

Emergent Leadership Skills in the Workplace

BMSW6101

TASK 1 & TASK 2

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Executive Summary

Emergent leadership skills are considered a group of skills that enable an individual to make conscious and concise business decisions.

The report has also highlighted Amazon's business overview, which works with over 61000 employees across different dimensions. Therefore, the report has been built to develop an effective strategy for leaders of Amazon to enhance their emergent leadership qualities. In that context, certain leadership theories such as contingency theory, traits theory, and situational leadership theory have been described. Further, different leadership approaches have been presented in the report. After that, the leadership strategies of Amazon were analysed. Eventually, certain recommendations have been projected for leaders of Amazon such as higher interaction and communication with employees and more to strengthen their emergent leadership qualities.

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TASK1

Introduction

Emergent leadership refers to the set of attributes or skills that occurs within an individual to face critical and complex situations. It is a skill that is not acquired by the individual from training courses or workshops. It comes into existence within the individual during hostile situations. Extreme perseverance and resilience are considered the key components of emergent leadership. Therefore, the following report will be constructed with the intent of identifying the impact of emergent leadership in effective monitoring and supervision of business operations during the lower productive phase (Williams, 2021). The pandemic led to the shutdown of business operations and commercial activities that reduced sales and revenue. As a result, the leadership crisis became highly prevalent considering higher layoffs and lower economic growth. The report will discuss some of the key leadership styles and theories to identify their relevance to emergent leadership. Amazon is known to have faced a sharp fall in sales during the pandemic on account of ineffective management and leadership practices. Therefore, the report will present the management and leadership style adopted by the company for critical decision-making. Eventually, certain recommendations for Amazon will be placed forward to enhance its leadership practices (Pavlatoset *al.*, 2021).

Overview of Amazon

Amazon is a leading online retail brand that is known to offer a wide range of products to customers. The products of the company include routine food products, groceries, cosmetics, clothes, and many more. The head offices of the brand in the UK are situated in Manchester and London. The company is known to have over 61000 employees working across different dimensions of the globe(STATISTA, 2023). The sales of the company also increased by around 12% in 2023. It is estimated that the company generated sales of around 461 billion pounds in 2023. The major competitors of the company are Walmart, Tesco, Morrisons, and many more. Amazon is known to have an effective workforce that allows the company to carry out its operations in an articulated way. Amazon is currently standing at 6th position in the list of major and valuable companies as per the market size. The market share of the company is around 1.55 trillion pounds. However, the company also faced a shortfall in sales during the pandemic on account of the complete shutdown of economic activities. The pandemic created a situation of crisis in leadership in the company due to the unprecedented nature of the economic shock(Amazon, 2024).

Introducing key leadership theories or models

Leadership style or method is the way to lead or direct people with appropriate guidance and understanding of individual needs, skills, and expertise. A proper leadership approach can help an organization and its associated people to have multiple benefits like developed communication, effective productivity through engagement, confidence and teamwork, and improved decision-making (Northouse, 2021). Leadership can also lead an individual to career advancement and develop future potential with the help of innovation and strategic implementation. There are multiple leadership theories and models or concepts that can help leaders to understand important strategies rules or values.

Situational Theory of Leadership



Figure 1: Situational model of leadership

(Source: Elder, 2020)

The theory explains effective leaders adapt their leadership style based on the situation as businesses face different types of situations both on positive and negative grounds. The readiness, critical thinking, and the best approachable ways are connected to this theory (Daniel Elder, 2020). The most useful benefits of this theory are its celebration of diversity and individuality both based on situational demands and employee capabilities. Selling or marketing, participating, mentoring, and delegating are the main elements of the theory that helps in fostering the best leadership

approach. It also encourages productivity, collaboration, and self-awareness with empathy (Northouse, 2021). Most importantly it enhances employee development as they get opportunities in different situations and explore new skills or talents to fight with the situation. It also develops organizational growth and future potential with access to new ideas, talents, and situational information.

Contingency Theory of Leadership

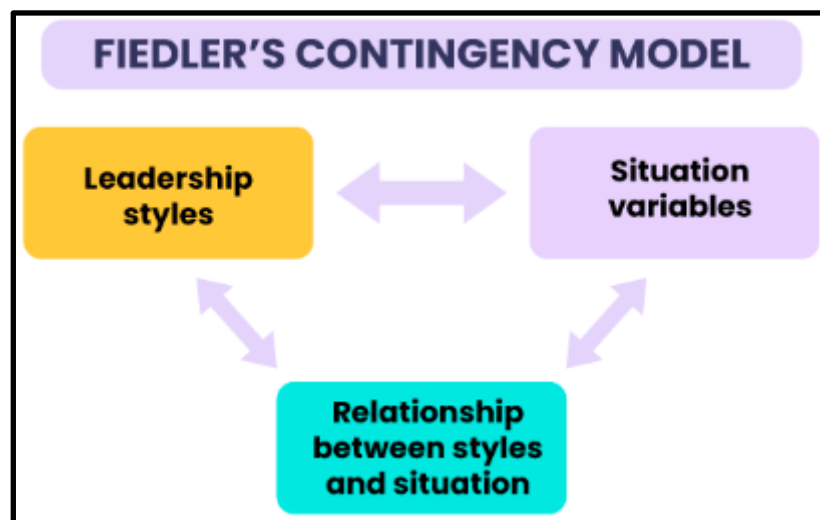


Figure 2: Contingency Model of Leadership

(Source: Miranda, 2023)

The theory was introduced by Fred Fiedler which explains a leader can be an effective guide in one situation and other situations they can be ineffective by using similar approaches and styles for all. Therefore, understanding the needs of a situation, or individual condition and changing their entire values, styles, and strategic implementation is a must (Sivaruban, 2021). These leaders approach all individuals and organizational teams to be realistic all the time and make effective decisions. The most important benefit of this theory is it provides the knowledge of when the skills of a leader are most impactful and when it is not that useful. Therefore, leaders use self-awareness and the essential quality of making decisions for an entire team (Vogel and Werkmeister, 2021). Additionally, the concept of allocating the best leader based on the team's needs and defined objectives is also included here.

The Trait Theory of Leadership

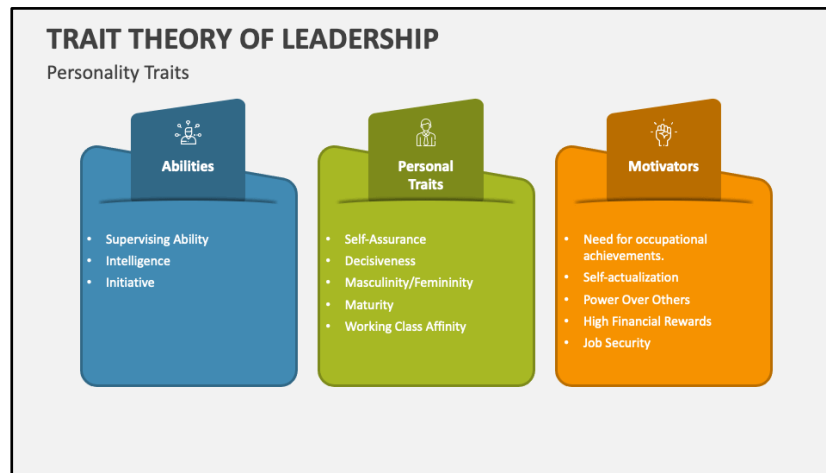


Figure 3: Trait Theory of Leadership

(Source: Miranda, 2023)

The theory is concerned with certain inborn or inner qualities to make an effective leader. Different characteristics and personality factors influence people to become an ideal leader which also influences their physical factors, intelligence, and behaviors (Vogel and Werkmeister, 2021). People are different from each other regardless of backgrounds, inner potentials, values, behaviors, beliefs, and more and they perceive certain areas based on their factors. The main three factors related to the concept are consistency, stability, and individual differences that explain the amount of leadership value in a person (Miranda, 2023). Organizations or higher authorities need to be very focused on these areas and choose an effective leader who dares to lead other members in the correct direction with the help of proper skills and strategies. It can help individuals to be successful in their tasks and create positive impacts on their own career potential and organisational growth.

Emergent leadership skills that could be efficient for the management of Amazon in undertaking strategic decisions

Some of the emergent leadership skills that are highly relevant for the leaders of Amazon to adopt to sustain the uncertainties of the market have been listed below



Figure 4: Emergent leadership skills

(Source-Blount, 2021)

Resilience: Resilience refers to the traits of sustaining complex situations and circumstances by adapting to the demands and requirements. It is considered a crucial skill in the professional space that allows the individual to deal with major problems prudently. The management leaders of Amazon can adopt and acquire the above skills to face uncertain and volatile economic situations in the market. The situational leadership theory also aligns with the above emergent leadership skills (Blount, 2021). Situational leadership encourages managers and leaders to be adaptable to boost productivity at important market stages. Because of political wars and rivalries, the economy is more sensitive to international price swings and other issues. Due to global trade, supply chain management is more subject to economic stalls. Therefore, it is highly imminent for flexible and strong leadership at the higher level positions in Amazon (Dugan, 2024).

Creativity: Creativity refers to the characteristics of an individual to identify solutions to a problem through a unique approach. Creativity and innovation drives are regarded as highly crucial for employees and management to develop and generate unique products and services for customers. Amazon needs to have a creative workforce to identify the scope of growth in the market (Miranda, 2023). Considering the dynamic challenges of the market, Amazon needs to appoint creative leaders to top-level positions. The traits leadership theory aligns with the relevance of creative leadership in the managerial position. The traits theory claims that leaders hold certain attributes

that are not acquired and are innate. Therefore, the company needs to place skilled leaders in the management designations to enable them to carry out their functions wisely (Fors Brandebo, 2020).

Strong interpersonal and communication skills: Strong and effective communication between management and employees signifies a healthy work culture and atmosphere. Lack of proper communication degrades the motivation of employees and also builds a sense of confusion that impacts productivity to a considerable extent. Amazon can enhance the decision-making skills of management leaders by enhancing their communication and coordination with the employees. The traits theory of leadership aligns with the above emergent leadership skill. The theory projects the idea that a leader with effective communication skills employs strong and appropriate decisions through collaboration (Janssens and Van De Mieroo, 2024).

Risk evaluation: Risk analysis of a project is seen as highly vital for businesses to prevent major economic losses. The management of a business serves a key role in identifying major shortcomings and threats in the proposed project thereby enabling them to eliminate the negative impacts. The contingency theory of leadership presents the view that strategic decisions need to be implemented after a thorough analysis of underlying risks through market research and various other factors. The management of Amazon needs to employ strong research on the market to achieve higher insights into the trends and competition. It will enable the managers to identify the scope of growth and underlying threats. The situational leadership theory also prompts for analysis of the market strengths to employ effective decisions. The managers of the company can eliminate the economic uncertainties such as supply chain management, inflation, and many more to a considerable extent which in turn will enhance their growth (Kwan, 2020).

Evaluation of distinct leadership styles and approaches and identifying the personal traits of a leader to meet the responsibilities

Some of the key leadership styles followed by organisations have been listed below

Democratic leadership



Figure 5: Democratic leadership

(Source- Brown, 2022)

It is regarded as the leadership approach in which the leaders engage with other members or employees of the organisation to discuss the functions and decisions. The above leadership style promotes the individual contribution of the employees in strategic decision-making operations (Brown, 2022). Therefore, it is also termed a participative leadership style. It is seen as highly significant for managers to make strong coordination and communication with a diverse set of employees. The above aspects foster the management to address the grievances of the employees effectively thereby boosting the motivation of the employees. Along with that, it also increases the individual responsibility and accountability of the employees towards their tasks. As a result, it ensures greater commitment and higher performance from the employees (Seargeant, 2023).

Key traits of the leader: The democratic leadership style promotes active engagement of employees and management. Therefore, sound communication and collaboration skills are required for managers to perform leadership responsibilities.

Apart from that, managers must have the quality to accept distinct thoughts and ideas to promote a diversified work culture (Byrne, 2022).

Autocratic leadership

Autocratic leadership is a kind of leadership approach in which the managers take the sole responsibility of employing strategic and crucial decisions without any acceptance of ideas from distinct employees. Autocratic leadership is known to promote and endorse the consolidation of power and authority within the hands of a few leaders. The above leadership style is highly prominent in big businesses in which certain crucial decisions are taken by the management alone. The autocratic leadership style requires strong management leaders having the appropriate skills to deliver effective decisions during critical situations. The employees are not welcomed for the decision-making process which in turn limits their contribution to the workplace (Miranda, 2023).

Key skills required from the leader: Autocratic leadership eliminates the concept of participation of multiple leaders in the decision-making process of the company. Therefore, management leaders should have adaptability, resilience, financial skills, and many more. Moreover, leaders should have the capacity to utilize authority and power wisely to make strong decisions (Rollo and Zdziarski, 2020).

Servant leadership

Servant leadership is referred to as the leadership approach in which the management leaders carry out their functions with the intent of serving the needs of employees and customers. The leaders within servant leadership prioritize the benefits and welfare of employees over any other aspects. The above leadership approach is highly beneficial for businesses in enhancing the well-being and motivation of the employees. As a result, the businesses are successful in enhancing the engagement and participation of the employees which in turn upgrades the overall productivity of the company (Bush, 2020). Moreover, it allows the managers to make strong connections with the employees thereby creating a sound work culture. The major welfare initiatives taken by the managers for the upliftment of the employees are appraisal and promotion, safety enhancement, provision of compensation for minor injuries, and many more. Servant leadership is recognised as an effective mechanism for businesses to improve

the productivity and efficiency of employees. However, there are certain drawbacks associated with the above leadership style. The major demerits are that the welfare activities are carried out by compromising with the economic activities of the company. Therefore, it creates a considerable effect on the budget segments (Gardner *et al.*, 2021).

Key traits of the leader: The servant leadership style encourages the managers to uplift the conditions of employees. Therefore, managers need to be compassionate, and communicative and should have higher sensitivity towards social challenges.

Laissez-faire leadership

It is the leadership style in which the leaders tend to increase the autonomy of the employees by reducing stringent supervision and control. The employees feel and experience higher motivation in performing the operations (Nour, 2023). The above leadership style is promoted by the leaders to increase innovation drives in the workforce. The lesser objections to the approach of the employees create a higher possibility of creative working at the business premises. Laissez-faire leadership is recognised for developing an efficient and creative work culture in the company. However, the feasibility of the above leadership style strongly depends on the skills and expertise possessed by the employees. The lack of supervision of inefficient employees will lead to a degradation in the quality of the products or services of the company (Bartschet *et al.*, 2021).

Key traits of the leader: Laissez-faire is a leadership style that promotes the autonomy of employees. Therefore, leaders should have strong observation skills to identify and track the productivity of employees. Besides that, periodic communication with employees is also essential for managers to address grievances.

Transactional leadership

Transactional leadership is the kind of leadership approach in which the employees tend to engage in facilitating rewards to the employees in view of enhancing their motivation. The punishments are also part of the above leadership style that is carried out in the form of monetary deduction and demotion for poor performance. The transactional leadership style is believed to create a competitive work culture in the

company on account of prizes and rewards distribution. Therefore, it is highly effective in boosting the motivation of the employees to raise their commitment to task performance. However, threats of punishment also downgrade the morale of less efficient employees (Wilson *et al.*, 2021).

Key traits required from the leader: Transactional leadership promotes a competitive work culture by laying down the provision of rewards. Therefore, leaders need to have a strong command over the organisation of events and also have skills to handle different circumstances.

Critical analysis of the existing leadership strategies of Amazon

Some of the key leadership strategies of Amazon have been listed below

Higher emphasis on customer service:



Figure 6: Amazon customer services

(Source- Amazon, 2024)

Amazon is known for its effective customer service across the world. The company has been providing necessary information to the customers throughout the day and night using email, chats, and other sources. The company heavily relies on fulfilling the demands of customers to enhance their experience. The effective collaboration of the employees to provide quality services to the customers enhanced their

performance. The decentralised leadership style aligns with the leadership practices of the Amazon (Amazon, 2024).

Strengths: The routine customer services of the company assists in addressing the concerns and grievances of the customers effectively. The above aspects have allowed the company to create higher faith in the customers towards the services of the company. Along with that, it has also supported the business to reduce the turnover rate of customers to different brands.

Weaknesses: The excessive emphasis on upgrading the customer's services by Amazon is compromised with the individual demands and benefits of a diverse set of shareholders of the company. Therefore, it is gradually reducing the interest of the shareholders in putting investment in the company.

Employee engagement

Amazon is a recognised online brand having its operations and employees worldwide. The company is known to offer better appraisals and wages to employees and workers relatively from other brands. The company has adopted a transactional leadership style to build a competitive work culture. The company facilitates a wide range of benefits to the employees such as timely wages and salary, appraisals, incentives, and compensation (Saks and Gruman, 2020).

Strengths: The key strength of the company is the better economic standards of the employees and workers on account of higher income as compared to other brands. The competitive work culture has brought higher productivity and greater commitment from the employees.

Weaknesses: The major drawback of the company lies in the excessive workload for the workers. The complex business environment has substantially impacted the work-life balance of the employees. In addition to that, the competitive work culture also creates health concerns for employees as they are compelled to work overnight (Lordet *al.*, 2020).

Sustainability driven operations

Amazon has been undertaking strong initiatives to bring sustainable and eco-friendly practices to the business premises. In that context, the company has been taking steps to incorporate e-waste management operations. The company has inducted sustainable packaging materials and solid waste management equipment. The above leadership strategy is in accordance with servant leadership to promote the welfare of customers and employees.

Strengths: The utilisation of sustainable materials in operations has resulted in a decrease in the expenditure of the company. Moreover, it has built a positive reputation for the company in front of environmentally conscious customers (Maaket *al.*, 2021).

Weaknesses: The key drawbacks of the company are that the alignment towards meeting sustainable development goals of the UN will require higher investment. As a result, meeting the environmental objectives may hamper the economic health of the company.

Technological innovation

Amazon has been inducting advanced sets of technology to increase their efficiency and precision in operations. The above aspects align with the transformational leadership approach in which technologies and innovation drives are widely prevalent and dominate operations (Nour, 2023).

Strengths: The innovation drives and technological advancements have enhanced the efficiency of the operations of the company. Amazon has been successful in enriching and maintaining the quality standards of its products through detection by high-precision equipment.

Weaknesses: The upgradation and advancements in technology have resulted in the accumulation of e-waste in the company. Along with that, the incorporation of technology resulted in layoffs and termination of employees.

Recommendations for the leaders of Amazon to enhance their emergent leadership skills

Some of the major strategies that can be adopted by the management leaders of Amazon to develop emergent leadership skills have been mentioned below:

Higher interaction and communication with employees: Periodic communication with employees supports the managers in identifying the strengths and weaknesses of individual employees. Therefore, it is highly recommended that the leaders of Amazon create effective communication channels to reduce coordination barriers. It will allow the management leaders to plan and allocate the tasks accordingly as per the skills held by the employees.

Proper training and skilling programs: Effective training and guidance to the employees help businesses overcome the uncertainty in the market through the assistance of an effective workforce. Therefore, it is highly recommended the leaders of Amazon provide the necessary training and education to employees to enable them to adapt to the changing dynamics of the market. It will enable the company to achieve a competitive advantage over its rivals in the market.

Financial and market analysis: The management of a business needs to be aware of the macroeconomic situations of the business environment. It allows the company to limit the impact of market fluctuations to a considerable amount. Therefore, it is strongly recommended for the management leaders of Amazon to achieve financial skills and expertise to develop emergent leadership skills. It will foster in employing strategic decisions by considering market volatile factors.

Utilisation of technology: The leaders within Amazon can utilise technological sources and guidance to identify the trends of the market. It will allow the company to research various aspects of the business thereby enhancing the knowledge base. It will also enable the company to identify the strengths and drawbacks of the competitors which will enable the leader to make wise decisions (Shields, 2020).

Conclusion

Emergent leadership has been identified as a major attribute or strength of a leader that fosters in effective utilisation of resources. Therefore, the above report has been carried out with the motive of highlighting the key aspects and role of emergent leadership for businesses. Following that, certain leadership theories such as contingency theory, situational leadership, and traits leadership theory have been analysed. In addition to that, the qualities and attributes required to develop emergent leadership skills have been discussed. This includes communication skills, perseverance, risk evaluation, and many more. Further, different leadership styles such as democratic leadership, autocratic leadership, transactional leadership, servant leadership, and Laissez-Faire leadership theory have been evaluated by considering various dimensions. Thereafter, the leadership strategies of Amazon have been analysed which are customer-oriented services, technological innovation, and many more. Eventually, certain recommendations have been placed forward for leaders of Amazon to develop emergent leadership skills.

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TASK 2

Reflective Essay)

Introduction

The concept of leadership and management is an important part of a career that needs to be understood in making strong professional ground (Daley and Baruah, 2021). The module related to leadership skills in the workplace helped me as a student to understand the basic knowledge of this field by developing different skills and capabilities. The following essay will describe different learning and acquired skills or knowledge that have been developed throughout the module and how it can help in my future career.

Discussion

The module provided knowledge of the entire concept of leadership and related theories and practices. The importance of leadership approach in professional or career decision-making with the help of proper guidance has also helped to understand and evaluate different professional practices and learning approaches (Daley and Baruah, 2021). Throughout the entire module, I have developed different **learning and acquired skills**. It will be helpful in the future for strategic implementation and understanding of different business situations and environments. It includes **communication skills** in which both verbal and listening areas are related and provide greater influences for understanding different perspectives (Pardede, 2020). It can help me to develop my knowledge by gathering relevant data and information based on global organisational activities as I have to communicate with my teachers and other mates about the module (González-Pérez and Ramírez-Montoya, 2022). With greater knowledge and efficiency, I can make good decisions and get support from different people in different circumstances. Time **management skills** have also been included here, to review the entire model, gathering information from different resources, communicating with mates or educational professionals, and taking all academic activities seriously developed the sense of managing time (Babapour Chafi *et al.*, 2021). How I can operate a task by holding a strong quality and understanding the value of the task is also included here which can also help me in the future to make relevant time schedules and daily routines. The skill of **critical thinking** has also developed in the module, as I have to think about how I can improve my academic practices to have better outcomes in this module. For example, in my previous project, I critically thought about how I could make unique outcomes and get better results. It has included the approaches of innovative ideas, understanding the needs and situations, applying appropriate resources, and more (Kaso, 2021). The efficiency of **digital use and literacy** is also included here which has created a huge advantage in providing global access to collecting different information and references (Pardede, 2020). I used to use different digital tools to communicate with different bodies, take practical notes, manage time, and collect relevant information which developed **social awareness and networking**. It has also included different academic skills and capabilities such as **proofreading** which helped me to be more conscious and understand my mistakes; thus, I can be more effective the next time.

The knowledge of assessment structure, language, formal writing, punctuation, attractiveness, and more have also been included here which enhance my professionalism for the future practices (Daley and Baruah, 2021). The effectiveness of **using several resources** with the knowledge of referencing styles and their impact on the module has also been included here. It will influence me in the future in my career to take help from multiple resources while making any project related to work which will define the best quality and authenticity by impressing all stakeholders.

Above above-discussed skills and capabilities will also be associated with leadership practices and the way to handle multiple business operations by understanding **the external and internal business environment** and making the best decisions. Communication skills will help me to understand the nature and values of other **employees or team members** with their strengths and weaknesses which is an important part of the internal environment (Schiuma *et al.*, 2022). It will be helpful to allocate the best task according to their interest and capabilities and foster appropriate results by developing career reputation and opportunities. Additionally, the skill will also help in the external environment to increase awareness about **the industry and markets** with engagement with different stakeholders like suppliers, customers, governmental agencies, and more (Babapour Chafi *et al.*, 2021). Time management skills will help me to understand the value of each task and their defined schedules; thus, all people and operations can be influenced within the proper time and maintain a **proper work environment** which is also an important internal factor (By, 2021). There can be different situations and circumstances in the external markets and time management will guide me to the adaptation of best opportunities within time and strategic implementation. Technology or digital literacy can help in developing **sales and marketing** practices within the workplace with greater efficiency. As a leader, I can use multiple tools, software, and techniques to store data or information and improve productivity within the workplace by developing the potential of the entire company. **The technological infrastructure** of a place also helps in developing innovative implications and operating multiple tasks within the least time and effort with effective costs (Schiuma *et al.*, 2022). As the module taught me about Amazon's operational activities, I learned how international companies work and their needs. Adapting my career image and skills to market needs can help. I can motivate and inspire all employees to maximize their personal and professional potential with critical thinking skills. This talent can also help social and community advancement by

knowing people's needs, values, views, and issues and how to use that knowledge to make better decisions (Wang et al., 2022). I can use these talents to make ethical corporate decisions and improve social, environmental, and economic conditions as a leader. As a learner, I must understand what skills and capabilities are associated with my employability areas; thus, I can utilize them in my daily practices and continuously develop them. It will help understand employment requirements and increase expertise and demands.

Conclusion

The relationship between learning and acquired skills with future employment requirements has been reflected here. How I can use the learning skills that have been developed throughout the module in my future career practices has been explained here. It has included skills like communication skills, time management skills, critical thinking skills, and different types of academic skills like proper use of resources. The essay has outlined how these skills can help me to make the best decision as a leader in both internal and external business environments.

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