

**Programme: BA (Hons) Leadership and Management Skills
for the Workplace**

Module: Emergent Leadership Skills in the Workplace

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Task 1:

Introduction

The role of leadership within a business is a crucial one. A leader guides and manages the employees of the organisation and with a capable knowledge of the vision of the firm, can use motivation and encouragement to guide the employees towards achieving the objectives of the organisation (Al-Amiriet *al.*, 2020). In this study, the concept of business leadership and its effectiveness is explored by observing the case of Marks & Spencer. Firstly, crucial leadership approaches will be discussed, which will be then applied to the context of the chosen company to fulfil the objective of this study. In the next step, observations will be performed regarding what skills and traits make a leader effective, based on a critical analysis of the different leadership approaches and styles that exist in practice.

Furthermore, by studying the annual report of Marks & Spencer, the leadership approaches and strategies that are utilised within the organisation are to be evaluated, with a critical approach towards the strengths and the weaknesses of the leadership. Finally, a plan of change is to be recommended to the leaders of the selected organisation regarding the leadership skills that can be effective in informed decision-making regarding uncertainties caused by some macro-environment factors such as the global covid-19 pandemic and economic crises.

a) The organisation that has been selected and the justification for the selection

Brief introduction to the company

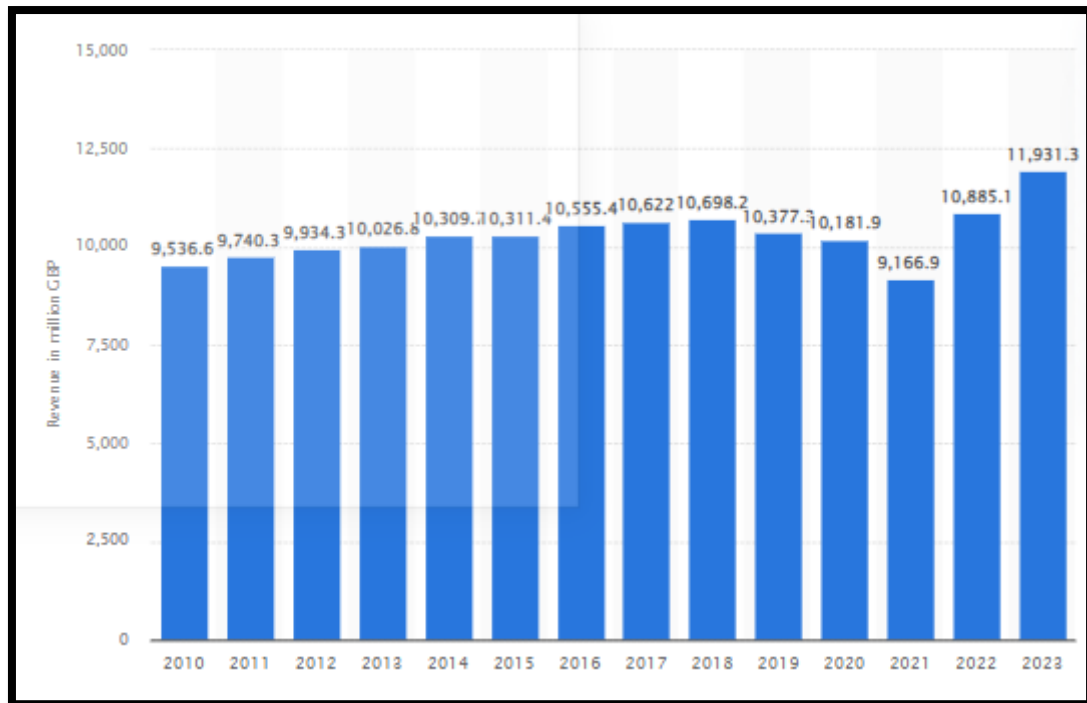


Figure 1: the total revenue of the organisation over the years

(Source: Smith, 2023)

The organisation that has been selected in the present report is Mark and Spencer. The organization happens to be one of the leading retailers in the UK. The product portfolio of the company includes clothes, foods as well as home products. The organisation happens to be a large-scale organisation. In the year 2022, the total revenue of the organisation was more than 11 thousand million USD (Smith, 2023). The organisation has more than 70,000 working in their workplace. On the other hand, the company has about 1,500 stores in their operations (Marksandspencer, 2023). It can highlight that the organisation happens to be a significant contributor to the economy of the UK.

Justification for the selection of the organisation

It is to note that similar to the other organisation, the covid 19 incident has been able to make a significant amount of impact on the operations of the company. Thus, it has led to the leadership of the organisation to focus on the crisis so that they can take initiatives that will be able to help them to get out of the crisis effectively. Davey (2021), in their report had highlighted that in the 2021, as a result of the covid 19, the organisation had seen a 90% decrease in their overall profit. Needless to say, that it had created a crisis in the organisation that had to be mitigated effectively.

In order to counter the situation, it was essential for the organisation to make sure that they are able to make temporary moves and they make adjustments in their business practices. The leadership of the organisation had to play a pivotal role so that the crisis in the organisation

can be averted effectively. Looking at the graph of Smith (2023), it can be seen that the organisations have been able to make recovery in their business in the post pandemic period.

b) Introduction of the leadership theories, approaches, styles as well as models

Leadership theories

It is to note that there are different types of leadership theories that can be used. Among the use of the transactional theory as well as the transformational theory is going to be done. According to the transactional theory, a system in an organisation is to be developed based on rewards as well as punishment (Jensen *et al.*, 2019). It means that the organization needs to reward their employees when they are good and the vice versa is also applicable. On the other hand, the transformational theory highlights that employees of an organisation are required to be motivated to innovate as well as finding new ways to grow (Afsaret *al.*, 2017).

Leadership styles

Kumar (2018), in their study, have highlighted that there are different types of leadership styles that are present in the organisations. This includes "**transformational, transactional, democratic, situational, autocratic, as well as ethical leadership style**". In the present case, the use of the "**transformational**", "**transactional**", "**ethical**" as well as "**agile leadership**" is considered. Kumar (2018), highlights that in transformational leadership, the employees are encouraged to make changes in the organisation that is necessary. On the other hand, in transactional leadership, the employees are given motivation through rewards. The trait of ethical leadership is that it is able to maintain justice in the organisation. Hayward (2021), in his book, has highlighted the concept of agile leaders where a certain amount of autonomy is given to the team members regarding the decision making and they are trusted.

Leadership Model

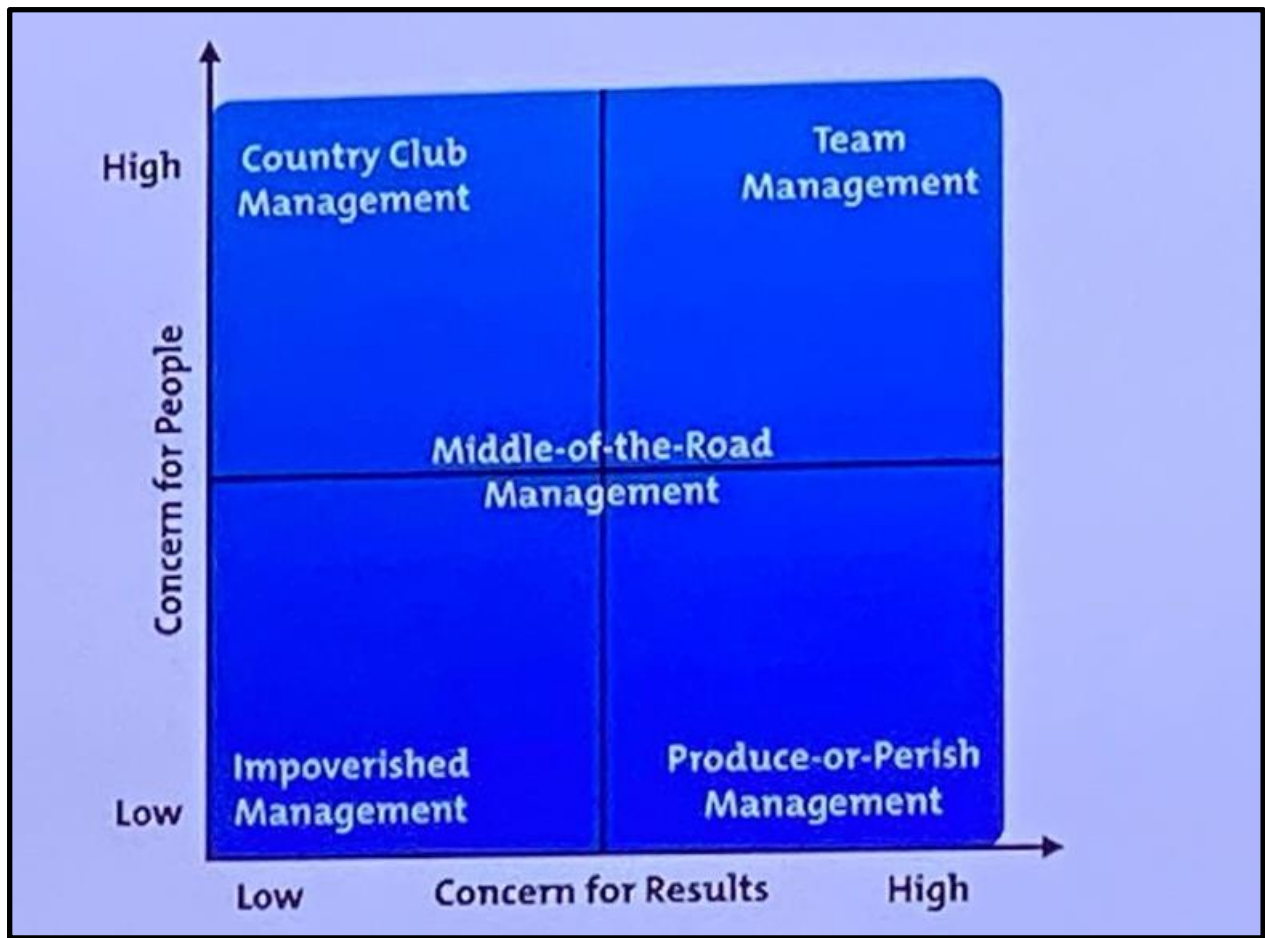


Figure 3: the managerial grid model

(Source: learning material)

The managerial grid is able to highlight five types of leadership approaches that are witnessed in the organisations. These five approaches are "country club management", "team management", "middle of the road management", "impoverished management" as well as the "produce or perish management" (Learning material).

Leadership approaches

Among the different leadership approaches, the leadership approach that is going to be used in the present case is the behavioural approach. Inceoglu *et al.*, (2018), in their study, have been able to highlight that the leadership that focuses on the behavioural approach tends to influence the behaviour of their subordinates effectively.

c) Answering the questions through application of the different leadership elements on the chosen organisation as well as on an individual

As mentioned in the previous section, the organisation marks Spencer had been going through a crisis in their operations during the times of the covid 19. Thus, based on the application of transactional theory and transactional leadership style, it can be said that the businesses were required to provide lucrative rewards to their employees as it would have been able to help

them to increase their productivity. Mohammad *et al.* (2021), in their study, have highlighted that rewards and recognition can be a financial burden for the companies. As the organisation was going through a crisis at that time, thus, it can be said that they need to give non-financial rewards such as recognition to their employees.

In respect to the transformational theory as well as the transformational leadership style, it can be said that managing people is an important leadership skill that an individual as well as the chosen organisation will be required to have within them. Malinen *et al.* (2019), in their study, have been able to highlight that the managing people are able to help a person in making sure that they are able to get the best out of their staff effectively. In the present case, M&S will be able to get the best of commitment from their employees and they will be able to keep their productivity with the application of it. It is to note that in both the transformational as well as transactional leadership, the behavioural approach is taken into account. Thus, it can be said that the application of the approach will be able to help in the management of people and it will be able to help in decision making.

In the application of the agile leadership style in individuals as well as the organisation M&S, it can be said that it will be able to help the business entity to keep their employees engaged in their operations. It is to note that in such type of leadership style, interpersonal skills such as the "social perspective" as well as "emotional intelligence" is to be taken into account. It is to note that emotional intelligence is one of the important skills that is able to help in understanding one's emotions (Maamari and Majdalani, 2017). In times of crisis, it can be said that most of the employees of an organisation tend to face emotional instability within them. Thus, the skills will be able to help the organisation as well as the individuals to understand their employees and include their problems in the decision making.

Koet *al.* (2018), in their study, have opined that in ethical leadership, the decision making is to be done in such a manner, that it is able to maintain justice in the workplace. In the application of the element on an individual as well as M&S, it can be said that they will need to have problem solving ability within them so that they manage the crisis and at the same time, they are able to provide justice in the workplace.

Islam and Jee (2019), in their study, have opined that in the managerial grid model, the "team management" technique is the most productive technique. Application of the technique to the organisation, as well as the leadership individual, can be done in the present case. It is due to the fact that it is an approach that tends to focus on the well-being of the employees and it also focuses on the productivity of the organisation as well. The skills that will be required for it are strategic planning as well as creating vision. It is noted that without strategic planning it will be difficult for leadership individuals to maintain the productivity of their staff and maintain their well-being.

The application of the element will be able to make a significant impact on a leader of M&S. It is due to the fact that they will be required to do their decision making as well as develop their strategies in such a manner that it is able to preserve the interest of the employees as well as maintain their productivity.

Overall, based on the information that has been provided in the previous section, it can be said that all the leadership elements will be able to make an impact on the strategies as well as decision making of the organisation M&S. Dirani *et al.* (2020), in their study has opined that decision making of leaders is able to play a key role in the crisis management of an organisation. Thus, it can be said that M&S will be required to focus on the decision making as it is able to help in the mitigation of the crisis.

d) Identification of different personal skills and abilities of the leader in terms of fulfilling the work responsibilities in the organisation

In order to manage the workforce of the organisation, different styles and approaches of leadership are used by the leaders so that the employees of the company can be directed and motivated in a proper manner. In this regard, different styles of leadership are mentioned as transformational leadership, transactional leadership, agile leadership along with behavioural approach of leadership. These are regarded as the guidance to the leaders in terms of managing the people in a proper manner so that the overall performance of the organisational can be developed and enhanced in an effective manner. With the help of these leadership styles and approaches, leaders can be able to determine the skills and abilities that can help them to drive the employees and the overall operations of the organisation in a proper way.

In this regard, according to the transformational leadership, it can be seen that, the leaders should be adaptive to the new situation and allow the employees to share their opinion in the time of taking decisions for the organisation. Therefore in this regard, the leaders should have the skill of active listening and adaptive skills so that the new situation can be managed properly (Tarker, 2019). Additionally, by considering the opinion of different employees, an innovative decision can be taken for the growth of both employees and the organisation. Additionally, conceptual skills within the leader is also an important skill by which the leaders are able to solve the problem by taking a strategic approach through creating innovative vision (Ayubet *al.*, 2019). In this manner, the issues of Marks and Spencers can be mitigated with the creative approach of the leaders along with the help of taking into consideration of opinions of the employees.

On the other hand, as per the transaction style of leadership, the transactional leaders are required to have the skill of providing rewards based on the performance of the employees with the notion of enhancing the overall standard of performance of the organisation. In

addition to that, this kind of leaders is also depending on giving punishment to the employees (Schattke and Marion-Jetten, 2022). Therefore, the leader is only focused on the benefit of the organisation derived from the employees. However, in order to provide rewards for the employees, this kind of leaders should have the interpersonal skills including having high level of emotional intelligence, and management of the organisational conflict in the internal environment. In this manner, a healthy environment can be developed in Marks and Spencers so that the work responsibilities can be fulfilled properly.

Apart from that, in the agile leadership, the leaders are responsible for working in the organisation by maintaining connectedness with the with different stakeholders of the company such as employees, team members, colleagues and consumers. In this manner, the leaders can be able to track the needs of the stakeholders and maintain a positive relationship with them (Theobald *et al.*, 2020). Therefore, this kind of leader should have the administrative skill including managing the human resources and financial resources in a manner which can be resulted in ensuring the proper development and improvement of the company. In addition to that, the personal attributes of such kind of leader also include having technical skills and competencies so that the leaders can be able to maintain proper network with the stakeholders with the help of using modern technologies and leading the organisation in a digital way (Kaletta and Reuther, 2021). Therefore, the proper synchronisation the work responsibilities can be driven in a proper manner.

e) Analysing the present leadership strategy of Marks and Spencer along with its strengths and limitations

Marks and Spencer is a retail company located in the United Kingdom. The leaders of the company have followed the *transactional leadership* model in their organisational culture for developing their business operations and providing ample opportunity for their workers to develop their skills and capabilities (Corporate.marksandspencer, 2019). This leadership approach includes the value of superiority. In this regard, the leaders of Marks and Spencer (M&S) have the full right to take important decisions about the business operations and incorporated changes in their organisational culture to obtain competitive advantages.



Figure 4: Transactional leadership

(Source: Kalsoom *et al.*, 2018)

The leaders of the mentioned company have focused on short-term goals and being practical during the time of taking important decisions. It has been beneficial for the company to stay updated and adapt itself to the contemporary business environment in its industry (Kalsoom *et al.*, 2018). Additionally, under this leadership style, the company has incorporated motivational approaches for their workers to enhance their capabilities and performance in the workplace. It has helped the company to increase its productivity along with fulfilling the requirements of its customers in a positive manner. Furthermore, leaders of M&S have followed McGregor's theory of X & Y in their corporate culture to motivate their employees. This theory has assisted the transactional leaders of the firm to acknowledge the hard work of their employees by providing them equal opportunities in terms of getting benefits and rewards (Prottas and Nummelin, 2018). It has aided to improve their job satisfaction and increase their productivity in the workplace. However, the company has monitored their workers' progress in a continuous manner and penalises them if they are not fulfilling their responsibilities in a proper way. It has aided the company to maintain a positive and performance-based working culture.

Besides this, the leaders of the M&S company have promoted a culture of diversity and inclusion in their workplace and employed their professionals on the basis of their capabilities and knowledge rather than discriminating against them on the basis of caste or gender. It has helped the leaders to get competent and experienced employees for their workforce and enhance the overall performance of the company's business outcomes (M&S, 2023).

Consequently, this approach of the leaders has helped to increase their corporate image in the competitive market and provide them with an edge over their competitors in terms of delivering quality services and products to their consumers. Consequently, as stated by Momeny and Gourgues (2019), by understanding the transactional style, leaders have portrayed characteristics like effective communication, cultural sensitivity and cultural intelligence along with empathy and the Corporate Governance Code and policies with having a global viewpoint. Moreover, the transactional leaders of the company have also portrayed competencies and skills like adaptability and the development of cohesive teams. Consequently, they have demonstrated a deeper identification of legal along with ethical awareness that helped the company to increase its reputation in the consumer market.

Strengths

There are many benefits to following transactional leadership. It helps leaders to define the objectives of their company clearly in front of their team members and divide their roles and responsibilities in a proper way so that employees are working according to their capabilities and meet the aim and objectives of the company. Moreover, as stated by Isoken and Nkoyo (2020), this leadership style is beneficial for identifying the problem areas and low-performing workers quickly by effectively monitoring them. Consequently, this leadership style is fruitful for acknowledging high-performing employees with rewards and boosting their commitment towards their responsibilities. As a result of this, better inspiration, motivation and cross-cultural interactions are noticed in the firm.

Limitations

Although there are many advantages of the transactional leadership style, it does have some limitations too. This style is considering short-term goals but in the case of fulfilling long-term objectives, this leadership style has experienced problems. This leadership style inhibits workers' engagement in the decision-making process. Additionally, this leadership style provides few opportunities for workers to show their creativity in the workplace which creates a hindrance for the company to incorporate changes in their workplace to adopt the contemporary changes (Richards, 2020). It can slow down the growth opportunities of the business firm and reduce its revenue generation from an ambitious market standpoint.

f) Recommendation

The sudden outbreak of the Covid-19 pandemic and economic downwards has made a significant amount of impact on the activities of Marks and Spencer. According to Davey (2021), the company has experienced a downfall of their profit by around 90% due to these reasons. Hence, it is important for the leaders of Marks and Spencer to change their leadership approach to make appropriate changes in their workplace and improve their business

opportunities for obtaining more profit from the consumer market. The leaders of M&S can follow a *transformational leadership style* in their organisational culture for incorporating emergent leadership abilities in their workplace and implement required changes in their business operations. According to Mubarak *et al.* (2021), transformational leaders are enthusiastic, risk-takers and energetic as well as implement contemporary changes in business activities to obtain an edge in the competitive market.

The leaders of M&S can adopt this leadership style and improve their communication with key stakeholders that includes supervisors, employees and customers to identify their requirements and obtain their feedback for the betterment of the company's services. Moreover, transformational leaders can include "*Kotter's change model*" in their organisation for making changes from the simulated experience (Maisyura *et al.*, 2022). It can help the leaders to recognise the urgency of change and introduce new technologies and business activities to get their company out of bad situations. The leaders need to form a guiding team with the association of competent team members and develop potential strategies for escalating their sales. It can help the company to see the improved involvement of their employees in the organisational culture and present unique and innovative ideas for overcoming crucial problems in a smooth manner.

Conclusion

As per the above analysis, key styles of leadership have been utilised as points of focus for the study, namely transformational, transactional, ethical and agile leadership. The transactional and transformational theories of leadership have also been applied as the basis for the study, along with the managerial grid model of leadership. Furthermore, the different approaches of leadership styles were also discussed on the basis of the approach used by Marks & Spencer. Now, the analysis of the leadership strategy of Marks & Spencer as performed in the above study drew the inference that transactional leadership has been used as the leadership theory guiding the business of the organisation. Moreover, from the above study, it was also revealed that the leadership of Marks & Spencer is more focused on the short-term goals of the organisation with setting practical goals for the decision-making aspects.

It can also be concluded from the analysis that has been conducted in the above study that the transactional leadership approach opted for in the organisation has been responsible for generating effective communication, empathy, as well as skills such as resiliency and adaptability. And finally, legal and ethical conditions have been significantly adhered to by the organisation.

Task 2-Individual Reflection

Introduction

Reflection is a process that assists to evaluate an individual person's experience and effort during a learning session or task. It can allow us to find a person's opportunities and challenges that he has experienced during learning. Additionally, personal reflection is very helpful for a person to learn different knowledge that assists him to enhance his personal and occupational enhancement. This study aims to identify my personal experience in understanding the significance of emergent leadership abilities in terms of making decisions for overcoming uncertainty that occurred due to ongoing economic obscurity. Moreover, this will help me to evaluate the key learnings that help me in future as a professional enhancement. I have shared my experience with the application of Gibb's reflective model that assists readers to obtain an in-depth understanding of the positive and negative aspects of my learnings.

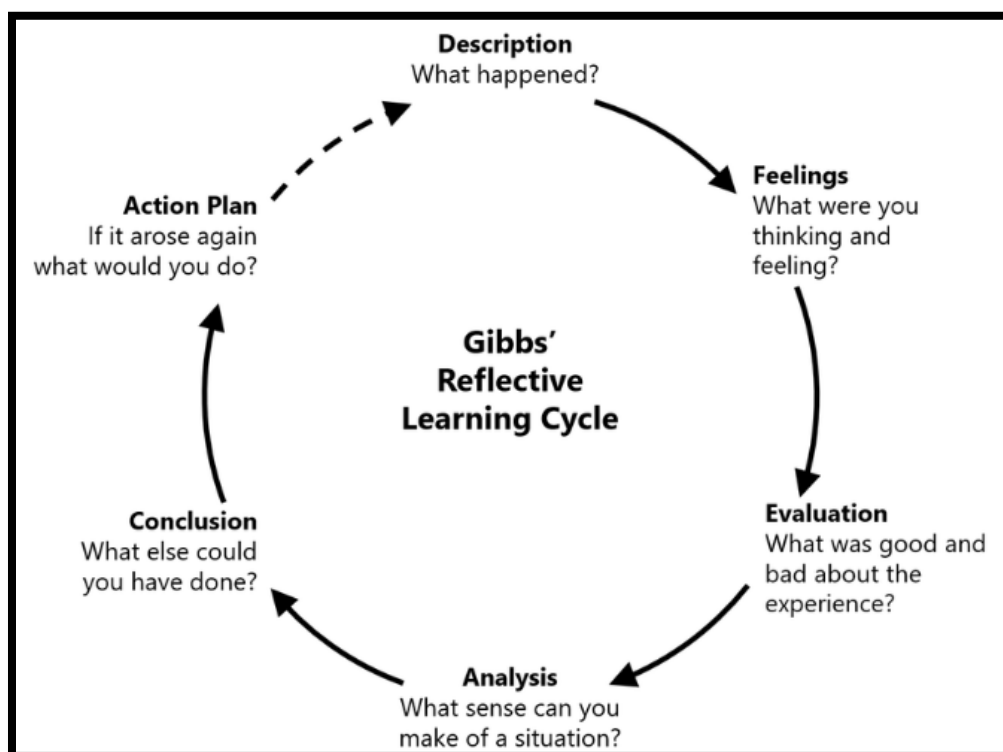


Figure 5: Gibbs Reflective Model

(Source: Harithuddin, 2021)

Discussion

Description

I have been assigned a job to identify the current leadership approach of Marks and Spencer in their organisational process and recognise their key issues in terms of handling the covid-19 pandemic and economic conflict in the country. Additionally, I have analysed different leadership approaches and identified the best leadership style for the company to make contemporary changes in their business operations. It has been noticed that M&S have followed the transactional style in their business process and it has some limitations which can be mitigated by incorporating a transformational leadership approach.

Feelings

I have mixed feelings during conducting this study. In the initial phase, I have a bit confused and baffled in my learnings session. I had made some trivial mistakes and became a bit confused during understanding the emerging abilities of a leader for making contemporary changes in the business and motivating their employees for enhancing their performance. However, with the invaluable support of my instructors and training program, I was able to overcome these challenges effectively.

Evaluation

I have understood from this learning session that I need to develop some essential abilities to enhance my personal and professional enhancement. I have developed my *communication ability* during this learning session. I have made influential interactions with my colleagues and supervisor for collecting accurate information for my task and understand the importance of listening to others. Additionally, I have developed *team working ability* during this learning session which can help me to improve my occupational opportunities (Karl *et al.*, 2022). Furthermore, I have enhanced my *empathic skills* which can help me to understand the mental and physical issues of my teammates in the future workplace and provided them with positive solutions for overcoming their issues. Moreover, I have learned the importance of *risk-taking and an innovative mindset* in the workplace for making contemporary changes in the workplace and I have developed this through my continuous effort. However, I have experienced some issues with my *time management abilities* and *problem-solving abilities* which I need to enhance with an appropriate action plan to enhance my chances to get a desired job in future. Moreover, I have faced problems with my *technological abilities* which can become an obstacle for me to handle modern technologies in the workplace and provide accurate assistance to my workers for reducing their disabilities in handling modern technologies.

Analysis

I have evaluated my personal and overall learning experience during engaging myself in the learning sessions. During this period, I have developed several abilities and knowledge about emerging leadership which can assist me to increase my occupational capabilities. I have developed my communication abilities during fulfilling my responsibilities. This ability can help

me to make open communication with my teammates and identify their requirements in the workplace. Additionally, I have developed my team working abilities that can help me to become flexible with my subordinates and obtain valuable feedback from them to maintain a positive working environment (Bucata and Rizescu, 2017). Furthermore, I have developed *creativity abilities* that assist me to come up with unique ideas for the betterment of business operations. However, being ineffective in managing time and problem-solving capabilities can become an obstacle for me to solve critical issues related to business and slow down my chances to become an emerging leader in future.

Conclusion

I have developed some key abilities that can help me in future to become an effective leader in my workplace and motivate and mentor my team members for increasing their engagement in the workplace. However, I have identified some lacked abilities which need to be overcome through a proper action plan.

Action plan

Objectives	Tasks	Success criteria	Time frame
To improve my time management abilities	I require to create small targets and deadlines for improving my time management and need to break down large tasks into small attainable targets for managing a better timetable.	Better time management can lead me towards the influential execution of my tasks and resources (Wolters <i>et al.</i> , 2017). Moreover, it will help me to complete a task within a given timeframe and increase the overall productivity of myself and my team.	4 months.
To enhance my problem-solving capabilities	I can enrol myself on skill development programs and take assistance from my module guide to enhance my problem-solving abilities. Additionally, I need to watch the life experience of famous leaders and identify their approaches to solving critical problems in an easier manner.	An influential problem-solving capability can assist me to analyse every issue in my workplace in a better way and find out the best possible solutions to resolve problems (Yuriev <i>et al.</i> , 2017). Moreover, this ability can help me to become a good emerging leader in future and mitigate misunderstandings and conflicts in my workforce.	5 months.

To increase my technological capabilities	I can enrol myself in online and offline courses to learn how to handle modern technologies. Additionally, I can take assistance from my seniors for improving my technological abilities.	It can help me to make digital transformation in my future workplace and make contemporary changes for improving my company's productivity and efficiency.	6 months.
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Table 1: Action plan

(Source: self-created)

Conclusion

It can be concluded from the above reflection study that I have obtained a lot of new skills during my learning sessions. I have experienced some issues in my initial days but with continuous effort and proper guidance helped me to overcome this. I developed communication abilities, team working capabilities and an innovation mindset during these learning sessions which can help to enhance my professional and personal abilities and become an emerging leader in future. Through my training in ethical leadership, I realised that an individual with moral principles can lead others towards ethical actions by adhering to the right course of action for the right reasons. However, some issues I have noticed that I need to improve with the assistance of an appropriate action plan.

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Task 1

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Appendices

Your score

74

Well on Your Way : 53-90

Excellent! You're well on your way to becoming a good leader. However, you can never be too good at leadership or too experienced – so look at the areas where you didn't score maximum points, and discover more about what you can do to improve your performance, below.

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

- Sum the responses on items 1, 4, 7, 10, 13, and 16 (authoritarian leadership).
- Sum the responses on items 2, 5, 8, 11, 14, and 17 (democratic leadership).
- Sum the responses on items 3, 6, 9, 12, 15, and 18 (laissez-faire leadership).

Total Scores

Authoritarian Leadership	16
Democratic Leadership	22
Laissez-Faire Leadership	15

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.

Ethical Leadership Style Questionnaire

Purpose

1. To develop an understanding of your ethical leadership style
2. To understand how your preferred ethical leadership style relates to other ethical leadership styles

Directions

1. Please read the following 10 hypothetical situations in which a leader is confronted with an ethical dilemma.
2. Place yourself in the role of the leader or manager in the situation.
3. For each situation, indicate with an "X" your most preferred response. Your most preferred response is the response that best describes why you would do what you would do in that particular situation. Choose only one response. There are ~~four~~ ~~four~~ ~~right~~ or wrong answers.

Response alternatives explained:

- 1 I would do what is right. This option means you follow a set of moral rules and do what is expected of you when facing an ethical dilemma. You focus on fulfilling your moral obligations and doing your duty.
- 2 I would do what benefits the most people. This option means you try to do what is best for the most people overall when facing an ethical dilemma. You focus on what will result in happiness for the largest number of individuals.
- 3 I would do what a good person would do. This option means that you pull from who you are (your character) when facing an ethical dilemma. You act out of integrity, and you are faithful to your own principles.
- 4 I would do what shows that I care about my close relationships. This option means that you give attention to your relationships when facing an ethical dilemma. You may give special consideration to those with whom you share a personal bond or commitment.
- 5 I would do what benefits me the most. This option means that you do what is best for accomplishing your personal goals and objectives when facing an ethical dilemma. You are not afraid to assert your own interests when resolving problems.
- 6 I would do what is fair. This option means that you focus on treating others fairly when facing an ethical dilemma. You try to make sure the benefits and burdens of decisions are shared equitably between everyone concerned.

Situations

1. You are the leader of a manufacturing team and learn that your employees are falsifying product quality results to sell more products. If you report the matter, most of them will lose their jobs, you may lose yours, and your company will take a significant hit to its reputation. What would you do in this situation?
☐ A. I would do what is right.
☐ B. I would do what benefits the most people.
☐ C. I would do what a good person would do.
☐ D. I would do what shows that I care about my relationships.
☐ E. I would do what benefits me the most.
☒ F. I would do what is fair.
2. You have an employee who has been having performance problems, which is making it hard for your group to meet its work quota. This person was recommended to you as a solid performer. You now believe the person's former manager had problems with the employee and just wanted to get rid of the person. If you give the underperforming employee a good recommendation, leaving out the performance problems, you will have an opportunity to pass the employee off to another group. What would you do in this situation?
☐ A. I would do what is right.
☒ B. I would do what benefits the most people.
☐ C. I would do what a good person would do.
☐ D. I would do what shows that I care about my relationships.
☐ E. I would do what benefits me the most.
☐ F. I would do what is fair.
3. Your team is hard-pressed to complete a critical project. You hear about a job opening that would be much better for one of your key employees' career. If this individual leaves the team, it would put the project in danger. What would you do in this situation?
☐ A. I would do what is right.
☒ B. I would do what benefits the most people.
☐ C. I would do what a good person would do.
☐ D. I would do what shows that I care about my relationships.
☐ E. I would do what benefits me the most.
☐ F. I would do what is fair.
4. An employee of yours has a child with a serious illness and is having trouble fulfilling obligations at work. You learn from your administrative assistant that this employee claimed

(Continued)

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40 hours on a timesheet for a week when the employee actually only worked 30 hours. What would you do in this situation?

- ☐ A. I would do what is right.
- ☐ B. I would do what benefits the most people.
- ☐ C. I would do what a good person would do.
- ☐ D. I would do what shows that I care about my relationships.
- ☐ E. I would do what benefits me the most.
- ☒ F. I would do what is fair.

5. You are a manager, and some of your employees can finish their quotas in much less than the allotted time to do so. If upper management becomes aware of this, they will want you to increase the quotas. Some of your employees are unable to meet their current quotas. What would you do in this situation?

- ☐ A. I would do what is right.
- ☐ B. I would do what benefits the most people.
- ☐ C. I would do what a good person would do.
- ☐ D. I would do what shows that I care about my relationships.
- ☐ E. I would do what benefits me the most.
- ☐ F. I would do what is fair.

6. You are an organization's chief financial officer, and you are aware that the chief executive officer and other members of the senior leadership team want to provide exaggerated financial information to keep the company's stock price high. The entire senior management team holds significant stock positions. What would you do in this situation?

- ☐ A. I would do what is right.
- ☐ B. I would do what benefits the most people.
- ☐ C. I would do what a good person would do.
- ☐ D. I would do what shows that I care about my relationships.
- ☐ E. I would do what benefits me the most.
- ☐ F. I would do what is fair.

7. Two new employees have joined your accounting team right out of school. They are regularly found surfing the internet or texting on their phones. Your accounting work regularly requires overtime at the end of the month to get the financial reports completed. These employees refuse to do any overtime, which shifts work to other team members. The other team members are getting resentful and upset. What would you do in this situation?

- ☐ A. I would do what is right.
- ☐ B. I would do what benefits the most people.

- ☐ C. I would do what a good person would do.
- ☐ D. I would do what shows that I care about my relationships.
- ☐ E. I would do what benefits me the most.
- ☐ F. I would do what is fair.
8. You are the director of a neighborhood food cooperative. A member—a single parent with four children—is caught shoplifting \$30 in groceries from the co-op. You suspect this person has been stealing for years. You consider pressing charges. What would you do in this situation?
- ☐ A. I would do what is right.
- ☐ B. I would do what benefits the most people.
- ☐ C. I would do what a good person would do.
- ☐ D. I would do what shows that I care about my relationships.
- ☐ E. I would do what benefits me the most.
- ☐ F. I would do what is fair.
9. You have been accused of discriminating against a particular gender in your hiring practices. A new position opens up, and you could hire a candidate of the gender you've been accused of discriminating against over a candidate of another gender, even though the latter candidate has slightly better qualifications. Hiring the former candidate would let you address this accusation and improve your reputation in the company. What would you do in this situation?
- ☐ A. I would do what is right.
- ☐ B. I would do what benefits the most people.
- ☐ C. I would do what a good person would do.
- ☐ D. I would do what shows that I care about my relationships.
- ☐ E. I would do what benefits me the most.
- ☐ F. I would do what is fair.
10. You are a professor. One of your best students buys an essay online and turns it in for a grade. Later in the term, the student begins to feel guilty and confesses to you that the paper was purchased. It is the norm at the university to fail a student guilty of plagiarism. You must decide if you will flunk the student. What would you do in this situation?
- ☐ A. I would do what is right.
- ☐ B. I would do what benefits the most people.
- ☐ C. I would do what a good person would do.
- ☐ D. I would do what shows that I care about my relationships.
- ☐ E. I would do what benefits me the most.
- ☐ F. I would do what is fair.

(Continued)

Scoring

To score the questionnaire, sum the number of times you selected each of the items A, B, C, D, E, and F. The sum of A responses represents your preference for *Duty Ethics*, the sum of B responses represents your preference for *Utilitarian Ethics*, the sum of C responses represents your preference for *Virtue Ethics*, the sum of D responses represents your preference for *Caring Ethics*, the sum of E responses represents your preference for *Egoism Ethics*, and the sum of F responses represents your preference for *Justice Ethics*. Place these sums in the *Total Scores* section that follows.

Total Scores

A. Duty Ethics:	5
B. Utilitarian Ethics:	2
C. Virtue Ethics:	0
D. Caring Ethics:	0
E. Egoism Ethics:	0
F. Justice Ethics:	3

Scoring Interpretation

The scores you received on this questionnaire provide information about your ethical leadership style; they represent your preferred way of addressing ethical dilemmas. Given a situation with an ethical dilemma, this questionnaire points to what ethical perspective is behind the choices you would make to resolve the dilemma. As you look at your total scores, your highest score represents your primary or dominant ethical leadership style, your second-highest score is the next most important, and so on. If you scored 0 for a category, it means that you put lower priority on that particular ethical approach to guide your decision making when facing ethical dilemmas.

- If you scored higher on *Duty Ethics*, it means you follow a set of moral rules and do what is expected of you when facing an ethical dilemma. You focus on fulfilling your moral obligations and doing your duty.
- If you scored higher on *Utilitarian Ethics*, it means that you try to do what is best for the most people overall when facing an ethical dilemma. You focus on what will result in happiness for the largest number of individuals.
- If you scored higher on *Virtue Ethics*, it means that you pull from who you are (your character) when facing an ethical dilemma. You act out of integrity, and you are faithful to your own principles.
- If you scored higher on *Caring Ethics*, it means that you give attention to your relationships when facing an ethical dilemma. You may give special consideration to those with whom you share a personal bond or commitment.