

EMERGENT LEADERSHIP SKILLS FOR THE WORKPLACE

WHAT EMERGENT LEADERSHIP SKILLS, DO YOU CONSIDER, MAY BE EFFECTIVE FOR THE LEADERS OF YOUR CHOSEN ORGANISATION IN ANALYSING AND ASSESSING STRATEGIES FOR MAKING DECISIONS AMID UNCERTAINTY CAUSED BY COVID-19 PANDEMIC AND ONGOING ECONOMIC UNCERTAINTY?

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EXECUTIVE SUMMARY

The pandemic of coronavirus disease Covid-19 has emerged as an unprecedented international humanitarian crisis. The roles and responsibilities of leaders have dramatically changed. Future economic environment is difficult to predict and there is high degree of unknown involved.

Business world is constantly changing and evolving so it should not be surprising that organisations require a new management paradigm to continue operations under such conditions. Therefore, in times like this strong leadership is crucial for navigating uncertainty and lead others toward a better future.

Emergent leadership is a new management structure and occurs when a team member is not elected as a leader but rather arise naturally as a leader over time from within an organisation, it is high achiever who shows leadership potential.

Emergent leaders possess certain traits that differentiate them from other members of a team. For example, they can solve problems on their feet and adapt to any situation in the workplace.

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INTRODUCTION

The main aim of this report is to analyse and assess strategies for making decisions amid economic uncertainty caused by Covid-19 pandemic as it has placed extraordinary demands on leaders in businesses. The first step for leaders is to recognise that a company faces crisis and that it requires behaviours and mindset that will prevent them from responding to past events and allow them to look ahead.

In this report, the company that will be analysed and assessed is Tesco Plc. because in this company leader and employees' positions requires to put people at the heart of everything they do and making sure everything is running smoothly in fast pieced retail environment.

In this report will be five sections and the first section will cover :

- the outline of leadership styles that this report will use for the critical evaluation purpose such as Democratic leadership, Authoritarian and Laissez-faire.
- the second section will be about the expected outcome from this report,
- third section will cover the critical evaluation and practical application of different leadership theories and styles chosen for Tesco Plc organisation.
- the fourth section critical evaluation of those leadership theories and styles mentioned in section one.

“Towards the formal pandemic declaration, substantive economic signals from different channels, weeks earlier, indicated the world was leaning towards an unprecedented watershed in our lifetime, if not in human history (Gopinath, 2020).”

1. DEMOCRATIC LEADERSHIP

Democratic leadership also known as the participant leadership style is where employees' voices are heard during decisions making. Democratic leadership encourages each team member to share their opinions and the leaders helps their employees to set goals, and evaluate their own performance also motivate them to grow.

The characteristics of democratic leadership includes creativity; thus, leaders encourage their staff to think creatively and to be open to new solutions and methods which is also rewarded. As a result of their direct engagement and honesty it often inspires in employees' respect and trust and team members feels more engaged in the process. Democratic leaders are team focused, flexible and adaptable to change.

In fact, good leaders possess specific traits such being a team player, being prepared to change and have a fair mind. Strong democratic leaders inspire trust and respect among their followers and these leaders are also honest, so they make decisions based on their morals and values. Additionally, they also seek out varied points of view even those less popular and therefore the followers feel motivated to act and contribute to the organisation.

Furthermore, it is difficult to imagine democratic leaders accomplishing their goals without the active engagement of others hence the employee participation is essential for all successful democratic organisations. Leadership is a crucial skill and not all leaders act the same as different situations and goals also require different approaches to leading a team. "There is evidence to demonstrate that democratic leadership style engenders positive employee work attitudes (Kim, 2002: Wright and Kim, 2004)."

Undoubtedly, how leaders influence people around them and how their actions affect the success of the company depends on their leadership style. To conclude, some people are born as leaders, but anyone can become a leader by embracing the lessons of a leader in their own lives to see how their behaviour affect those around them. Good leaders continue to learn to improve their leadership style.

AUTOCRATIC LEADERSHIP

Autocratic or authoritarian leaders are those with ultimate authority and power over their team members. These leaders tend to make every decision within an organisation based on their own ideas and judgments and they do not seek any input from others. This leadership style offers structure to organisations and establish clear rules.

Autocrat leaders work is to delegate, oversee daily tasks and give directions to each employee in a team and make sure that each employee completes the tasks within the deadline. Employees working under autocratic leader know exactly who to talk to and ask for approval. As an autocratic leader do not value creative ideas from their team members, they feel less valued which has the potential to increase employee turnover (Blau, 1964; Yoshikawa et al., 2019).

The characteristics traits of autocratic leaders enable them to do their work properly because they are self-motivated and encourage themselves and others to work towards company's goals. They are confident in their abilities that help them to make good decisions which strengthens the team's ability to follow their leader. They are effective communicators which is very important when they are giving instructions to employees to complete their tasks and when employees understand what is expected from them in the organisation. Although, the autocrat leader characteristics also involves taking responsibility for a team error, they also hold each employee accountable for their assigned tasks. On the other hand, autocratic leaders are dependable because they rely on the organisation's strict rules and guidelines to determine their team's rules and goals.

LAISSEZ-FAIRE LEADERSHIP STYLE

Laissez-faire leaders have an attitude of trust and reliance on their employees therefore they don't micromanage or get too involved, they don't give many instructions or guidance for instance like autocratic leaders. These leaders simply stand back and let their employees to make decisions for themselves and setting their own deadlines." Laissez-faire leadership may be the best or the worst of leadership styles (Goodnight, 2011)."

Laissez-faire is a hands-off approach where the key traits include delegation of tasks, trust in team members abilities, limited guidance, autonomy for the team, and low levels of feedback. These leaders let their employees use their own creativity and experience to help them meet their goals. Laissez-faire leaders avoid their leadership responsibility (Chaudry & Javed, 2012).

Eventually, not all leaders and employees like this leadership style but successful laissez-faire leaders are focusing on delegating tasks and cultivating an environment that empowers their employees to make the best choices for themselves so the employees communicate freely with each other and can pursue their own ideas and try new things which results in a strong culture of honesty and trust among employees. The main advantage of these leadership is that allowing team members so much autonomy can lead to high job satisfaction and increase productivity. But it can be damaging if the team members do not manage their time well or do not have the right knowledge, skills or motivation to do their work effectively. This can also occur when managers do not have sufficient control over their staff (Oloube, 2013).

Indeed, there are some types of employees who work best under this leadership style, but these people are usually very creative and appreciate the freedom left to their creative working. These employees are usually self-motivated and prefer to work independently in industries that encourage creativity and innovation.

Some businesses are better suited for laissez-faire leadership than other businesses.

2. THE EXPECTED OUTCOME FROM IN THIS REPORT

Every company needs good leadership to be successful. Good leaders are vital part of effective business practises and for most, being a good leader does not come inherently. There are many leadership styles that leaders can employ, and impact varies based on the group and industry they are leading.

These leadership theories explain how leadership styles work to achieve success in the business. It is important to understand different leadership theories and how they affect the leader style. Leadership theories are explanation of how and why certain people become leaders. They focus on the traits and behaviours that people can adopt to improve their leadership skills.

What leaders need during crisis is not predefined response plan but behaviours and mindset that will prevent them from overreacting and help them to look ahead. Leaders must be transparent and stay focused to lead through challenging situations. In this report we will critically evaluate different leadership theories and styles in Tesco which focused on keeping prices in check. They faced supply chain disruption, an energy crisis and wage inflation and like many others a shift to remote working. The pandemic led to selling online groceries that has generated sales for Tesco. Therefore, the goal is always to focus on priorities of the organisation, employees and customer's and aim to reduce the negative impact of the crisis.

The importance during uncertainty and crisis for leaders is to recognise the main problems and to do something even it might be wrong decision but never forget to communicate those action truthfully and honestly to others because the first essential skills for leaders is clear communication.

The aim of this report is to critically evaluate and apply different leadership theories and styles in Tesco. The management of Tesco adapted a democratic style of leadership which motivate the employees by offering rewards and benefits, and due to this the organisation continues to provide good services to their customer's.

3. CRITICAL EVALUATION AND PRACTICAL APPLICATION OF DIFFERENT LEADERSHIP THEORIES/STYLES IN TESCO

Tesco Plc is a British multinational groceries and general merchandise retailer founded by Jack Cohen in 1919 when he began to sell groceries. Jack Cohen's business motto was "pile it high and sell it cheap" to which he added an internal motto of "YCDBSOYA" (You Can't Do Business Sitting on Your Arse) which he used to motivate his sales force. The company started expanding the range of products during 1960s to include household goods and clothing.

In 2011 it was the third-largest retailer in the world, and it has shops in Ireland, the United Kingdom, the Czech Republic, Hungary, and Slovakia. It is the market leader of groceries in the UK.

Tesco Plc has seen a significant change in the position of the company's management, which has influenced the company's management and helped it gain a competitive advantage in the UK. Terry Leahy who has been the CEO of the company since 1997, has changed the entire structure of the company (Haddock-Millar and Rigby, 2015). Terry Leahy retained the longest period of leadership position in Tesco and increased the market share of the company. Under the leadership of Terry Leahy, the company has grown into a market leader with a clearly defined vision and mission. He adopted democratic leadership style and introduced his four core principles including, clarity of purpose, delegation, consumer focus and simplicity (Haddock-Millar and Rigby, 2015).

Supermarket chain Tesco at Serpentine Green Shopping Centre, in Hampton has a total of six hundred employees at the store. There are over 30 high street retailers.

Tesco employees are trained to improve customer service, increase efficiency and effectiveness. Tesco competitive advantage is the development of retail low prices, high quality and experienced customer service.

Tesco Plc main competitors are Sainsbury's, Asda and Aldi. Sainsbury's is the second largest grocery chain in the United Kingdom. It has a well-managed supply chain that is enabling them to maintain product quality and availability while keeping cost low. To increase customer engagement Sainsbury's implemented its Food First strategy so the customer's can obtain high-quality products.

Asda is the third largest supermarket in the UK and has a similar target audience like Tesco focusing on customer's who are looking for the lowest prices. Aldi focuses on high volume and fewer products, so they can increase sales and still offer low prices.

Tesco has been able to adapt to its democratic management style thanks to flat structure that allows all employees to participate in the organisation success. Tesco management and leadership style has proven to support the company's continuous growth. Performance management is a key element at Tesco, everyone has a role to play, and each role aims to do the best for every customer. However, Tesco's strategy gave it an edge over its competitors and enabled it to grow even during the economic recession. Therefore, for Tesco to maintain focus and continuous growth, managers use other types of leadership styles like autocratic style to ensure that employees perform tasks at given time. The democratic leadership style Tesco adapted to is also a combination of autocratic and laissez-faire leadership styles.

Authoritarian leadership style sounds a little dictatorial, but it has some advantages, for example if the leader is the most knowledgeable person in a team this style can ensure decisions are made faster.

Participative leadership allows everyone to get involved and work together on decision which is a great way to increase employee satisfaction. "Research suggests that decision making effectiveness in uncertain situations largely depends on a groups' ability to successfully acquire, integrate and make sense of information (Hammond, 1996: Shippers et al., 2014)." However, disagreements may occur between team members during decision making process which can be time-consuming.

4. CRITICAL EVALUATION OF LEADERSHIP THEORIES AND STYLES

There is no magic combination of qualities that makes a leader success and different qualities are important in different situations. For this reason, it is important to understand various approaches to become an effective leader. Common qualities or behavioural patterns of strong leaders include personality traits, actions, environment, situation, decision making processes and how relationships are managed.

Leadership style is the way how a leader approaches their team, and these styles were developed as a result of studies on leadership theory therefore each style include qualities. Common leadership styles which include democratic leadership style which considers the opinion of others before making decision, autocratic leadership style leader makes decisions with no input from others and laissez-faire delegates tasks and provides little supervision. According to Bass & Avolio (2004), three types of leaders, autocratic, democratic and laissez-faire assumed that all leaders could fit into one of these three categories.

Great man theory of leadership states that great leaders are born with all the right personality traits. Trait theory of leadership states that certain natural qualities tend to create good leaders. Transactional theory of leadership states that leadership is a system of rewards and penalties. The term great man was used because at the time, leadership was thought of mainly as a male quality (Oloube, 2013).

One of the main problems with great man theory of leadership is that not everyone who possess natural leadership qualities becomes a great leader. If leadership was simply an innate trait all people who possess the necessary traits would end up in leadership positions. Great man theory suggest that some people are born to lead and cannot be made because the leadership qualities are innate, but sociologist Herbert Spencer suggested that leaders were products of the environment they lived in. However, both suggestions are true, some people possess certain basic leadership attributes that can be further developed through proper training.

Trait theory focus on the idea that people differ from one another. one of the applications of the trait approach is that by participating in various tests where candidates can assess how strong or weak, they are in terms of leadership skills and predict individuals' leadership success. This theory has certain limitations as it is not possible to separate traits that are useful in leadership in different situations because this approach has not fixed a definite list of leadership traits. Some organisations use personality tests to find the right candidate for their organisations. For example, when an employee shows a willingness to work for what they want, such as being goal oriented, they start writing down a list of professional and personal goals and plan to achieve those goals can improve the character traits and become successful leader.

Authentic leadership is a type of management where an approach to leadership focuses on being genuine, self-aware and transparent. The authentic leaders promote stronger collaboration and effective communication, they show compassion to their employees and employees want leaders to be their partners in growth. Moreover, authentic leaders take responsibility for their actions and make decisions based on principle. The disadvantage would be that the employees or other managers may have different ethical values and beliefs which can be challenging.

Transactional leadership is a style that relies on attaining goals through structure, supervision and a system of rewards and punishment. This approach works well with self-motivated employees. The advantage of this leadership style is that employees are motivated with things that matter to them, but the disadvantage is that team members tend to focus on accomplishing only short-term goals in order to obtain the rewards.

Behavioural leadership theory states that a leader's behaviour in the workplace determines a leader's success. This approach involves observing and evaluating leader behaviour in response to specific situations where the theory focuses on the behaviour of the leaders and assumes that these traits can be imitated by other leaders. There are various behavioural leadership styles anyone can adopt, and each style involves different behaviours.

In 1960, social psychologist Douglas McGregor developed his theories of management and leadership, known as McGregor's Theory X and Theory Y in which he represented two opposing perceptions about people in the work environment. He made the connections between these two models. Theory X is consistent with meeting basic needs while theory Y is consistent with meeting higher-level needs. McGregor argues that if a need is once satisfied the motivation disappears.

Theory X is autocratic leadership style that assumes that people are not motivated and do not like working and must be controlled and directed toward organisational goal. Some people to avoid responsibility prefer to be treated this way. This theory gives importance to supervision and according to this theory, work motivation consists of financial incentives moreover their tasks and how these tasks must be completed must be given in detail. This theory of management may be useful for new starters who will need a lot of guidance or in situations that requires the leader to take control for example in a time of crisis, but is would be not useful when managing a team of specialists.

Theory Y participative, democratic leadership style and starts from the assumption that people have different needs and therefore self-motivated and enjoy the challenges at work. Managers with this assumption have better relationships with their employees and motivate them by giving them responsibilities and empowering them to find solutions and make decisions. This theory encourages teamwork and participative decision making and tends to be favoured by organisation.

Theory Z was originally created by Professor William Ouchi in the 1980 and proposes that organisation and employees should develop strong bond by providing them with job security, training and development opportunities. Theory Z makes certain assumptions about organisational culture that highlight mutual trust that are important in driving efficiency in an organisation. Next, is employee involvement which means employee participation in decision making. To increase loyalty and commitment, there must be strong bond between employees and the organisation. While it seems that Theory Z has a promising management practise it has its own limitations. For example, not all employees are comfortable to voice their opinions, or managers may not enjoy high level of involvement.

CONCLUSION

In conclusion, leadership is the ability to direct people towards a common goal. Theories of leadership explain how and why specific individuals become leaders. Successful leaders built themselves through learned behaviour and are not born successful. Though there has been much debate on the effective leadership, democratic leadership is the best form of management for the modern workplace. When people are treated equally are likely to be inspired, when they are not treated equally, they are more likely to feel demotivated.

According to Menz (2010), employee performance is influenced by the leadership style applied, which affects the employee ability to achieve organisational goals. As Northouse (2014) points out, a leadership style that motivates employees is essential to achieving superior performance.

As the business environment becomes more complex and uncertain, leaders will need to adopt a new leadership style that emphasizes agility, collaboration and innovation. Leaders must be familiar with ambiguity and experimentation.

As AI and automation take over routine tasks, the importance of emotional intelligence and human skills, such as empathy, creativity and collaboration will increase therefore leaders should make developing these skills in their employees and themselves priority. The future of leadership will require a combination of technical skills and adaptation to the changing business environment to succeed.

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APPENDIX

TASK 2 -REFLECTIVE ESSAY

My career aspiration is to become entrepreneur, and therefore, my own leader. Creating my own business will bring definitely a lot off challenges but the feeling of being my own leader and making my own decisions is very motivating.

Leadership can be defined in many ways since the concept does not have a specific definition, but it is not just about managing people as it is much more than that. A good leader is someone who sets the direction and influence people to follow that direction and someone who also understands the leadership principles and knows how to use them effectively. As a leader I must also possess certain characteristics and traits such as communication, emotional intelligence, self-awareness, integrity or self-confidence. Moreover, it is important to find out what motivates employees, what are their wants and needs.

This course of leadership and management has taught me that leadership is very important and without effective leadership an organisation cannot be successful. I have now better understanding of the leadership styles and what characteristics and traits a leader must possess in order to become an effective leader. For example, one of the most important skills is communication on all levels which also includes knowing when to talk and when to listen to the needs of others. I struggle with public speaking and self-doubt which often results in me not having the right behaviour and actions that I need but this is something I am going to work on and try overcoming my weaknesses.

Based on the eighteen-question leadership style questionnaire my leadership style is democratic-participative which means that this leadership style involves whole team in decision making process, but the leader makes final decision. I consider myself as a democratic leader because I am people-oriented person and I also believe in supporting and listening to people. I think that listening to other people's perspective is important because there is always something new to learn before making the final decision.

I have also learned that there are many different types of leadership styles and theories which determines the quality of each leader and the way they manage its employees as each style has its own advantages and disadvantages. What I belief is useful to have the ability to adopt to all leadership styles depending on the specific situations as every situation needs a different approach.

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.

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
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 ____16____ Democratic Leadership ____27____
 Laissez-Faire Leadership ____15____

Scoring Interpretation

This questionnaire is designed to measure three common styles of leadership: authoritarian, demo- cratic, 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.