

Emergent Leadership Skills in the workplace

BMSW 6101

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Part 1-INTRODUCTION

ABC Inc. is a young and highly valued company with representatives in the upper tier of its industry; it is the number one dream organization for young CEOs. However, the leadership of this company has been a major issue over the years, with the firm experiencing a loss of five CEOs in the last three years. Such turnover has elicited concern among shareholders, employees, consuming public, trade unions, the market regulators, and society in general. Leadership often changes in the organizations, and directions also change quite often supported by inconsistent leadership styles, morale, and productivity are low with increased toxic workplace cultures. Further, the other related issue that has emerged from the stakeholders is that there is no steady and stable leadership in the organization.

The purpose of this report is to provide a critical evaluation of the role of leadership and effective leadership, the techniques employed by leaders, obstacles to effective leadership and the part that ethical leadership intervenes in overcoming these barriers in ABC Inc. Specifically, this report will primarily discuss how ABC Inc. might resolve the leadership crisis; the skills required for leadership, the type of leadership that is most suitable for the ABC Inc. and the principles of ethical leadership. Since the report will rely on the analysis of academic publications and, thus, the best practices, the board, as well as the chairman, will receive specific recommendations regarding the choice of a new CEO and the means to stabilize and develop the company successfully.

MAIN BODY

Importance of Effective Leadership Skills

Leadership is a prerequisite for the overall success of any organization, more so at critical moments as well as during unpredictable change processes. Leadership competencies pertain to individual attributes and skills personating the capability to direct other people and resources to the achievement of set objectives. All these skills are important in developing a healthy organizational culture, where employees are considered as assets, motivated and deliver optimal results.

Leadership skills, which have to be nurtured and grown are fundamental in strengthening organizational development, and by extension, resilience-to-challenges. Distinguishable communication and direction cause increased employee engagement and satisfaction, which are fully realized by leaders. (Avolio and Walumbwa (2020)). By the same token, leaders with little or

no critical skills end up causing confusion, making wrong decisions, and consequently demotivating the workforce (Northouse, 2021). To ABC Inc., leadership skills are crucial to restore confidence and order in the company's employees who suffer the consequences of leadership fluctuation.

There are a lot of leadership competencies that are effective for a health workplace organization, and one of the most important is communication. The resulting organizations have open communication channels that enhance bottom-up communication as the leaders Earl and the employees work together in establishing trust (Goleman et al., 2020). Communication is also effective as it is able to remove confusion and makes clear the organizational strategies and objectives that may need to be by employees from ABC Inc., as may be seen from their constant strategic shifts. Managers should also be receptive also with a hue of emotional intelligence that enables him/her to solve employees' issues in order to ensure their welfare in the workplace (Yukl, 2020).

Decision making skills therefore is another critical element of leadership that is required of any leadership cadre. Decision-makers at ABC Inc. need to provide timely and informed decisions for the company with regard to the existing leadership challenge. In the context of uncertainty during crisis, Judge and Bono (2021) describe the process in leadership decision-making as analytical, as well as intuitive and risk-taking. This element highlights the effectiveness of a leader to take proper decisions in larger interests of the organization, or in effect to bring stability to the organization for getting success.

Good leadership skills also help to improve the encouragement of the workers so that the health of the company and its environment will be greatly improved as well. According to Bass and Riggio (2021), transformational leadership refers to a leadership style where leaders encourage other employees to consider personal interests that is beyond their own and adopt corporate goals. This leadership style helps to foster the employees' commitment to the realization of organizational objectives as well as foster a right organizational culture. For an administration effective in transformational leadership such as that at ABC Inc., the leader would encourage all employees to practice work importance and lend a positive disposition to the enterprise.

Hence the need and importance to foster the skills of an effective leader in order to promote employee health to foster productivity in organizations. Such skills assist the leaders to address strategic communication, make efficient decisions and foster employees' behaviors. Therefore,

failure of leadership has become a critical issue in ABC Inc., and by selecting an able competent CEO, the company will be able to overcome the problem to reconstruct the friendly environment.

Importance of Effective Leadership Styles

The type of leadership practiced in an organization affects the culture and climate of an organization, satisfaction of workers, and the performance of the entire organization. The leadership style that is adopted determines how the leader will be relating to the employees, decide on something and even on how he or she will be addressing certain issues. At the same time leadership can play a crucial role in promoting a healthy workforce, while on the other end a destructive leadership could add to such unwanted situation like low morale and lack of engagement.

Leadership also works in different ways; it comes in many fashions and each fashion has its advantages and disadvantages. The best-known leadership type is likely to be transformational leadership which focuses on encouraging and persuading employees to perform beyond the call of duty. Some of the finds made by Goleman et al. (2020) show that managers focused on the theory, engage employees in what the organization does and why it is important. This leadership style is always helpful during the change or in the situations when the company's employees need to be oriented towards specific objectives, in this case, the company's goals, while working on a new challenge. In the case of ABC Inc., the application of transformational leadership could turn out to be very important when it comes to employees' engagement to ensure that they remain loyal to the organization despite the revolving door leadership situation.

On the other hand, transactional leader deals with structure, organizational order, and other discipline related issues. A transactional approach entails offering incentives to workers when they meet target and punishing them where they step outside set standards (Bass & Riggio, 2021). Although this style may work in stable organizational environments, it is not so helpful during crisis such as a leadership crisis. It is probable that employees at ABC Inc. have suffered from change in leadership, and then transactional leadership does not fit for helping employees sort out their emotions and their desire to grow. Thus, although the use of transactional leadership might be highly effective for achieving short-term business goals, it needs to be combined with other leadership styles with reference to the ABC Inc.'s recovery process.

This allows employees to be involved in decision making, hence, feels powerful within the organizational setting due to the transporting powers of democracy. This style promotes a positive

organizational culture since everyone has the chance to participate in decision making processes hence increased employee motivation and productivity (Lee & Chang, 2021).

The second leadership behavior is ethical leadership, which entails Ethical leadership behavior involves honesty, fairness and responsibility. Ethical leaders set examples, walking the talk when it comes to ethical behaviors and promote the telling of the truth within any organizational setting.

The last one is autocratic leadership, under which the leaders make decisions all by themselves without consulting subordinates or other employees in the organization. There is a way that this style may work in some catastrophe situation whereby fast decision-making is crucial, but it is not beneficial to employees if applied where it is not appropriate. In an organization such as ABC Inc. employees have already gone through some level of instability and therefore under such circumstances autocratic management style could further worsen employee morale and make them develop even deeper resentment.

In sum, it is only important to ensure that one gets it right through choosing the right leadership style that will help in the creation of healthy workplace especially in this emerging turbulent world. Although, there exist guidelines for leadership types such as transformational, democratic and ethical, it is important to note that a combination of all these may work for ABC Inc., especially to enhance the stability in the short run while also focusing on long run success.

How Can Management Tackle the Barriers to Effective Leadership

This paper aims to evaluate leadership effectiveness by identifying possible barriers to communiqué, decision-making and employees' engagement. These barriers may be highly injurious especially when utilized in organizations operating in a crises leadership situation like ABC Inc. These barriers are some of the areas that the management needs to have an insight to undertake measures in overcoming them. Mitigation of these challenges, therefore, holds the key to a healthier employment relationship, higher morale and organizational performance.

Poor Communication

Interpersonal communication is arguably among the most frequent challenges that affect leadership effectiveness across organizations. Uncommunicative or unresponsive managers and executives foster confusion and lack of trust from their employees – a far from ideal situation which will ultimately lead to decreased productivity and morale. Associates had become tired of dealing with trying to understand what was going on at ABC Inc., due to various changes in leadership and mixed signals. Organizational communication plays a crucial role of leadership by allowing the leader to convey a vision, expectations and plans among the subordinates. Communication that is unambiguous supports and enhances confidence, minimizes confusion, allows employees to understand organizational goals and objectives as well as align themselves to them (Daft and Pirola-Merlo (2022).

Leaders should be willing to promote open communication and be ready to attend to all the requirements of the employees. Giving feedback is also productive because it allows a leader to realign the strategies and immediately fix what can cause worry and decrease trust and cooperation within an organization (Goleman et al., 2020).

Lack of Vision and Direction

An additional challenge of leadership is the absence of vision, direction or a plan in many an organization. When leaders do not paint a picture for employees where the company and the employee fits in or do not provide the vision time and the lack of direction can create confusion for an employee.

It is the responsibility of leaders to explain their visions when it is challenging for employees to find their ways (Avolio and Walumbwa (2020). ABC Inc. truly requires the next leader to be able to paint the right picture, and one that is realistic.

Inconsistent Leadership Styles

Lack of consistency when it comes to leadership also results to the creation of confusion and inefficiency of leaders. This conflict of leadership style has been a major issue in ABC Inc. where the changes in CEOs have triggered changes in the leadership trying out the employees thus weakening the stability of employees force (Martin& Sims, 2023).

To deal with this, the management at ABC Inc. should make sure the next CEO chosen represents the kind of leadership which is fit for the company's culture and the employees. For instance, if the leadership style used in the organization is autocratic or bureaucratic, a change to transformational, or democratic leadership style may work best in this case given the need to reverse employee cynicism.

Resistance to Change

Another threat is changing resistance: the organization's employees may not support leadership strategies and therefore hinder its effectiveness. It is common for employees to resist changes in their organization for many reasons, including inadequate participation in the change process decisions or where change is implemented at very high speeds. In organizations, where there have been many changes in leadership, change resistance may also be high since employees are not sure whether these changes will persist or not.

To reduce the level of resistance to change, management at ABC Inc. should center on developing a change readiness culture. This means that the employees are made ready for change through being informed about why the change is required, how it may affect them and in what ways they can be involved. It becomes possible to attain optimal results when leaders engage the employees in change processes besides equipping these employees with the relevant tools for change. (Yukl (2020)).

Lack of Trust and Credibility

One of the biggest challenges to leadership is that there is little or no trust between leaders and workers. Two of the key elements that are fundamental to work collaboration, innovation and loyalty are trust. Nevertheless, at ABC Inc., constant leadership changes may have undermined the employees' trust and develop a new one for accepting leadership. Trust is the major factor that defines company success (Judge and Bono (2021)).

A new and credible CEO therefore needs to regain the trust of their employees and customers by being ethical in their conduct. In developing solutions it is important to escalate transparency, fairness in decision making process, or a consistent pattern in it that will help create trust among

employees. More was also said about ethical leaders creating opportunities for people to express their opinions and even more to their practices that increase the level of confidence in the leadership (Stone & Patterson, 2022).

The Importance of Ethical Leadership in the Workplace

Ethical leadership, therefore, is the starting point of trust with a clear addition of respect coupled with the achievement of sustainable organizational success. Ethical leaders are those who right-minded, impartial and honest both in their words and deeds, accurate and responsible. They are leaders from whom their respective organizations obtain examples that should guide them in decision making with an understanding of the implications of their decision on society. This is the case with ABC Inc. that has faced numerous crises emanating from constant change of leadership that historically erodes trust.

Trust and Credibility

In organizations, we find that uncertainty is prevalent, and research has shown that there is a positive relationship between trust in leadership, employee engagement, job satisfaction, and organizational commitment (Avolio & Yammarino, 2020). In ABC Inc., many employees have suffered through rapid leadership changes, and therefore the ethical leaders should aim to make fair decisions and make them transparent. This means that if the employee feels that the leader is acting in the best interest of the organization they will believe in the leadership and the organization.

Ethical Decision-Making

Ethical leadership also involves decision making in such a way that the decision being made has an acceptable ethical value. In aspiring organizations, leaders themselves act out the needed ethical behavior which has a direct implication on the overall fair and accountable culture of an organization. Ethical leaders are likely to make decisions that are in the corporate entity and those

of the employees' interest and not decisions that benefits only the leader or the corporation at the short run. (Bass and Riggio (2021)).

Employee attitude toward jobs and the company

Employees are more motivated and engaged whenever they receive perceptions of ethical leadership from their employers. Ethical leaders provide the context that enables employees' voice, encourages two-way communication at work and rewards employees. This paper establishes that an understanding and application of ethical leadership principles within ABC Inc. will assist in reversing the morale drop caused by the leadership development instability.

Long-Term Organizational Success

And finally, ethical leadership is a key component that will help organizations to be sustainable or remain successful. Ethical leaders work closely with the stakeholders, employees, customers and shareholders of the organization. Where ABC Inc. is concerned, the synergy of communicating is to instill ethical leadership as an approach of spearheading the company through the current crisis as well as chart a right organizational course for future growth.

Therefore, implementation of ethical leadership is necessary to help replace instability, distrust and cutting credibility in ABC Inc.

RECOMMENDATIONS

Essentially, the prolonged leadership crisis at ABC Inc. has left the organization unstable, uncertain, and un cohesive; hence employee's morale and productivity levels are also un-funded. Based on this, the company cannot ignore its strategy to choose the next CEO, as well as other leadership issues it encounters. Herein are major recommendations that can enable the board and the chairman of ABC Inc. to bring an end to the leadership crisis and enable the company to get out of its misfortunes.

The Criteria that should be used in Selection of the Next CEO

Choosing of the next senior management especially the CEO is very crucial to ABC Inc. From experience it becomes evident that there is a high turnover and leadership change hence it is important that the new CEO should have a combination of leadership type, leadership skills and a well-articulated vision that will suit the organization and its people. They must govern through change, rebuild trust between staff and employers, and be able to steer a vessel amidst stormy seas.

In addition, leadership must be transformational, and the CEO must possess several qualities. Transactional leaders create a vision that people embrace and maintain and provide tone and support in periods of transition. (Goleman et al. (2020). This approach will be important for ABC Inc., which have suffered a strong blow to morale, especially arising from changes of leadership. The proper CEO should be one who can come up with a clear picture of the company and mobilize the staff to progress towards the achievement of this vision with more vigor.

Should Task Employees in the Selection of Personnel

In fixing this problem, the board should open the selection process of the outsider/CEO to the employees of the organization. Through engaging the employee in leadership decision-making process, then trust is remediated hence considerable buy-in from the employee is garnered. (Avolio and Walumbwa (2020). Adoption of the expectations by the new CEO through engagement of employees makes them embrace the set values and objectives of the organizational stakeholders. This may take the form of questionnaires, group discussions and even general meetings where the employees are heard giving what they want from the new leadership.

CONCLUSION

Leadership is the foundation of any organization, and, therefore, leadership problems as captured within ABC Inc. are a combination of a leadership crisis. Leadership has been a major issue as there have been high cases of leadership change which has led to confusion, lack of morale and thus low productivity among the employees. To overcome these challenges, it could be advisable for the board and chairman, who takes charge of the leadership selection, to adopt the best

strategy that would consider leadership skills, vision as well as ethical standards when conducting the selection.

Effective communication, decision making and emotional intelligence of leaders help to have a good organizational climate and encourage employees to perform organizational objectives. Also, choosing the right leadership style including the use of transformational leadership is effective for ensuring that the employees are committed to the organization especially when there is inability to predict on what is going to happen in future.

Indeed leadership is not just about the style and professional skills which may include communication breakdown, resistance to change and lack of trust. From the analysis, Management needs to enhance of communication, setting specific organizational directions, and modeling ethics. Particularly the next CEO should exploit more of transparent, equitable and accountability features to reinstate the public's confidence and make sure that every decision made has the organization and the public at heart.

Last, future leadership development and succession planning for either CEO or other key positions is a strategic plan that ABC Inc. must put in place so as perform the task well in the event of change in leadership. To overcome the current challenges and empower all the participants of ABC Inc., it is vital for the company to find an appropriate manager, who is an ethical leader, visionary, and an enthusiast in engaging employees.

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Reflective

INTRODUCTION

While working on the tasks within this module, I found out a number of useful insights on leadership with a special emphasis on emergent leadership skills. These are skills that develop with experience and ones which leaders if they are to do their work effectively must be cognizant. The purpose of this reflective essay is to discuss how the learning in the module has impacted on me as a leader. I will identify and evaluate leadership qualities and leadership behavior and how these affected my leadership. To ensure that this reflection exposes aspects of the nature of my leadership growth, I will use Gibbs' Reflective Cycle to frame this reflection activity.

Learning Experience in the Module

This module has given me a clear vision on types of leadership theories and types of leadership such as transformational, emotional intelligence theory, situational theory and more. One of the most learned concepts was Interpersonal Intelligence that focuses on understanding self and others. Emotional – self regulation, empathy, social skills – are key to leadership effectiveness and particularly important during stress (Goleman, Boyatzis and McKee (2020). I found this as a perfect idea that embraced me because I realized the significance of emotional intelligence when handling people –own emotion and that of others- to influence them and even to manage groups.

Furthermore, the module highlighted on the transformational leadership, a leadership type that seeks to direct change by appealing to the higher purpose (Bass & Riggio, 2021). I believe the following leadership style is relevant to what I experienced when witnessing the team-based projects. While learning this leadership style, I could identify how it may create a cooperative and creative environment that would allow the teams and I to build synergy. Thinking about these learning experiences, I realized that one should set high personal performance standards and show others how it can be done, as well as set appropriate goals and motivate people to go beyond their expected performances, that is, elements of emergent leadership skills.

Reflection on My Own Leadership Skills

As for me, I can find several aspects that was developed throughout the module regarding my leadership skills.... The first of the emergent leadership skills that I have acquired is self-awareness, which I have realized is vital in leadership. I have learnt that when it comes to Emotional Intelligence there is a great need for me to learn about myself especially in relation to emotions that easily lead me so that am able to master them before they master me; this would enable me to be composed and constructive in my reasoning (Goleman et al., 2020). For instance, I used to have an issue when handling stress especially during demanding endeavors. However, through practice I have been able to learn how to control my temper which makes me humble down and be calm especially when I am leading others in a group.

Besides, owing to Kurt Lewin's change management model, the idea of transformational leadership plays the major role in the leadership style. I now even take an extra step of encouraging them by looking at their potential and working closely to ensure that they embrace the set goals as part of the organization team. However, I also realize there are improved areas within me such as I also struggle with assertiveness and the contest between assertiveness and ability to listen to others during this module, the active listening plan showed how I need to improve my ability to pay attention to my team members before I make decisions.

Influence of Leadership Styles and Traits

The knowledge gained in this module has enabled me to analyze different leadership types and consider how they might be utilized for leadership development for myself. Transformational leaders aim at achieving organizational objectives by providing their followers with direction and examples to help them feel inspired and take charge. (Bass and Riggio (2021). In my practice, I would observe how this style of leadership can change a group dynamic for the better since people get to understand how everyone can chip in towards a common goal while appreciating the contributions of others.

One more leadership quality that has impressed me a lot is empathy. Empathy helps leaders foster trust with teams and create effective relationships successfully. (Goleman et al., 2020). I have found out that listening is an important part of empathy; this means that one must listen effectively to others, tune in to their needs, and put on an emotional slew that would enable the other person to be comforted where necessary.

There is also the acknowledgement of the fact that adaptive leadership is a scope that I need to grow on. Transformational leaders adapt depending on the circumstances that are in consideration. (Northouse (2021). I have made improved progress in terms of accepting and developing myself into certain leadership roles; however, I still experience discomfort in situations where there is lack of structure and where decisions must therefore be made fast.

Use of Reflective Model

For this reflective essay, I have used Gibbs' Reflective Cycle, which consists of six stages: It has description, feeling, evaluation, analysis, conclusion and recommendations. I chose this model because it provides guidance for the analysis of personal experience and enhances a deeper understanding of the affective-normative dimension of teaching (Gibbs, 1988).

To begin with, I analyzed leadership skills and traits using Gibbs' model of reflection. I then shared my emotions about these experiences and how these empowered me and fueled my desire to enhance my leadership. In the evaluation stage, I documented the great and the not so good performance in handling the case analysis. During the analysis part, I staked out relationships with the practice and identified cases where I had already used Leadership concepts in practice successfully. The final phase emphasized career effects and how the course's ideas of transformational leadership and emotional intelligence impacted me. Finally, the action plan stage outlined the areas for future development of leadership competencies, especially in relation to the various leadership contexts, and the way to strengthen the skills of active listening.

CONCLUSION

Through this module, I have been able to develop my leadership profile with enthusiasm and learn self-analyses critically on various aspects of my person. I have found that leadership self-identity, emotional intelligence, and leadership transformation are crucial to responsible leadership. I learned about my abilities including the ability to motivate and encourage others and areas I need to grow in that include listening and maneuvering through complexity. In the future, I hope to build my emergent leadership skills by relating my learning in academic and personal leadership domains.

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