

(BMSW6101)
Emergent Leadership Skills in the Workplace

**Part 1: Analysis of Leadership in
times of exponential change**

Part 2: Reflective essay

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Extended Due Date: 14/12/2021

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1.Introduction

Technology is taking over rapidly and as we move forward there are allot more uncertainty's than before. Global organization require leaders who can make prompt decisions to successfully move into the new transmission with technology and uncertainty without global businesses to be interrupted. The importance of Emergent leadership would be knowing to use the correct leadership style to move forward with technology and making sure the motivational theory and culture within a workplace is carried over with the transmission.

In this report I will highlight the relationship between leadership philosophy and leadership styles with the modern leaders in crisis. I will refer my examples to how leadership can be effective using Chris Bank case study.

2.Relationship between Leadership Philosophies and Leadership Styles.

Leadership Philosophies is how someone leads a team in a certain way to get task completed in an organisation, this would include individuals' character, beliefs, emotions, and principles (Covaleski,2021). Individual leaders have their own perception which makes them to act as a leader in different way. Leadership philosophies are like suggestions than guidelines set in stone. You can relate to more than one leadership pattern since philosophies don't have to be adhered to. Leadership philosophies is more to help you shape and framework your approach to leadership. (Covaleski,2021)

Leadership has specific methods of drawing close and tackling specific situations. Leadership philosophies are linked with styles of leadership approach an individual may use to lead a team and this will depend on the individual own motivational behaviour and views. The relationship between leadership philosophies and leadership style are that leadership philosophy concentrates more on human's own personality and perceptions whereas leadership style concentrates on human motivational theories in a workplace to get performance results (Russ,2011). In the Case of Chris Banks his leadership philosophy performed brilliantly with significant results for a very long time however with the COVID-19 pandemic his leadership philosophies of using his beliefs and perception along with using authoritarian leadership style made a huge loss to the business which impacted all divisions as he did not change his leadership style moving rapidly with technology as it is very important to change leadership style for remote working compared to working from office. His style of working was all communication to be directed to him and moving to remote working suddenly assuming he was not able to handle all communication directly and communication among members is essential when working from home which was a factor to why staff were not performing as they were not able to communicate to get the help, they may have required to do their work. There are many leadership philosophies based on our assumptions that many leaders may

follow to get inspiration to determine their behaviour and leadership style; few well-known leadership examples are Authoritarian, Democratic and Laissez-faire.

Authoritarian: Characteristics of authoritarian like to oversee most of the work so you can say they are controlling to make sure all work is completed. They are the decision makers and have the power to make the final decision without having to communicate this with the team members. They are not interested in the teams' views or opinion and would set targets or rules to get the work done to meet service levels. This type of leadership philosophy might be beneficial in organisations that tend to be strict or exceedingly regulated because it places managing and authority in a single person's hand. However, for modern leaders during uncertain times such as COVID-19 this style of leadership is beneficial as it helps to mitigate cost and time by allowing one person to make the overall decision than having to wait for everyone's thoughts, for example changing the working model from office working to home working and ordering all IT equipment's without consulting finance team. Employees that work under strict working policies would follow the leader without questioning and would just get on with the work (Covaleski, 2021).

Democratic: Characteristics of democratic leadership like to create more of a friendly and motivational working environment and for this likes to take on everyone's feedback before making an overall decision. However, since in charge, can make the final decision to next steps. This type of leadership style for modern leaders during uncertain times such as COVID-19 would have a negative impact due to time and effort it would require, for example, it would be impossible to get all employees feedback to make a fair decision with the immediate government lockdown order.

Laissez-faire: Characteristics of Laissez-faire leadership do not control its workers and leaves them to get on with their work and acts as a resort for help if required. They tend to be laid back and work fully on trust basis using Theory Y framework. This type of leadership style for modern leaders during uncertain times can have a positive and negative impact. For example, during COVID-19 positive impact would be leaving employees to get on with their work; working from home with minimal or no supervision as employees are motivated through own job role to get work completed. Negative impact of this during COVID-19 would be giving complete freedom and not monitoring the productivity so meeting company objectives could be delayed which will have a knock-on effect on the overall organisation profit margin (Russ, 2011).

There are three Leadership styles that I have identified that can be used for human motivation at a workplace; Theory X and Theory Y were created and developed by Douglas McGregor in the 1960s and Theory Z was created and developed by William Ouchi (1981). Leadership styles help managers to have a structure in the way they lead a team to perform results. It has been argued there are many positive and negative leadership philosophies in all leadership styles.

Theory X:

Theory X points out average human being is lazy, self-centred, lacks ambition, dislikes change and likes to be instructed in what to do at work (Aithal & Kumar,2016). Theory X style managers believe their employees are less intelligent than the managers, employees dislikes work and will try to avoid work where possible and mainly here for money to fulfil their living and have no ambition (Aithal & Kumar,2016). Due to theses assumptions, Theory X concludes the workplace will be more productive by setting target's and being under strict supervision. Management would have authoritarian approach to its employees (Aithal & Kumar,2016). Advantages of this management style does not require team's input as the assumption is the team workers are not bothered so management would make the overall decision considering how to motivate staff so they would put in incentives to reward the hard-working staff to create a positive and motivated working environment. Other advantages of an authoritarian management are saves time when making an individual decision as not having to waste time to set meetings to discuss with team workers as the assumption, they have been that the workers are not interested. Disadvantages of authoritarian management can leave a working environment to feel too suffocated as every movement of a worker is monitored, for example Toilet break, Lunch break, task completed, time taken to complete etc this leads employees to leave organisation and the organisation are continually having to spend money to recruit new staff and the circle is non-stop.

Theory Y:

Theory Y states people like to work, not lazy, self-motivated to achieve objectives, seek responsibility, independent, productive and do not require constant supervision to perform (Aithal & Kumar,2016). Theory Y assumes theses people in the workplace enjoy their task and take on additional work to progress for themselves so do not require reward by return. Advantages of Theory Y workers in a workplace helps a organisation meet its objective, creates a positive friendly working environment and mitigates recruitment cost assuming there is a low employee turnover. Disadvantages could be staff are too comfortable in the way they work and assuming they don't like change. For example, in Chris Bank case with the sudden change due to COVID-19 pandemic staff motivation and performance got disruptive due to the new way of working from home maybe was not comfortable for all workers and assuming this would be the reason to low motivation and disruptive performance of employees as prior to the pandemic Chris team was performing well and generating excellent results over the past 25 years.

Theory Z:

Theory Z focuses on common cultural values and how a company can increase employee loyalty by concentrating how to provide a job for life with strong focus on the wellbeing of the employee, both on and off the job (Aithal & Kumar,2016). I would agree with researchers who have argued that employees participating to decision

making, providing employee care and concern for employee families, improves employee's behaviour towards work and increases performance (Islam & Kalumuthu, 2020). If an employee is getting a wage every month like with any job they would get paid, this does not give employee the full job satisfaction and intend to move around companies being in the same industry therefore organisations who offer long term benefits for their employee wellbeing and perks that also can be used by their families they feel more cared and comfortable to stay with the same organisation for life time which is an advantage for the company as they would have invested on the individual training to learn system and processes. Negative impact of this is some employees can take advantages of the wellbeing packages, for example maxing out the long-term sickness policy to get time off work. However, this can be argued less likely as employees who are getting long term benefits from an organisation are likely to enjoy working and avoid work. Referring to Chris Bank case soon as the COVID-19 pandemic brought immediate change and all employees had to move to working from home it can be argued all equipment's were not provided for employees to work from home comfortably and safely hence the reason there was a sudden high employee turnover and performance got disruptive. Providing all equipment's to employee to work from home is part of employee wellbeing and where organisations who lack in providing the sufficient equipment can face high employee turnover and motivation within the organisation can become underwhelming.

3. Leadership Styles for modern Leaders in Crisis

Technology is moving rapidly which is creating a lot of uncertainties in the global economy therefore there is a need for agile leadership. A leadership helps management achieve its goal mission through leading effectively by providing clarity of purpose, guide, and motivation. I have identified three leadership styles best suited for modern leaders in crisis are Transactional leadership, Transformational leadership, and Bureaucratic leadership.

Bureaucratic leadership is where the managers must follow by policies and procedures and anything that is not stated in the policy, they would have to refer to higher management for next steps. Here management is effective in today's crisis; COVID-19 for remote working as employees are trained to follow policies and procedures so can work from home effectively and performance is monitored through task. The negative impact is work habits are hard to break, when a policy is no longer useful (Khan, Khan, Qureshi, Ismail et al., 2018).

Transactional leadership works within the organizational culture and achieves own objectives through rewards and good performance. Leadership is responsive. This type of management would be effective in Chris Case as this type of leadership generates a positive working environment well as produces effective results as Chris has employees who are demotivated. Introducing incentives would get followers to

work hard and stay focused. However, this type of leadership can form a heavily targeted working environment which can become a challenge for some followers to achieve targets.

Transformational leadership tend to have a positive attitude and may be charismatic to their followers in to inspire them and stimulate to think. Leader they may meet the emotional needs of each employee. This type of leader provides vision and sense of mission, gains respect and trust from its followers (Khan, Khan, Qureshi, Ismail et al., 2018).

In Chris Banks case to solve the crisis in his organisation, I would suggest Chris to change his style of leadership from authoritarian to a transformational leadership style which will help his team motivation and productivity. Currently his board member has lost trust in him and believe his lacking vision to drive employees along. The benefits of Chris changing his leadership style with this crisis to transformational style will allow him to recognize the need for change, using charisma to appeal to his employees will ideal, values and emotions. A leader showing charisma to its employees will bring better communication across all departments and will build back the trust of him being a leader. This will create a cultural working atmosphere. Adapting transformational leadership components will help Chris to inspire motivation, stimulate in a new approach such as incentives to get performance from workers, influence clear working job allocation to each department and individualise consideration by listening to his workers and taking on feedback before making an overall decision. Whilst Chris uses this leadership style, he requires to adapt to be open minded to actively seeking new knowledge so he can be update with the rapid growing technology and be open to diverse opinions with this COVID-19 crises. Furthermore, seek to change his working model with adapting new technology such as using a Hybrid working model. This working model will allow the business to run smoothly moving with technology even if there to be another lockdown or Brexit impact crises for sure there would be no uncertainties in the job task from his employees as they would be clear of their job task and will be able to perform working from home without any disruption. Moving with technology Chris needs to invest in systems to monitor performances for employees when working from home so company objectives can be met, and everyone has the same goal to achieve. Revisit company policies and procedures to make sure if any modifications may be required as we move in with technology and communicate this with all departments by email, regular online meetings keeping all workers in the loop with changes so all employees are aware of the company vision.

4.Constructive Working Environment.

A constructive working environment provides benefits for both employees and employer to work together to increase productivity, improves morale, fasters growth and promotes collaboration.

A constructive working relationship helps set expectations of all employees, has an effective system of work, effective organisational design, clearly defines roles and roles relationship using interpersonal skills and strong manager-employee relationship (The Leadership Framework,2021).

In the case of Chris, he can build a constructive working environment by establishing the climate demands and provide a structure, clarify norms, build cohesiveness, and promote standards of excellence. Establishing constructive climate helps team members to work effectively together and creates a positive working environment where every individual in the team feels accepted and happy, they become more motivated and perform better (LiquidPlanner,2021).

Providing Structure: Chris needs to communicate the mission with his Board Members and his Shareholders. He needs to use the Conceptual Model to structure the physical decomposition and information flow to control functionality and behaviour of employees within the organisation (Harel, Lachover, Naamad, Pnueli et al,1990). I would recommend Chris to needs to create a better communication function between all departments by using emails and virtual online meetings. Provide clear task for each department to complete within a service level, this will help workload to clear and increase work production within the business in the long term. Chris needs to implement working online, electronic commerce, virtualization in the new working model immediately going forward due to how rapidly technology is moving. Implementing technology with mitigate shareholders from leaving (Gray,1996).

Clarify norms: To reduce number of resignations in a short period and not to be understaffed, Chris needs to navigate team behaviour by changing his working style approach to transformational leadership and he needs to communicate this with the board members so they can see the vision with him. Using transformational leadership style Chris needs to foster a positive work environment by prioritising onboarding and training with the hybrid model, create a comfortable work environment, conduct regular check-ins by arranging virtual meetings, develop a strong workplace culture, and encourage collaboration and communication.

Build Cohesiveness: Chris to build cohesiveness he needs to build a climate of trust, willing to listen and accept. For this he needs to make sure all departments are functioning with a process flow and all departments are communicating with each other and share leadership responsibilities with seniors in each department so this way Chris can concentrate on the important administrative work like the economic outputs, logistic and human resources which he was not able to manage due to having to look over everything and making sole decisions without knowing the impacts on employees.

Positive outcomes of building cohesiveness for Chris will give his organisation increased participation, better interaction and work results would be more consistent (Slack,2021)

Promote Standards of excellence: Chris needs to establish the goals with all departments and shareholders, so everyone is aware of the organisation goal for end of year. Chris needs to update the human resource to give clear instructions to all workers job role and responsibility. Chris to continue to promote standards of excellence he needs to give constructive feedback and resolve performance. For this he can share the responsibility with the seniors to gather monthly feedback from employees. The benefits of this would be management is recognising all employees and appreciating contributions (Gray,1996).

5.Conclusion

Leadership is not just about distributing task and getting work completed by employees to achieve company objectives it involves how you approach your team to get work done which plays a significant factor as this creates a working atmosphere to be either positive or negative. Creating a negative working environment can easily be created, for example, 'the manner in the way a leader approaches its employer to do a task by putting extra workload on your desk to do without any explanation and telling you to get on with it', this leaves the employee to feel miserable and demotivates them to come to work. Whereas if a manager approaches you in a manner where he asks; 'if all your work is done and if you are able to help with additional workload', this automatically creates a positive friendly relationship with your manager. This motivates you to come work and encourages you to do better and progress. I agree leadership philosophy helps to shape and framework your approach to leadership as makes you aware of yourself behaviour and people around you.

Technology is moving rapidly and with technology, I feel Theory Y created by McGregor, would be beneficial in most global organisations due to it creates more positivity and I think this is because in today's generation people like jobs where they can just get on with the task and not having someone hovering over you.

Furthermore, theory Y gives employees job satisfaction hence they enjoy work so moving with uncertainty and technology more likely global companies will benefit by adapting theory Y for employees to work from home (Gray,1996).

Part 2: Reflective Essay

1.Introduction

In this report I will talk about my personal experience in the learning of Emergent Leadership skills, highlighting what I have enjoyed most about this topic.

2.My Reflective Essay

My learning journey from not knowing anything about emergent leadership skills has been very informative and interesting. I have enjoyed watching the videos and the interaction we had in class doing the activities. I feel I have gained many transferable skills from this literature which will benefit me to get my desirable job role in management after graduation.

I truly have enjoyed my lecture learning about motivational leadership style; Theory X and Theory Y which was created and developed by Douglas McGregor and Theory Z which was created and developed by William Ouchi. This had made me realise why different organisations have different type of motivational leadership style due to the nature of business, for example Royal Mail warehouse would likely conduct Theory X leadership style to motivate temporary staff as they recruit temporary staff every Christmas to help with the overwhelming workload during the festive season. Most people who do temporary Christmas roles do it for the extra cash and could say they don't really like the work (Aithal & Kumar,2016). I can relate to this when I worked temporarily one Christmas for Royal Mail at the warehouse, I have experienced leaders overshadow your work too much and every 30 minutes supervisors would come round to take count of your work you have done. Frankly speaking I hated the job due to the fact it was a pressurised job role but continued for the extra cash (RoyalMail,2020).

Learning about different leadership style to manage people has been an awesome experience as I was not aware of this and now, I can see why it is important for a leader to have the right leadership style as a team leaders' style has a huge impact on the company to meeting its objectives and team performance. I am really inspired by a democratic leadership style and look to use this type of leadership style in a workplace as I feel this type of leadership generates more productivity due to the friendly and motivational working environment. With technology moving rapidly, I think a democratic leadership for uncertainty would be most recommended as I feel motivation of employee's is very important for any work to be completed (Covaleski,2021).

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