for some specific reason (Amghar, 2022). The theory will ensure that leaders present within the organisation can direct their employees in a more specific manner so that all the important activities can be relevantly completed within the duration initiating profit.

Likewise, in case of any emergency within an organisation, the environment of a transformational leadership style is essential which will create a positive scenario within the organisation to improve its overall condition. Transformational leadership style is efficiently used by leaders so that they can actively focus on various steps and strategies that will include motivation of the employees in case of any critical situation within the organisation (Atan and Mahmood, 2019). The covid-19 pandemic has initiated financial crises and problems in the operational system within various organisations, which have initiated various problems that have demotivated employees and created different kinds of conflicts between the management team and employees. Similar things can be also observed in the case of Vodafone where supply chain management has been hampered along with the involvement of conflicts between different departments for dealing with different works within time. Leaders of various organisations considered transformation a leadership theory so that they can motivate employees and focus on initiating and influencing the employees to work in a dedicated manner in the critical situation also (Busari *et al.*, 2019). Leaders focus on initiating individual considerations

during critical situations within an organisation that acts as a positive element to deal with various leaders' responsibilities within the organisation.

4. Vodafone using leadership skills/styles/approaches and its effectiveness in the financial and non-financial outcomes

Vodafone is one of the well-known organisations in the telecom industry which is providing a vital range of production services to the targeted customers. Different operations that are done by the concerned organisation can significantly point out to use democratic leadership style by the leaders present within the organisation. The democratic leadership style focuses on bringing about inclusion within the organisation, following better collaboration team-oriented activities, and similar others within the working environment (Jony *et al.*, 2019). From the different activities done by Vodafone, it is every day that Vodafone pays specific attention to the employees that are present within the organisation as all the business operations are actively done with the full dedication of its employees. The leadership of Vodafone involves a board of directors, board committees, and executive committee that mainly focuses on a proper working process of the organisation in the competitive market where few points of different employees as per the hierarchical level is considered to a larger extent (Vodafone, 2023). Different non-financial activities observed within the organisation are effectively handled as the involvement of innovation within the organisation's operation can be relevantly observed bringing about better profit for the organisation in the competitive market. Leaders focus on activities that are more inclined toward customer satisfaction levels and ensure that employees express their overall viewpoints about the initiation of any production services with a touch of innovation and creativity.

Similarly, Vodafone also focuses on an ethical leadership approach that involves different ethical activities within different business operations in competitive markets. Ethical leadership approaches considered by the organisation mainly focus on understanding areas of ethical factors within the organisation, for instance, transparency among the business operations, handling of employees and financial activities, and similar others (Liu *et al.*, 2021). Vodafone has been observed to use an ethical leadership approach for various business operations for instance supply chain management systems where it provides its stakeholders with various approaches to deal with the entire process of communication with the stakeholders and the customers. Financial elements also involve ethical leadership within Vodafone and significantly focus on bringing about various information to the stakeholders regarding financial investments. Vodafone is observed to use ethical leadership in its financial transparency where it has relevantly provided all the information about its assets and liability in its annual report and has also initiated full transparency about various CSR activities that are also involved in the financial action (Vodafone, 2023).

5. Comparing and contrasting leadership styles in Vodafone and identification of the weaknesses of the leadership styles

Vodafone is observed to bring about some relevant profits for the organisation with the leadership style that it has been using from the initial stage of the organisation. The uses of the democratic leadership style of increase are situations where employees can include negative information and viewpoints about the organisation might create problems in dealing with the day-to-day activities more efficiently (Kibbe, 2019). This has the potential of initiating a negative decision-making process amount the management team of Vodafone creating the problem in the development of the organisation. The weakness of the leadership style is that it often provides enough space for the employees to express their viewpoints and act in a less controlled manner which often creates problems specifically during a crisis (Akonkwa *et al.*, 2022). A similar thing can be observed in the case of Vodafone with the use of a democratic leadership style as during the pandemic it has initiated different conflicts between the management and the employees as employees are more familiar with less controlled behaviour and a relaxed environment. This entire situation of the economic crisis has initiated conflicts between the employees and the employer within the organisation causing problems in dealing with day-to-day activities. Therefore, the use of a democratic leadership style is not beneficial for Vodafone specifically in terms of any kind of contingency situation.

Similarly, the use of an ethical leadership style is beneficial for the organisation however more focus is needed to be given to styles like transformational leadership style and approach that will focus on bringing about benefit for the organisation. This is mainly because a different critical situation or crisis within the organisation has the potential in initiating a different problematic situation within the organisation which hampers the overall working process in the competitive market (Bhatti *et al.*, 2021). Vodafone is using an ethical leadership style and approaches which is beneficial for the organisation as it brings about transparency to different business operations. Involvement of transformation, a leadership style, and an approach will provide better space and opportunity for the organisation to act in a more efficient manner creating benefits for the organisation.

Conclusion and recommendations

1. Conclusion

The study has focused on understanding the leadership and management skills and styles used by the management team of Vodafone in dealing with any kind of critical situation within the organisation such as an economic crisis or financial crisis. Different theories and styles of leadership provide a detailed understanding of the approaches of the leaders within the organisation where Vodafone has selected a sum of the efficient leadership theories and styles to deal with its business. However, some problems that can be relevantly observed by business operations are not being completely considered by the employees because of a lack of proper control and focusing on changes that might be initiated because of any financial crisis or economic problem. Some recommendations have been provided which are associated with leadership skills or styles that might be considered by the managers focusing on different actions to be taken.

2. Recommendations

Leadership skills or style	Actions to be taken	Time frame
Usage of transformational leadership style	Leaders such as the managers and other team leaders present within Vodafone for different departments are required to involve transformational leadership style within their activities so that they can bring about some relevant change within the working process of the organisation	6 months
Usage of autocratic leadership approach	At times of critical situations within the organisation, the management team is required to focus more on considering an autocratic leadership approach which can be efficiently done with the help of providing training to the management team to improve their	3 months

	overall autocratic leadership skills	
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Table 1: Recommendations for the leaders of Vodafone

(Source: developed by the learner)

Task 2

Introduction

Self-reflection is essential for an individual, especially for a leader so that better improvement in the overall leadership style can be observed. The study has focused on self-reflection using Gibbs' reflective cycles to identify different leadership skills and styles that are going to be beneficial as an emergent leader.

Career aspiration as a leader

I have selected to be a manager as a career where I will be able to use my leadership skills and other leadership approaches to provide benefits to the organisation and also help the employees present within an organisation. Leadership skill is essential for any leader to bring about various active decision-making processes that are beneficial for the organisation as well as provide scope for the employees to collaborate and work positively (Cripe and Burleigh, 2022). For improving my overall skills as a leader, I have considered using a reflective cycle to analyse situations that I have faced and initiate actions that are going to be beneficial for my career.

Identification of leadership styles or skills using Gibbs Reflective cycle

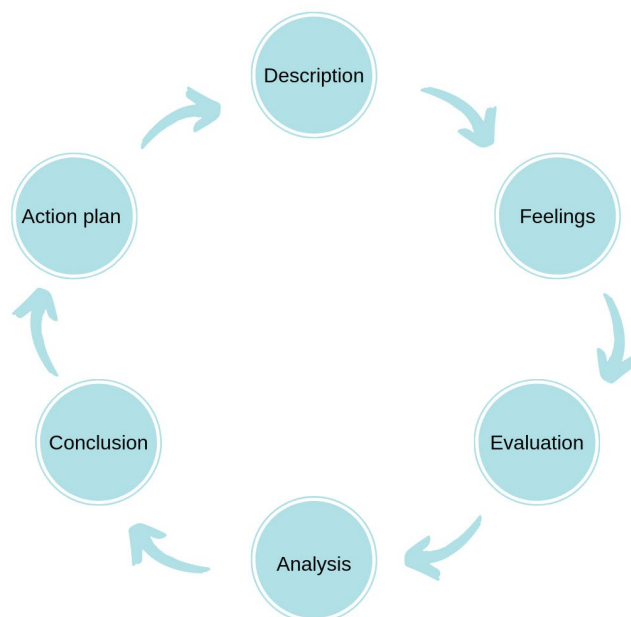


Figure 8: Gibbs reflective cycle

(Source: Based on University of Cambridge, 2023)

Description

The ELS module has provided me with an opportunity to lead a team for a particular project where we must focus on initiating a project that is related to the leadership skills observed in an individual. I was unable to think about different aspects of leadership skills and I was also not able to manage all the important elements and thinking processes within the team. There was a situation where during my interaction with the team I was unable to properly collaborate with the team members.

Feelings

The experience has provided me with the details and the standing about the important leadership skills that are involved to lead a team as a leader. Understanding more about leadership skills helps a leader to focus on different approaches to creating betterment for the organisation (Raby *et al.*, 2023). The entire situation at the initial stage was confusing however I have managed to focus on important areas that I needed to improve.

Evaluation

The entire situation has been beneficial for me as it has provided me with an understanding of important actions that I am needed to work on to improve my overall leadership skills to pursue it as a career.

Analysis

I have analysed from the situation that I have friends with passion, empathy, accountability, and honesty that creates a positive space for me to pursue my career as a manager in any organisation. However, the situation has also provided me with a detailed understanding of some of the weaknesses that I needed to improve, bringing about betterment for my professional career.

Conclusion

From the entire analysis of the situation, I have understood that I need to improve 3 important skills that are essential for a leader to work efficiently. I am going to focus on improving my creative skill, self-management skill, and team orientation ability so that I can pursue my career aspiration as a leader.

Action plan

Skills to be improved	Actions taken	Resources	Time taken
Creative thinking	I will focus on important areas of the critical thinking process gathering more information about it	Lecture notes of the professor	2 months
Self-management	I am going to make a proper routine that will ensure about understanding more about the self-	Daily activity list	3 months

	management process		
Team orientation	I will try to involve with the team more often so that I can have a better collaboration with the team	A timetable of the team meeting and sources of communication	4 months

Table 2: Action plan

(Source: Developed by the learner)

Identification of strengths and weakness as an emergent leader

Refer to the appendix for the leadership questionnaire

Strengths	Weakness
• I can influence people in a positive manner • I am adaptable to different situations as per my comfort zone a situation • I am honest towards different actions and I take responsibility for the different tasks that I am assigned with • I am passionate and empathetic towards different situation • I am more focused on different activities associated with personal development	• I lack a proper creative thinking process in any situation, especially in a group task • I am unable to manage different activities of my own, which creates further problems to do activities within a schedule • I am unable to collaborate, communicate and work efficiently with the team members, initiating problems and lack of understanding among team members

Table 3: Personal strengths and weaknesses

(Source: Developed by the learner)

Further action plan for improvement

Goals	Actions to be taken	Resources	Time frame
Creative thinking	I am going to focus more on different elements that are associated with the creative thinking process within an individual with the help of	Scholarly journals	11 months

	focusing on different authentic sources		
Self-management	I will try to understand important aspects of self-management skills, where I will give special focus on taking significant decision-making process for dealing with different self-management activities in the day-to-day life	Professors' notes and newspaper articles	12 months
Team orientation	I will try to understand important variations that are involved within a team and focus on improving my overall communication skills with the help of understanding different ways of communication that can be done within a particular team	Scholarly journals and newspaper	10 months

Table 4: Further action plan for improvement

(Source: Created by the learner)

Conclusion

The study has tried to involve a reflective understanding of important skills that I needed to be developed as a leader to pursue a career as a manager in any well-known organisation. The different action plans present in the study focused on enhancing the overall skills and bringing about benefits in the leadership skills of the individual.

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APPENDIX

Leadership Styles Questionnaire

Purpose

1. To identify your style of leadership
2. To examine how your leadership style relates to other styles of leadership

Directions

1. For each of the following statements, circle the number that indicates the degree to which you agree or disagree.
2. Give your immediate impressions. There are no right or wrong answers.

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. employees need to be supervised closely, or they are not likely to do their work.	1	2	3	4	5
2. employees want to be a part of the decision-making process.	1	2	3	4	5
3. In complex situations, leaders should let followers work problems out on their own.	1	2	3	4	5
4. It is fair to say that most employees in the general population are lazy.	1	2	3	4	5
5. providing guidance without pressure is the key to being a good leader.	1	2	3	4	5
6. Leadership requires staying out of the way of followers as they do their work.	1	2	3	4	5
7. as a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	1	2	3	4	5

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
8. Most workers prefer supportive communication from their leaders.	1	2	3	4	5
9. as a rule, leaders should allow followers to appraise their own work.	1	2	3	4	5
10. Most employees feel insecure about their work and need direction.	1	2	3	4	5
11. Leaders need to help followers accept responsibility for completing their work.	1	2	3	4	5
12. Leaders should give followers complete freedom to solve problems on their own.	1	2	3	4	5
13. the leader is the chief judge of the achievements of the members of the group.	1	2	3	4	5
14. It is the leader's job to help followers find their "passion."	1	2	3	4	5
15. In most situations, workers prefer little input from the leader.	1	2	3	4	5
16. effective leaders give orders and clarify procedures.	1	2	3	4	5
17. people are basically competent and if given a task will do a good job.	1	2	3	4	5
18. In general, it is best to leave followers alone.	1	2	3	4	5

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 _____

Democratic Leadership 26 (My result)

Laissez-Faire Leadership _____

Scoring Interpretation

This questionnaire is designed to measure three common styles of leadership: authoritarian, democratic, and laissez-faire. By comparing your scores, you can determine which styles are most dominant and least dominant in your own style of leadership.

If your score is 26–30, you are in the very high range.

If your score is 21–25, you are in the high range.

If your score is 16–20, you are in the moderate range.

If your score is 11–15, you are in the low range.

If your score is 6–10, you are in the very low range.

Thank You!