



Emergent Leadership Skills for the Workplace

BA LEADERSHIP AND MANAGEMENT SKILLS FOR THE WORKPLACE

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Abstract

This essay explores key leadership responsibilities and the critical objective analysis of one's strengths and limitations as far as filling up leadership positions in the workplace in alignment with leadership styles. It seeks to demonstrate an understanding of the culture in a workplace to improve an individual's capacity to operate within the sustainability aspects and norms of an organisation. Since sustainability is crucial for a successful delivery of change in an organisation, CSR need leadership to re-enforce the required change. The essay also analyses and explores the importance of emergent leadership skills for workplaces.

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1.0 Introduction

Leadership, has several controversies surrounding its definition although it works within common grounds such as groups involving influencing, guiding and directing groups, and consisting a hierarchy in a group with a leader being on top no matter how flat the hierarchy is (Northouse, 2004). There is a belief that leadership styles influence the organization's performance (Ulgen & Mirze 2006) making this a subject of interest to several academic practitioners and researchers (Giambatista, 2004). In addition, based on the type of organization, its followers, environment and stake holders, leadership styles have been developed (Karavelioglu, 2014) which tend to have an inclination on organizational outcomes of a critical nature such as performance, satisfaction and commitment (Kirkpatrick & Locke, 1996).

2.0 Case study

Stanbic bank Uganda

Stanbic Bank Uganda was founded in 1906 in India and later started operations in Uganda under the brand name, Grindlays bank. After the standard bank group acquired it in 1991 the name Stanbic bank was given to the new subsidiary. After acquiring 90% of the shares in the Uganda commercial bank, along with it came its 65 branches and merged this with the other newly acquired subsidiary Stanbic bank Uganda Ltd, after floating 10% of their shares, a move to divest the government's ownership of the bank in 2007. Later in 2018 the bank made a move to reorganise its corporate structure and the name was changed to Stanbic bank holding limited. Stanbic Bank is known to build a team of committed and strongly engaged employees by ensuring that a good relationship exists between the employee representatives and the management team. Subsequently the bank strategically aligns the management of its human capital to ensure high ethical and performance culture in client focused working environments. By the end of the financial year 2018, the bank had 1665 employees operating a balance sheet of US\$ 5.4 trillion from servicing 522,972 customers, in the now 69 branches of the banks within the country and a market capitalisation of US\$ 1.59 trillion (Stanbic Bank Holdings limited, 2018). I worked there in the capacity of a private banker.

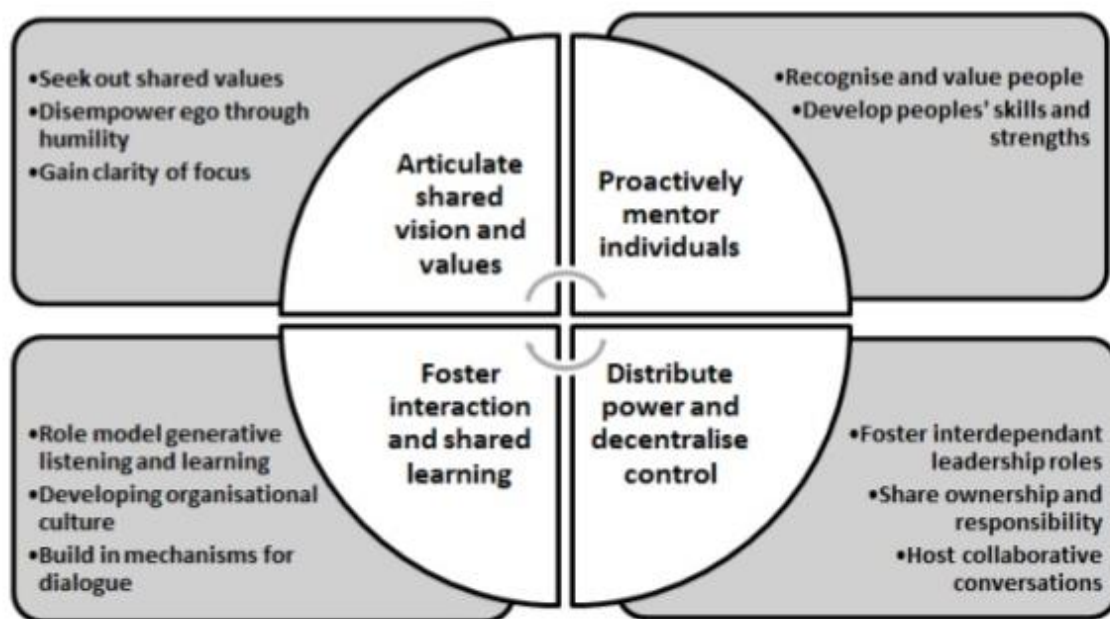
2.1 Emergent leadership

Emergent leadership involves a phenomenon where one individual rises to leadership from an entire team of people in an informal way and hence assuming leadership positions while executing duties of a leader in a workplace (Cogliser *et al.*, 2012, p.753). Often emergent leadership is affected by social interactions which necessitate informal responsibilities of leadership (Gerpott, 2019). While the emergent leaders exhibit a lot of influence over their colleagues they may not necessarily have been given any formal authority (Schneider and Goktepe, 1983).

2.2 Emergent leadership skills

The evaluation of one's ability to emerge as a lead is hinged on good communication skills; the ability to clearly articulate the shared vision as shown in figure 1 below, mentoring skills, decentralisation and distribution of power, and fostering interaction to encourage learning (Jansen, 2015). He asserted that, while articulating the values and vision, an emergent leader looks out for shared values and with humility, gains more clarity and in the process, they recognise individual members' abilities and strengths. Furthermore, emergent leaders tend to facilitate the existence of interdependent roles while taking the lead in active listening, share responsibility to develop the organisation culture and hence establish opportunities for dialogue involving collaborative conversations.

Figure 1. Emergent actions that enable self- organisation



Source: Jansen (2015)

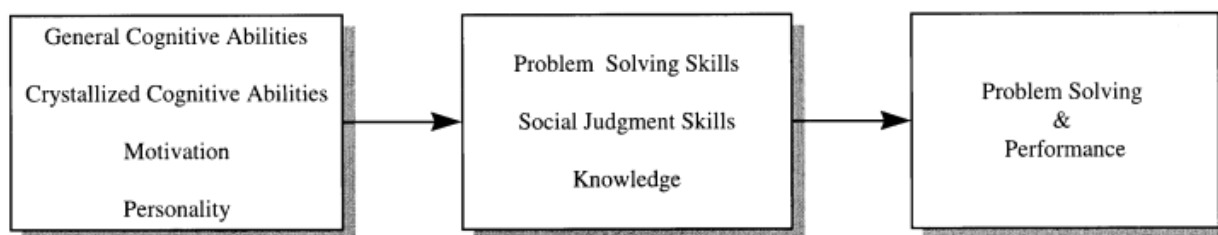
Additional skills such as problem solving, decision making, taking effective action, strategizing and building and team building are a necessity while evaluating one's ability to emerge as a leader (Sylvester, 2015).

Knowing that the abilities of a leaders affect how they behave and perform in an organisation is fundamentally key in the selection and development of the required leadership skills to advance the organisation goals. This is evidenced in the various person-centred leadership approaches such as the behavior approaches (Fiedler & Garcia, 1987; Fleishman & Harris 1962) seeking to address the characteristics of a good leader. Several of these studies have taken an assortment of approaches in scrutinising the links between characteristics of a leader to a number of criteria such performance measurement, and other capacities of a leader such as the personal attributes, cognitive abilities and the necessary motivation for effective performance (Connelly *etal.*, 2000).

3.Mumford's Capabilities Model of Leadership

Mumford' multi- faceted capabilities model of leadership focused on the factors influencing effective leadership, particularly the capabilities and characteristics. Furthermore, the capabilities model denotes the existence of a link between a leader's knowledge, social judgement and problem-solving skills and a direct determinant in problem solving and consequent performance. As suggested by Mumford *etal* (2000), my knowledge and skills would then be determined by attributes such as crystallised and general abilities, personality and motivation. And that leadership capabilities such as performance and problem solving are greatly affected by both environment and career experiences, as they have the potential to enhance or constrain one's behavior, skills utilization and capacities.

Figure 2. Mumford's Capabilities Model of Leadership test



Source: Connelly *etal* (2000)

The capabilities model test in figure 2 gives a depiction of a mediated leader capacities model, and direct link between universal cognitive abilities, motivation, personality and mediation alongside solving complex problems. It also implies the direct influence of motivation, cognitive, personality and problems solving on the leaders' behavior (Connelly *etal.*, 2000).

As stated on www.theugandanjobline.com (2018) my role as the head of private banking would require me to show capability to handle the customer base in private banking, solve their problems, represent private banking country wide (represent the values of the group) and value proposition. Furthermore, the leader or head of private banking takes accountability for the whole private banking section performance, generates ideas of building, communicating and delivering value proposition. They also run private banking suit on a day today basis.

3.1 Multifactor Leadership Questionnaire (MLQ)

MLQ is a questionnaire often used to evaluate leadership style of bank managers (Raiz *etal.*, 2017) Furthermore, bank managers in the private sector such as the head of private banking in Stanbic bank often use the transformational style of leadership in contrast to those in the public banks who are transactional leadership oriented. Also, the Pygmalion effect (a self-fulfilling projection of oneself as either positive self-labelling that come with potential of negative self-labelling in the absence of potential and hence the respective success) is used in the bank's revenue generation among their employees.

Being assessed for a leadership position in Stanbic bank subject one to their evaluation in the transactional, transformational and Laissez-faire leadership style, giving one a chance to evaluate their self-perception as far as leadership styles are concerned and a 360-degree feedback as denoted by (Avolio and Bass, 2004). In addition, the advanced MLQ often referred to as MLQ-5x is used 3 transactional, five scalable, one laissez-faire with a total of three outcomes. Scales such as inspirational motivation, representation of the vision as leader with articulacy, being positive, idealised influence positive attributes, confidence and trust, and intellectual stimulation.

The full range leadership form the combination of all the scales (Avolio & Bass, 2002). This ha lead to the development of the FRLD (Full range leadership development program) which has proved to be affective (Weber and Kelloway, 1996).

4. Leadership theories

Leadership theories have evolved based on many grounds such as from being personality based to being behavioral base (Nahavandi, 2006) and on grounds of school of thought for example, great man and trait's theories into the transformational leadership with several other styles such as the ethical, visionary and theories like behavioral, trait, attribution and situational theories along with transformational versus transactional theories (Abramson, 2007).l

Figure 1: The evolution of leadership theories from the Greatman's theory to the transformational leadership.

Great Man Theories	Based on the belief that leaders are exceptional people, born with innate qualities, destined to lead. The use of the term 'man' was intentional since until the latter part of the twentieth century leadership was thought of as a concept which is primarily male, military and Western. This led to the next school of Trait Theories
Trait Theories	The lists of traits or qualities associated with leadership exist in abundance and continue to be produced. They draw on virtually all the adjectives in the dictionary which describe some positive or virtuous human attribute, from ambition to zest for life
Behaviourist Theories	These concentrate on what leaders actually do rather than on their qualities. Different patterns of behaviour are observed and categorised as 'styles of leadership'. This area has probably attracted most attention from practising managers
Situational Leadership	This approach sees leadership as specific to the situation in which it is being exercised. For example, whilst some situations may require an autocratic style, others may need a more participative approach. It also proposes that there may be differences in required leadership styles at different levels in the same organisation
Contingency Theory	This is a refinement of the situational viewpoint and focuses on identifying the situational variables which best predict the most appropriate or effective leadership style to fit the particular circumstances
Transactional Theory	This approach emphasises the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers
Transformational Theory	The central concept here is change and the role of leadership in envisioning and implementing the transformation of organisational performance

Source: Bolden et al (2003)

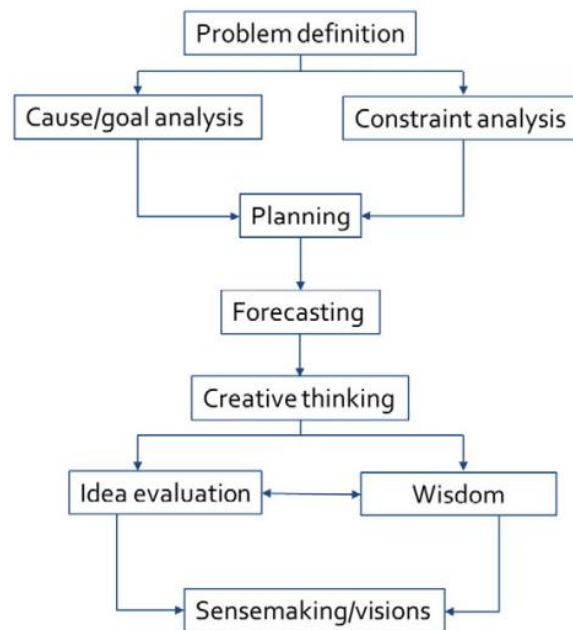
5. Leadership skills

There are nine skills according to Mumford *et al* (2017) that a leader should have; skills such as defining a problem, goal/cause analysis, planning, constraints analysis, innovation, forecasting, creative thinking, envisioning and wisdom see figure 3. Although Hogg (2001) is of the view that for me to take up responsibilities as a leader in the organisation, it is important to align myself with the preconceived idea of perception of the leader that the group wants.

Figure 3 above shows the assumption that is often made to imply the existence of a causal link between the nine leadership skills. It is however hard as Mumford *et al* (2017) denotes to understand the generation of application plans in the absence of constraints, goals and cause analysis in the same sense as evaluation taking place before idea generation and creative thinking. Therefore, goal/cause analysis, come after problem definition, using constraints analysis as a pivotal point in planning. These in turn facilitate opportunities forecasting and or creative thoughts among leaders. Ideas are evaluated using the wisdom, making sense and formation of the vision of the company, in this case Stanbic bank (Mumford *et al*, 2017).

Interpersonal skills have become a necessity for effective leadership (Goleman, 1998). Leaders must be able to inspire and motivate their subordinates in today's services focused industries as opposed to the traditional perception of a leader as just one who plans, controls and oversees the general running of the organisation. It is necessary for leaders to engage their subordinates to create a sense of importance and having a stake in the business as well as positive attitude among employees in an organisation (Hogan *et al.*, 1994). Contemporary requirement in leadership skill have exerted pressure on companies to train and develop leadership skills as well as identify the potential of employees in an organisation (Fulmer, 1997).

Figure 3. The nine leadership skills



Source: Mumford *et al* (2017)

Research done for over a century about leadership shows that the success of any organisation is dependent of the leadership of the managers (Wang *et al.*, 2011) with particularly CEOs being responsible for 15% of the fluctuations in the organisation's financial performance, (Nohria *et al.*, 2003). Leadership is pivotal in products innovation of an organisation, with transformational leaders have a greater impact on the innovation performance in other words determining the market share, asset return rate, profit objectives, investment return rate and sales of a product (Chen, Yang *et al.*, 2014).

6. Leadership styles

The full-scale leadership model commonly referred to as the multifactor leadership model (Bass & Avolio, 1994) incorporates the transformational, transactional and laissez-faire leadership styles.

6.1 Transformational style

Leaders who use this style, have mastered the art of charming which is vital for ensuring the success of any of their missions, by focusing on dealing with employee's needs to foster their growth and achievement within the organisation (Wang *et al.*, 2005; Zacher *et al.*, 2014). As such, the intrinsic motivation generated by employees shift their interests towards the organisation rather than themselves.

The use of bonuses in Stanbic bank (u) ltd (Stanbic Bank Holdings limited, 2018) is a typical display of the transactional style of leadership where management by exception passive, contingent reward and management by exception of key as posited by Bass and Avolio (1997), although the passive and active aspects splits the difference and hence the impossibility of having an overlap between both components of the transformational leadership style according to Ryan and Tipu (2013).

Management by exception active and the contingent rewards tends are the main components of the active transactional leadership style where the corrective actions and extrinsic rewards are regularly practiced (Walumbwa *et al.*, 2008) and it encouraged hard work, as opposed to passive transactional

type where management by exception passive and alternative punishment are used to exert pressure on employees to deliver results (Podsakoff et al., 2006).

6.2 Transactional leadership.

The transactional style of leadership is entirely bent on the social exchange that exists between leaders and followers (Bass and Avolio, 1993). Furthermore, to a certain degree, just like the transactional leadership, it relies up on punishment and rewards to get the job done whilst focusing on organisation, supervision, group and individual performance management, with the leader keeping close monitoring of employees to ensure compliance.

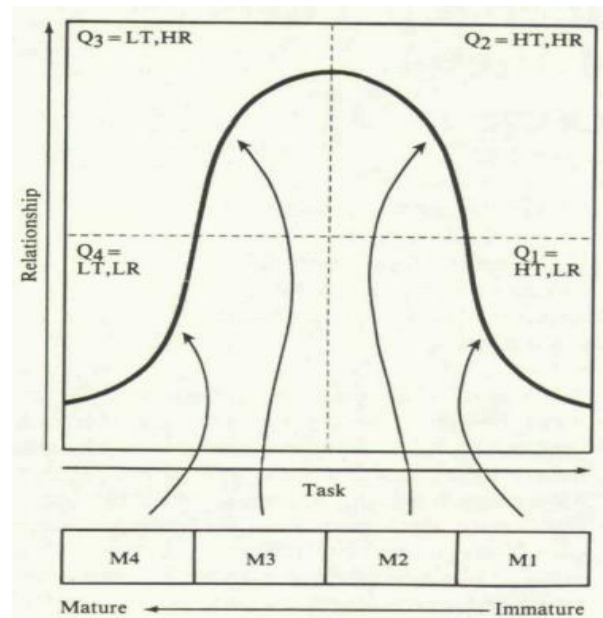
6.3 Laissez-faire leadership style

In this style of leadership, the leaders tend to pass up responsibilities and avoid decision making and often fails to manage responsibility (Chaudhry and Javed, 2012). Research has shown the negative dispositions associated with this type of avoidant style of leadership which in essence does not show any sense of leadership as suggested by Harland *etal* (2005). It is ineffective in comparison with transactional and transformational styles of leadership (Goodnight, 2004).

7. Situational leadership model

The leadership life cycle theory which later became the situational leadership theory was developed by use of classical behaviours of leaders, consideration (C) and initiating Structure (IS) to formulate the situational leadership model banking on relevance of maturity of a task to the subordinates to influence a leader's behaviour (Hersey & Blanchard, 1969)

Figure 4. The figure shows the situational leadership model



Source: Hersey & Blanchard (1977)

In the figure 4 above, the argument that an arced relationship exists between behaviour and maturity, as well as between task behaviour and maturity (Hersey & Blanchard, 1981, p. 204) although the later model of situational leadership model (Hersey and Blanchard, 1982) exhibit maturity and task behaviour dimensions at the horizontal axis, which is the direct opposite the direction of both or either maturity components and task dimensions. Both ability and motivation comprise the universal

determinant of maturity in the situational model although they are not implied as the direct cause of poor performance in organisations.

8. Whitbread Annual Report 2018 analysis

Whitbread is the current owner of Premier Inn and Costa brands, running 785 hotels in the UK and 2422 Costa shops in the UK. With a business strategy based on firstly growing and innovating, secondly strengths to grow on an international level, and lastly establishing sustainability of the growth, the company offers its customers a great service, under a well planned and followed capital management system and corporate responsibility strategy.

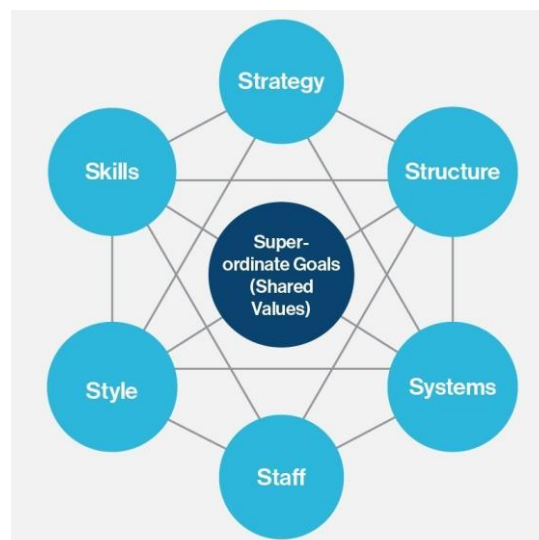
Whitbread has a vision of maximising customer growth by constantly making innovations in their products and services and ensuring customer satisfaction and corporate social responsibility is maintained. The company ensures sustainable group performance by applying measures to monitor performance like profits before tax and total revenue along side APMs, which are often internal. Over that last four years, Whitbread has registered a considerable growth of up to £687M with an underlying profit before tax of £103M.

The company's profits from business operations have increased by £118M, whilst increasing the statutory profit before tax by £84M. The overall return on capital and operating capital has reduced by 0.3% over the last four years with dividends increasing by 18.95p. The company has managed to increase its discretionary free cash flow by £53M whilst reducing its capital expenditure by £55M. Through these measures the company has been able to increase the statutory basis earning per share by 35p in relation to a 46p increase in the underlying company earnings per share.

8.1 McKinsey 7S Framework

McKinsey 7S Model is used to analyse features of the company that are key in meeting the company's expectations. These 7 characteristics are examined through 7 people centric clusters: Structure, staff, system, strategy, skills, style, and lastly the shared values. These are aligned with both the future and current state of each feature and in turn the existing gaps are identified, and targeted solutions are implemented (Rouse, 2017).

Figure 5. An illustration of McKinsey 7S Framework



Source: Rouse (2017)

The transformational leadership model as characterised by the leadership in the Whitbread report (2018) indicates the alignment of the transformational leader with McKinsey 7S model features such as Structure, staff, system, strategy, skills, style, and lastly the shared values for effective

interpersonal relations management, communication problem solving and organisational success. These are elements often present in service industry organisations and must be observed jointly (Singh, 2013). As shown in figure 5 above, McKinsey's 7S framework gives companies a strategic approach to the human resources management, by aligning the 7 aspects of the company to ensure company success. The joint consideration of these 7 interrelated features facilitates opportunities for the integration of the organisational strategy and human resources practice (Talwar, 2006, p.210).

Every company has staff members who require motivation and development, and these are greatly impacted by the style in other words behaviour and actions of the senior leadership of the organisation. How the top leaders conduct themselves often ripples down into other stake holders in the organisation and specifically the staff (Singh, 2013). Several scholars postulate that development and promotion of shared values within the company of critical importance to its success (Armstrong, 2008; Adair, 2009).

However, without systems often denoted as procedures and processes, its is inevitably impossible to conduct a successful business (Murphy *et al.*, 2010). Organisations structures have a major role in communication and as such tall hierarchical structures tend to be disadvantageous to communication and very adamant to market changes as well as demotivates employees (Dlabay *et al.*, 2011). A company must have a strategy in order to meet its business objectives (Johnson *et al.*, 2005) and ensure that the required capabilities, competences and skills set are within reach to meet the company objectives (Schuler and Jackson, 2008). See below for the Whitbread analysis using the McKinsey 7S model.

Table. 1 McKinsey 7S model

Elements	Present	Future	Gap Description
Staff	a) 500,00+ employees engaged through your say survey. b) Engaging only the winning teams.	Having a sustainable staff retention through career development and opportunities.	a) Identification of the right approach to staff engagement. b) There seems to be no room for engagement of the underperforming staff members.
System	Failing systems and support centre environments.	Procurement of an HR system that makes all information available to all staff.	a) Lack of access to information b) Knowledge limitations in using the existing HR system.
Structure	Tall structure where goals and values are set from the top.	Continuity of corporate governance as an integral part of the organisation	a) Absence of accessible information to staff at lower levels as the system in place is already failing.
Strategy	a) Use of plastic which is not environmentally friendly. b) participate in CSR c) Launching the force for good program.	a) Innovation b) International growth c) sustainable growth	a) the need to invest more in Rn D
Skills	Winning teams are given trainings and career development opportunities.	All staff to be retained, developed and offered career opportunities.	Absence of capability assessment tools in practice like the MSQ tool.
Style	Use the transactional leadership of rewards to motivate employees.	a) Involvement of non-executive member in the day today running of the business. b) Realtime board members update on customer perception.	Absence of real time performance monitoring systems which directly provide feedback to the directors.

Shared values	The unanimously agreed to allow directors engage in day to day activities of the business	Still working on creating these opportunities	communications breakdown
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Source: author

8.2 Whitbread Vs Stanbic bank leadership style and approaches

Approach

Both CEOs apply a people centric approach straight from the staff recruitment and pay where a 50:50 gender gap pay ration is the set target they are working towards, to the product and services development aimed at enabling everyone to work and live well as the case is in Whitbread and building a business strategy that is client centred.

IT systems

With challenging business environments and failing HR systems, the CEO of Whitbread is choosing to invest more into IT systems in order to maintain the lead in the UK brand leadership, deliver business growth on both the international and local level as well as implement efficient work processes through the use of technology. The Stanbic bank CEO has invested heavily in IT systems to improve the bank's efficiency, minimise banking risks and cost effectively serve the banks customers.

Corporate social responsibility

The CEO of Whitbread introduced the Force for Good program, a corporate social responsibility program to enable every one to live and work well. This program is broken down into Opportunity, Community, and lastly responsibility. As for Stanbic bank CEO, his CSR was focused on improving the education sector, with emphasis on those who are under privileged and launched the SME incubator to empower small and medium entrepreneurs.

Strategic priorities

Whitbread's CEO places emphasis on three major strategic priorities; Growth and innovation in Whitbread UK core businesses, capitalising on the company's strength to implement growth and lastly Building the platform and capability to ensure sustainable growth. Stanbic bank implements a strategic priority in form of: Collective growth and deep client relationships, Live the L.O.V.E oath, and Proactive risk management across the bank's activities. In both scenarios, the CEO ensure the existence of clearly defined priorities to follow for successful business growth.

SWOT analysis.

From a SWOT analysis point of view, both CEO seem to be emphasising the importance of people whether clients or staff as a feature of strength to the business, do not negate the weakness in their technology and IT systems and therefore use practice of corporate social responsibility as an opportunity to improve their clients' perspective of the business(present the companies as people centred companies) and lastly focus people (staff for efficiency in products and services delivery and clients relationship management and CSR) to mitigate the threats in form of risks.

Leadership style

Both CEOs tend to apply the full range leadership theory and the situational leadership model involving both the transactional leadership style which works with rewards and punishment and the transformational leadership style which uses reward and motivation. The SLM encompasses several leadership approaches (Butler & Reese,1991).In Both CEOs exhibit transformational leadership styles which focuses on improving levels of employee performance through appealing to the employee's needs (Bass, 2000) as shown in the case of Whitbread where they believe that everyone should live and work well and as for Stanbic bank, The CEO keeps emphasising the operation of the bank in a people centric manner for example

The bank continues progress in the areas of innovation, digitisation, providing support to SMEs as it invests in people. Since the two styles are known to be complimentary on of another (Bass, 1985) even though Burns (1978) urges that the two styles are opposite one another.

9. Conclusion and recommendations

It is critical to implement a directive style of leadership in highly structured companies Whitbread and Stanbic bank because of its level of efficiency and effectiveness in the sense that it enables leaders to develop relationships with their subordinates, a critical skill in identifying the coaching and mentoring needs of employees in a company and at the same time, a platform for employee satisfaction. Whether transformational, autocratic or transactional, a leader should be able to adopt participatory leadership styles to create opportunities for engagement with employees and give them an entitled level of stake in the business operation; thus a sense of owner ship that encourages participation which innately facilitates good decision making (Jain & Chaudhary, 2015).

Sustainable profitability in high structured organisations is as important as capital generation and innovation as it facilitates both organisation and profit maximisation, giving leaders a mandate to focus on the transformation and efficiency aspects of the business. The leaders are they obligated to innovation of products and services to compete favourably with in the banking and hospitality sector (Karavelioglu, 2014).

Whitbread management should consider using other approaches such as a one to one approach that can give a 360 degree feedback and in the case of ensuring the performance of local managers, they may need to use a more commendable tool to measure leadership capability of the manager such as the MSQ tool. Furthermore, there is a need to create a universal and user friendly platform for all staff and directors to get a real time feel of the day tod ay operations of the business aswell as invest more in R&D to minimise damage caused by the company products to the environment.

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