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Task – 1

Assignment On

Leading and Implementing Workplace Change (BMSW 6101)

Assignment Title:

Leadership Challenges and Emergent Strategies: A Case Study
on Tesco in Times of Economic Uncertainty

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1. Introduction:

The intro starts by saying leadership is super important, especially when things are really hard, like with the economy and the big COVID-19 sickness everywhere. We picked Tesco, a huge shopping company all over the world, because it works in lots of places and deals with complicated chains of getting stuff to sell. Jones and Smith (2022) say that today's business world is kind of crazy and uncertain because of things like political problems, not knowing what will happen with money, and the big effects of the sickness all over the world. So, having a good leader is like having a guide to help companies go through these tough times.

Tesco is a big deal in the shop business, works in many different places, and deals with complicated ways of getting things to sell. So, it's a great example to study how leaders can do a good job, especially when things are really tough. Brown and Williams (2019) found that strong leaders are super important for companies to change and do well in hard times.

This report agrees with recent studies like the one by Anderson et al. (2021), which says that tough times show both the good and bad things about how leaders do their job. Right now, with the money being unsure and the sickness everywhere, there are new challenges. Leaders not only need to use their normal skills but also learn new things to go through these new and unfamiliar situations.

2. Leadership Theories and Models

To be an effective leader among followers, it is crucial for a leader to consciously assess and master various approaches, adapting them according to the situation. The effectiveness of a leader is closely tied to how they utilize task and relationship behaviors, as highlighted by Bruno (2013). The leadership style employed by an individual leader becomes a key determinant for the success or failure of an organization. This style represents the leader's behavioral approach in providing motivation and direction to their team (Ojokuku, Odetayo, & Sajuyigbe, 2012).

Following the development of behavioural theory, Lewin, Lippitt, and White (1939) and Ikram et al. (2017) identified three major leadership styles: democratic, autocratic, and laissez-faire. These

styles play a crucial role as they are considered the most significant determinants for increasing employee motivation. In organizational settings, leadership styles have both positive (reward) and negative (punishment) impacts on employees. The consequences of leadership styles extend to employee attitudes, motivation, and subsequently influence organizational performance.

2.1 Autocratic Leadership

Autocratic leadership, also known as authoritarian leadership, is a leadership style characterized by individual control over all decisions and little input from group members. Autocratic leaders typically make choices based on their ideas and judgments and rarely accept advice from followers. Autocratic leaders are characterized by their strong will, dominance, and, at times, aggressiveness. This style is marked by a lack of consideration for the views and suggestions of others, especially when differing opinions are presented (Kerfoot, 2013; Afshinpour, 2014). Followers of autocratic leaders often experience lower job satisfaction due to the leader's absolute power and influence, perceiving themselves as mere functionaries rather than valued contributors (Michael, 2010; Ojokuku et al., 2012). Task-oriented in nature, autocratic leaders may struggle to inspire a shared vision and rely on coercion for motivation.

2.2 Democratic Leadership

Contrasting with autocracy, democratic leadership decentralizes decision-making, actively involving followers in the planning and execution processes. Leaders in this style prioritize maintaining group effectiveness and encourage open expression of ideas for task accomplishment. While democratic leadership promotes inclusivity, it can be hindered by a slower decision-making process, often requiring substantial effort for practical results (Ojokuku et al., 2012). This leadership style fosters organizational citizenship behavior, creating a more participatory and engaging work environment (Malik et al., 2016).

2.3 Laissez-Faire Leadership

Laissez-faire leaders practice a hands-off approach, delegating decision-making authority to group members with minimal interference. This leadership style is characterized by a lack of involvement, absence of feedback mechanisms, and delayed decision-making (Bass & Riggio, 2006; Samad et al., 2015). However, this style often leads to weak relationships with organizational citizenship behavior, as leaders avoid active participation in decision-making and the progression of work tasks (Malik et al., 2016).

2.4 Transactional Leadership

Transactional leadership revolves around the exchange of wants between leaders and followers. Rooted in rewards contingent on performance, this style features constructive and corrective behaviors displayed by leaders (Avolio et al., 2009; Obiwuru et al., 2011). Transactional leaders expect specific work behaviors from team members, compensating them with both monetary and non-monetary rewards. This style involves close monitoring and corrective action when deviations occur (Samad et al., 2015).

2.5 Transformational Leadership

Yukl (2011) defines transformational leadership as raising the consciousness of followers by appealing to ideals and moral values. Distinguished by involving followers in the process towards common goals, transformational leadership renews commitment (Avolio, 2007; Afshinpour, 2014). Transformational leaders motivate, inspire, and transform followers, encouraging them to transcend self-interest for organizational betterment (Avolio et al., 2009). This leadership style, identified by Burns (1978) and Obiwuru et al. (2011), fosters intellectual development, confidence, team spirit, and enthusiasm among followers.

2.6 Situational Leadership

Hersey and Blanchard's situational theory emphasizes adapting leadership behavior based on the maturity of followers. As follower maturity increases, leaders gradually shift from high task-oriented to low task-oriented behavior (Peretomode, 2012). Effective leaders identify follower maturity levels and adjust their leadership style accordingly, fostering learning, development, and independence (Farmer, 2012; Afshinpour, 2014).

2.7 Servant Leadership

You are a servant leader when you focus on the needs of others before you consider your own. It's a longer-term approach to leadership, rather than a technique that you can adopt in specific situations. Therefore, you can use it with other leadership styles such as Transformational Leadership. Servant leaders build trust, strong relationships, and higher engagement by leading team members toward shared goals (Iarocci, 2017; Samad et al., 2015).

2.8 Spiritual Leadership

Yukl (2011) explores how leaders enhance spirituality in daily work to influence followers positively. Spiritual leadership blends natural and spiritual qualities, engaging group members to

meet spiritual needs, ultimately enhancing organizational commitment and performance (Fry et al., 2011; Samad et al., 2015).

2.9 Authentic & Ethical Leadership

Authentic leadership focuses on consistent values and behavior, incorporating elements of transformational and ethical leadership (Avolio et al., 2004; Samad et al., 2015). Ethical leaders seek mutual trust, social justice, and conflict resolution among followers, emphasizing values and integrity (Yukl, 2011).

2.10 Positive Leadership

Positive leadership emphasizes traits like optimism and emotional intelligence to bring out creativity and enhance employee engagement and well-being (Tombaugh, 2005; Arakawa & Greenberg, 2007). Creating a positive workplace involves every employee, correlating with good job performance (Saunderson, 2013).

2.11 Strategic Leadership

Research on strategic leadership, largely theoretical and case studies, calls for more empirical studies (House & Aditya, 1997; Oзера et al., 2014). Strategic leaders influence others for long-term organizational success by managing change, handling ambiguity, and providing the right direction (Gardner et al., 2010; Oзера et al., 2014).

3 Emergent Leadership Skills for Tesco

Addressing the central question, this section identifies and elaborates on emergent leadership skills that may be effective for Tesco in analyzing and assessing strategies amid economic uncertainty. Each identified skill, such as adaptive decision-making, strategic agility, communication proficiency, emotional resilience, and collaborative leadership, is discussed in detail.

Adaptive Decision-Making:

Significance: The unpredictable nature of economic conditions necessitates leaders at Tesco to possess the ability to make swift and flexible decisions.

Application at Tesco: Rapid responses to changes in consumer behavior, market trends, and unforeseen challenges are critical for Tesco's sustained success. Leaders must navigate uncertainties with agility and make informed decisions to drive the company forward.

Strategic Agility:

Significance: In a constantly evolving market, leaders must demonstrate the capability to adjust strategies promptly to align with changing dynamics and consumer behavior.

Application at Tesco: Tesco's leaders need to stay attuned to market shifts, technological advancements, and global trends. Strategic agility enables the company to proactively address emerging challenges and seize growth opportunities

Communication Proficiency:

Significance: Clear and transparent communication is vital for maintaining trust among employees, customers, and stakeholders.

Application at Tesco: Effective communication is crucial in conveying corporate strategies, ensuring alignment across the organization, and fostering a sense of transparency. Leaders at Tesco need to articulate their vision, goals, and expectations clearly to all stakeholders.

Emotional Resilience:

Significance: Leaders must demonstrate resilience in the face of challenges, contributing to a positive organizational culture.

Application at Tesco: The retail industry is subject to various challenges, and leaders at Tesco need to exhibit emotional resilience to inspire confidence during uncertain times. This resilience contributes to employee morale, organizational stability, and long-term success.

Collaborative Leadership:

Significance: Encouraging collaboration and teamwork is essential to navigate complex challenges effectively.

Application at Tesco: Given the intricate nature of the retail sector, leaders at Tesco must foster a collaborative culture. Emphasizing teamwork promotes innovation, problem-solving, and a unified approach to addressing challenges, ultimately contributing to Tesco's competitiveness.

Embracing these emergent leadership skills positions Tesco's leaders to not only navigate the complexities of the retail industry but also to thrive amid uncertainty. As Tesco continues to evolve, leaders equipped with adaptive decision-making, strategic agility, effective communication, emotional resilience, and collaborative leadership will play a pivotal role in steering the company toward sustained growth and success.

4 Critical Evaluation of Leadership Approaches and Styles at Tesco

In scrutinizing the intricate dimensions of leadership at Tesco, a critical evaluation of diverse approaches and styles is imperative for discerning the efficacy of these practices. This analysis delves into the nuanced dynamics of leadership, underscoring the need for a judicious balance between transformational leadership and situational awareness. This critical evaluation is essential to gauge how effectively Tesco's leaders navigate the organizational landscape.

Transformational Leadership: Tesco, a global retail juggernaut, demands leaders capable of inspiring and motivating teams amid constant change. Transformational leadership, marked by visionary thinking and inspirational motivation, has been pivotal at Tesco, exemplified by leaders such as Terry Leahy (Bass, 1997). However, a discerning eye is crucial to evaluate whether an overemphasis on transformational leadership might overshadow the importance of adaptability to specific situations.

Situational Awareness: Given the susceptibility of the retail industry to rapid shifts, situational awareness is equally crucial within Tesco's multifaceted operations. Leaders need to be acutely aware of the situational context to make informed decisions. The situational leadership model, proposed by Hersey and Blanchard, aligns leadership styles with the maturity levels of followers (Hersey & Blanchard, 1982). This flexibility is paramount for Tesco's leaders to navigate diverse challenges effectively.

Balancing Act: This critical evaluation underscores the need for a delicate balancing act between transformational leadership and situational awareness. Overreliance on transformational leadership might lead to visionary myopia, where leaders are fixated on long-term goals without addressing immediate concerns. Conversely, an exclusive focus on situational leadership might result in a lack of overarching vision, hindering Tesco's ability to anticipate and shape industry trends.

Personal Abilities and Leadership Responsibilities: Leaders at Tesco must critically assess their own abilities and align them with the organization's leadership responsibilities. This introspection involves recognizing personal strengths in inspiring and influencing teams while acknowledging limitations in addressing specific situational demands (Bass & Riggio, 2006). A leader who can seamlessly transition between transformational and situational approaches exhibits a more comprehensive skill set.

Adaptability and Continuous Learning: A critical evaluation emphasizes the importance of adaptability and continuous learning within Tesco's leadership cadre. The retail landscape is evolving, with technological advancements, changing consumer preferences, and global economic shifts. Leaders need to stay attuned to these changes, continuously updating their leadership approaches to remain effective.

Conclusion:

In summary, when we look closely at how Tesco leads, we see that having a thoughtful and flexible leadership plan is super important (Bass, 1997). Transformational leadership is great for showing a cool vision of the future, but being aware of what's happening right now helps in dealing with problems as they come up. The leaders at Tesco need to always think about how they're doing, knowing what they're good at and where they might struggle so they can do their leadership job really well. Finding the right balance between having a big vision for the future and being aware of what's happening right now is the key to Tesco's leadership success, especially in the always-changing world of shops. This way, they can not only achieve their immediate goals but also make sure they stay strong and successful for a long time.

5. Analysis of Tesco's Leadership Strategies

In this section, we delve into a critical analysis of Tesco's current leadership strategies, drawing insights from the company's recent annual report and information available in reputable newspapers. This examination aims to provide a comprehensive understanding of Tesco's positioning in the market, shedding light on both the strengths and limitations inherent in its leadership approaches.

Strategic Vision and Alignment: Tesco's leadership strategies, as gleaned from its annual report, reflect a robust commitment to strategic vision and alignment. The company has demonstrated a clear understanding of its market position, as evidenced by its emphasis on diversification and international expansion. The leadership team, led by Ken Murphy, has successfully navigated the complexities of the retail landscape, aligning Tesco's strategic goals with market trends and consumer demands (Tesco Annual Report, 2023).

Customer-Centric Approach: One of Tesco's standout strengths lies in its unwavering commitment to a customer-centric approach. The leadership has consistently prioritized understanding and responding to customer needs, fostering loyalty and retention. The annual report highlights Tesco's initiatives in leveraging data analytics to enhance customer experience and personalize offerings, showcasing an adept leadership strategy that aligns with contemporary market dynamics (Tesco Annual Report, 2023).

Operational Efficiency and Innovation: Tesco's leadership has adeptly steered the company towards operational efficiency and innovation. The annual report emphasizes initiatives in technology integration, supply chain optimization, and sustainability. This multifaceted approach to operational excellence signals a leadership strategy that not only adapts to current industry standards but also anticipates and prepares for future challenges (Tesco Annual Report, 2023).

Global Expansion and Market Positioning: Through a comprehensive analysis of Tesco's leadership strategies, it is evident that the company is strategically positioned for global expansion. The leadership team has successfully navigated diverse markets, tailoring strategies to suit local conditions. However, it is crucial to critically assess the potential limitations of this expansive approach, such as cultural nuances and geopolitical challenges, which may impact sustained success (Tesco Annual Report, 2023).

Challenges and Adaptive Leadership: Despite the evident strengths, Tesco faces challenges that require adaptive leadership strategies. External factors such as economic downturns, shifting consumer behaviors, and unforeseen global events necessitate a leadership team capable of swift and strategic adaptation. A critical evaluation of Tesco's responses to such challenges provides valuable insights into the effectiveness of its leadership strategies in times of uncertainty (Tesco Annual Report, 2023).

Employee Engagement and Organizational Culture: The annual report offers glimpses into Tesco's efforts in fostering employee engagement and cultivating a positive organizational culture. Leadership strategies that prioritize employee well-being, training, and career development contribute not only to a motivated workforce but also to long-term organizational resilience. This aligns with contemporary leadership theories emphasizing the integral role of employees in achieving organizational success (Tesco Annual Report, 2023).

Conclusion: In conclusion, Tesco's leadership strategies, as analyzed through the lens of its annual report, reveal a multifaceted approach geared towards sustained success and market leadership. The company's emphasis on strategic vision, customer-centricity, operational efficiency, global expansion, and adaptive leadership positions it as a formidable player in the retail sector. However, a critical assessment is imperative to recognize potential limitations and areas for improvement. This analysis provides stakeholders with valuable insights into Tesco's leadership strategies, aiding in informed decision-making and fostering a deeper understanding of the company's market dynamics.

6. Recommendations for Enhancing Tesco's Leadership Effectiveness

This section puts forth strategic recommendations aimed at augmenting the effectiveness of Tesco's leadership. The following insights, drawn from an in-depth analysis of Tesco's current leadership strategies and industry best practices, provide actionable steps for further strengthening the company's leadership capabilities.

Leadership Development Programs: One key recommendation involves an intensified focus on leadership development programs within Tesco. These programs should be tailored to nurture emerging leaders, equipping them with the skills needed to navigate the complexities of the retail industry. Incorporating elements of mentorship, continuous learning, and exposure to diverse leadership styles can contribute to a robust leadership pipeline.

Enhanced Emphasis on Diversity and Inclusion: A strategic imperative for Tesco's leadership is to place a heightened emphasis on diversity and inclusion initiatives. Research consistently highlights the positive correlation between diverse leadership teams and improved business performance. Tesco can benefit from fostering an inclusive environment that values varied perspectives, experiences, and backgrounds among its leadership cadre.

Technological Integration in Leadership Practices: Given the rapid evolution of technology, Tesco should integrate innovative tools and platforms into its leadership practices. This includes leveraging data analytics for more informed decision-making, adopting digital communication channels, and embracing emerging technologies to streamline operational processes. Technologically adept leadership can position Tesco as a frontrunner in the industry's digital transformation.

Agility in Strategic Decision-Making: Tesco's leadership can further enhance its effectiveness by cultivating agility in strategic decision-making. The retail landscape is dynamic, and leaders must be adept at swiftly adapting to changing market conditions. Implementing agile frameworks and decision-making processes can empower Tesco's leadership to respond proactively to emerging trends and challenges.

Strengthening Employee Engagement Initiatives: Recognizing the pivotal role of a motivated workforce, Tesco's leadership should focus on strengthening employee engagement initiatives. This involves fostering a positive organizational culture, providing avenues for professional growth, and actively seeking employee feedback. A highly engaged workforce is instrumental in achieving the company's strategic objectives.

Strategic Partnerships and Collaborations: To augment its leadership effectiveness, Tesco should explore strategic partnerships and collaborations within the retail ecosystem. Engaging with industry experts, collaborating with technology innovators, and forming alliances with complementary businesses can open new avenues for growth and innovation. Effective networking and collaboration are integral components of successful contemporary leadership.

these strategic recommendations aim to fortify Tesco's leadership effectiveness and propel the company to new heights in the competitive retail landscape. By investing in leadership development, embracing diversity, leveraging technology, fostering agility, prioritizing employee

engagement, and cultivating strategic partnerships, Tesco can position itself as an industry leader with a resilient and forward-thinking leadership team.

7. Conclusion

In wrapping up, this report digs deep into how leaders work at Tesco. The careful look shows us how important good leadership is, especially in the tricky world of retail where things can be uncertain. The new skills for leaders we talked about are like a guide for Tesco's leaders to do well when facing tough challenges. The plan we made with steps to follow matches up with what Tesco wants to achieve.

Knowing that things are always changing, Tesco's leaders need to keep checking how things are going. Being flexible, talking smartly, and trying out new leadership ideas are key things for long-term success. As Tesco deals with all the tricky parts of retail, the suggested improvements act like sparks, pushing for a leadership style that's both strong and creative.

To sum it up, this report says that being a leader isn't just a job; it's a way of handling things that keeps changing. Tesco's leaders should be open to changes, put effort into growing, and build paths where everyone works together. The suggestions aim to push Tesco towards a time where leadership gets even better, making flexibility and innovation the building blocks for steady progress.

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Task - 2

Reflective Essay: Leadership Development Journey

Embarking on the journey of understanding leadership through the weekly class topics provided a rich and multifaceted exploration of leadership theories, styles, personal traits, and the dynamics of leadership in various contexts. This reflective essay delves into the key learnings and acquired skills from each week, drawing connections between the theoretical concepts and their practical applications, and critically assessing my personal abilities as a leader within the context of a given scenario.

Week 1: Understanding Leadership

During the first week, the focus is on laying the foundation for understanding leadership. Exploring various definitions and theories helps in grasping the multifaceted nature of leadership. For instance, trait theory highlights innate characteristics, while behavioural theories emphasize actions. Participating in discussions and reviewing seminal works such as those by Bass and Avolio adds depth to comprehending leadership complexities.

Week 2: Recognizing Your Traits

Week 2 delves into self-awareness through activities like the Leadership Worksheet and Conceptualizing Leadership questionnaire. Recognizing one's traits is pivotal in leadership development. For instance, identifying strengths in communication or decision-making becomes essential. Personal reflections and insights gathered from the Leadership Styles Questionnaire further contribute to self-awareness.

Week 3: Leadership Philosophy & Styles

The exploration of leadership philosophies and styles characterizes Week 3. Engaging in Class Activity using a leadership styles questionnaire enhances practical understanding. Critical reviews on leadership styles deepen the comprehension of their impacts. Recognizing the situational nature of leadership styles through discussions refines one's approach to leadership.

Week 4: Tasks and Relationships Behavior of Leadership

Week 4 emphasizes the crucial balance between task and relationship-oriented leadership. Undertaking the Task and Relationship Questionnaire aids in self-assessment. Delving into the dynamics of task vs. relationship-oriented leaders through case studies, like those on Siemens, provides practical insights. Understanding the nuanced role each behavior plays in leadership effectiveness is integral.

This detailed exploration across the initial weeks establishes a solid foundation for leadership understanding. Engaging in practical activities, assessments, and critical reviews aids in applying theoretical knowledge to real-world scenarios. The multifaceted nature of leadership becomes clearer, setting the stage for further learning in subsequent weeks.

Week 5: Developing Leadership Skills

This week focused on honing leadership skills through self-assessment. The Leadership Skills Questionnaire provided insights into areas of strength, such as strategic thinking, and areas to develop, such as delegation skills. The emphasis on continual skill development underscored the dynamic nature of leadership.

Week 6: Leadership in Uncertain Times

Week 6 delves into the intricacies of leadership in uncertain times. It involves transitioning from transactional to transformational leadership, emphasizing the importance of sharing a vision. The session explores the concept of the Agile Leader, underlining adaptability as a key trait. Real-world examples, such as companies that successfully navigated uncertainty through agile leadership, provide practical insights. Discussions on challenges faced by leaders in turbulent times foster a holistic understanding of the adaptive skills required.

Week 7: Creating a Vision

Creating a vision takes center stage in Week 7. The session involves exploring the interconnectedness of leadership vision, organizational culture, and support for innovation. Case studies, like those on Born Global Companies, exemplify the impact of a well-defined vision. Practical insights from the Roles of Leadership, Vision, and Empowerment in organizational contexts deepen the understanding. Engaging in discussions on crafting a compelling vision and its role in organizational success contributes to practical learning.

Through these weeks, participants gain a nuanced understanding of leading in uncertain environments and the pivotal role a well-crafted vision plays. The integration of theoretical

knowledge with real-world examples enhances the applicability of leadership concepts. The skills acquired during these weeks form a robust foundation for tackling leadership challenges in diverse scenarios.

Week 8: Establishing a Constructive Climate

The focus shifted to establishing a positive organizational climate. Analyzing the Handbook of Research on Leadership and Creativity emphasized the role of leadership in fostering creativity. The case study on Siemens illustrated the practical application of creating a positive workplace.

Week 9: Ethics in Leadership

Ethical considerations in leadership gained prominence. Engaging in the Ethical Leadership Style Questionnaire underscored the importance of ethical decision-making. Assessing whether ethical leaders are good for business aligned with recognizing the long-term benefits of ethical leadership.

Week 10: Motivation and Organizational Performance

The final week focused on motivation and its impact on organizational performance. Reflecting on the motivational factors that enhance intrinsic motivation resonated with positive leadership theories. Recognizing the correlation between positive leadership and organizational success underlined the significance of a positive leadership approach.

Critical Assessment of Personal Abilities In light of the critically evaluated established leadership approaches and styles, my personal ability to fulfill key responsibilities within the given scenario has seen notable growth. The emphasis on transformational leadership aligns with my natural inclinations. Recognizing the importance of adaptability and situational awareness has been a key takeaway, acknowledging that effective leadership requires a flexible and context-specific approach.

In conclusion, this reflective essay encapsulates the multifaceted journey through leadership concepts, theories, and personal introspection. The integration of theoretical knowledge with practical examples from real-world scenarios has been instrumental in shaping a nuanced understanding of leadership dynamics. Continual self-assessment and adaptability emerge as ongoing themes, emphasizing the dynamic nature of effective leadership.