

Emergent Leadership Skills in the Workplace

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Introduction

Leadership is a practical skill which refers to the ability of leading a group, organisation and individual (Bolden, 2004). It is a broad research area that influences others or an entire organisation to go ahead (Bolden, 2004). This leadership word is used as a contested term. There is another term which is called emergent leadership. Emergent leadership defines showing the leadership skill in an emergency crisis (Yoo and Alavi, 2004). Crisis can be seen anytime. At the time of emergency crisis, a good leadership and management can create difference between life and death (Yoo and Alavi, 2004). It is the responsibility of a good leader to assess the situation and take a wise decision. The decision should be taken fast on the basis of priorities. In this report, there is a discussion about the emergent leadership. This report will tell what a leader should do in an emergency crisis. Moreover, this report will give a glimpse of Tesco's leadership strategies in covid-19 and economic recession.

Task 1

Overview of TESCO

Tesco is a British multinational retailer which trade groceries and merchandise. Headquarter of Tesco is in Welwyn Garden city, England. Tesco started its journey in 1919(Cushman et al, 2014). Jack Cohen who was the son of a Jewish migrant from Poland found this business (Smith and Sparks, 2009). He began with selling of war-surplus groceries. He brought the groceries from a stall of Wall Street market, Hackney of East England (Cushman et al, 2014). The name “Tesco” first appeared in 1924 as a brand. The first portion of brand name “TES” came from another merchant called Thomas Edward Stockwell (Smith and Sparks, 2009). Jack Cohen bought a shipment of tea from him and used the suppliers name and added two letters of his surname “CO”. TES and CO made the brand name TESCO combine (Smith and Sparks, 2009). In 2011, it ranked as third-largest retailer in the world which was measured by the gross revenues and ranked ninth in the world according to the revenues (BBC News, 2020). This multinational grocery speeded among five countries including Ireland, Czech Republic, Hungary and Slovakia. In UK, Tesco is the market leader with 28.4% market share (The Guardian, 2010). It started expand its business globally since 1990s (Smith and Sparks, 2009). That time it operated 11 countries around the world. The company brought the business in USA in 2013(BBC News, 2020). Since 1960, it segmented its business into different areas including furniture, clothing, electronics, books, toys, petrol, internet, financial services, telecoms and software’s (Cushman et al, 2014). Tesco was a downmarket high volume low-cost retailer. It repositioned with low cost that was introduced as “Tesco Value” in 1993(The Guardian, 2010). Tesco listed on the London Stock Exchange. The mission of Tesco is to serve customers with affordable, healthy, and sustainable food every day (Cushman et al, 2014). They want to provide an experience of better quality of life and made their life easier. The vision of Tesco is to lead world’s retailer industry (Cushman et al, 2014). The leaders of Tesco have diversified perspectives, broad mind, insights, and viewpoints. That always beneficial toward the stakeholders and they ensure a better performance (Cushman et al, 2014).

As Tesco is a leading organisation in retailing sector of UK and they showed their brilliant performance in covid-19 and other emergent situation, this is the best option to choose for this assignment. Moreover, Tesco’s significant leadership kept its position in covid-19 though there were high completion and high demand of online shopping (Published by Emma Bedford & 20, 2023). Furthermore, I am a regular customer of Tesco and served as part-timer for two months in Tesco. That is also reason to choose this organisation for the assessment.

Leadership Styles, Theories and Models and Evaluation

Leadership style describes the behavior of a leader. It describes the methods of a leader to encourage, motivate, manage, and direct his team. The welfare of a team and expectations of shareholders depend on the leadership style (Nawaz et al, 2016). Leadership style determines the impact of the people. It decides how a leader will be respected. Feedback from the team members help to choose best option of the leadership (Nawaz et al, 2016). Leadership style also depends on the situation and people. Psychologists analyze human behavior and develop leadership theory and they try to find the common qualities and behavioral patterns of strong leaders. Some of the common leadership theory described below.

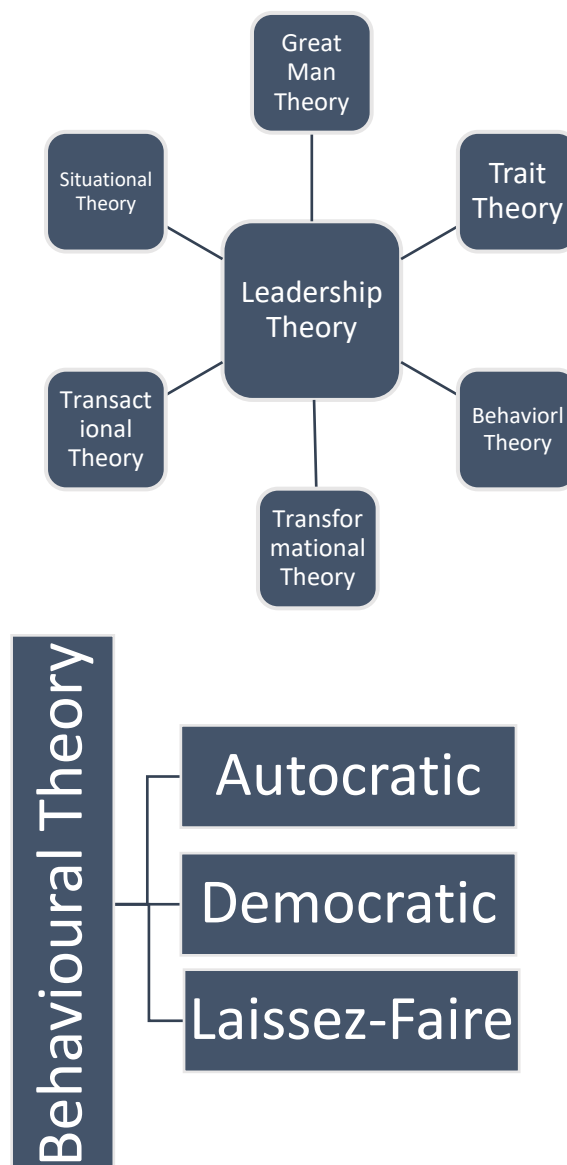


Figure: Leadership Theory and Styles (Nawaz et al, 2016)

Great Man Theory

This theory tells that leadership is a God gifted which a person gets by birth. According to the great man theory, great leaders are born with the right quality and personality including courage, intelligence, charm, confidence, and intuition (Mango, 2018). It was a popular leadership concept of the 19th century. This theory claims that a person cannot develop the leadership abilities. Either they are born with it, or they don't have them at all (Mango, 2018). The opponent's theory claimed that this theory is unrealistic as well as its basic assumptions (Mango, 2018).

Trait Theory

Trait theory of leadership claims that there are some natural qualities. These qualities build a good leader. These qualities do not intend always good leadership skills. That means having these qualities, does not always prove that the person is a good leader (Lussier and Achua, 2015). Some leaders have good listening quality, or they could be a good communicator, but the truth is that every good listener or communicator is not a good leader (Lussier and Achua, 2015). These qualities are not enough for becoming a good leader.

Behavioral Theory

The behavioral theory of leadership discusses about the behavior or nature. It focuses on the environment from which a leader comes and builds his/her abilities. It does not focus on the natural abilities of a person (Lussier and Achua, 2015). It claims that a person will behave according to the certain environment as they response to the environment or situation by their behavior (Amachukwu et al, 2015). It tells that any person can be leader if he/she follows other successful leaders.

Kurt Lewin developed a framework by analyzing leaders' behavior in 1930. According to him, there are three types of leadership style that are discussed below (Mango, 2018).

Autocratic Leadership

Autocratic leadership style refers to the one-man army and central leadership terms. This type of leaders always set specific outcomes and define the outcomes strictly. One person is responsible for the whole group and do not divide the responsibility (Lussier and Achua, 2015). This is helpful when leader is the most knowledgeable and able to achieve goals. If time is constrained, group can do better under one leader (Nawaz et al, 2016). Otherwise, under this leadership team members' creativity can be restricted. The advantages of this leadership are

it established hierarchy; results are dependable, less mistakes and quick decision making. There are also some disadvantages like less collaboration, higher rate of employee turnover, wastage of creativity, chances of rebellion (Amachukwu et al, 2015).

Democratic Leadership

Democratic leadership is like democratic government. The whole team member can participate and communicate in projects (Nawaz et al, 2016). They can share their ideas with their leaders. Leaders will take the final decision. But they listen to their team members. This leadership is very effective in some situations. Lower-level employees can learn valuable skills which they can use in future (Lussier and Achua, 2015). Decisions are made in a group which resembles company board meeting. The advantages of this leadership style are gathering additional opinion, solving complex problems, achieving goals together (Amachukwu et al, 2015). The disadvantages are late decisions, chances of uncertainty, probability of resentment between leaders and team members (Lussier and Achua, 2015).

Laissez-Faire Leadership Style

Laissez-Faire is a French word. It allows team members to do what they want at the time of working. It happens when leaders trust their team members and team members serve for the vision of the organisations (Nawaz et al, 2016). It does not define any policies or deadlines for the team members. The advantages of this leadership are encouraging personal growth of the employees, creating an environment for learning and development, quick decision making and increase productivity (Danylevich and Patsavas, 2021). The disadvantages are lacking of clarity, lack of collaboration and communication (Amachukwu et al, 2015).

Transactional Theory

Transactional theory of leadership said that leadership is a system of penalties and rewards. Another name of this theory is management theory (Amachukwu et al, 2015). It is effective when results are focused and hierarchical (Danylevich and Patsavas, 2021). This theory always gives importance on the hierarchy and structure. It gives less focus on the creativity. Leaders give rewards that meet the goals and give penalties to those who do not meet the goals (Mango, 2018).

Transformational Theory

This leadership is also called relationship theory. It states that an effective leadership creates from a positive relationship between leaders and team members. These types of leaders motivate their team by showing enthusiasm and passion (Mango, 2018). They play the role model to their employees. They always focus on collaborative environment and diplomatic communication skills (Amachukwu et al, 2015).

Situational Theory

This theory believes that any single style is not best. It claims that the best leaders are those who can adapt their leadership style based on situation (Lussier and Achua, 2015). They know how to react in which situations. They are best known by their personality.

Emergent Leadership Skill for TESCO

Organisations face some common critical events. These events occurred repeatedly and there is no specific time of occurring. Some events happened on a set schedule and some events create new challenges that organisations never experienced before (Danylevich and Patsavas, 2021). When time is worst, events can happen concurrently. These concurrent events force leaders split their attention at the time of anticipating (Yoo and Alavi, 2004). They faced and account for the combined effects. A good leader can reduce the impact of these crises with his/her strategic decisions and management. Their strategic leadership style minimises the hurdles of people and operations of an organization (Gerpott et al, 2019). Emergent leadership refers to the skills of leaders to fight with those situations and save the organisation and its people (Yoo and Alavi, 2004).

Organisation like TESCO can face many critical events and it already faced the covid-19 pandemic. It also experienced two economic recessions and currently it is facing another one. Recent, Russia-Ukraine war and after pandemic situation creates a serious hazard in global business and commerce (Sultan, 2020). Retail Industry is also experiencing the same situation. There are four types of critical events that Tesco faced in the past; currently facing and can occurred in the future (Sultan, 2020). First of all, there are some routine emergencies such as natural disasters. Natural disasters like snowstorm, typhoon, floods (Porche, 2009). Every year UK and other countries are going through these disasters. This emergent situation can be minimized by learning from the experience (Porche, 2009). The next crisis emergencies are some novel events like terrorist attacks (Pine, 2018). It is impossible to be aware of this type of crisis before. That is why prior planning is very uncommon here (Rooke and Trobert, 2005). Third emergent crisis may be present as routine emergencies. In a primary

sense, it seems that this type of event happened before, and organizations have the feeling of sense of security (Pine, 2018). But in reality, they have not experienced before. For example, the covid-19 pandemic occurred globally. Fourth situations are very common but occurred after a particular time. That is the economic recession and political instability (Rooke and Trobert, 2005).

Regina Phelps a noted expert in the field of emergency management and planning. He was also one of the most influential subject matter experts of Everbridge (Gerpott et al, 2019). He states that there are seven essential skills that a leader of organizations needs to have (Ziek and Smulowitz, 2014). TESCO can articulate these skills and these skills will be very helpful for the leaders of Tesco to survive on the emergent situation. These skills will help them to navigate critical events efficiently and protect the employees and ensure business continuity.

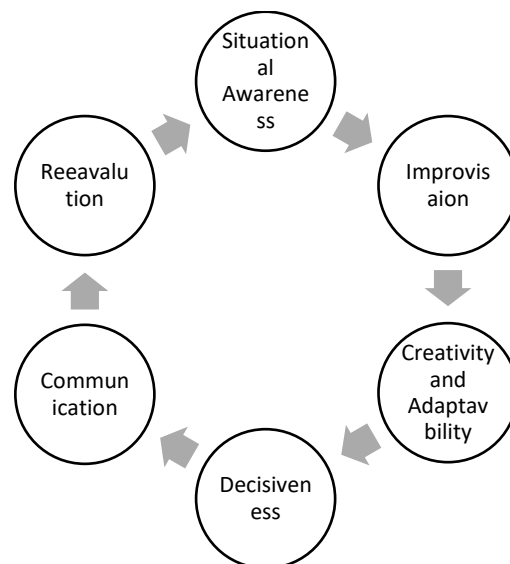


Figure: Emergent Leadership Skills (Porche, 2009)

Situation Awareness

The first skill is awareness about the situation. Leaders must be able to predict surrounding events in a broader context while it is unfolding. They must be able to assess the relevance and available information (Gerpott et al, 2019). This skill will help them to anticipate the consequences of the crisis. They must need to take appropriate decisions for handling the situation. Leaders, who are able to sort out the data and response to situation, will be able to minimise the impact of crisis (Porche, 2009).

Improvisation

Improvisation is the next skill to manage the situation. A leader must have to develop this skill. It will help them to take decisions quickly (Ziek and Smulowitz, 2014). Improvisation focuses on being flexibility about plans. A leader must be prepared with the alternate planning (Ziek and Smulowitz, 2014). He/she must be able to switch the other plan when previous is not working. In a very critical situation, the possibility of failure of previous planning is very high. In this case, leaders need to adjust with situation and synthesize a new planning.

Creativity and Adaptability

After Improvisation, there is need of two other qualities. Those are creativity and adaptability. At the time of switching on the alternate plan after analysing the situation, creativity and adaptability needs to enact the plan (Porche, 2009). Leaders must have to able to react appropriately with the changing situation and bring a creative solution. In a crisis moment, a single strategy is not enough. Situation can change any moment. That is why; leaders need to continually analysis the information, consulting with the team members (Gerpott et al, 2019). They must be always preparing for the situation and willing to pivot the plan.

Decisiveness

Decisiveness is another essential skill, and the implicit plans need to be explicit. Leaders should be able to move their organisations ached on, though the situation is conflicting, changing, and confusing (Porche, 2009). Decisions cannot be applied rigidity. This skill indicates that leaders need to take action quickly whatever the situation is (Pine, 2018). If any decision turns out wrong, they should reevaluate. Leaders can response toward the situation, but he/she cannot control the disaster (Porche, 2009). That requires the assuming mentality of leadership. Leaders must have the ability to carry out the plans and influence others to follow and carry out the plans.

Communication

Communication is the way to reach direction to the team members. The ability of team members is dependent upon the effective communication of leaders. It is t necessary that an organization like Tesco should have a critical event and emergency communication platform. This platform and team will response to crisis (Pine, 2018). They will find out the most impacted places of the organizations. After that, they will set and send the automated massage and aware all the people of the organization (Pine, 2018). Then, they will discuss about the matters with organizational personal with an effective communication. An effective communication

platform work as a vehicle for sending and receiving message. Communication message should be clear, concise, crisp and on time (Pillai, 1996). It must avoid confusion and ambiguity. Leaders must ensure that communication does not frighten the people rather make them motivated and courageous (Carlton et al, 2022). They must align their communication with all the media. There should not two types of messages in different media. Message should be single otherwise, it will create ambiguity (Carlton et al, 2022).

Reevaluation

This is the last skill that a leader needs to have in an emergent situation. Leaders always need to ask themselves how are we doing., what are we missing? Are we going on a right track? Continuously (Pine, 2018). Leaders always need to reevaluate their decision and actions. If they do not reevaluate, all other skills will be undermined. Combining all these skills, leaders can face any emergent crisis (Rooke and Trobert, 2005).

The personal ability of Leaders

Personal ability of leaders is very important to match with the leadership style. Every person does not inherent all the qualities of leadership (Hogan et al, 1994). Every leader is also not same. Some of the qualities may be relates but some do not match (Rooke and Trobert, 2005). There are some personal skills and abilities which help a person to become leaders are discussed below. These abilities also decide the leadership style of that person.

Self-Motivation

Leaders must have the self-motivation skill. They need to motivate themselves first. A self-motivate leader can be both good democratic, transactional and Laissez-Faire leadership. They can motivate their employees (Hogan et al, 1994). These people have positive mind. They solve problems by asking opinions from the team members (Carlton et al, 2022). They share their ideas with team members. They are charismatic and spoke out to solve all the problems in challenging situations (Hogan et al, 1994). They are self-starter and create momentum.

Creative Thinking

Leaders need to be a creative thinker. Without creative thinking, it is not possible for a leader to bring unique changes in organization (Carlton et al, 2022). They vocalize their creative ideas with the group members and set the goals. The, they work to achieve those goals. They show their leadership capabilities by proposing creating ideas in a challenging situation (Pillai, 1996).

They are innovative and can think out of the box. They are not afraid of the risks. Almost every types of leadership style need this skill. According to the trait theory, people get this skill by born (Pillai,1996).

Team-orientation

A good leader is always team oriented. Without autocratic leaders, other leaders oriented toward their team (Carlton et al, 2022). They understand the importance of consensus and dominance. They consider the team's importance for success (Ziek and Smulowitz, 2014). They always recognize the team's talent and make sure they are not superior to the team. Rather, they ensure they are a family together (Pillai,1996). They always motivate and inspire others.

Influence

A person with the influence ability can become a good leader. A leader must influence others positively. Teammates always welcome these types of persons to the organization, as they believe they can do the development of the company with their influence (Andres and Heo, 2023). They get respect from the colleagues and subordinates (Pillai,1996). Almost every leadership styles give importance to this skill.

Critical Analysis of TESCO's Leadership

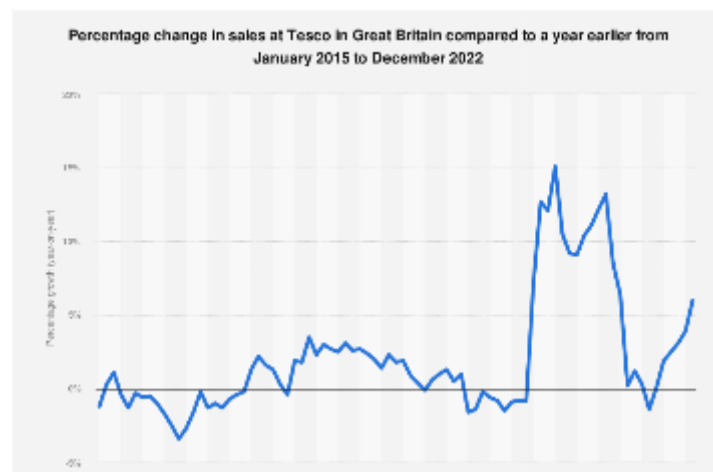


Figure: Sales growth of TESCO (Published by Emma Bedford & 20, 2023)

Terry Leach appointed as CEO of Tesco in 1997(The Gurdian, 2010). He is the visionary leader who changed the structure of the Tesco. He started to focus on achieving goals which is providing quality goods and services to the customers. He also vision to develop a better

workforce and trained them to be a leader. Vision and mission of the company proves the leadership skill of Terry Leach (Ayodele et al, 2012). It wants to lead the retail market globally and lead the team on that way.

Tesco adapted the democratic style since 1997 as it has the flat structure. Terry Leach wants to engage team members with the goal. Within these years, Tesco shows its leadership effectiveness by helping the organisation to grow (Sultan, 2020). They always focus to do best for their employees (Published by Emma Bedford & 20, 2023). They give the flexibility to their employees to choose their suitable time. If any employee gets sick or seek leave for religious reasons, Tesco shows its flexibility and kindness (Sultan, 2020). They try to carry the employees together for any strategic changes. Leadership of Tesco always ensures every employee plays their own role and does the best for their customers (Sultan, 2020). These strategy and leadership skills give the edge over the competitors and help them to grow over recession (Ayodele et al, 2012). They also adapt autocratic leadership style to ensure employees carry out their responsibility properly (Ayodele et al, 2012).

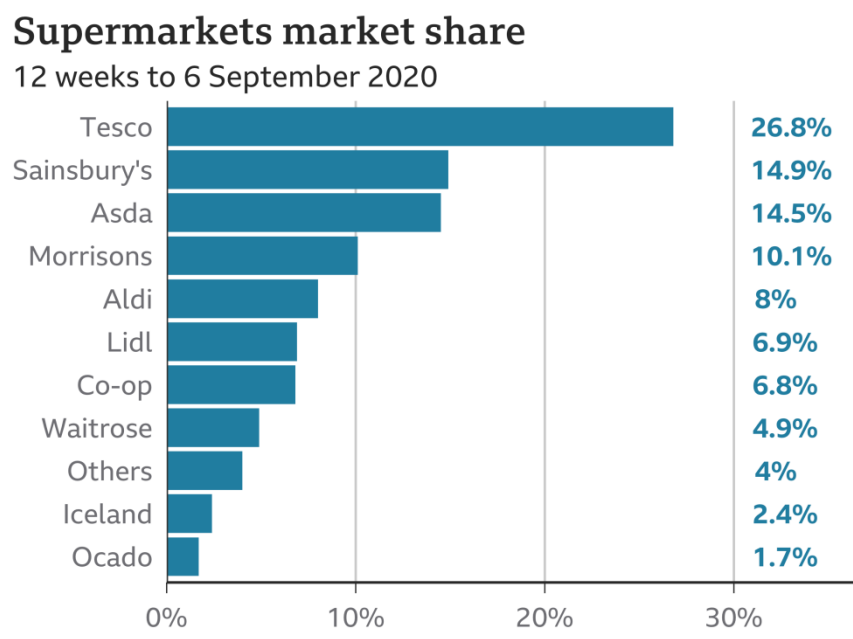


Figure: Supermarkets market shares in covid-19 (BBC News, 2020)

At the time of lockdown, they continuously change their strategies to serve the customers. The whole changes had a huge impact on people's shopping procedure and time. The response and feedback from the customers were positive. The online home delivery of grocery items is increased by 10 % (Published by Emma Bedford & 20, 2023). 90% of their shopping was via online (BBC News, 2020). They closed their stores at night which give them time to prepare the orders. They cut some employees and at the same time recruited 12,000 new employees

(Published by Emma Bedford & 20, 2023). They also recruited 4,000 drivers for the delivery (*Our latest response to covid-19, 2020*). These strategies increase their revenues than normal time at pandemic (*Our latest response to covid-19, 2020*). With the sales, the cost is also increased. Alan Stewart the chief of financial officer of Tesco said that they ensure that costs and revenue are in disciplined situation. He also said that their teams are working to provide service to the customers and employees on this economic recession (Published by Emma Bedford & 20, 2023).

Tesco also experienced failures on their leadership. Leaders give less focus on their auditory departments (Mohapatra, 2021). The weak audit made it easy for the officers to involve in bribery scandals (Mohapatra, 2021). For example, they purchased land from a group of people who accused officers to taking bribes (Mohapatra, 2021). In some segments, their visionary leadership faces significant difficulties because of the efficiency (Mohapatra, 2021).

Recommendation

According to last year survey report, there are three or four risks that are coming in futures (Andres and Heo, 2023). There are almost 38 risks mentioned from the top 5 risks are identified by business leaders are more dangerous (Andres and Heo, 2023). First of all, the current economic recession as well as increasing inflation rate. Then, organizations challenge to retain and attract talented people (Andres and Heo, 2023). After that, increased labor cost and increasing cultural changes in organization. Fifth one is changing uncertainty about supply chains and environment. Last two years, increasing rate of inflation and environment changes are caused by the covid-19(Andres and Heo, 2023).

Tesco has a great leadership which they proved already. They outside all the competitors and earn a record profit of £3.4 billion (Published by Emma Bedford & 20, 2023). But still it has some lacking in its goal and plan that was discussed above. They also had some internal problems which reflect weak leadership in somewhat. Tesco should follow some guideline and leaders of should retain some skills to fight with this situation.

First of all, leaders must level up their human capital strategy. Leaders always want to hold their best people, but the reality is critical (Rooke and Trobert, 2005). Leaders must be try to adjust and prepared to adjust their size of people to meet lower revenue and lower customers demand (Pillai,1996). High level employees know that they have the best options. That is why leaders need to ensure train and analysis their human capital. They need to know who should they keep and whom to cut (Danylevich and Patsavas, 2021).

Tesco should ensure internal engagement. They should give more focus to their internal

departments (Mohapatra, 2021). Need to handle the internal politics and corruption. Finally, leaders must follow SMART rules. Some of their plans are failed because of proper planning. Goals need to be specific, measurable, accessible, reasonable, and time-bound (Pillai, 1996).

Task-2

Reflective Assessment

In this part, I will discuss my learning and experience with this module. I also add my strength and weakness analysis. The reflective assessment is discussed through using Gibb's reflective cycle.



Figure: Gibb's Reflective Cycle (Adeani et al, 2020)

Description

I am a student of Bachelor course. I am currently enrolled in University of Wales. At the time of doing this module, I get the opportunity to know about leadership skills. I knew about these skills, but I know details about. I found out that I have some potentiality of being a leader. On the other hand, I have lack some skills. In my student life, I lead my class and group mates many times. I was the class representative in my class at school. I am also the group leader of my group.

Feelings

During doing this course and module, I feel that I need to develop myself. The personal development is very important for professional and academic career. I face many difficulties

at the time of group tasks. In my presentation, I barely carry out the responsibility. I know I can influence others. But the difficult thing is to predict the situation and react on that. Many times, my team members depend on me, but I cannot give them the right decision.

Evaluation

Things are not going smoothly. My weak leadership skill results bad output for my team members. We are getting poor numbers and our performance are not that much up to mark. As a business student, I applied many organisations for internship. I also want to be an entrepreneur. I found that I need to know about both internal and external environment business. Tesco faced challenges for both environments. Their internal management was relatively poor that results bribery. On the other hand, they fought bravely with the covid-19 and economic recession and stand out from the competitors. So, I need to acquire those skills that will help me to analysis both internal and external environment.

Analysis

I find out that I need to acquire following skills. That will help me to become a good leader.

Planning

Planning is the most important and first task for competing task. It is said that a good plan can do half of the work. I ensure a good plan about my projects and career; I can find a good solution at the emergent time. I need to prioritise the tasks and set out the time. Then evaluate the essential tasks again and again. I think, Tesco stand out in covid-19 for their good planning.

Critical thinking

Critical thinking is very important to take decisions. If I think critically and distribute the tasks to the team members, they can execute the plan successfully. As a leader I need to analysis what situation can be occurred and what my team members can do. I need to analysis strength and weakness my team members. So, that skill is very important for me. For example, at the time presentation, accidents like power cut, electronic disturbance can be occurred. I need ready with the alternate plan.

Team Orientation

Team orientation skill is important to motivate and influence the team members. I am very bad at these skills. I can influence others, but I am not a good listener. Team members are the internal resources. To ensure a good internal environment, I need to motivate and inspire my team members.

Conclusion

I have learnt that leaders need to be courageous and risk-taker. They need to lead the organisation and its people. In their journey, they will face problems and difficulties with their talent, they will solve the problem. I learnt that these skills can be obtained without creative thinking. I have the creative skills. That is why, I will work for other skills to ensure a better career professionally and academically.

Action Plan

I think, if I acquire these skills now, I can execute those in my professional life. My dream to be an entrepreneur will be come true. For this I need an action plan to secure my future which is given below.

My goals	Priority	What will I do?	Supporting resources	Time
Planning	1	I will concentrate on my problem and surrounding. I will focus on the results and reevaluate myself again and again.	My academic projects like presentations, assignments, and other practical tasks and in my internship place.	3-4 months
Creative Thinking	2	I will give my whole concentration on the problem. I will analysis about internal and external environment.	In my exam papers. My academic projects like presentations, assignments, and other practical tasks and in my internship place	3-4 months

Team Orientation	3	I will listen to my team members and will do for their betterment, find out their potentiality.	I will engage myself with different clubs in university like debating club and I will lead my group members at my class projects.	2-3 months
Networking	4	I will try to introduce with many successful leaders, my seniors, and others	I will engage myself with different clubs in university like debating club	1-3 months

SWOT Analysis

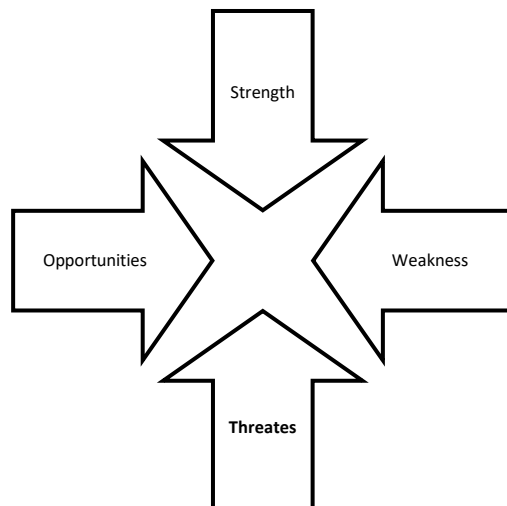


Figure: SWOT Analysis (Gurl, 2017)

Strengths

My strengths are that I am not afraid of taking risks. I always want to try and learn new things. I can focus on my dream and hard work to pursue that dream. I can influence others and give them leadership at the time of necessity. Moreover, I have a thirst for knowledge and learning. I have also good interpersonal skill.

Weakness

I am very bad at networking which is very necessary for creating relationship. I cannot analysis and think critically. That is also very important for taking good decisions. I barely listen to others.

Opportunities

I am a student of bachelor course. So, I have potential time to acquire the skills. I also have some potentiality that will help me to learn other things.

Threats

I think there are not any potential threats for now.

Conclusion

Leader is a boatman who runs the boat and ensures that passengers can reach their destination safely. Passengers also depends on the boatman, and they believe that this person know how to go and where to go. Now, it is not certain that the weather will be sound. Weather can be bad anytime and that emergent time boatman needs to find out the alternate solution and ensure the safety of the people. For this, boatman needs some skills like awareness, decisiveness, adaption ability etc. Leaders also do the same thing. They save their peoples, ensure the business continuity and customer satisfaction. A great leader can change the circumstances. Disasters and recessions will come and go but the leaders should know how to survive with the situation. This assignment describes how a leader should fight and survive on pandemic.

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