

Individual report

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Part 1: Report

Executive Summary

This report employs Netflix as a case study to analyze the essential role of leadership in addressing uncertainty and achieving sustained organisational success. Through an examination of various leadership theories, the report aims to elucidate how different leadership styles can enhance Netflix's capacity to manage the challenges of the contemporary business environment. Moreover, the paper explores the critical skills and competencies required for leaders to effectively steer their organisations through periods of volatility, undertakes an evaluation of Netflix's current leadership practices and provides recommendations aimed at refining the media company's leadership approach.

Introduction

As defined by Yukl (2006), leadership refers to the “process whereby intentional influence is exerted over other people to guide, structure, and facilitate activities and relationships in a group or organisation.” Leadership encompasses the ability to inspire, motivate, and direct individuals toward achieving organisational goals (Allen, 2018). Effective leadership is a key driver of organisational success, facilitating the alignment of individual and team efforts with strategic goals and fostering a productive, resilient and positive work environment capable of adeptly navigating the complexities of the contemporary dynamic business environment (Hughes, Beatty and Dinwoodie, 2014).

Against the backdrop of the current business environment, marked by high volatility and uncertainty, this report’s focal point is centred on the critical role of leadership in guiding organisations through challenges and ensuring their long-term success. The paper will examine several leadership theories, applying them within the context of Netflix to explore how different approaches can drive the ability to withstand the complexities of the current business landscape and identify the skills and abilities necessary for individuals to effectively lead amid challenging circumstances. Subsequently, the report will evaluate Netflix’s current leadership approach to conclude by providing recommendations aimed at bolstering the organisation’s leadership effectiveness. Ultimately, through this inquiry, the goal is to elucidate the most effective leadership skills and strategies that can support leaders in navigating the complexities of the current uncertain business landscape.

1. Overview of Netflix

Netflix, founded in 1997 by Reed Hastings and Marc Randolph, is a global leader in the streaming entertainment industry. Initially having started as a DVD rental-by-mail service, the company revolutionized the media landscape by transitioning to an on-demand streaming platform in 2007, providing subscribers with instant access to a vast array of content (Herber, 2018). With over 238 million subscribers worldwide as of 2024 (Statista, 2024) the company has expanded its operations to over 190 countries and has become a major producer of original content, boosting various critically acclaimed movies and TV series. The platform now offers an extensive library of films, documentaries, and television series across a multitude of genres and languages, and continuously seeks to evolve its offerings to best align with evolving consumer preferences and industry trends (Barker and Wiatrowski, 2019).

The selection of Netflix as a focal point of this report is rooted in the recognition of its significant impact on the global entertainment industry and its dynamic response to varying circumstances and competitive pressures. Throughout its history, the organisation has demonstrated remarkable agility and strategic foresight in navigating challenges such as market saturation, technological advancements, and shifts in consumer behaviour, rendering it a compelling case for analyzing leadership strategies and emergent skills in the current uncertain business environment.

2. Key Leadership Theories

The discourse on leadership offers a range of conceptual frameworks for understanding the dynamics of influence, guidance, and management within organisations.

2.1 Transactional Leadership

The transactional leadership style is predicated on the notion that leadership is formed through a series of structured exchanges between leaders and followers. According to this leadership conceptualization, followers' motivation is primarily driven by their own self-interest, wherein they are inclined to align with a leader who maximizes their positive experiences and minimizes negative outcomes (Aarons, 2016). The transactional leadership approach focuses on maintaining order and achieving specific goals through performance-based interactions. It entails setting clear expectations, providing tangible rewards, and implementing corrective actions to ensure followers' effectiveness and facilitate the attainment of organisational objectives (Zagoršek, Dimovski and Škerlavaj, 2009).

2.2 Transformational Leadership

Transformational leadership provides a contrasting perspective to that of transactional leadership, emphasizing the importance of inspiring and motivating followers to drive high performance and commitment. Within its framework, leaders should focus on creating a compelling vision, fostering an environment of trust and collaboration, and encouraging personal and professional development. Effective leadership under the transformational leadership paradigm entails cultivating a deep awareness of the organisation's broader purpose and the key impact of individual task outcomes. Leaders should inspire followers to transcend their individual self-interests in favour of the collective goals of the organisation or team, fostering a sense of shared purpose and commitment. They should endeavour to address followers' higher-level needs as a means of enhancing their intrinsic motivation

towards the attainment of sustained organisational success (Bass and Riggio, 2006; Aarons, 2016).

2.3 X and Y Theories

As per X and Y Theories, leadership can be conceptualized through two distinct frameworks reflecting underlying assumptions about employee motivation and behaviour.

Theory X posits that leadership must be authoritarian and prescriptive, based on the notion that employees are inherently unmotivated and require close supervision and control to ensure productivity. This approach emphasizes directive management and strict oversight to align employee behaviour with organisational goals (Lawter, Kopelman and Prottas, 2015).

Conversely, Theory Y, grounded in the assumption that employees are inherently motivated, seek autonomy, and are capable of self-direction, suggests that leadership should be participative and empowering. According to Theory Y's paradigm, leaders should cultivate an environment that actively supports employee engagement, delegating responsibility, encouraging collaboration, and fostering a culture of trust and mutual respect (Bass, 2015).

2.4 Contingent and Situational Leadership Theories

Within the framework of the Contingency and Situational Leadership theories, leadership is understood as an adaptive process, wherein the effectiveness of a leader is contingent upon the alignment between the leader's style and the specific demands of the situation (Nawaz and Khan, 2016). These theoretical conceptualisations oppose the notion of a universal leadership approach, positing instead that leaders must exhibit a high degree of situational awareness and flexibility, tailoring their leadership strategies according to the specific circumstances and targeted outcomes (Bryman et al., 2011).

Notwithstanding their shared emphasis on context, however, the Contingency and Situational Leadership theories exhibit slight differences. The Contingency Leadership theory underscores the importance of aligning a leader's inherent style with specific situational variables. Conversely, the Situational Leadership theory attributes a greater significance to the readiness level of leaders' followers, positing that effective leadership hinges on leaders' ability to adapt their approach based on the followers' competence and commitment levels (Dugan and Komives, 2011).

3. Leadership Approaches Amid Economic Uncertainty

The above-presented leadership theories can serve to provide insights into the strategic approaches and adaptive capabilities that can facilitate leaders' capacity to effectively navigate the challenges of the contemporary uncertain business landscape.

3.1 Transactional Leadership

As per the transactional leadership framework, the current economic uncertainty can be effectively managed through a focus on structured performance management and clear operational expectations. Within this approach's paradigm, leaders should set clear expectations and closely track employees' performance, undertaking regular evaluations to ensure alignment with organisational goals (Aarons, 2016). They should implement reward and recognition systems to reinforce desired behaviors and outcomes, while also addressing any deviations from expected performance promptly. This, in turn, would aid in fostering a stable and predictable work environment that consistently meets its strategic goals, maintains optimal efficiency, and withstands the complexities posed by economic uncertainty (Uslu, 2019).

In the context of Netflix and the challenges faced by the company due to economic uncertainty, such as fluctuating subscriber numbers, competitive pressures, and rising operating costs, the employment of transactional leadership could aid the organisation in ascertaining its optimal performance by driving greater accountability and efficiency. For instance, by setting clear, measurable targets for teams, leaders at Netflix could focus efforts on crucial areas like subscriber growth, content quality, and cost efficiency. Regular monitoring and performance evaluations would ensure that these targets are met, supporting the attainment of organisational goals and maintaining operational stability.

Furthermore, leaders at Netflix could implement comprehensive reward and performance management systems to reinforce desired behaviours and outcomes and address underperformance. By linking rewards directly to the achievement of specific targets such as subscriber acquisition rates, content production milestones, and cost-saving measures, the company could motivate employees to meet and exceed performance expectations (Allen, 2018). Meanwhile, the prompt identification and management of underperformance would ensure the sustained maintenance of high performance (Hughes, Beatty and Dinwoodie, 2014).

3.1.1 Requisite Skills

To ensure their capacity to effectively employ a transactional leadership style, leaders should possess several skills. They need strong strategic goal-setting abilities to establish clear, measurable objectives that align with organisational priorities. Moreover, they should be proficient in data analysis, adeptly interpreting performance data to obtain insights that facilitate informed decision-making (Adair, 2017). In addition, leaders should be capable of designing and implementing effective reward systems and delivering constructive feedback, providing regular, actionable guidance that helps employees meet performance targets (Bryman et al., 2011).

3.2 Transformational Leadership

Concurrently, the principles of transformational leadership imply that the complexities of economic uncertainty can be effectively managed through a focus on inspiring and motivating employees. In response to the challenges posed by the volatile economic environment, the cultivation of a forward-thinking and collaborative culture could serve to ensure that organisations remain resilient and forward-looking, with their workforce motivated and consistently endeavouring to meet targets and work towards overcoming obstacles (Bass and Riggio, 2006).

As outlined by Watson (2022), during periods of economic uncertainty, employees can experience diminished motivation and engagement, which can negatively impact their performance. The application of a transformational leadership approach can serve to counteract these challenges by re-engaging employees and fostering a renewed sense of purpose and commitment.

Applied within Netflix, transformational leadership would entail leaders focusing on crafting and communicating a compelling vision that resonates with employees and aligns with the company's long-term goals. This vision could provide a sense of direction and purpose, which is particularly valuable during uncertain times when employees may feel disconnected from the company's objectives (Singh and Ramdeo, 2023).

Furthermore, the implementation of transformational leadership would involve a pronounced emphasis on nurturing an organisational culture marked by a strong focus on innovation, whereby leaders actively promote and support creative thinking and encourage experimentation. This could both contribute to Netflix's competitiveness and address emerging

challenges, as well as bolster employee engagement and job satisfaction. In being actively involved in the innovation process, employees could experience increased intrinsic motivation and a greater sense of ownership over their work, feeling inspired to work towards shaping the company's future and overcoming hardships (Bryman et al., 2011).

In addition, by adhering to transformational leadership principles, exemplifying high moral standards and encouraging ethical behaviour, leaders at Netflix could engender a work environment grounded in integrity and trust. Such an environment stands as particularly crucial during periods of economic uncertainty, as it offers employees a stable and predictable context within which they can operate. This would help mitigate feelings of insecurity and anxiety that may arise from external economic pressures, thereby allowing employees to concentrate more effectively on their work (Humphrey, 2013).

3.2.1 Requisite Skills

Several skills can be identified as essential for leaders to apply a transformational leadership style. One critical skill is visionary thinking, as it enables leaders to articulate a compelling and inspiring vision (Cote, 2017). Moreover, inspirational communication is also vital to enable leaders to persuasively convey their vision and effectively engage with employees through active listening and feedback (Mencl, Wefald and van Ittersum, 2016). Emotional intelligence is also crucial, as it allows leaders to understand and manage their own emotions while empathizing with their team, fostering strong relationships and a supportive work environment (Batool, 2013).

3.3 Theory X and Theory Y

Theory X and Theory Y provide similar yet distinct perspectives to those of Transactional and Transformational Leadership Theories.

3.3.1 Theory X

Theory X's assumptions align with the structured, performance-oriented approach of transactional leadership style, emphasizing the need for strict supervision, clear expectations, and detailed performance monitoring to ensure productivity amid business uncertainty. Nevertheless, while transactional leadership's approach is more centred on the notion of a mutually beneficial exchange between leaders and employees, Theory X is more rigid, underscoring the need for constant control and oversight to ascertain optimal employee

performance (Nawaz and Khan, 2016). As such, for Netflix, the adherence to Theory X's approach would imply the adoption of a highly authoritarian approach that prioritizes stringent control mechanisms and performance monitoring to maintain efficiency and productivity during periods of economic uncertainty. This would entail the implementation of rigorous oversight systems, detailed performance metrics, and a focus on compliance to ensure that employees meet their targets and maintain high efficiency even amid challenging conditions (Lawter, Kopelman and Prottas, 2015).

3.3.1.1 Requisite Skills

The effective implementation of Theory X's principles necessitates leaders having robust skills in oversight and control, including the ability to develop and enforce detailed procedures, monitor compliance, and assess performance outcomes effectively. Leaders need to be adept at setting and communicating precise goals, analyzing data to track progress, and ensuring adherence to established protocols. Additionally, they must be capable of addressing any deviations promptly, providing corrective feedback, and maintaining a high level of discipline within teams (Mumford et al., 2000).

3.3.2 Theory Y

Theory Y, concurrently, can be acknowledged as being similar to transformational leadership in that it asserts the potential for employees to be self-motivated, responsible, and capable of self-direction. Nonetheless, while the approach of transformational leadership actively seeks to inspire and engage employees by articulating a compelling vision and fostering innovation, the one of Theory Y focuses more on the inherent motivation and capability of employees, emphasizing the importance of providing them with autonomy and robust support (Uslu, 2019).

In the context of Netflix and its response to economic uncertainty, the framework of Theory Y implies that the company should enhance its focus on granting employees greater autonomy in decision-making and supporting their development. To do so, Netflix could implement practices that empower employees to be heavily involved in the organisation's decision-making processes,

(Kar, 2017). Moreover, the company could invest in comprehensive training and development programs to build employees' skills and confidence, ensuring they are well-equipped to contribute meaningfully, as well as enhance its feedback mechanisms to facilitate responsiveness to employee needs and ideas (Humphrey, 2013). In doing so, Netflix could

endeavour to leverage its workforce competency as a means of withstanding the challenges posed by the uncertain business environment.

3.3.2.1 Requisite Skills

For individuals to effectively implement Theory Y leadership principles, several critical skills are necessary. Primarily, they must exhibit advanced interpersonal skills to build and maintain trust, which constitutes an essential prerequisite for fostering an environment that supports autonomy and employee engagement (Riggio and Tan, 2013). A nuanced understanding of employee motivation is also of key significance; leaders must be able to identify and cultivate individual strengths and align them with organisational goals. Effective delegation skills are also essential, enabling leaders to grant employees greater decision-making authority ensuring they have the necessary resources and support (Zhang et al., 2017).

3.4 Contingent and Situational Leadership Theories

Contingent and Situational Leadership Theories share a common focus on the necessity of leadership to be adaptive to the specific circumstances at hand. Nevertheless, as previously discussed, the two theories exhibit slight nuances in their emphasis, thereby suggesting varied approaches to managing uncertainty.

3.4.1 Contingent Leadership Theory

As per the tenets of Contingent Leadership Theory, leadership effectiveness hinges on the alignment between a leader's behaviour and the specific situational demands. Therefore, the theory implies that in managing uncertainty, leaders need to be highly adaptable, continuously assessing and realigning their strategies to fit the evolving context. They should be prepared to modify their leadership style based on the nature of the challenges and the needs of their team, ensuring that their approach remains relevant and effective in the face of changing circumstances (Dugan and Komives, 2011).

Applied within the context of Netflix, this theoretical conceptualization highlights the necessity for the company's leaders to constantly analyze and interpret the evolving market conditions and internal dynamics. Leaders should remain vigilant in assessing the shifting landscape of the entertainment industry, including changes in consumer demand, technological advancements, and competitive threats. By continuously evaluating these factors, they can adapt their strategies and leadership approaches to effectively address emerging challenges

and capitalize on new opportunities. This dynamic responsiveness would help ensure that Netflix remains agile and resilient in the face of uncertainty, optimizing its strategic decisions and operational practices to maintain market leadership (Holbeche, 2015).

3.4.1.1 Requisite Skills

In pursuing the employment of the Contingent Leadership approach, leaders should ascertain their possession of several key competencies. They must have strong situational awareness to accurately gauge the dynamics and needs of the organisation and its environment. Moreover, they should be highly adaptable and capable of quickly modifying their strategies in response to shifting conditions. Effective decision-making and problem-solving skills constitute other essential abilities, enabling leaders to address challenges efficiently and devise appropriate solutions (Adair, 2017). In addition, leaders should have well-developed creative thinking skills to facilitate their capacity to generate innovative approaches and anticipate future scenarios, thereby ensuring their leadership remains relevant and impactful across varying circumstances (Sloane, 2006).

3.4.2 Situational Leadership Theory

The perspective of the Situational Leadership style, although similar to that of Contingent Leadership, places a distinct emphasis on the need for leaders to be responsive to the readiness and maturity of their followers (Simha, 2022).

For Netflix and its approach towards managing economic uncertainty, this perspective implies that leaders must be attuned to the specific developmental levels of the workforce. They should provide more structured guidance and support to newer or less experienced employees who may exhibit less confidence and competence in fulfilling their work duties, especially given the rapidly evolving demands of the industry. This targeted support could help these employees build their skills and confidence, allowing them to adapt more effectively to changing conditions and ultimately contribute more significantly to the organisation's objectives. Conversely, more seasoned employees who demonstrate higher levels of readiness can be given heightened autonomy and involvement in strategic initiatives, leveraging their expertise to drive innovation and facilitate the adept navigation of challenges (Mwai, 2011).

3.4.2.1 Requisite Skills

The skills necessary to apply the Situational Leadership style, while having substantial overlap with those required for the implementation of a Contingent Leadership style, have a pronounced emphasis on the evaluation and adaptation to the readiness of followers. Leaders should possess the ability to adeptly assess the competence and confidence of employees. They need to be perceptive and responsive, using emotional intelligence to adapt their leadership style based on the confidence and competence of their team members (Batool, 2013). Effective communication is also key, as it facilitates the delivery of tailored guidance and feedback, ensuring that instructions are clear and supportive, and contributes to fostering an environment where employees feel understood and well-positioned to effectively fulfil their tasks (Adair, 2017).

4. Leadership within Netflix

Netflix's leadership can be acknowledged as being most congruent with the leadership style delineated within the framework of transformational leadership.

As per the company's philosophy, a great workplace is defined by the calibre of its employees. Therefore, Netflix prioritizes hiring and retaining top talent, who are well-aligned with the company's values and vision and capable of driving innovation and growth. The organisation's employee recruitment strategy targets individuals who are not only well-skilled but also exhibit a deep passion for their work and are inspired to contribute to advancing the company's strategic objectives (Blair et al., 2019).

Once onboard, employees are granted significant autonomy, with encouragement to propose and pursue new ideas and take calculated risks. Netflix's leadership endeavours to align the team around the company's ultimate mission to "entertain the world," empowering the workforce to undertake initiatives that align with the company's strategic vision and drive the accomplishment of its strategic goals (Koss, 2024).

Furthermore, Netflix's leadership approach is focused on nurturing a positive workplace environment of collaboration, open communication and feedback. Employees are encouraged to engage in transparent dialogue, share their insights, and seek input from their peers and leaders. This both supports individual initiative, as well as integrates diverse perspectives into decision-making processes, enhancing the quality and impact of the innovations introduced (Joonas, Mahfouz and Hayes, 2023).

Notably, in being deeply committed to innovation and continuous development, the organisation actively promotes a culture of learning and growth. By providing extensive opportunities for training, skill enhancement, and career advancement, Netflix seeks to ensure that its workforce remains agile and adept at navigating the complexities of the industry. This focus on professional development not only contributes to the company's innovation-driven goals but also helps employees achieve their full potential, thereby driving both individual and organisational success (Barker and Wiatrowski, 2017; Joonas, Mahfouz and Hayes, 2023).

5. Recommendations

Whilst the current leadership approach of Netflix can be acknowledged as having several strengths, certain limiting facets can also be identified, hence presenting avenues for improvement.

For instance, while the emphasis on autonomy and risk-taking drives innovation, it can also cause overextension of resources and strategic misalignments, which, in the context of the current economic uncertainty, can exacerbate financial instability. In recent years, Netflix has embarked on numerous productions but has had to halt many of them due to their insufficient profitability. This highlights the challenges of balancing creative freedom with financial prudence, especially in a volatile economic environment where resource allocation must be carefully managed to ensure sustainable growth and profitability (Teece, 2010).

Furthermore, it is also to consider that the high degree of autonomy given to employees can lead to varying levels of effectiveness and alignment with organisational goals across different teams which, in turn, can impact overall operational consistency and efficiency (Childs, 2009).

To address these issues, the company could benefit from adopting an approach that is more grounded in the principles of the transactional and Theory X leadership frameworks. This could involve implementing stricter performance metrics, structured oversight, and a more directive style to facilitate greater organisational stability, ensure prompt adherence to performance standards, and maintain high productivity (Allen, 2018). Importantly, to effectively pursue these leadership modifications, adept strategic oversight, planning, performance management and data analysis stand as essential.

In addition, it is to be recommended for the company to focus on advancing other critical emergent leadership skills identified throughout the report. For instance, strengthening

communication skills would help ensure that all team members are aligned with organisational objectives and can effectively collaborate across functions (Suter et al., 2019). Concurrently, enhancing emotional intelligence would aid leaders in navigating interpersonal dynamics and managing stress, which can improve overall team cohesion and morale (Batool, 2013). Furthermore, an emphasis on reinforcing decision-making and problem-solving capabilities would bolster the organisation's capacity to respond to changing market conditions and uncertainties (Koppenjan and Klijn, 2010). Ultimately, by focusing on the continuous advancement of these emergent leadership skills, Netflix could cultivate a more resilient and adaptable leadership framework that augments its ability to withstand the challenges posed by the uncertain and volatile economic landscape.

Conclusion

The current report had its focus on the critical role of leadership in navigating the complexities of today's volatile and uncertain business environment. By examining several leadership theories and applying them to the context of Netflix, the report explored how different leadership approaches can enhance the organisation's ability to withstand challenges and achieve long-term success and identified key skills and abilities essential for effective leadership in the face of uncertainty. Furthermore, the report evaluated Netflix's current leadership practices, highlighting strengths and areas for improvement and provided recommendations regarding how Netflix can strengthen its leadership framework to drive its capacity to ascertain its sustained growth and adaptability in the dynamic context of the contemporary business landscape.

Part 2: Reflective Essays

Introduction

As acknowledged by Hedberg (2009), reflective practice is a crucial component of personal and professional development, allowing individuals to gain deeper insights into their experiences and enhance their capabilities. In the context of leadership practices, the pursuit of reflective practice can facilitate a more profound understanding of one's leadership style, strengths, and areas for improvement, thereby driving more effective and adaptive leadership (Castelli, 2016). Against this backdrop, the current essay will utilize Driscoll's What Reflective Model (Figure 1.) as a means of exploring my learning experience during the Emergent Leadership Skills for the Workplace module. The paper will reflect on the key insights gained throughout the module, explore how these insights have influenced my skills and overall understanding of effective leadership, evaluate my current capacity to fulfil the key responsibilities of leadership roles and outline a plan aimed at further refining my leadership capabilities.

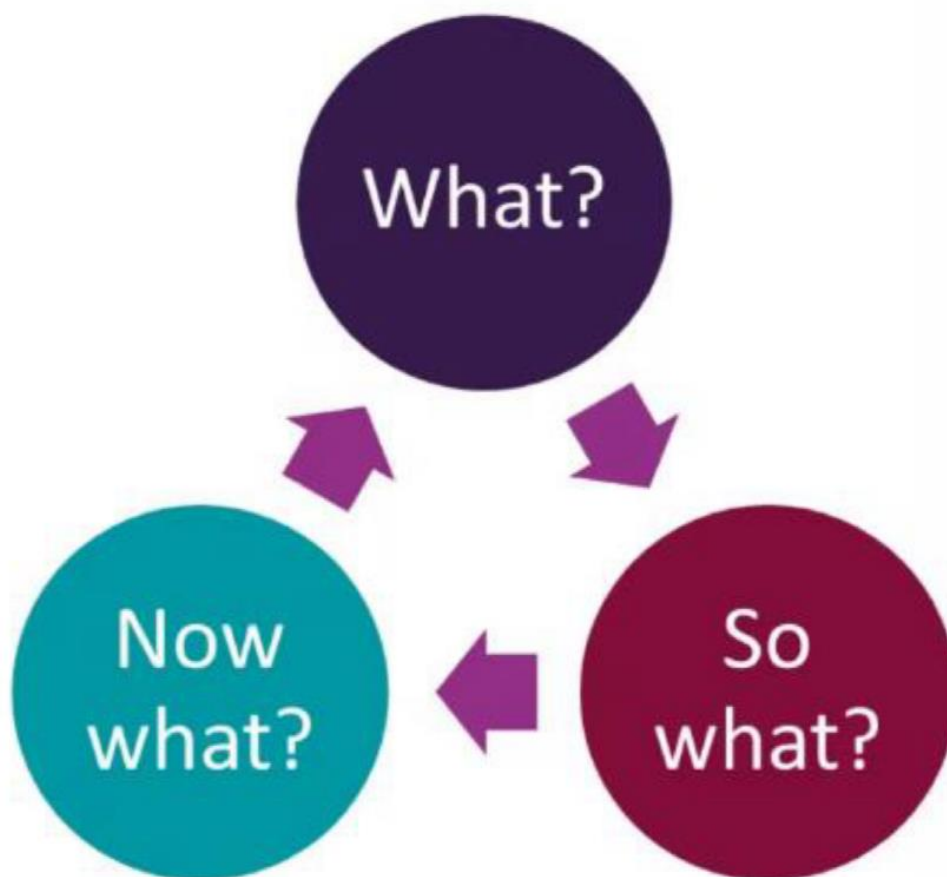


Figure 1. Driscoll's What Reflective Mode (York St John University, no date)

What?

The Emergent Leadership Skills for the Workplace module had its focal point on leadership and the key skills necessary for effective leadership in today's dynamic business environment. The module introduced the topic of leadership, distinguishing it from management and highlighting its significance in the context of the contemporary business environment. Moreover, it explored various leadership theories and styles, detailing their specific characteristics, strengths, and weaknesses and provided appropriate case studies that offered practical examples of leadership practices across diverse contexts and demonstrating. Weekly discussions further stimulated critical thinking and reflection, facilitating the dissemination of diverse perspectives and deeper insights into the practical application of leadership concepts.

A central theme of the module regarded the emergent leadership skills and attributes necessary for contemporary leaders. The importance of these skills was highlighted in the context of today's dynamic business environment, where leaders must navigate challenges such as economic uncertainty, technological disruption, and changing market conditions. Students were encouraged to critically examine these skills, understanding how they can be cultivated and applied to effectively lead organisations.

As part of the module's requirements, students were tasked with preparing an assignment that focused on exploring the role of leadership and emergent leadership skills within the context of economic uncertainty, using a specific company as a case study. For my assignment, I chose to analyze Netflix, given its prominent position in the entertainment industry and its history of adept navigation of business landscape complexities (Jenner, 2018).

So What?

The module led me to acknowledge the critical role of effective leadership in navigating complex business environments and reinforced my understanding of the importance of possessing robust emergent leadership skills.

The different theories discussed offered varied perspectives on leadership dynamics and the optimal leadership approaches within diverse contexts. Nonetheless, through their exploration, several commonalities emerged, wherein skills in strategic oversight, visionary thinking, decision-making, problem-solving, emotional intelligence and communication were consistently outlined as critical components of effective leadership across diverse scenarios. This has highlighted the importance of ensuring my adeptness in these areas to drive my

leadership effectiveness and enhance my employability, as proficiency in these skills is essential for securing leadership positions and excelling in today's competitive job market (Amagoh, 2009; Megheirkouni and Mejheirkouni, 2020).

Upon reflecting on my personal leadership capacity, I acknowledge both strengths and areas that could be improved. Two strengths of mine pertain to my ability to effectively communicate and demonstrate emotional intelligence. During the module, it was consistently emphasised that these skills, aligned with the transformational leadership style and theory Y's principles, facilitate the building of strong, collaborative relationships and foster a supportive work environment (Batoool, 2013; Antonakis and Day, 2018). Furthermore, as per Majid et al. (2012), they are highly valued in today's job market, as they enhance team cohesion and drive positive organisational outcomes. My ongoing pursuit of refining these skills would drive my preparedness for leadership roles and enhance my effectiveness in navigating complex business environments, bolstering my overall employability prospects.

Moreover, I acknowledge myself as being relatively adept at adapting to changing circumstances and pursuing effective problem-solving strategies. As underscored during the module and supported by various leadership theories such as contingency and situational leadership, these skills enable individuals in leadership positions to effectively navigate evolving circumstances and tackle complex challenges. By leveraging these abilities, leaders can ensure organisational stability, drive innovation, and respond proactively to the dynamics of the contemporary business environment (Burns, 2012). Thus, it emerges important for me to focus on further ameliorating these skills by addressing areas that require improvement, such as enhancing my capacity to manage stress and maintain composure under pressure. Strengthening these aspects will contribute to my overall leadership effectiveness, enabling me to perform optimally in high-stakes situations and further advance my career prospects (Amagoh, 2009).

Notably, the module's content also recognized the critical role of being capable of establishing a culture of accountability and ensuring strict adherence to ethical standards. Hereby, I identify an area of particular weakness. While I understand the importance of ethical conduct, I need to work on being more proactive in setting and enforcing ethical guidelines and fostering an environment where accountability is consistently upheld. Currently, I face challenges in applying sufficient rigour during interactions with lower-positioned employees, having a rather soft approach that may not always adeptly address efficiency deficiencies or ethical lapses and may hinder the establishment of a strong culture of accountability. As a result, this can lead to inconsistencies in upholding standards and may impact overall organisational integrity and performance (Burns, 2012).

Now What?

Following my self-assessment, I recognise the importance of taking steps to further enhance my current leadership capabilities and address the identified weaknesses. Primarily, I will endeavour to further strengthen my interpersonal and emotional intelligence capabilities. This will involve actively seeking feedback from peers and mentors to gain insights into my interactions and examining case studies of successful leaders, such as the ones of companies like Netflix.

Concurrently, I will also focus on developing my ability to manage stress and maintain composure under pressure. To this end, I will explore stress management techniques and read literature on resilience and high-pressure decision-making strategies.

Most prominently, I will prioritize addressing my weaknesses in implementing a rigorous and assertive leadership approach. I will seek to enhance my confidence in enforcing accountability by practising clear and decisive communication, engaging in role-playing scenarios to simulate difficult conversations, and seeking mentorship from experienced leaders who exemplify a strong, principled approach.

Ultimately, as emphasized by Iordanoglou (2018), by being committed to continuous improvement, individuals can enhance their leadership capabilities and adapt more effectively to evolving challenges. This ongoing dedication to personal and professional growth both strengthens their capacity to lead effectively and enhances their employability, as it demonstrates their proactive approach to mastering new skills, adapting to evolving circumstances, and maintaining consistently high standards of performance (Bhagra and Sharma, 2018).

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