

**BA (Hons) Leadership and Management Skills in the
Workplace**

Emergent leadership skills for the workplace (BMSW6101)

“Leadership Skills Development at Tesco”

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INTRODUCTION

“The Emergent Leadership Skills for the Workplace” course is intended to provide an introduction to leadership by emphasising the qualities of a successful leader. The module prioritises leadership as an activity.

This module will explore a variety of subjects, including the nature of leadership, the identification of leadership traits, the development of leadership abilities, and the consideration of ethics in leadership.

Leadership is the most important factor in today’s unpredictable economic conditions. The chief executives are expected to engage in managing dynamic environments and make decisions ambivalently as the consequences are momentous to the organizations (Shufutinsky, et al.,2020).

Tesco is a British multinational supermarket and grocery retailing company therefore ranking it as one of the largest and more recognized companies in the general retail industry across the globe. It was established in 1919 by Jack Cohen as a group of market stalls; today, Tesco is the third largest retailing globally by gross sales and ninth by total sales. The company is global, but it majors in exporting its products to the United Kingdom which it serves competitively.

The goal of the present report is to evaluate and compare the leadership approaches used by Tesco, a global retailing giant, especially with reference to the prevailing conditions of economic instability. The present report also objective is to analyze current leadership strategies based on the leadership theories and the models existing in the field and to present a number of propositions for reformation.

MAINBODY

Justification for Choice

Tesco has been focused in this report because it affects the retail industry greatly, hence, has adequate consulting skills when it comes to dealing with economic structures and market instabilities. Based on the role of a large retailer, Tesco has encountered several issues and has effectively responded to them which are: changes in customers' preferences, heightened competition, legal requirements, and catastrophic occurrences such as the Coronavirus disease.

Tesco has elements of actively creating opportunities and often inventing successful strategies to counter market threats which makes it even more valuable for the investigation of the emergent leadership competencies. Its leadership staff also reflects a future orientation, flexibility, and adaptability essential in today's uncertain business environment. Some of the theoretical leadership concepts that can be applied to Tesco are as follows: Analyzing Tesco's leadership strategies sharpens understanding of the theoretical concepts and enables one to discover effective leadership practices that can be implemented in various industries.

At the individual level, it can be selected due to its recognition and importance in the everyday life of numerous customers and other business people. Being one of the most recognizable grocery store chains in the UK and expanding further, Tesco's activities and managerial decisions are easily referenced and analyzed, which makes the brand valuable when it comes to researching overall tendencies on the market and analyzing leadership elements.

Analysing the case of Tesco it can be concluded that leadership is indeed a critical factor that defines the ability of an organization to manage crises and uncertainty (Kotamena, et al.,2020). The findings of this analysis can be useful in furthering understanding of leadership and the ways in which it can be practiced in different organizations.

Overview of Key Leadership Theories and Models

Normative ideas related to leadership are aimed at presenting conceptual models to see how leaders can manage their organisations, particularly within the context of crises and communication breakdowns. This section explores several key leadership theories and models that are particularly relevant to managing in such contexts: It will refer to Transformational Leadership and Situational Leadership which was mentioned in chapter 3, Contingency Theory and Emergent Leadership Skills. These models depict how a leader can motivate, respond to change and make decisions for the organization while in relation to the external environment.

Transformational Leadership

Transformational Leadership is defined by the capacity and variety of the leaders that are capable of communicating with and encouraging the followers to go beyond their self-interest in order to benefit the organisation. This theory stresses on the aspects of vision, change, and empowerment, with leaders creating the conditions for various innovations (Francisco, and Nuqui, 2020). Transformational leaders are anticipatory, thus aspiring to change the organisational culture and bring it closer to strategic vision. They are normally characterized by being appealing to people and having the ability to create an agreement to common vision that will call for commitment among the employees.

Situational Leadership

Situational Leadership theories claim that there is no effective leadership style that can be used universally. Thus, the basic concept of leadership strongly depends on the situational factors: the type of workload, the relationship between the leaders and subordinates, the competence and motivation of the led (Araral, 2020). This is a model created by Hersey and Blanchard where it is asserted that leaders should be responsive so as to change their behaviour depending on the specific circumstances. For example, in a situation of the emergency, autocratic style is more adequate while with experienced and motivated staff, a democratic one is more appropriate.

Contingency Theory

Contingency Theory takes the previous notion further to understand that leadership effectiveness is in concordance to the interaction between the leadership style and the

environment that it is placed in. Propounded by Fred Fiedler it proposes that leadership style influence the level of success because of the relationship that exists between the leader and the situation. Such variables include the relation that the leader has with the members, the structure of the tasks as well as the organizational position of the leader (Liu, et al.,2021). This theory reveals the significance of the situational awareness and the constant changes that leaders have to apply to their plans.

Emergent Leadership Skills

A concept related to the development or acquisition of leadership skills is the Emergent Leadership Skills that refer to the behaviours and qualities that appear in leaders during the occurrence of a certain event. This include; [Resilience, adaptability, self-regulation and futures-orientation]. This reveals that emergent leadership is not an authoritative position but how people conduct themselves in responding to certain occurrences. During crises, leaders have to be able to regulate their own and subordinate's emotions, motivation, and work under conditions of bounded rationality.

Application to the Chosen Organization

According to the information gathered, patients have complained of having to wait for extended periods to be attended to by nurses or doctors in the health facilities they visit.

In part, these leadership theories and models make it possible for the evaluation of Tesco's leadership strategies towards economic uncertainties and market disruptions. Van and Alblas also mentioned that Tesco is pursuing Strategy 4 of I&IT, which involves changing the firm's business model through Leadership, as evident in the case of expanding online services and improving customer satisfaction (Morais, et al.,2020). Situational Leadership is apparent when it comes to the practices that Tesco uses when changing their management style according to market factors and core competencies. For instance, in response to COVID 19 safety measures tesco showed versatility in discharging change for instance adjusting on safety measures as well as working procedures.

Transformational Leadership

The process through which the team at Tesco Technologies will be encouraged to embrace the values of transformational leadership is as follows: The team's vision can be held on dreaming by availing itself as a pioneer supplier of wireless solutions (Kotamena et al.,2020). Specifically, as a leader, it would ensure that the vision for the future is well articulated and motivating, for instance, a vision that aims at enhancing Tesco's competence in the emerging wireless technologies. For instance, it would establish challenging objectives that would include implementing 5G solutions to be the market leader and encouraging innovations through existing strategies. Promoting decentralization could serve as the general strategy to this approach of management Empowering employees can be viewed as the main concept of the decentralization strategy

Situational Leadership

Situational leadership entails the use of different leadership styles depending on the circumstances and how prepared the following subordinates are at Tesco. For instance, when there is a social threat anymore like a major disruption of the supply chain, this power structure is needed to make fast decisions and continue business as usual. This would involve a VERY close management of the team and fast and furious decision-making processes in order to address the existing problems. On the other hand, when the organization is in a stable environment, or when leading large-scale projects, high levels of democracy would be useful.

Contingency Theory

In Contingency Theory, leadership effectiveness of a specific mode is dependent on the match with situational characteristics. In Tesco this means accommodating the way I work depending on the environment. For instance, if there is a good social relationships status with subordinates and clear task definitions, a task related communication style would be appropriate for setting and attaining project objectives. On the other hand, if the challenges are complicated, or interpersonal relations crucial, then a relation-oriented approach shall be taken.

Emergent Leadership Skills

Another component of Leadership Competency is the Emergent Leadership Skills that are necessary for leading Tesco during those conditions and challenges. For instance, during

the period characterized by the changes in market conditions and radical technological advancements, flexibility and stability would be the appropriate priorities (Hanna et al.,2021). There would be times when supply chain should be improved or when new trends in the industry should be adopted and it is the role of a manager to keep the focus and the optimism to bring the team through such challenging situations.

When applying the major leadership theories at Tesco Technologies, I would apply all the following approaches: embracing the application of Transformational Leadership in relation to stimulating change at the company, apply Situational Leadership by guiding its leadership styles depending on the situation that is in existence, align the leadership approach with factors that are present in the company based on the Contingency Theory, and, lastly, demonstrate leadership skills that are present in Emergent Leadership Skills. This vast strategy would help me sufficiently steer Tesco through theories and real life situations that the organisation is faced with in the wireless industry.

An analysis of leadership styles applied to Tesco

Transformational Leadership

Concept: Transformational Leadership in Tesco would entail encouraging the team to deliver quality performance and, embrace innovation on wireless technology. A transformational leader at Tesco would inspire a new vision such as being the world's leading provider of sustainable wireless solutions and creatively persuade the workers to work under the vision.

Critical Evaluation: It can lead to tangible results and create an environment people are encouraged to think out of the box. It is especially useful where the strategy aims at increasing the technological advancement and market share frontiers. But it involves a strong level of energy, which is kept in high esteem by the leader, and he or she has to have all that personal magnetism necessary to inspire subordinates, which can hardly be sufficient during a critical or operation working moments.

Personal Ability: Another theoretical perspective relates to Tesco and that is Transformational Leadership, which I possess due to my ability to envision about the company and motivate people. Here, I would exhilarate in forming vision and implementing technological that would propel Tesco towards better technological ground and encouraging the employees to give better performance than what is expected from them.

Situational Leadership

Concept: Tesco's approach to Situation Leadership requires a leader to adjust their behavior depending on the current context of the undertaking and the level of preparedness possessed by the people involved. For example, in a time of supply chain crisis, autocratic leadership might be useful: making sharp and immediate decisions (Benmira, and Agboola, 2021). On the other hand, should the initiative be a long term one as, for instance, the creation of new wireless technologies then a more democratic approach that would entail collaboration of the various members of the team would be more appropriate.

Critical Evaluation: As such, the flexibility and potential to adapt quickly to different conditions appear to be a major strength in Situational leadership. This flexibility is important because conditions in the industry such as the wireless technology can change at the blink of an eye. However, the rigmarole of identifying the right time to change styles and the precise method on how to go about it can be quite intricate and calls for discernment.

Personal Ability: Strengths focus on the ability to assess a given situation and flexibility means that the methods of leadership can be changed according to the circumstances (Hanna, et al.,2021). This ability enables me to give the provided direction and assistance where required, be it in regard to the daily operations as a company or in the overall strategic directive of the firm when it comes to creating and developing new products.

Contingency Theory

Concept: Contingency Theory postulates that leadership works best where there is a match between the leader's behavioral style and ten environmental dimensions that include task growth, relations among the team members, and position influence. What this means for Tesco is being able to transfer this knowledge to matching the leadership with the situation whether it is in project management or team stability.

Critical Evaluation: This theory therefore support the context content theory in establishing the effectiveness of leaders in the process. On the positive side, it aids in explaining the importance of matching the leadership behavior with the situational dimensions; nevertheless, on the negative side, it is difficult to apply due to the multi-dimensionality of the variables under consideration and the need for a continuous readjustment of the strategies being employed.

Personal Ability: This study can be supported by Contingency Theory because it focuses on the analysis of situational variables and their impact. I am fully aware of how the context influences organizational behavior at Tesco; therefore, I can easily combine the results of task work and relationship-building with other employees.

Emergent Leadership Skills

Concept: Soft Skills that can be developed through practice and experience include Emancipative skills at Tesco, these are, flexibility, self-control, and forward-thinking skills are vital especially during challenging or when major shifts are expected in the market (Suh, et al.,2023). Such skills help leaders to deal with arising issues as well as to steer the organization through various developmental stages effectively.

Critical Evaluation: All these skills would be very useful, given the volatility that characterizes the global wireless industry. It allows leaders to work under pressure and align themselves on new technologies, and continue with strong leadership during difficulties. Using these skills though may not be strategic in the absence of a framework may result to some form of inconsistency.

Personal Ability: Therefore, my flexibility enables me to deal with the volatility that characterizes Tescos's operations, including shifts in the market or technology. Such an attitude allows me to maintain the equilibrium during emergencies and to predict possible concerning advances that may occur.

Critical Analysis of Leadership Strategies at Tesco Technologies

In order to evaluate the current leadership approaches at TT, the copy of the latest annual report of the organisation has been studied along with recent articles on the company. Based on the above research questions, it will be possible to identify the correlation between Tesco's leadership practices and various leadership theories to reveal main advantages and potential shortcomings.

Overview of Leadership Strategies of Tesco

If consider the Tools for Operational Risk and its assessment, the example of Tesco Technologies which offers its services in the sphere of the supply chain management in the wireless industry has proven the worth of strategic direction towards the innovation, enhancing of the efficiency of operation and the increase of market share (Norouzi, et al.,2020). Annual reports for the past several years, depict that there has been an increased focus emerging on digital change, customer value proposition and sustainability strategies.

Tesco's Leadership Strategies Pros

1. Transformational Leadership:

Tesco's management is generally transformational, especially in igniting innovation and conquest of new markets. For example, their recent strategic focus outlined in the annual report

proves this assertion because it involves bet on new technologies and new business models. For example, Tesco's investment in advanced logistics and supply chain solutions is change-oriented and associated with the transformational nature aiming at creating a great deal of organizational change and development.

Strengths:

Vision and Inspiration: The management of Tesco has laid down a strategic vision of the firm's future aimed at being a leader in digital SC solutions. This vision is clearly communicated within the organization and incite the employees as well as promote innovativeness.

Empowerment and Engagement: The leadership has come up with measures to support the employees, in this case, some have been set to provide the firm's human capital with skill development and innovation labs further supports the tenet of transformational leadership, which seeks to engage and empower the employees.

2. Situational Leadership:

Situational leadership principles imply that organizations must employ strategies to meet varying situations, and Tesco's changes in its strategies demonstrate the movement towards situational leadership. For instance, he said their ability to quickly switch supply chain tactics in the middle of disruptions like COVID-19 proves a practical management style.

Strengths:

Flexibility: The capacity to oscillate between focusing on the productivity and outsourcing activities to fulfill customer needs according to the market demands demonstrates situational flexibility.

Responsiveness: Situational leadership can be observed in Tesco's ability to respond to supply chain problems and the firm's emphasis on implementing innovative technologies.

Limitations of Tesco's Leadership Strategies

1. Contingency Theory:

However, there are areas where Contingency Theory could be applied in Tessco with better results: Moreover, the company's leadership appears to share good qualities in the application of transformational and situational approaches. The theory postulates that leadership success is a function of the congruence of the leader with situational features such as the task characteristics and people factors.

Limitations:

Contextual Misalignment: Varying degrees of success in the support of the leadership strategies to the situational factors are detected in the annual report. For example, it is evident that Tesco's leadership has been brilliant in stewarding utmost innovation, but there are hints that the firm's strategic management sometimes fails to align its strategic vision and execution plans during some volatilities in the market environment.

2. Emergent Leadership Skills:

Despite the efforts of leadership in resisting these changes and constantly trying to find more ways of applying such emergent strategies, it is not very easy to implement them in Tesco. The fast moving slippery nature of the wireless industry entails constant review and anticipation, which may negatively impact leadership.

Limitations:

Resilience Under Pressure: The current news articles include issues that Tesco experienced during the market and during retail disruptions and supply chain problems (Phillips-Wren, and Adya, 2020). Such examples indicate that, on the one hand, there is evident potential in the leadership team; however, on the other hand, there are shortcomings in the ability to sustain resistance and flexibility in case of prolonged stress or vagueness.

Future Orientation: Though, Tesco is strategically planning its technologies foresight the company might lag on preparing for disruptive industry shifts important for competitiveness.

Recommendations for Tesco Technologies' Leadership

Based on the critical analysis of Tesco Technologies' leadership strategies, here are targeted recommendations to enhance their leadership amidst economic uncertainty, leveraging emergent leadership skills: Based on the critical analysis of Tesco Technologies' leadership strategies, here are targeted recommendations to enhance their leadership amidst economic uncertainty, leveraging emergent leadership skills:

1. The use of structured systems for support requires improvement to improve the resilience resources.

Recommendation: Organize structured courses on resilience for the management and the staff. Such programs should touch on stress issues, decision making during a crisis and continuity of business operations during such incidences.

Plan: Create and incorporate into DEL resilience training sessions. Also, ensure you are reviewing and updating the Crisis management plans and use experience from the disruption to improve the plan (Munna, 2023). Instruct leaders to relate instances and practices of unclear conditions to other leaders in forums or mentorship plans to improve their solutions.

2. Promote More Flexibility with Agile Framework.

Recommendation: Implement agility in planning and managing projects as well as in the organization's strategic planning. The key strategic approaches that help in increasing the organization's flexibility and its ability to respond to shifting economic environments include the agile project management frameworks like Scrum or Kanban.

Plan: Educate the leadership of training programs on the extent of agility. Include several planning cycles and feedbacks to change the plan as fast as it is possible depending on current

conditions and opinions. Organize functional integration to deal with emerging challenges and with the use of progressive steps in their management.

3. Strategic Scenario Planning can help raise the level of Future Orientation

Recommendation: Maintain and update, as a rule, strategic contingencies which can occur in the economy and in the field of industry. Through the assessment of the potential course of events, the use of the tools of scenario planning greatly contributes in formulating adaptable strategies for various future stake.

Plan: Conduct a planning of the context with key characters in such a way that they create a possible set of future circumstances. Design specific situations and conditions that represent various economical parameters, changes in technologies, trends in markets. One should apply it when developing and evaluating strategic plans and decisions, as the models illustrate.

4. Another agent of change that requires a strengthening of various decision-making processes is uncertainty.

Recommendation: Improve decision-making activities by integrating accurate information and strengthening the tolerance to risks that stem from the use of new knowledge. Stress applied analytical tools, such as the evaluation of key indicators and improvement of decision-making approaches based on historic records and possible future contingencies.

Plan: Hire and/or develop competent data specialists as well as enhance the training and education of leaders so as to enhance decision making capabilities based on the available data analytics tools. Set up a decision review team to conduct decision and decision outcomes audits regularly in order to enhance the organization's learning.

TASK 2

Reflective Essay: Personal Development in Leadership and Decision-Making

Introduction

The analysis of leadership and decision making within this particular module has been crucial for the development of my major knowledge about the leadership practices and the complicated processes of business world. This piece analyses my learning process,, the displayed skills, and the self-constructed leadership competencies to assess my capacity to meet major leadership characteristics and challenges using the existing models and theories.

I have chosen to delve further into the subject and provide a comprehensive description of my learning journey and the abilities I have gained from this module, supported by examples. Consequently, I have determined that Gibbs' reflective cycle model is the most suitable framework to use. I found this model to be more descriptive, encouraging the student to delve deeper into the details.

Gibbs' Reflective Cycle methodology

In 1988, Graham Gibbs developed Gibbs' Reflective Cycle to provide structure to his learning from experiences. It provides a framework for analysing experiences, and its cyclic nature makes it particularly well-suited for repeated experiences, enabling participants to learn and plan from either successful or unsuccessful outcomes. It encompasses six phases: Description of the experience, emotions, and reflections on the experience; assessment of the experience, including both positive and negative aspects, in an effort to comprehend the circumstances; conclusion regarding the lessons you have acquired and the actions you could have taken differently; a plan of action for how you would address similar situations in the future or general alterations that you might consider appropriate Gibbs' Reflective Cycle (2020).

Learning and Acquired Skills

In this module, I continuously worked with the concepts of leadership theories and practices such as transformational and transactional, situational and emotional intelligence, all of which were integrated around Gibbs' reflective cycle methodology. A major learning achievement has been the capacity to evaluate and relate these theories in practice, comprehending their practices in various organizational settings.

1. Transformational Leadership: This approach lays much emphasis on making the followers to transform to greater degree of performance (Khosravi et al.,2020). I came to understand the role of leadership especially in aspects of vision and charisma in the course of change. For example, while working on a group project, I had to embrace the principles of transformational leadership: I shared a clear vision of what we wanted to achieve which inspired them, and they completed all the tasks in the shortest time possible, and to the maximum level. This exercise underscored the need to offer and establish high standards as well as motivate people toward achievement.

2. Situational Leadership: This model postulates that leaders need to adjust their behavior depending on the followers' development level and mission tentativeness. I largely benefited from this approach since it helped me address issues in groups that comprised of workers with different levels of skill and commitment. In a management case that I mimicked, I tended to switch between a simple and an inspiring approach depending on subordinate's requirements, so I observed a higher level of subordinates' cooperation and problem-solving abilities.

3. Emotional Intelligence (EI): Leadership quandaries involve anger, fear, and trust; anger in a group is frequently brought about by fear which is why leadership entails understanding and handling emotion (Lumley et al.,2021). This aspect relates to EI because I used the concepts in solving interpersonal conflicts within a team, and establishing good relationships with other team members. For instance, identifying and considering an individual's emotional state regarding working pressures helped create a healthier climate by supporting a stressed team member, thereby leading to better team productivity.

Strengths and Weaknesses of the Personal Leadership Capacity

a) Capacity of the Candidate in Meeting Leadership Demands

My ability to fulfill leadership responsibilities has been assessed through various lenses:

1. Strengths:

Visionary Thinking: I have the leadership competencies of focusing on the right things and mobilising people towards optimally achieving those things. This can be justified by the fact that transformational leadership theories thrive in the aspects of vision and inspiration.

Adaptability: Regarding situational leadership, I have improved in my responsiveness to the organizational setting and am, therefore, competent in handling most situations within a team.

Emotional Awareness: I have gained competency in practicing the skills that enhance individuals and teams' ability to initiate and maintain interpersonal relationships: a key leadership competency.

2. Limitations:

Decision-Making Under Pressure : As much as I can make decisions I lack the ability to make decisions particularly in times of crises. This is a frequent problem captured in decision-making methodologies where one is usually faced with the question of whether it is better to make many decisions quickly, but of low quality, or few decisions that are, however, of very high quality.

Delegation Skills : This disposition makes me easily get carried away doing many things and it is sometimes hard for me to delegate tasks. This is in line with the leadership models that stress that delegation is very central to the management of people.

b) Leadership in Relation to Other People

To enhance my leadership in relation to others, I plan to implement the following strategies:

1. Enhanced Communication: From the theory of transformational leadership, I am going to enhance and improve on the areas of communication, with special emphasis on the ability to distinctly present goals and objectives (Kaiser et al., 2021). These issues can be easily clarified

during the meetings and feedbacks, in turn, maintaining an open and effective communication will make sure that team's work is coordinated and all possible problems are discussed accordingly.

2. Empowerment and Delegation : In the light of situational leadership model I will focus on improving delegation process so as to assign work according to abilities and competency of the members. This will not only enhance the performance of a team but also, develop the employees of the team.

3. Stress Management : Stress and decision-making during stressful situations are crucial aspects of handling demands and by so doing, strategies should be formulated. I intend to use stress reducing methods, which includes the use of mind and time management tools in order to arrive at sound decisions where there is high stress.

c) Leadership on Change implementing

They discovered that change leadership is not an easy process as it entails strategising and implementing change. My plan for leading change within the workplace includes the following steps:

Assessment and Vision Creation : Starting with the evaluation of the organizational conditions where the solution is being implemented and determine potential concerns or gaps to focus on solving. Create a concrete and persuasive vision for the envisioned change since it should correspond its goal with organizational objectives and principles.

Stakeholder Engagement : Call participants to seek their backing and their opinions if any. Another factor that is important in advocating commitment to change is communicating with the key stakeholders and managing the sources of resistance.

Implementation and Monitoring : A comprehensive strategy should be prepared and written down with timelines, more specific resources and milestones suggested (Horton, 2020). Communicate often and especially from time to time, to assess the level of the controlled

progress, and make corrections and recommendations where necessary. Encouraging people to always give their feedback and always learn from the failures.

Celebrating Success and Learning from Failures : Affirmation: sometimes it is helpful to take a break and congratulate oneself on the goals that have already been accomplished to stay motivated and focused. Assess the challenges to evaluate what was learnt and how such information may form the basis of improved change management.

Conclusion

About this particular learning module, I have had the most benefit in shaping and honing my leadership competencies and decision-making skills. Thus, alongside the mainstream shift in leadership theories, I have worked on improving my emotional intelligence with the help of the transformational and situational theories. Understanding my assets and liabilities has been vital for growth and this means that there is commitment in coming up with measures that will boost my leadership abilities. Change management takes place at the strategic level and requires a lot of planning and coordination; thus, I stand ready to implement knowledge successfully for organizational development.

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