



# **BMSW6101**

## **Emergent Leadership Skills in the Workplace**

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## **Executive summary**

Ricardo PLC leadership practises and plans in light of the current pandemic and uncertain economic climate is discussed in this report. The annual reports of Ricardo PLC demonstrated a focus on adaptable leadership, transparent communication, & strategic thinking. The company's website highlighted the leadership styles of inclusive decision-making and transformational leadership the company's website, the leadership styles of inclusive decision-making & transformational leadership were highlighted. Press releases and news reports praised the leadership for their flexibility in handling difficulties, which suggested successful crisis management and open communication. Through consistent revenue streams and ongoing profitability, Ricardo PLC demonstrated resilience and adaptation in the financial arena, which is an indication of strong leadership decision-making. Non-financial performance metrics showed a dedication to fostering innovation, sustainability, and employee involvement, which further reflected good leadership techniques. These included short-term initiatives like digital upskilling and crisis communication training, mid-term projects like inclusive leadership workshops and change management certification, and long-term plans like developing an Emergent Leadership Development Programme and implementing organisational agility initiatives. Complex problem-solving, emotional intelligence, & digital leadership were highlighted as future-ready abilities that are necessary for the leaders of Ricardo PLC to successfully handle uncertainty.

## Table of Contents

|                                                                               |           |
|-------------------------------------------------------------------------------|-----------|
| <b>Executive summary .....</b>                                                | <b>2</b>  |
| <b>Introduction .....</b>                                                     | <b>4</b>  |
| <b>Critical Evaluation and Practical Application .....</b>                    | <b>5</b>  |
| Background of Ricardo PLC .....                                               | 5         |
| Critically Evaluate Leadership Theories/Styles .....                          | 6         |
| Contingency or Situational Theories .....                                     | 7         |
| Power and Influence Theories.....                                             | 8         |
| <b>Effective Leadership Skills for Navigating Uncertainty and Crisis.....</b> | <b>10</b> |
| <b>Analysis of Organization's Leadership Response to Uncertainty .....</b>    | <b>11</b> |
| <b>Comparative Analysis of Applied and Effective Leadership Styles .....</b>  | <b>13</b> |
| Effective Leadership Styles and Skills .....                                  | 13        |
| Visible Leadership Styles and Skills.....                                     | 13        |
| Areas of Further Development and Improvement.....                             | 14        |
| Weaknesses in Leadership Styles.....                                          | 14        |
| <b>Conclusion.....</b>                                                        | <b>15</b> |
| <b>Recommendation .....</b>                                                   | <b>16</b> |
| Immediate Actions (Short Run) .....                                           | 16        |
| Medium-Term Initiatives .....                                                 | 16        |
| Long-Term Strategy .....                                                      | 16        |
| Future Skills and Their Benefits .....                                        | 16        |
| Short-Term (1-2 years) .....                                                  | 17        |
| Medium-Term (2-5 years).....                                                  | 17        |
| Long-Term (5+ years) .....                                                    | 17        |
| <b>Task 2- Reflective essay .....</b>                                         | <b>18</b> |
| Introduction.....                                                             | 18        |
| <b>Main Body .....</b>                                                        | <b>18</b> |
| <b>Conclusion.....</b>                                                        | <b>21</b> |

|                        |           |
|------------------------|-----------|
| <b>Reference .....</b> | <b>22</b> |
|------------------------|-----------|

## Table of Figures

|                                                        |   |
|--------------------------------------------------------|---|
| Figure 1: Ricardo logo .....                           | 5 |
| Figure 2: Great Man theory.....                        | 6 |
| Figure 3: Path-Goal Theory of leadership .....         | 7 |
| Figure 4: French and Raven's Five Forms of Power ..... | 8 |

## Introduction

This study focuses on examining emerging leadership competencies and how they are used at Ricardo plc, a prominent engineering, technical, and strategic consulting firm. Because of its significance in the areas of innovation, technology, & sustainability, Ricardo plc was chosen for this investigation. The focus of this report, tackling issues during unpredictability, is in line with the company's dedication to providing cutting-edge solutions in a variety of industries, as shown by the COVID-19 pandemic & economic turbulence. The report is divided into various sections to thoroughly examine and assess emerging leadership competencies and their application at Ricardo plc. Among these sections are: introduction section provides background information for the report and justifies the choice of Ricardo plc. It draws attention to the company's standing, dedication to innovation and correspondence with the report's themes. The next parts' respective foci are also summarised in the introduction. The important leadership theories, models, techniques, and styles that will form the basis for the report's critical evaluation are introduced and described in this section. The leadership techniques used by Ricardo plc will next be examined using these theories. Three theories and three styles from the fundamental leadership theories are covered in this section's critical review of leadership theories and styles. Each philosophy or style will be evaluated on an individual basis, taking into account its origin, guiding ideas, benefits, and drawbacks. The knowledge obtained from this review will serve as a basis for examining the leadership techniques used by Ricardo plc. This part extrapolates from the evaluated theories/styles to offer leadership capabilities for making decisions in the face of uncertainty brought on by the pandemic and economic volatility. The strategic orientation of Ricardo plc and future leadership requirements will make use of these skills. The emphasis now changes to the real leadership tactics used by Ricardo plc. In order to assess the company's strategy for dealing with the challenges presented by the pandemic and economic uncertainty, this section pulls data from the company's annual report, website, and news stories. We'll look at the results of the leadership tactics on both a financial and non-financial level. This section compares the suggested leadership competencies with the actual leadership practises used by Ricardo plc, noting areas of agreement and flagging prospective areas for improvement.

# Critical Evaluation and Practical Application

## Background of Ricardo PLC.

Over 3,000 people work at Ricardo plc, a renowned engineering and technical consultant, throughout the world. The business, which has a long history dating back to 1915, specialises in offering cutting-edge solutions for a range of industries, including the automotive, energy, rail, and defence sectors. Ricardo PLC is renowned for its technical and technological know-how in sustainability issues, and it is a pioneer in finding solutions. Engineering firms like Deloitte, McKinsey & Company, and AECOM, as well as industry leaders like Bosch and Siemens, are some of its key rivals (Liu et al, 2022).



Figure 1: Ricardo logo

(Source: LinkedIn)

# Critically Evaluate Leadership Theories/Styles

## Great Man Theory of Leadership

1. **Originator:** Thomas Carlyle, a Scottish historian and essayist, is credited with creating the Great Man Theory.
2. **Definition:** The Great Man Theory posits that leaders are born, not made, and possess inherent traits that make them fit for leadership roles. It suggests that certain individuals possess qualities like charisma, intelligence, and confidence that naturally lead them to rise as leaders.
3. **Main Principles/Assumptions/Components:** According to the notion, leadership characteristics are unchangeable and equally appropriate in all situations and cultural contexts. It suggests that only a small number of people can be successful leaders.
4. **Advantages/Effectiveness:** The notion, according to its proponents, exposes some people's intrinsic leadership potential and serves as motivation for finding and developing future leaders. Understanding why particular people become leaders at pivotal times requires a historical perspective (Mouton, 2019).

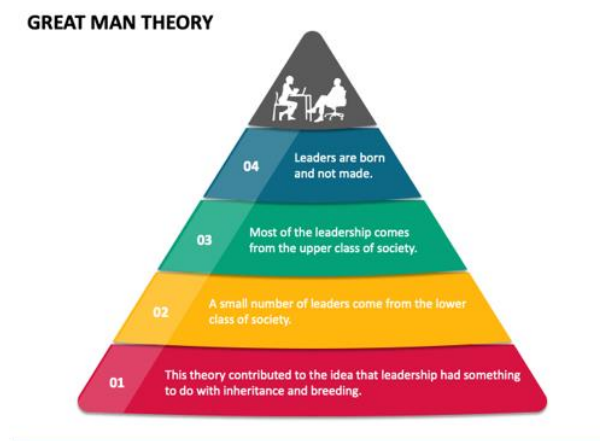


Figure 2: Great Man theory

(Source: SketchBubble)

5. **Disadvantages/Ineffectiveness:** By ignoring the importance of situational elements, the context of the environment, and the opportunity for leadership development, critics claim that this theory oversimplifies leadership. The notion might exclude various abilities by fostering elitism and a lack of inclusivity in leadership pipelines. This deterministic viewpoint is constrained in how it takes into consideration the complexity of contemporary leadership responsibilities.

6. **Verdict:** The theory recognises that certain people may have inherent talents, but it downplays the value of developing leadership skills and the impact of environmental variables. I disagree with its deterministic viewpoint because effective leadership is influenced by a variety of innate qualities, learned skills, and the environment in which it is practised. Ricardo PLC. should take a more open-minded and active approach to developing its executives (Spector, 2016).

## Contingency or Situational Theories

### Path-Goal Theory of Leadership

1. **Originator:** Robert House is the author of the Path-Goal Theory.
2. **Definition:** According to the Path-Goal Theory, leaders should modify their style of leadership by the requirements of the circumstance and the needs and characteristics of their followers. The main objective of the leader is to make the road clear so that followers can succeed.
3. **Main Principles/Assumptions/Components:** According to the theory, leaders can improve followers' motivation and contentment by directing them, encouraging them, and removing any barriers to their advancement (Bans-Akutey, 2021).



Figure 3: Path-Goal Theory of leadership

(Source: iedunote)

4. **Advantages/Effectiveness:** The theory effectively recognises that various circumstances call for various leadership philosophies. It improves motivation and performance, especially in difficult or uncertain circumstances, by concentrating on follower requirements.
5. **Disadvantages/Ineffectiveness:** The complexity of the idea, according to its detractors, can make it difficult to apply consistently. The relevance of individual leadership styles

could be overlooked and it could be unduly prescriptive. Some others also contend that it might not properly consider organisational culture.

6. **Verdict:** Although the Path-Goal Theory is useful for taking followers' wants into account, its applicability may be constrained by its complexity and potential oversimplification of leadership styles. I concur that leaders should change their strategy, but it's critical to strike a balance between it and authenticity and contextual awareness. In Ricardo PLC., leaders should combine their leadership style with situational factors to develop an authentic and effective leadership approach (Olowoselu et al, 2019).

## Power and Influence Theories

### French and Raven's Five Forms of Power

1. **Originators:** This framework was developed by Bertram H. Raven and John R. P. French.
2. **Definition:** According to this idea, there are five different types of leadership power: expert, referent, legitimate, legitimate, and coercive power. It looks at how influence is acquired and used by leaders.
3. **Main Principles/Assumptions/Components:** According to the notion, power relationships are very important to good leadership. It emphasises how different power sources can be used by leaders to exert influence (Kovach, 2020).

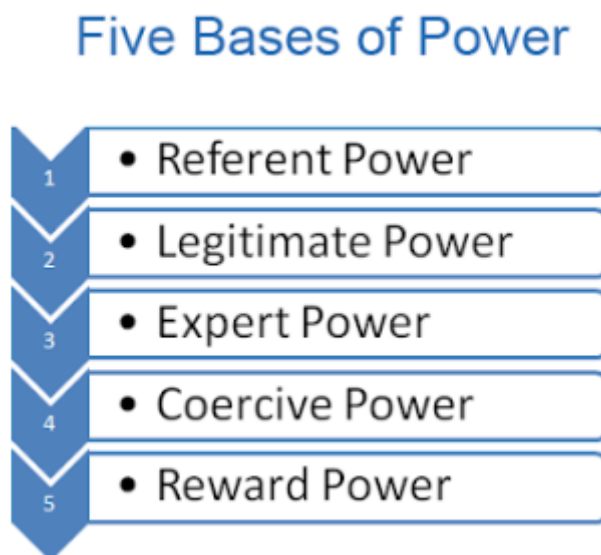


Figure 4: French and Raven's Five Forms of Power

(Source: Toolshero)

4. **Advantages/Effectiveness:** The theory offers a thorough grasp of the dynamics of power in relationships between leaders. It emphasises the variety of methods by which leaders can sway followers and the significance of exercising authority morally.

5. **Disadvantages/Ineffectiveness:** Critics claim that the theory's emphasis on power relations may obscure the advantages of leadership, such as empowerment and inspiration. It might not include the subtleties of contemporary leadership, such as shared leadership or servant leadership styles.
6. **Verdict:** Although the Five Forms of Power paradigm is useful for understanding power dynamics, it's crucial to strike a balance between approaches to relational leadership and influence based on power. To motivate and empower workers at Ricardo PLC, leaders should use their authority as a resource and subject matter experts. They should also take into account shared leadership strategies that encourage teamwork and group decision-making (Rucker and Adam, 2022).

## **Leadership styles**

### **Autocratic Leadership Style**

The centralised decision-making authority associated with the autocratic leadership style involves leaders making choices without consulting their staff. While this approach might be successful in hierarchical organisations or in situations requiring speedy choices, it can also result in a lack of employee involvement and stifled creativity. An sole dependence on this approach could limit Ricardo plc's capacity to take advantage of the varied knowledge of its personnel in the company's context, where creativity and cooperation are essential (Chukwusa, 2018).

### **Democratic Leadership Style**

The democratic leadership style emphasises team participation in the decision-making process. Employee engagement, inventiveness, and a sense of ownership are encouraged by this strategy. However, it could cause delays in decision-making and be less useful in situations where time is of the essence. Integrating democratic leadership can boost employee enthusiasm and promote creative ideas, especially when tackling complicated challenges, according to Ricardo plc, which emphasises sustainability and innovation (Devi and Subiyantoro, 2021).

### **Laissez Faire Leadership Style**

The laissez-faire leadership style gives team members a lot of freedom to decide what to do and how to do it, with the leader only sometimes interfering. Although it promotes independence and creativity, it can also result in a lack of focus, confusion, and lower accountability. A completely laissez-faire attitude can impede coordination and alignment, thereby compromising the organization's capacity to produce integrated solutions in the

context of Ricardo plc, where innovation and efficiency are key (Tosunoglu and Ekmekci, 2016).

## Effective Leadership Skills for Navigating Uncertainty and Crisis

Several leadership qualities stand out as essential for carrying out major duties successfully in the context of Ricardo PLC., where the company is dealing with issues brought on by economic unpredictability and the ongoing COVID-19 epidemic.

1. **Adaptive Leadership:** It is crucial to have the flexibility to change course and lead in ambiguity. Leaders are best qualified to lead the organisation during uncertain times if they can accept change, deal with ambiguity, and make decisions quickly. Adaptive leaders foresee changes in the corporate environment, modify their strategy, and provide their people with the freedom to react quickly.
2. **Effective Communication:** Forging trust and alignment requires open, honest communication. Even in remote or challenging work circumstances, employees can remain engaged and connected with their leaders when they can successfully communicate information, expectations, and corporate goals. Effective communication reduces misconceptions and promotes teamwork.
3. **Inclusive Decision-Making:** Diverse viewpoints are considered in decision-making by inclusive leaders. Leaders may make well-rounded decisions that reflect the goals and objectives of the entire organisation by appreciating the opinions of employees from all levels and backgrounds. Employee engagement and a sense of ownership are both boosted by inclusion (Boin, McConnell and t Hart, 2021).
4. **Digital Literacy:** Leaders must be digitally literate as the business landscape changes. They ought to be familiar with digital tools, technology trends, and the dynamics of remote work. Leaders that possess digital literacy are better equipped to use technology for effective collaboration, data-driven decision-making, and efficient communication.
5. **Resilience and Adaptability:** Leaders who endure in the face of difficulties serve as an example for their teams. Resilient leaders keep a positive attitude, efficiently handle stress, and recover from failures. They develop a resilient workplace environment that empowers staff to face challenges head-on.
6. **Inclusive Leadership:** Beyond diversity, inclusion makes ensuring that each person's contributions are respected. Inclusive leaders celebrate diversity, foster psychological safety, and advance equity. This type of leadership encourages innovation and gives staff members the freedom to be themselves at work.

7. **Transformational Leadership:** The teams of transformational leaders are inspired and motivated to produce outstanding results. They promote a common vision, support creativity, and provide staff members with the freedom to own their jobs. Organisational change is sparked by transformational leaders who encourage a dedication to ongoing development.
8. **Strategic Thinking:** Strategically minded CEOs steer their organisations towards long-term success in unpredictable circumstances. Strategic decision-makers examine market trends, spot opportunities, and make choices that are consistent with the objectives and core values of the company.

In the instance of Ricardo PLC., a combination of these leadership abilities can successfully handle the difficulties brought on by the epidemic and the uncertain economic climate. Effective communication enables alignment among distant workers, while adaptive leadership aids the organisation in navigating disruptions. Employee innovation is empowered by inclusive decision-making, which also facilitates smooth virtual cooperation thanks to digital literacy (Gigliotti, 2019).

## Analysis of Organization's Leadership Response to Uncertainty

1. **Annual Reports:** The annual reports of Ricardo PLC. provide insight into their methods and strategies for leadership. The papers provided insight into how the organisation dealt with difficulties brought on by the pandemic and economic unpredictability. They draw attention to the leadership's emphasis on establishing a collaborative culture, strategic resilience, and innovation. The corporation is attempting to match its operations with changing market conditions, and the reports place a strong emphasis on adaptable leadership. The organization's commitment to good leadership practises is emphasised by the themes of open communication, inclusive decision-making, and concern for employee well-being (Lapshun and Fusch, 2023).
2. **Company Website:** The official website for Ricardo PLC. offers helpful information on their leadership philosophies and tactics. The website features the bios of significant executives who best represent the direction of the company. It emphasises the business' dedication to technical innovation, sustainability, and advancement, demonstrating a focus on forward-thinking leadership. The descriptions of initiatives and programmes for leadership development highlight their commitment to fostering leadership abilities that can adapt to new situations. The website's material places a strong emphasis on promoting

collaboration, overcoming economic uncertainty, and making inclusive decisions (Keyes and Benavides, 2018).

3. **Press Releases and News Articles:** Press releases and news stories about Ricardo PLC show the company's adaptable approach to problems. They emphasise the leadership's proactive stance in dealing with the pandemic and economic uncertainties. The company's management is portrayed as flexible and creative decision-makers who prioritise employee safety and business continuity. The articles also emphasise the organization's dedication to open dialogue and stakeholder involvement. This demonstrates their capacity to overcome uncertainty while encouraging collaboration, which is consistent with effective leadership practises (Yang, and Lee, 2020).
4. **Financial Performance:** The success of Ricardo PLC.'s leadership initiatives is shown by the company's financial performance, which is described in its annual reports. The company has demonstrated tenacity and adaptation despite the challenges of the epidemic and the uncertain economic climate. The reports show consistent revenue streams, ongoing profitability, and prudent expense control. This shows that the leadership's strategic planning and decision-making have been successful in reducing risks and maximising possibilities. The organization's financial performance demonstrates its capacity to guide the company through trying times, demonstrating its expertise in fusing dynamic market conditions with leadership abilities to produce favourable results (Ojha, Acharya and Cooper, 2018).
5. **Non-Financial Performance:** The non-financial performance of Ricardo PLC. reveals the effectiveness of their leadership strategies outside of monetary criteria. Initiatives to increase employee engagement, innovative programmes, and sustainability initiatives demonstrate the leadership's dedication to developing a positive organisational culture. The company's capacity for remote work adaptation and productivity maintenance throughout the pandemic highlights its effective crisis management leadership. Their focus on these activities shows a dedication to inclusive leadership that encourages cooperation and innovation. The non-financial performance metrics indicate how, despite difficult conditions, the leadership's strategic choices and deft execution are propelling the organization's development, employee satisfaction, and social impact (Saeidi et al, 2021).
6. **Leadership Development Programs:** The leadership development programmes offered by Ricardo PLC. demonstrate their commitment to fostering strong leadership qualities. The initiatives seek to develop leaders who can navigate uncertainty and are adaptable, inclusive, and strategic. By providing seminars and training in digital literacy, change management, and crisis communication, the organisation demonstrates its dedication to giving executives the resources they need to handle problems. These efforts place a focus on abilities that are in line with current leadership requirements, demonstrating the

leadership's proactive attitude to planning for the future. The programmes also highlight the organization's commitment to the development of its executives and their responsibility for guiding the firm towards ongoing success in the face of changing commercial environments (Afsar and Masood, 2018).

## Comparative Analysis of Applied and Effective Leadership Styles

### Effective Leadership Styles and Skills

1. **Adaptive Leadership:** If the business is managing uncertainties and disruptions successfully, it may be because executives are using adaptive leadership techniques. They might be improving creativity, modifying methods, and developing a change-ready culture.
2. **Effective Communication:** A corporation that prioritises good communication skills will communicate clearly and transparently despite obstacles. To keep staff members informed and interested, leaders may use a variety of platforms.
3. **Strategic Thinking:** Successful Organisations frequently have leaders who are strategic thinkers. They evaluate risks and opportunities, coordinate actions with long-term objectives, and base choices on a thorough knowledge of the commercial environment (Sousa and Rocha, 2019).

### Visible Leadership Styles and Skills

1. **Inclusive Decision-Making:** It is clear that inclusive leadership is prioritised if the organisation values the opinions of various teams in decision-making. Leaders might aggressively seek feedback, include workers at different levels, and value multiple viewpoints.
2. **Transformational Leadership:** When leaders motivate teams to go above and beyond expectations and contribute creatively, they are exhibiting visible transformational leadership. They cultivate passion, support creativity, and create solid connections that promote change.
3. **Ethical Leadership:** The existence of leaders with strong ethical principles is suggested by the organization's high emphasis on ethical behaviour and decision-making. These leaders encourage a culture of responsibility and integrity by setting an example of moral conduct (Paturusi, 2017).

## Areas of Further Development and Improvement

1. **Digital Literacy:** There may be an opportunity for development in digital literacy if the organization's executives are not utilising technology for communication and collaboration efficiently. To maximise remote work and digital engagement, leaders should keep up with the latest technology developments.
2. **Inclusive Leadership:** Leaders may want to focus on improving their capacity to foster inclusivity if it is not evident. They should actively look for other points of view and deal with any possible bias in decision-making.
3. **Change Management:** Leaders may need to improve their change management abilities if the organisation experiences problems implementing change initiatives. This entails minimising opposition and assisting staff members during transitions (Tinmaz et al, 2022).

## Weaknesses in Leadership Styles

1. **Overemphasis on Authority:** It can lead to hierarchical hurdles that obstruct effective communication and innovation if leaders place a strong emphasis on authority rather than encouraging collaboration.
2. **Lack of Flexibility:** The organization's capacity to respond to changing conditions may be hampered by leaders who are rigid and resistant to change.
3. **Absence of Empowerment:** Micromanaging instead of empowering teams can stifle innovation and deflate employee morale (Groysberg et al, 2018).

## Conclusion

The research on the leadership landscape at Ricardo PLC. has led to this conclusion: there is a dynamic interaction between abilities and styles of successful and visible leadership. The company exhibits strengths in adaptable leadership, transparent communication, and strategic thinking, which reflects its capacity to overcome obstacles. A focus on innovative leadership and inclusive decision-making demonstrates a dedication to a range of viewpoints. However, there is a need for development in the areas of boosting change management skills, encouraging greater diversity, and improving digital literacy for remote work optimisation. While overtly authoritative, authoritarian, and under-empowered leadership styles may be in line with inclusive and moral beliefs, these traits are also potential vulnerabilities. To achieve comprehensive leadership excellence, the organisation must build on its current strengths and address its development opportunities. This will position Ricardo PLC. for long-term success despite continuous uncertainties.

## Recommendation

Here are some suggestions for the Board of Directors of Ricardo PLC, together with action plans and a road map for quick, medium-term, and long-term improvements, to strengthen their leadership practises in the face of persistent uncertainty:

### Immediate Actions (Short Run)

1. **Digital Upskilling:** Launch programmes to teach executives digital literacy so they can become more adept at using remote communication, data analysis, and virtual collaboration technologies. They will be able to lead in the changing digital environment thanks to this effectively.
2. **Crisis Communication Training:** To promote continuous, open, and sympathetic communication during tumultuous times, give leaders specialised training in crisis communication. Employee engagement and trust will increase as a result (Davies and Eynon, 2018).

### Medium-Term Initiatives

1. **Inclusive Leadership Workshops:** Workshops should be planned to educate executives on the value of inclusion in decision-making. Please encourage them to actively seek out varied viewpoints to advance an innovative and equitable culture.
2. **Change Management Certification:** Provide thorough change management certification programmes for leaders to give them the knowledge and abilities to steer the organisation through challenging changes (Bhatt, 2017)

### Long-Term Strategy

1. **Emergent Leadership Development Program:** Create a programme for developing emerging leadership abilities, such as adaptable leadership, resilience, and strategic foresight. To improve these talents, offer continual coaching and mentoring.
2. **Organizational Agility Strategy:** Create an organisational agility strategy that supports the corporate objectives. This entails forming cross-functional teams, giving employees the freedom to suggest innovations, and promoting a continuous improvement culture (Hickman and Akdere, 2018).

### Future Skills and Their Benefits

1. **Complex Problem Solving:** Complex problem-solving abilities enable leaders to negotiate tricky situations more successfully and produce creative ideas that improve the organization's agility and competitiveness.

2. **Emotional Intelligence:** Emotionally intelligent Leaders may create a positive work atmosphere, boost employee morale, and develop teamwork, which will increase engagement and improve performance.
3. **Digital Leadership:** Leaders will be able to leverage technology for seamless virtual collaboration, data-driven decision-making, and improved customer experiences with the help of digital leadership capabilities (Frank, Simper and Kaupp, 2018).

### **Short-Term (1-2 years)**

1. Launch digital literacy workshops for leaders.
2. Conduct crisis communication training.
3. Evaluate and refine remote work policies.

### **Medium-Term (2-5 years)**

1. Establish inclusive leadership workshops.
2. Implement change management certification programs.
3. Enhance diversity and inclusion initiatives.

### **Long-Term (5+ years)**

1. Develop and launch the Emergent Leadership Development Program.
2. Roll out organisational agility initiatives.
3. Foster a culture of continuous learning and innovation.

This roadmap shows a thorough approach to changing leadership practises at Ricardo PLC., ensuring that leaders have the abilities necessary to prosper in ambiguous times. As leaders adopt emergent leadership abilities that are compatible with the changing business environment, the organisation will gain from increased employee engagement, successful crisis management, and sustained growth (Rudolph et al, 2018).

# Task 2- Reflective essay

## Introduction

I started a path of self-discovery and skill development in the quest to become a successful leader. I will examine my career goals, how my leadership styles match up with accepted theories, what I learned from the ELS module, and my strengths and shortcomings as an emerging leader using the Gibbs Reflective Cycle.

## Main Body

### Description: Career Aspirations as a Leader

The deep desire to have a positive influence as a leader has distinguished my road to becoming a leader. As someone who aspires to be a leader in the field of innovation and technology, my vision includes directing interdisciplinary teams to create answers to societal problems that enhance the human experience.

In my ideal situation, I view myself as a link between many industries, maximising the power of technology to advance society. My goal is to create an atmosphere where ideas can grow and each team member's viewpoint is respected. The idea of fostering collaboration amongst experts with different areas of knowledge and igniting a shared enthusiasm to develop game-changing solutions appeals to me.

Moreover, my dedication to ethical leadership and my professional goals are inextricably linked. I work hard to uphold values that put openness, responsibility, and the welfare of those I lead first. I believe that an ethical leader is essential to guide organisations towards sustainable success and fostering a positive effect on society in a time of dynamic challenges (Gregor and O'Brien, 2016).

### Feelings: Exploring Leadership Styles

I experienced a mix of enthusiasm and curiosity as I started my adventure of investigating leadership styles. An eagerness to learn more about leadership was spurred by the possibility of comprehending diverse leadership theories and their real-world implementations.

My objectives and the principles of transformational and servant leadership resonated with me as I dug deeper into the nuances of many leadership theories. My perspective of leadership was significantly influenced by the notion of motivating and enabling team members to

overcome their limitations. A sense of fulfilment was felt at the idea of fostering creativity, helping others flourish, and forming a strong team.

Investigating these leadership philosophies also created a discussion inside myself about how I now lead and how I may improve. Despite my natural propensity for transformative and servant leadership, I became aware of some areas in which I might still do better, such as developing more assertiveness when making decisions and responding quickly to rapidly changing circumstances (Lues, 2021).

### **Evaluation: Learning from the ELS Module**

I gained a thorough understanding of leadership theories, styles, and their practical ramifications as a result of my participation in the Emergent Leadership Skills (ELS) module. I can see the module's significant influence on my leadership thoughts and skills when I reflect on my educational career.

I was introduced to a wide range of leadership ideas in the ELS module, from conventional models to modern adaptive approaches. This exposure enlarged my horizons and gave me the ability to evaluate each theory's advantages and disadvantages. I developed a deeper understanding of the intricacies of effective leadership in various circumstances through intelligent debates, case studies, and real-world examples.

The focus on adaptable leadership was one important component of my education. The lesson emphasised how crucial it is to maintain flexibility and responsiveness in fast-paced situations. I came to understand that effective leadership required the capacity to negotiate unpredictability with creativity and resiliency as well as the ability to adhere to set strategies. This newly acquired insight has changed how I approach leadership, pushing me to place a higher value on agility while making decisions (Li et al, 2017).

### **Analysis: Strengths and Weaknesses**

As an emerging leader, I have learned important insights into my leadership style and opportunities for development by analysing my strengths and limitations. This evaluation, along with the leadership questionnaire, has given me a comprehensive understanding of my present competencies.

My capacity to uplift and motivate people is one of my key strengths. This fits in nicely with transformational leadership's core values, which encourage leaders to improve the productivity and morale of their people. I've seen a positive correlation between team dynamics and results and my ability to establish a compelling vision, communicate clearly, and promote a positive team culture. My propensity for making moral decisions, which is rooted in

servant leadership, also makes sure that my activities are dictated by the higher good and principles of integrity.

Nevertheless, I also see places where I may develop my leadership abilities in addition to these talents. Making decisions under time constraints is one such area. When presented with unforeseen obstacles, I occasionally find it difficult to act decisively and quickly. Delays and ineffective problem-solving may result from this. In addition, even though I naturally gravitate towards transformative leadership, I occasionally struggle to strike a balance between my propensity for collaboration and the requirement for assertiveness. I want to get better at finding the proper balance between these factors.

My capabilities in transformative and moral leadership were confirmed by the leadership questionnaire, which also pointed me to possible development areas. It highlighted the necessity for me to continue honing my situational leadership and adaptable decision-making skills. My self-awareness has increased as a result of this research, allowing me to approach leadership development with greater emphasis (Fink-Hafner et al, 2019).

### **Action Plan: Improving Leadership Styles**

I have created a thorough action plan to improve my leadership styles and skills in response to the revelations I made during my reflective analysis. This strategy is intended to address my areas for improvement while maximising my strengths, ultimately promoting my development as a flexible and successful emerging leader.

1. **Swift Decision-Making:** I will often participate in scenario-based decision-making exercises to address the difficulty of making quick decisions under duress. These simulations will reflect actual problems, giving me the chance to practise making wise, aggressive judgements under pressure.
2. **Balancing Collaboration and Assertiveness:** I will actively look for opportunities to practise assertiveness while retaining a collaborative attitude to find a balance between transformative and situational leadership. During seminars or team meetings, I will participate in role-playing exercises where I can practise adapting my leadership style to the demands of the circumstance (Al Khajeh, 2018).
3. **Continued Learning from ELS Module:** I'll keep using the knowledge I got from the ELS module. I will reassess the case studies, module materials, and suggested readings to improve my comprehension of the various leadership theories and how they might be used in real-world situations.
4. **Reflective Practice:** The ability to regularly reflect on my leadership experiences will be crucial to monitoring my development. By keeping a reflective notebook and noting instances where I successfully combined collaboration with assertiveness or made quick

judgements, I may spot trends in my development and further hone my strategy (Stănciulescu and Beldiman, 2019).

## **Conclusion**

In conclusion, the process of self-discovery and development that was outlined in the reflective analysis and action plan has strengthened my resolve to develop into a flexible and effective leader. I am prepared to navigate the complicated landscape of leadership with increased self-awareness and strategic intent by embracing my strengths and acknowledging my areas for progress. I am prepared to lead with resilience, adaptability, and a relentless pursuit of excellence since I have insights from the ELS module and a strong action plan.

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