

**EMERGENT LEADERSHIP SKILLS**

**IN THE WORKPLACE**

**(BMSW6101\_LON)**

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## **EXECUTIVE SUMMARY**

It has been analyzed from the report that the introduction of Marks and Spencer was done. Regarding this, it was also specified that leadership theories and models were also taken into consideration and have been underpinned. Moreover, key leadership theories/models/approaches/styles to the organization have also been made. Further, the concept of different leadership approaches and styles, identifying the personal ability of a leader to fulfill key responsibilities of role within leadership styles have also been signified and illustrated. Furthermore, current leadership strategies in organizations/companies by extracting information from recent annual reports of companies and published newspapers have also been described and valued in a specified manner. In relation to this, the last thing that has been signified within this report has been recommendations for leaders of the company with a plan for leadership of change - emergent leadership skills. By specifying these key aspects regarding the leadership, the report has been carried out effectively.

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## INTRODUCTION

i. Aim of writing report, organisation chosen, why and how many sections in this report and which section will cover what

The main **aim of writing this report** is to identify emergent leadership skills effective for the leaders of organisation. The **organization chosen** is Marks and Spencer. There are major six sections within this report and the sections will cover information about leadership theories, models and their application.

ii. Leadership theories/styles will be using for critical evaluation purpose

**For critical evaluation purposes, the Great Man Theory of Leadership will be described** and this will incorporate the basis to which the role of leaders and managers being effectively evaluated within Marks and Spencer.

iii. Expected outcome

The major **expected outcome** will be resulting to the leadership theories being chosen to identify emergent leadership skills. The report will thus help in evaluating perspectives regarding basis as to how leadership theories are valued.

## MAIN BODY

### **Task 1 – Individual Report**

a) Introducing organization and justifying choice.

By **introducing the organization**, specific information and details are gathered which helps in indicating the value and perspectives regarding the functioning and operations of the company chosen. The organization that is chosen is **Marks and Spencer** (*Welcome to Marks & Spencer, 2023*). Marks and Spencer is a British multinational retailer that specializes in selling clothing, beauty products, home products, and food products. In regard to this, the company understands the core products and services that are promoted and advertised by using the TV and other digital devices and platforms so that the customers are attracted to the brand and this also signifies the core progressive aspects which are linked and related to the business goals and objectives. The

company Marks and Spencer was inaugurated in the year 1884 and created history by starting well off in the market structure and accomplishing major profit and sales through the products and services being delivered to the customers at large scale. The organization was founded by Michael Marks and Thomas Spencer in Leeds. There are currently 959 stores across the UK and is expanding over countries and states as this has become one of the biggest brands in the retail industry or sector. Marks and Spencer has also made pre-tax profit of over £1 billion. By indicating the value and significance of the brand in the market, there are other specificities that are linked and related to considering the progress and the initiatives taken for growth and further development. In relation to this very progressive aspect, there are other progressive measures that are attained by the organization.

**Justifying the choice** as to why Marks and Spencer is chosen is determined by considering the success and the value of the business which is obtained by gaining customer attention in the market and providing the products and services such that they fulfill the needs and wants of the customers at large scale. It is also valuable that the progressive aspects related to the business have been identified and this has provided the successive factors through which the core business concerns are identified (Jin, Miao and Park, 2018). Marks and Spencer is the most productive brand which has started off well in the market and has resulted in creating a strong influence over the customers in the market. It is also indicated that the organization is successfully growing in the market such that the customers are also attracted to the products and services that are rightly available. Thus, the justification of the choice is provided to consider the market growth and the popularity that Marks and Spencer has attained over the years.

b) Key leadership theories/models/approaches/styles underpin.

Leadership remains the most important aspect of every business organization, leadership is the ability to lead and direct people, process, and profit in the organization. The primary role of a leader is to lead and provide a strong vision to employees, each employee psychologically remains connected with a higher authority which is often called a manager (Northouse, 2021). These managers act as leaders to guide and direct employees and utilize their potential to achieve organizational goals. Now, it become significantly important for leaders to utilize leadership theories, models, approaches, and styles according to the workplace situation. There are several

theories supporting leaders, styles benefiting each leader, and different approaches to react accordingly.

### **Great Man Theory of Leadership:**

This remains the most used leadership theory to understand whether leaders are born or they are made. Great Man theory of leadership states that leaders are born with leadership characteristics; they remain skilled without any additional learning. However, Russian author 'Leo Tolstoy' rejected the concept of great man. Leo Tolstoy stated that leaders are not born but made with the situation and experience. It is important to study wider political, and situational elements to understand that great leaders are not born but made by tough situations. Though this theory still supports some of the arguments, it is believed that some individuals are born with leadership characteristics.

### **Autocratic Leadership Style:**

The autocratic leadership style is the behavioral theory of leadership; it is important to study the behavior of a leader that indicates their unique style of leading and directing people. Each leader carries a unique style of leading people. However, this style either falls into autocratic, democratic, or laissez-faire patterns of leadership. In the autocratic leadership style, leaders remain strict toward the organizational goals; they do not consider the involvement of employees in decision-making (Rosenbach, 2018). Autocratic leaders believe in rewards and punishment; this means when employees perform as per the requirement, then rewards should be given, but if they fail to do so, punishment will be given accordingly.

### **Path-Goal Theory of Leadership:**

According to Robert J. House, the path-goal theory allows the individual leader to understand ways in which employee satisfaction, employee motivation, and employee performance are influenced. Path goal theory allows leaders to set high goals that not only benefit the organization but value each individual employee as well. Path goal theory of leadership is contingent or situation-based because the main center of an idea lies in 'goal setting' that may differ according to the situation. However, such leaders set path goals for the employee; each employee achieves goals that appear within their path. Such leaders react according to the situation but remain committed to employees.

### **Transformational Leadership Theory:**

This remains the most used leadership theory, key successful leaders such as Bill Gates, Jeff Bezos, Steve Jobs, and Richard Johnson consider transformational leadership that allows them to get involved with their employees and explore new levels of success (Allen, 2018). Transformational leaders achieve better performance, because the main concept of this leadership theory is to actively involve each employee, utilize their unique skills and expertise and achieve common organizational objectives. This way employee feels recognized and consider the leader as role model who values each employee. A higher level of commitment is possible with transformational leadership as each employee remains connected with such leaders in the workplace.

#### c) Applying key leadership theories/models/approaches/styles to the organization.

Leadership is a game of skills, Many successful leaders believe that leadership is not only an ability to lead and direct people but a game of skills that consists perfect combination of different abilities and skills allowing leaders to become effective (Deshwal and Ali, 2020). I believe emergent leadership skills allow leaders to become different and lead organizations in unique ways. In Marks and Spencer, I examine leadership skills that benefit me to achieve organizational excellence. Moreover, as a leader, I utilize different theories, models, approaches, and styles of leadership that work according to the situation within Marks and Spencer. The application of key leadership theories, models, approaches, and style to Marks and Spencer are,

In Marks and Spencer, I utilize transformational leadership theory that allows me to become an effective leader. I believe transformational leadership provides top skills to the leader, this theory is most effective and considered by many successful leaders around the world. As a transformational leader, I try to analyze and assess strategies for making decisions amid uncertainty. Transformational leaders carry analytics and problem-solving skills, that allow them to examine the environment and present solutions accordingly. The current economic situation demands Marks and Spencer to have leaders with transformational leadership ability because these leaders understand the situation and react accordingly in the process.

The application of the great man theory of leadership in my own area allows me to improve my leadership abilities. In the case of Marks and Spencer, it is important to apply the great man theory of leadership that allows the leader to identify those skills with which they are born (Gardner and et.al., 2021). There are many such situations where leaders fail to identify their own rare and

unique skills, which impact their overall performance. however, the utilization of the great man theory helps existing leaders of Marks and Spencer to revisit the skills and characteristics with which they are born. For example, as a leader, I was born with effective communication skills.

Same way, it is important to apply and implement an autocratic leadership style in order to achieve better performance in the workplace. autocratic leadership is important in the case of Marks and Spencer, as a leader, I believe large-scale firms such as Marks and Spencer require autocratic leadership that does not allow employees to actively participate and believes in a reward and punishment system. The autocratic leadership style is beneficial for Marks and Spencer because this firm deals in the clothing and fashion retail industry, where customers become a priority and there is no chance of errors and mistakes that can impact customer experience.

Lastly, the application of the path-goal theory of leadership benefits organizations such as Marks and Spencer to achieve the desired outcome, it becomes necessarily important to implement path-goal theory that can support the overall performance of the firm and allow them to become effective in the market (Lord and et.al., 2020). in the case of Marks and Spencer, it is important to determine a clear path, each leader has a responsibility to provide a clear goal throughout the pathway that can direct and guide employees accordingly. Additionally, as a leader, I believe the path-goal theory of leadership is important to each organization because leaders not only provide goals but value the employees working to achieve the goals.

d) Concept of different leadership approaches and styles, identifying the personal ability of a leader to fulfill key responsibilities of role within leadership styles.

The concept of different leadership approaches and styles is wide; leaders identify their own personal ability that can fulfill key responsibilities of role within the leadership style. The most commonly used leadership style is Democratic leadership where leaders encourage employees to participate in decision-making and encourage open communication (Seidel and et.al., 2019). However, such leaders consider different approaches as well, to become effective. For example, democratic leaders utilize visionary and coaching approaches to become effective, leaders become coaches to train employees according to the requirements. the concept of different leadership styles and approaches considers several types of styles. These are:

**Democratic leadership style:**

The democratic leadership approach is a process in which leaders encourage employees and psychologically influence people in the workplace. Each employee carries different abilities that help them to influence people and achieve overall organizational performance. This leadership style differs from other leadership styles. For example, authoritarian leadership style is different from democratic, autocratic leaders process decision making power with themselves and do not allow employee to interfere. Whereas, democratic leaders allow employee to participate in decision-making. However, democratic leadership faces different types of criticism, organization believe that involving employees in decision-making is not favorable.

#### **Coaching leadership approach:**

This leadership approach allows leaders to become coaches, this simply means leaders will train and develop employees to achieve high potential. Coaching leadership works according to its term, coaching indicates ways in which training and development is provided to the employee. Coaching leadership incorporates with mindset to drive effectiveness, each employee learns different skills and abilities from leaders (Gray, 2018). However, this leadership approach has also faced criticism, The coaching leadership approach only works when there is a skilled leader, if the leader is not skilled and does not carry unique rare skills, then there is no use for coaching.

#### **Pacesetting, & Commanding approach:**

Pacesetting and commanding approach to leadership covers the wide concept of different leadership approaches and styles. Pacesetting leadership approach leaders to focus on the result, this approach is goal-oriented in which the leader sets different guidelines and deadlines that each employee needs to meet. On the other hand, the commanding approach works as per the term 'command' when leaders have strong command over the work, then each employee needs to work according to the command given by the leader. criticism of these two approaches lies in employee dissatisfaction, each employee does not encourage pacesetting and command approach from the leader in the workplace.

Democratic leaders identify personal abilities that allow them to fulfill key responsibilities within leadership roles in the workplace. These leaders identify communication as a key personal ability that works according to the requirement (Kilicoglu, 2018). In the context of the established leadership style, communication is the personal ability of a leader to deliver the message accurately to the members and key employees within the workplace. communication is the ability to convey a message to the audience, leaders have this personal ability that helps them to influence employees

and work according to the requirement. Overall, in order to fulfill key responsibilities of a democratic leadership role, communication is the most important personal ability.

e) Current leadership strategies in the organisation/company and identifying strengths and limitations of these strategies.

Leadership strategy differs according to the requirement; each organization considers different strategies that allow them to become successful in the workplace. Marks and Spencer utilize transformational leadership approach, but depending on the situation, different leadership styles have been considered by the firm accordingly (Glatthorn and et.al., 2018). On the other hand, leadership strategies considered by Marks and Spencer support all types of leadership styles and approaches and benefit the firm in different ways. There are several leadership strategies utilized by the Marks and Spencer. These are,

**Two-way Communication Strategy:**

Under the light of leadership, a two-way communication strategy is currently active at Marks and Spencer. This strategy values communication as communication remains the most important aspect that builds a relationship between a leader and their follower. This strategy supports the establishment of two-way communication where leaders and followers can communicate with each other and share important details. However, it is important to have a democratic leadership style in order to establish this strategy because autocratic leaders do not involve followers and restrict communication. However, it is significantly important for organizations such as Marks and Spencer to establish a two-way communication strategy as communication is the most important aspect.

**Value-based Empowerment strategy:**

This is another leadership strategy considered within Marks and Spencer, leaders establish a value-based empowerment strategy that allows them to empower employees based on their performance level. Such leadership strategy empowers the team to delegate higher responsibility, identify self-worth, and try to become effective in order to achieve the value set by the leader (Laureani and Antony, 2019). The benefit of this strategy lies in employee engagement, each employee activates a sense of self-worth and tries to become effective, this trying of employee is beneficial for the workplace as a higher productivity level is established. Additionally, a value-

based empowerment strategy is utilized for motivation purposes as well that keep employees on track.

### **Counselling & Mentoring strategy:**

This strategy within the leadership context values mentoring and counseling. This strategy allows the organization to increase commitment with the people, counseling and mentoring strategy allow leaders to listen to the employee and determine upcoming organizational goals accordingly. Transformational leaders utilize this strategy within Marks and Spencer, counselling and mentoring duties are fulfilled by the leaders allowing them to understand each employee and treat them like customers. Employee feel valuable and their commitment to work is improved, overall productivity and performance of each is uplifted with this strategy and the firm even enjoys a brand image and reputation in the market.

### **Motivational Strategy:**

Leaders within Marks and Spencer consider different motivational strategy under the context of leadership, motivation remain the most important aspect or demand of followers from their leader. when motivation is provided by the leader, then employees remain connected (Schoemaker, Heaton and Teece, 2018). Motivation strategy simply means implementing those motivational factors and practices that allow them to increase the level of satisfaction in the employee. For example, leaders identify hygiene factors that influence the working pattern of the employee, if the majority of employees is facing issues, then improvement to the process is made and leaders ensure each employee is motivated and satisfied with the firm in the process.

### **f) Recommendations for leaders of the company with a plan for leadership of change - emergent leadership skills.**

### **Situation based approach:**

It is highly recommended for leaders of Marks and Spencer to consider leadership style or approach according to the situation because emerging market factors may impact the organization in a different manner and impact the overall performance of the firm. The situation-based approach allows the leader to focus on the change to be implemented, if the change is successfully implemented then the situation can be driven according to the requirement (Yan, 2019). Reacting according to the situation is a most required aspect in the business, leaders need to adopt a

leadership style according to the situation to guide people accordingly. Additionally, leaders become effective when situation challenge their abilities in the process.

#### **Adopt emergent leadership skills:**

It is recommended for leaders of Marks and Spencer to adopt emerging leadership skills that work according to the situation. Marks and Spencer is one of the fastest growing clothing brands digitally active and dealing with the customer. Even modern business organization is supported with digital platforms and skills. It is important for leaders to identify emerging skills. For example, digital leadership skills allow the existing leader to learn about data analytics to analyze digital data and make decisions accordingly. Moreover, it is important to learn about emerging skills that can influence leadership as well as organization. For example, the emerging psychodynamic leadership style.

#### **Transparency & honesty:**

It is recommended for leaders of Marks and Spencer to consider transparency and honesty with the plan for leadership change in the workplace. current economic environment and current external market conditions may pressure Marks and Spencer to implement several types of changes, these changes may remain critical for the firm as well as employees (Gallos and Bolman, 2021). For example, with changes in the job pattern and working pattern, leaders and organizations will face resistance from employees but it is important to remain transparent and honest and achieve the desired outcome accordingly. Additionally, transparency is ethically required from a leader to achieve the change.

#### **Communication & employee participation:**

It is recommended for leaders of Marks and Spencer to consider communication protocols and employee participation, a firm needs to focus on communication abilities and ways in which employees can benefit with the communication established between a leader and employee. Moreover, employee participation remains the most important requirement, and leaders need to consider the implementation of leadership strategies. For example, the implementation of a two-way communication strategy that keeps employees connected with the employee and increases overall employee engagement and participation in the workplace.

## **CONCLUSION**

It was analyzed from the above findings that the introduction of Marks and Spencer was done. Regarding this, it was also specified that leadership theories and models were also taken into consideration and underpinned. Moreover, key leadership theories/models/approaches/styles to the organization were also performed. Further, the concept of different leadership approaches and styles, identifying the personal ability of a leader to fulfill key responsibilities of role within leadership styles was signified. Furthermore, current leadership strategies in the organization/company by extracting information from recent annual reports of the company and published newspapers were described. In relation to this, the last thing that was indicated within this report was recommendations for leaders of the company with a plan for leadership of change - emergent leadership skills. With the help of this analysis, it was related to understanding the value of leadership skills and theories that are beneficial for Marks and Spencer valuably and precisely.

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## TASK 2- REFLECTIVE ESSAY

Leadership is one of the most essential skills or qualities that leaders adopt or adhere in appropriate manner, because it makes them capable to provide and obtain unpredictable benefits while working within an organisation. The current reflective essay is based on discuss skill or quality, regarding which I had learned a lot and decide to become a successful leader, who have number of competencies and skills that utilise in case of employee motivation, performance management and retention. Thus, in order to reflect on my overall learning journey from the module, I have to select a specific form of the reflective model, among many. I prefer to consider and apply *Driscoll's framework*, which is based on 3 what's that help to reflect my journey, experience, and development (Soundiraraj and Babu, 2022).

### What

I have studied a lot about leaders and their contributions in regard to business success, growth, and long-term achievement. My learning related to leaders and leadership style enhanced the most when I was tasked to prepare a report based on skills of emergent leadership that are utilized by individual leaders in the workplace. Thus, by moving ahead toward report or work completion, I realized and determined my career aspiration as a leader. As I don't want to be a leader who only inspires people, to do something better for themselves and their company. My career aspiration is to become an influential, understanding, compassionate, and creative leader, who can always inspire their team to engage in problem-solving and other activities. It can outcome in the form of a creative, collaborative, communicative, and productive workplace, where everyone prefers to perform their role for a longer period of time. By taking the initiative to complete my work related to the current module, I have determined some leadership skills and styles and acquired knowledge related to the same. My learning journey from the unit taught a great lesson as I developed comprehension related to leadership theories such as autocratic, Laissez, and democratic, through which a leader can play a significant role in the companies, within which a number of employees are working together or individually, for purpose of achieving business aims and smart objectives. During this module, my learning level has increased more than last few weeks or months, because I have determined problem-solving, decision-making, and other type of skills that I can use to obtain and provide satisfactory results to each person who will work with me further related to a specific project or module. I can use my knowledge and obtain learning in the context of several critical situations related to employees.

### So what

As an outcome of the overall experience that I have taken, I have learned or acquired knowledge related to democratic and another form of leadership styles that enable me to become a successful and supportive leader, who can lead teams of skilled and knowledgeable candidates at the workplace within a specific company. Along with the above things, I have also identified my own strengths and weaknesses as an emergent leader by answering a leadership questionnaire that help to determine what skills or style of leadership I have. My experience teaches valuable lessons to me as I have determined I can set goals and objectives and also share them with my team so that they can work harder to achieve each goal successfully. I also have another strength and that is open communication, with which I am ready to suggest from candidates and co-workers. It makes me more productive and effective than other leaders, who do not prefer to obtain suggestions from staff members, who can give them better ideas related to business practices and other things. However, I have determined my weaknesses as well as an emergent leader that will create challenges in the growth and success of my professional career. I am not confident to work with other people and collaborate with them because of hesitation and lack of confidence. I felt nervous and stressed because of perspective differences that created hurdles for me to reach my target by working with co-workers and employees. I want to cope with this issue, which is quite essential for my career development and success as an emergent leader. My weakness drives my attention toward taking strategic action through which I can handle the situation and obtain an unpredictable outcome, like developing effective collaborative skills in an effective and systematic manner. Another weakness that I have is problem solving as I am unable to solve other issues frequently. I need time to think about what is suitable in case of any issue, regarding which leaders need to be active.

### Now what - 238

It is quite essential for individual people to develop an action plan based on weaknesses that they attempt to overcome (Roedema and et.al., 2022). Like others, I also prefer to consider some action points that may contribute to improving my leadership skills and enable me to perform effectively in the future as a leader, who has all the competency and power to influence individual candidates in a positive manner. Lack of collaboration and problem-solving are my weaknesses that will be improved by developing an action plan below, which contains strategies and time limitations under which I will improve each weakness.

| Weaknesses                                | Approaches                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Time frame |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>Poor collaboration skill</b>           | I want to overcome my weakness by using the best approach. For example, group discussion and team work are the most effective techniques that I prefer to implement in practical manner. As I can participate in group work, so that I can learn how to collaborate and coordinate.                                                                                                                                                                                 | 15 days    |
| <b>Lack of problem solving competency</b> | In the context of another weakness, I also take initiative to select and implement the best technique or method such as situational analysis, through which I can analyze the overall circumstance and then make a decision that might be suitable for all. The implementation of the chosen approach will benefit me in varied ways. For example, allow me to become an effective leader, who can solve the issue of employees and create a positive work culture. | 20 days    |

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## **APPENDIX**

### Leadership questionnaire

- Do you like to set up aims and targets?
- In your opinion do you revert or respond ethically to issues in group?
- Are you open to recommendations from co-workers and employees?
- Do you prefer to participate or engage in solving issues and handling complex situations at workplace?
- Are you comfortable to work with others at workplace.