

Sport Direct

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

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Executive Summary

Emergent leadership mainly occurs when a group associate is not chosen or selected as a leader but rather than person steps up as a manager within group interaction. The main purpose of this report is to demonstrate the leadership theories and styles in Sports Direct. Therefore, Sports Direct mainly focuses on leadership style based on understanding, knowledge, and experience to be the best leadership skill in the given case scenario. The report has highlighted the styles with evidence of the organization from the website, and leadership in the financial and nonfinancial outcome. Apart from this, the report has demonstrated the compare and contrast of leadership style to identify the areas of weakness and future improvement.

Table of Contents

Executive Summary	2
Task 1.....	4
Introduction.....	4
Company Overview (Sports Direct)	4
Leadership Theories and Style.....	5
Applying Leadership Theory/Style to Sports Direct	9
The concept of Different Approaches and Style identify the personal ability of a leader to fulfill the responsibility	11
Current Leadership Styles and Skills of Sports Direct	12
Conclusion	14
Recommendation	14
Task 2.....	15
Individual Reflective Essay.....	15
Introduction.....	15
Gibbs's reflective model.....	15
Conclusion.....	18
Reference List	19

Task 1

Introduction

Emergent leadership is a new management structure that allows it to arise naturally within the organization (Fries et al., 2021). The chosen company is Sports Direct and the leaders of Sports Direct mainly focus on the development of new opportunities to develop their careers for organizational success. The report has discussed the great man theory, traits, behavioral, and contingency theories to deal with uncertain environments. Therefore, it has demonstrated the best leadership style and skill of Sports Direct to fulfill the responsibilities as a leader. The report has illustrated the leadership skills and approaches to manage the effectiveness of their leadership in monetary and non-monetary outcomes. Therefore, the report has provided suggestions with an action plan for Sports Direct to accomplish the desired results. Overall, Sports Direct focuses on short and long-run plans to improve future performance effectively. Emergent leadership style helps Sports Direct to manage the performance effectively in the marketplace.

Company Overview (Sports Direct)

It is dealing with sports goods. It is a retailer of clothes, athletics accessories, and footwear of different brands. It works with 400 or more stores in different countries. It sells the goods of famous Nike, Adidas, and Puma, and many other sports brands are included in it. Sports Direct International PLC was established in the year in 1982. Nowadays, it is the leading company in the selling of sports goods and equipment (Sports Direct, 2023). It also has its own sports brands such as Karrimol, Kangol, and Lonsdale. Its main aim is it transforms its business into "Selfridges of Sports." It continuously changes its marketing strategies and fashion style to beat its competitors. To target its market it changes the style of promotion and advertising to make a strong relationship with employees and the consumers (Hobgood and Draucker, 2022). They employed **30,353** employees in 2022.



Source: (Sports Direct, 2023)

Sports Direct faced tough competition with local as well as online sellers. The Company mainly focuses on targeting huge audience surfs to gain website experience perfectly at every stage of life effectively (Specchia et al., 2021). JD Sports, Nike, House of Fraser, and Addidas are the main competitors of sportswear. Sports Direct mainly focus on offering a wide variety of products or service at a discounted price to fulfill the customer's need effectively. The Company's main strength is one sports retailer with over 470 stores to maintain a strong position among customer mindset (Elkhwesky et al., 2021). A Sport direct proposition is basic retailing is the best and keeps the simple for organizational performance.

Leadership Theories and Style

A person can inspire a group of people towards a goal. It includes decision-making and setting a positive example for others (Fries et al., 2021). A good leader motivates their employees to achieve their best. Leadership is about the implementation of human assistance for the achievement of goals. There are different theories introduced by famous economists, authors, and businessmen.

- **Great man leadership theories**

The famous historian "Thomas Carlyle" associates this theory. During the wars of Napoleonic, he looked for the sources of direction. In this theory, the author defines that someone set by the

god to the earth "unmistakably" (Durnali, 2022). This theory suggests that the person is born naturally with skills of leadership. This theory assumes that great men are born not made. Leaders are born with the traits of leadership these characteristics are not present in all peoples in the world. The leaders are seen as heroes according to this theory. The importance of individual leadership characteristics is emphasized. It attributes like courage, and vision, which help to inspire other people to achieve goals (Adeani et al., 2020). This theory explains the individuals' roles in history.

Adeani et al. (2020) has argued that the historical evidence mainly supports the idea of innate leadership characteristics in some people and it also focuses on the inspirational effect of the qualities of a person. These qualities can help motivate them as well as in attaining common goals. But, according to Herbert Spencer", the leaders are the environmental product. He said that this theory is unscientific and childish. It mainly represents a deterministic side of leadership and ignores the capacity for advancement and adaptation.

It is essential to identify the significance of innate leadership characteristics and leadership acquires a dynamic connection with inherent traits and environmental elements. Situational leadership theories mainly outline the requirement for adaptability. According to Fries et al. (2021), effective leaders can ameliorate and refine their abilities according to diverse contexts. The deterministic perception of the Great Man Theory mainly oversimplifies the multifarious nature of leadership but restricts its relevance in different situations.

- **Trait theories**

The trait theories refer to the personality of the person (Specchia et al., 2021). It shows how leaders differ from the other people. It discusses the qualities such as personality, intelligence, and attire of the leader. Some trait theories are the below:

Authentic Leadership Theory: The founder of this theory is "Bill George", he introduced this theory in the year 2003. This theory is based on management models. In this, the leaders are seen as the genuine ones, not as heroes. It is like the key driver for finding success. Authentication theory involves approaches and purposes. Things are important to present in the leaders give them respect. The assumptions are included in this theory such as moral perspective, self-awareness, and transparency in the relations (Siangchokyoo et al., 2020). This theory encourages

people to open communication about the topic. It promotes teamwork in the organization. It shows the transparency of working. The main power of this type of leadership is to improve the satisfaction of jobs. These argue against this theory by "KatjaEinola and Mats Alvesson" is if the leaders are transparent in a negative way. This creates huge difficulties and differences between high motivation monitoring and motivation monitoring. The positive facets of this theory mainly focus on genuine leadership, moral perception, and transparency. But the argument of KatjaEinola and Mats Alvesson is also correct and due to negative transparency, there can be the presence of a few obstacles. It is imperative to maintain the balance and make sure transparency mainly improves motivation and business harmony.

Ethical Leadership Theory: Dr. Bill Grace is the founder of the Ethical Leadership. This theory defines the demonstration and promotion of leadership through actions and relations. It is important to the variations of reasons in the company, for customers, and for employees (Fries et al., 2021). Ethics are the most important elements for discussion. This type of leadership is important for the development, reorganization, and understanding of the world of business. This theory's main advantage is it provides transformative leadership quality. It helps the business to gain more effectively (Hobgood and Draucker, 2022). It defines that gave the preference to moral values, fairness, and behavior for approaches and decision-making. This theory is essential for business success and transformative leadership characteristics mainly promote ethical practices. It enhances the efficiency of the company and the main focus is on moral values and fairness. It is linked with the sustainable and responsible approach to making relevant choices. It fosters long-term success.

- **Behavioral Leadership styles/ task theories**

It examines the behavior of the people and analyzes the attitude of the individuals. It is based on the actions of the leaders to resolve the challenges and difficulties in the organization (Durnali, 2022). It inspires the employees in different ways like making a belief that they are a part of the organization and discussing with the employees for decision-making. Some styles of task theory are explained below:

X Theory of Leadership (Autocratic Style): This theory is introduced by "Douglas McGregor". The workers of the companies are normally not inspired to work this is supposed by X theory of leadership. It promotes the autocratic style of leadership. It shows that the operation happens only for the work done (Siangchokyoo et al., 2020). These styles show that work is not liked by the workers and employees always try to keep away from responsibilities. In this theory, Douglas McGregor said for the working growth of the organization employees are implemented by their interests and specialization for increasing their interests. This theory is mainly aligned with an autocratic style and it shows employees have less intrinsic motivation and want to avoid responsibilities. According to Siangchokyoo et al. (2020), this method stifles creativity and lessens the morale of staff. It will result in disengagement and less productivity. According to my personal stance, there should be promotion of a more participative leadership style and it will aid in improving the motivation level of employees as well as creativity. It will enhance the overall efficiency of the business.

Y Theory of Leadership (Democratic Style): This theory was also discovered by "Douglas McGregor" This theory promotes democracy in the firm. It gives equal chance to everyone to give suggestions and bright ideas for making important decisions (Specchia et al., 2021). He said in this theory that it increases the potential of working to work on common goals by the employees. It provides multiple solutions for decision making the leader chooses the best idea for the operation is the advantage of this style. However, the difficulty with this style is that it is too lengthy and confusing. This theory is aligned with the democratic approach and it promotes equal participation and diverse solutions. This approach is beneficial for improving the abilities of employees and aids in attaining common goals. It can create confusion and lengthiness but according to my stance, it is connected with positive effects and mainly focuses on collaboration and different viewpoints for making relevant choices.

Z Theory of Leadership (laissez-faire style): The concept of Z theory of the Laissez-faire style was developed by "Kurt Lewin" The word "Laissez-faire" refers to "let go or let do". It shows the reflection on the characteristics of leadership style. It is an independent work style. In this theory, team members manage their work in their own way (Fries et al., 2021). He said that the employees are least productive under delegation leadership. In this leadership style leaders give

no guidance to the team members. It increases the trust of the employees in the company and gives job satisfaction. According to some critics, under delegation, there should be a possibility that workers can be less productive and have no guidance. But it promotes trust and job satisfaction as well as can create obstacles if direction is absent. It will result in ineffectiveness. My stance mainly agrees with the careful endorsement and it also acknowledges the advantages. However, it also focuses on the requirement for balanced supervision.

Applying Leadership Theory/Style to Sports Direct

The leader of Sports Direct applied the authentic leadership style and theories to manage the operation sincerely (Durnali, 2022). Therefore, it is mainly based on leadership characteristics like exemplifying ethical behavior, developing trust, and sharing positive values to improve organizational performance. Authentic leaders help Sports Direct become more confident while dealing with uncertain working environments (Acton et al., 2019). The leader has a strong sense of self and does not have passion, and naturally, followers are attracted to such trustworthy leadership. A leader is thought to promote ethical conduct and discourage behavior among followers for organizational growth.



Source: (Sports Direct, 2023)

Sports Direct examined the usefulness of authentic leadership style as related to athlete positive affect and prosocially behavior and trust. Therefore, the Company used the path analysis that positive impact on team culture (Siangchokyoo et al., 2020). Authentic leadership style highlights the importance of predicting a range of customers and creates a positive working environment in the Sports industry. Apart from this, Leaders of Sports Direct coaches influential within sports direct influence the athlete's development, emotion as well and morality. The

Company's main purpose is to identify the gap between the leadership style and skill that positively impacts organizational performance effectively (Adeani et al., 2020).

In the Sports industry, authentic leaders maintain transparency and internalized moral perspective to engage people for organizational success. The Company leader is showing their followers positive opinions and self-awareness thoughts impact other people (Philip and Gavrilova, 2022). Authentic leader is not only relatable, but they are true to their values, represent, humbleness, and ethics as well as demonstrate trust. Simply, a true authentic leader understands the situation and takes broad professional opinion to take the right action. The Company leader mainly focuses on motivating the team members to speak freely, making them a part of the decision-making process for organizational enlargement. To become successful, the Manager of Sports Direct disputes between team members and develop new ideas to resolve the issues (Acton et al., 2019). The leader of Sports Direct focuses on the thoughts and ideas of team members to avoid mistakes. An authentic leader inspires staff members to be the same and improve their relationships with others to create a good working environment.

At Sports Direct, Authentic leaders mainly focus on the development of the best environment to gain a self-assessment approach (Specchia et al., 2021). In the sports industry, Sports Direct focuses on accessing the leadership style method and how to improve organizational performance effectively. With the help of skill assessment, Sports Direct focuses on the development of a personal leadership plan with actionable goals, allowing improving, and growing as well as becoming an authentic leader for organizational success. Professional of Sports Direct needs to understand the courses and workshops to teach employees about the changing working style.

To deal with challenging situations like COVID-19, Sports Direct Leader can stay ethical and confident at the same time and comes to value surprisingly positive growth (Durnali, 2022). The Company's main mission and avoid losing the sense of self to create a good impression for organizational success in the marketplace. With intrinsic motivation, Sports Direct mainly focuses on the development of motivational resources to gain a competitive edge. The Company mainly focuses on authentically leading a team, while also second leadership style to maintain balance in the workplace (Acton et al., 2019). Autocratic leadership used to transact with an unauthentic one faces the most difficulty.

Every leader has unique features, does not all managers use the same tactics to survive in the challenging marketplace. Leaders of Sports Direct acting authentically and taking action align with their sense of values, beliefs, principles, and morals (Fries et al., 2021). The Company mainly focuses on the development of a new working environment to accomplish the desired outcome. For this reason, Sports Direct avoids leading employees directly help to manage the decision-making. The Company mainly focuses on establishing a strong relationship with peer groups to take the right action.

The concept of Different Approaches and Style identify the personal ability of a leader to fulfill the responsibility

In the competitive world, the Leader of Sports Direct mainly focuses on approaches of leadership to manage organizational performance (Philip and Gavrilova, 2022). The Company took a forceful and contentious path of growing the brand image in the marketplace. Sports Direct mainly focuses on the development of organizational strategy, and goals, and neglects leadership to get a positive outcome. To deal with the changing atmosphere, the Leader of Sports Direct informed the culture and approach to lackluster staff member care and engagement (McGee, 2020).

With the aligned approach, the Leader of Sports Direct focuses on a sustainable working environment to achieve an influential, inclusive, and nurturing approach to leadership. The Company mainly focuses on teaching us and always learning new things to influence organizational performance effectively (Steffens and Haslam, 2022). The Company mainly focuses on the development of substantial culture, engagement, and overall success in the marketplace to gain a competitive edge. Sports Direct mainly focus on the Group brand including a wide range of world-famous sports and lifestyle brand for organizational success. The Company mainly engages in the division of products under this brand in its store and Wholesale division to maintain its brand image for organizational success (Siangchokyoo et al., 2020).

	52 weeks ended 28 April 2019 (£'m)	52 weeks ended 28 April 2018 (£'m)
Wholesale	136.0	154.3
Licensing	27.5	32.0
Total Revenue	163.5	186.3
Cost of Sales	(95.5)	(113.8)
Gross Profit	68.0	72.5
Gross Margin %	41.6	38.9

Source: (Sports Direct, 2023)

The operating cost of Sports Direct decreased by 16.3% to £35.4m. The Company mainly focuses on the development of an elevation strategy to manage several opening stores to improve the customer experience. The Company focuses on multi-fascia sites with different concepts to survive in the market for the long run (Fries et al., 2021). Leader of Sports Direct focuses on estimating the relocations over the coming year of financial year end in the United Kingdom, including delivery to potential clients. To become successful, the Manager of Sports Direct anticipates the new stores and format to deliver a positive experience for organizational growth (Markkanen et al., 2020).

The Leadership of Sports Direct regard to quest for success of sports team in competencies within and outside the organization. The Company mainly focuses on managing the managerial and administrative work to gain a competitive edge (Elkhwesky et al., 2021). As a leader, the Leader of Sports Direct focuses on activities to perform the work activities and resolve the athlete's problem effectively. In contemporary situations, the Manager of Sports Direct focuses on financial and non-financial situations to achieve a desired outcome. The Company's main purpose is to represent the directing forces in a club to influence people toward organizational performance.

Current Leadership Styles and Skills of Sports Direct

Leadership style and leadership skills are two different terms that both work to guide and inspire a group of people toward the success of their goals (Philip and Gavrilova, 2022). But, both have some differences leadership style is an organized method used by the leaders to motivate and provide guidance to the people. Leadership styles determine the implementation of plans and strategies designed by the organization to achieve its goals. The styles of leadership define the strategies and relations of leaders with their team members. Therefore styles help to know the effectiveness of leadership and the loyalty of the follower (Steffens and Haslam, 2022). Whereas,

leadership skill refers to the capacity of a person to give direction to a group of people (Sports Direct, 2023). It shows the strengths of the people management roles in encouraging the group of people.

The set of skills includes communication, negotiation, decision-making, and many more. The skills present in the best leaders are creativity, critical situation management, relation building, adaptability, and attention-attracting personality (Ratten, 2020). In the real world, Sports Direct mainly focuses on the best leadership style/skill to acquire the skill and knowledge to accomplish the desired outcome. The Company also motivate team member to develop professional career or leader in the sports industry for organizational success. In the Competitive marketplace, the Leader of Sports Direct organizes an exclusive event to improve the performance of the organization effectively. Through effective communication, the Leader of Sports Direct communicates with team members to share their opinions on the right action. The sports industry is a highly competitive market that results in the market (Markkanen et al., 2020). The Company mainly focuses on the development of a comfortable working environment to mitigate doubts among team members at the workplace. There are some differences in leadership skills and leadership is discussed below:

Differences in leadership styles and leadership skills

Basis	Leadership Styles	Leadership Skills
Meaning	It refers to the behaviors of the leaders. It works on the behavioral pattern employed by leaders to guide the team members (McGee, 2020).	Leadership skills are the person-developed tendencies to guide a team and organization to achieve its aims.
Definition	Leadership style is an approach by the organization to provide direction, motivate employees, and plan implementation (Elkhwesky et al., 2021).	Richard and Engle's leadership is all about positive vision, creating the environment and values of embodying.
Objectives	The main objective is proper management in the organization, working towards a common goal,	The objectives of leadership skills are to become a good mentor, make good connections, and show confidence in

	achieving organizational structure, etc (Markkanen et al., 2020).	effective communication (Philip and Gavrilova, 2022).
Types	There are four types of leadership style are autocratic, democratic, laissez- faire, paternalistic.	the qualities of leaders are treated as types like communication, emotional intelligence, decision-making, etc.
Examples	Coaching, servant, and situational are some examples of leadership styles (Steffens and Haslam, 2022)	Empowerment, indignity, and forward-thinking are examples of leadership skills.
How to develop	By analyzing the different types of leadership styles, and identifying our weaknesses organization developed its leadership style	By identifying their weaknesses and strengths and working on them with confidence individuals develop leadership skills (Ratten, 2020).

Conclusion

The report has examined the critical leadership theories and leadership styles used by the organization for the success of its business. Some organizations manage their strategies and marketing more effectively is planning gives huge growth in the market. The above-mentioned leading sports seller company also has planned strategies. But in the period of cutthroat competition, it is not enough for the company. Moreover, Sports Direct mainly focuses on the development of strategies to overcome the challenges of the sports industry. The report has evaluated the leadership style and skill compare and contrast to understand the difference between financial and nonfinancial leadership. So, Sports Direct has to change its strategies and marketing plans to reach on top of the market. It identifies its target market and must target specific customers. These types of companies should give offers to the consumers for the promotion or advertisement of the companies' brand.

Recommendation

In Europe, Sports Direct is the biggest retailer of sports and fitness footwear to improve organizational performance. The Company must develop a friendly environment to engage people for the ultimate destination for sports and fitness. In the sports industry, Sports Direct's main aim is to serve, support, and inspire the team members to bring everyone as best. It should

change its strategies marketing and increase more interest of consumers by advertising through sports events like the Olympics, the World Cup, etc. Nowadays the advancement of technologies growing rapidly and marketing is done digitally. Sports Direct used product insight in the past with prospectus campaigns to enhance organizational performance effectively. So, Sports Direct should combine traditional marketing ideas with social media for digital marketing. These are the suggestions for external changes but internal changes also affect the success of the organization. It makes a relationship with the sports organization. Alternatively, the managers of the companies must communicate with sports organizations to increase their market. In the post-pandemic, the Leader of Sports Direct mainly focuses on several good impressions on social media sites to improve organizational performance. To fulfill the customer needs, the Company should continue changes in the quality of products or services for organizational enlargement. The company should pay attention to the internal processes it tries to provide a healthier and happier environment to the employees. It distributes the work of the employees according to their specific skills and interests (Lyubykh et al., 2022). The leaders in the company would be encouraged by our teammates for their efforts. The quality of a good Leader is to take the opinions of team members for deciding for the firm and also appreciate the bright ideas. Company that modifies their technologies and working workplace strategies has reached the top of the market. It provides rapid and effective growth in the success of the goals.

Task 2

Individual Reflective Essay

Introduction

The essay has illustrated the reflective model to share the learning journey with aspiration as a leader and identify the strengths and weaknesses of emergent leaders for future growth.

Gibbs's reflective model

Gibbs's reflection model explores self-reflection to understand the personal journey of a leader in the reputed firm Sports Direct (Amankwaa et al., 2022). Through this model, I will share my knowledge, life, and understanding from conducting the project. This model was developed by Graham Gibbs in 1988 to explore the learning experience and journey for future growth. This

method helps to understand the improvement, need for leadership style, and effective style suitable for me, as well as my strengths and weaknesses as an emergent leader. Through the leadership styles, I will develop my skills and knowledge to improve my academic as well as professional knowledge to complete the task within the estimated timeframe.

Description: During higher education, the tutor provides an emergent leadership skill in the workplace assignment as a group task. Apart from this, the tutor provides guidance and direction to the entire team member to complete the project on time. I am going through self-evaluation so I will decide to become the team leader of this assignment as well as understand my efficiency to complete the task on time. Moreover, I will focus on secondary research to decide the specific organization of the UK to incept the report writing. My role is an emergent leader to analyze the technical, financial, and non-financial as well as visibility of Sports Direct in the sports industry. To complete this assignment, I will focus on gaining information from the professor about the distinct leadership styles and approaches to complete the task for future growth. To deal with situations, I always try to update my knowledge, understanding, and skills for organizational success. It also helps assessment to identify the strengths and weaknesses of leadership style to accomplish the desired outcome (Lyubykh et al., 2022). Moreover, this analysis helps me to identify the competitor to understand the opportunities it has in business in the sports industry.

Feelings: I always felt confident and able to conduct good research to complete the leadership skill, style, theories, and model in the context of Sports Direct. Before the commencement, I think my analysis of the self-reflection assignment to identify the weaknesses and strengths for future growth in academic life (Amankwaa et al., 2022). I had a feeling of confidence while delegating the task to team members for conducting this assignment. Moreover, I also think about ways to enhance the level of research and collection of valuable data from the official sites of Sports Direct. This analysis helps me to compare and contrast the leadership style and skills to understand the responsibilities of team members within the specific project. Therefore, the above task helps to assess to identify the duties and responsibilities of a leader in comparison with a sports industry player.

Evaluation: In this step, I will focus on critically evaluating the concept of leadership skill, style, theories, and models to improve the quality of assessment. I am also capable of recognizing the table and techniques used by Sports Direct to improve performance. As a team

member, I unable am to compare Sports Direct's performance with its competitor to understand its position in the marketplace (Ardian et al., 2019). In this research, I can analyze the best leadership style for Sports Direct to accomplish the desired outcome for future success. Moreover, I managed the information and checked with seniors as well as tutors to collect feedback to improve my performance effectively. As an emergent leader of Sports Direct, I am not able to identify the contingency that affects the organizational activities. I will always focus on my strength to complete the task on time. With good communication skills, I will communicate with team member to listen to their idea, opinions, feelings, and thoughts to improve the future of the organization. I always try to develop a questionnaire to resolve my queries with the lecturer during classes to complete the task within the estimated timeframe.

Analysis: In this stage, I always focus on assessment and support from the professor to complete the task within the estimated timeframe. The lecturer provides us with direction and guidance in the context of leadership style, theory, model, and theories to deal with situations. I will focus on primary research to collect desired information on the leadership style of Sports Direct to improve organizational performance (Lyubykh et al., 2022). I think the contingency leadership style is effective in dealing with uncertain situations in the organization. To accomplish the desired outcome, I always need to get support from team members to continue with my project in the future. The above research and analysis help me to understand the weaknesses and strengths of organizational as well as personal enlargement. I always try to reflect on the experience with team members to enhance the quality of research. Despite this, I will also identify the strengths and weaknesses based on the analysis of this project (Chang, 2019).

From the above analysis, I will try to learn many things about the manner to do business effectively. Through this analysis, I have learned new skills of analysis, coordination, teamwork, and learning to gain proper knowledge about leadership styles and theories for better growth in the marketplace (Ardian et al., 2019). Moreover, I think to become a successful leader, I always try to create a positive atmosphere to complete the task within the estimated timeframe. I could decide to study thorough analysis as well as understand the tools and techniques for organizational success.

Action Plan: At last, I will focus on the development of a positive atmosphere that needs to be done differently for organizational success. Moreover, I should develop a good leadership style

and theories to develop my abilities and efficient research for organizational success (Amankwaa et al., 2022). To deal with changing situations, I would also improve my knowledge and learning for positive encouragement for myself. I need to improve my skills to be improved in the future and complete the task successfully on time (Nurlatifah et al., 2023).

Conclusion

In conclusion, during the Sports Direct project, the reflective journey has been using Gibbs's model. It has provided valuable insights into my growth as an emergent leader. It has been evaluated that recognizing strengths and weaknesses, embracing continuous learning, and fostering a positive environment are key takeaways. The experience is mainly highlighting the importance of adapting leadership styles for future success and continuous improvement.

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