



University of Wales
Trinity Saint David
LONDON

Student Name: Syed Abu Mazhar Md Salim

Student Number: 1604232

Module Code: BMSK6001

Module Title: Emergent Leadership Skills for the Workplace.

Lecturer's name: Yajesh Kumar

Emergent Leadership Skills for the Workplace.



Executive Summary

Leadership is an essential part of influencing and motivating employees towards the achievement of organisational goals. This study explains about the responsibilities and roles of leaders in the context with British Airways. Additionally, this study also describes about the critical evaluation of various motivation theories and their limitation and strengths. Therefore, this study mainly highlights their impact over the organisation of British Airways. This study also shows the importance of leadership within a workplace. Therefore, this study provides knowledge about the emotional intelligence their impact over an organisation. Hence, this study also highlights the importance of self development in managing and developing the leadership skills in the context with an organisation. The report aims to critically analyse and compare the leadership styles and models used by Whitbread and British Airways. It also aims to study the importance of analysis of strengths and limitations of the organisations and provide recommendations for the same.

Table of Contents

Task 1.....	3
Task 2.....	9
Reference List	15

Task 1

Introduction

In the 21st century, leadership plays an essential role in managing the activities within an organisation for accomplishing its desired goals. In an organisation, leaders follow various leadership theories such as cognitive dissonance theory, behavioural theory and scientific management theory in order to maintain their organisational culture. With the help of these theories the leaders would understand the market related factors which would guide leaders to implement various types of strategies in managing the activities of their workplace. The leaders of an organisation are needed to follow personal leadership development model to understand the internal and external factors of their business. Additionally, appropriate leadership style has been followed by a skilled leader which would help in developing the working conditions for an organisation in this competitive world.

Demonstrating the importance and concept of personal ability in order to fulfil the responsibilities of leadership role in the context with British Airways and critically evaluate the limitations and strengths of theories and models of leadership in this organisation

Responsibility of Leadership role

A leader takes responsibility in motivating its co-workers that they would give their essential performance while performing their individual tasks within a workplace. According to Johnson and Nandy (2015), the leader of an organisation is needed to have trust in their employees so that the end result is fruitful. It would motivate their capability and also enhance their professional skills which would make benefits for their organisation.

For instance, the leaders of British Airways would take responsibility in implementing reliable products in order to meet the customers' requirements. Additionally, the leaders of this organisation would motivate its service providers with the help of Herzberg's theory. In the words of Brue and Brue (2016), it would encourage its employees while operating their organisational tasks. However, if any employees would not have enough skills therefore, leaders are expected to give appropriate training towards them in enhancing their personal growth. On the other hand, the leaders of British Airways would also use effective communication skills in establishing suitable relationships among leaders and employees. It would help in improving the structure and performance abilities of this organisation.

Evaluating various leadership styles in the context with British Airways

Leadership styles help leaders to understand the responsibilities and roles while managing the activities of a particular organisation. In this modern world, there is a variety of leadership styles such as charismatic, distributed, ethical, transformational, and transactional styles others have present in order to guide leaders to operate their tasks in an efficient manner. According to Western (2019), these leadership styles help the leaders to understand the current situation of their organisation and take reliable steps in developing their business association.

In the case of British Airlines, the leaders of British Airways mainly follow the Transactional leadership style which would help in guiding its employees to recognise the situation. Therefore, they would implement and improve their products and services according to the expectations of its customers. It would make benefits for their organisation as well. From the study of Jones *et al.* (2016), this leadership style also guides the leaders of British Airways to give opportunities towards its employees to take their own decisions during decision making process. It would motivate them while executing their organisational tasks and also enhance the decision making process.

Explaining the Leadership styles depending on the situations with different people

Charismatic leadership style helps leaders in observing the current situation and take appropriate steps in managing situations in order to enhance the performance of their workplace. The leaders of British Airways are needed to follow charismatic leadership style which guides leaders to

Understand the situation and provide suitable information towards its service providers. As per the study of McEwan (2016), it would help service providers to enhance their knowledge about their situation and improve their products and services accordingly.

Additionally, using this style the leaders would distribute their responsibilities depending on the capabilities of their employees. It would allow service providers to perform their tasks in an essential manner without facing any difficulties. This style also guides the leaders of British Airways to take risks for the development of their organisation and they would be able to adopt any kind of situations (Hbr.org, 2017). The leaders would also take initiative in contributing effective training and suitable knowledge towards its co-workers that they would enhance their skills and experiences while maintaining the tasks within their workplace.

Explaining the emotional intelligence and their impact over leadership role

Emotional intelligence helps leaders to understand the behaviour of employees while operating tasks within their workplace. The leaders of British Airways are required to have

emotional intelligence skills in order to acknowledge the skills and behaviour of their employees; therefore, it would guide the leaders to contribute their organisational tasks depending on the abilities of its employees. According to the conceptual viewpoint of Jackson, B. and Parry (2018), by the help of emotional intelligence, the leaders of this organisation would guide its co-workers to be self-aware of the current situation and take reliable steps in handling their tasks and activities within their workplace.

Furthermore, the leaders would also motivate it while managing the organisational activities therefore it would help in performing its individual tasks without having any issues. As influenced by Lee (2016), the leaders would maintain the conflict among employees which would help in implementing a suitable relationship among their co-workers with the help of emotional intelligence. The leaders of British Airways would also take part in coaching towards their team members which would enhance their performance (Ccl.org, 2019). It would help in accomplishing their organisational goals without having any troubles.

Evaluating the importance of strengths and limitations of leadership

The leaders of British Airways have enough skills to conduct their tasks and activities in an efficient manner that would create advantages for their organisation. The leaders of this organisation use effective verbal communication techniques such as face to face communication, email, video conference and audio conference. As per the viewpoint of Shaughnessy *et al.* (2017), it would allow leaders to understand the views and perspectives of its co-workers therefore; leaders would contribute essential needs in order to meet the requirements of their employees. The leaders of British Airways also integrate new innovative technologies into their workplace in enhancing their performance abilities. From the study of Akhras (2015), it would give a competitive advantage towards their organisation. These are the strengths for this organisation which would help in staying at a suitable position in this competitive world.

In the emerging market, the leaders of British Airways are required to take initiative in integrating several risk mitigation factors. This would help in avoid any errors and enhance organisational functioning for ensuring growth rate of customers. It can impact positively over the association however; sometimes the leaders are not able to comprehend the risk factors due to lack of adequate resources. If the supervisor and its employees would not have appropriate skills and knowledge about those strategies therefore, it would affect over the growth of their business. Thus, it can affect over the growth rate of their association and also reduce capabilities due to the lack of proper knowledge about those risk factors. Therefore, as

opined by Western (2019), in order to handle those risks, integration of innovative strategies such as cost effective strategy and segmentation strategy can be stated as helpful. The Company of British Airways can thus, incorporate these strategies in order to avoid potential risks through which adequate organisational functioning can be maintained.

Interpretation and the usage of different techniques in identifying strengths, limitations and characteristics

SWOT analysis helps in recognising the limitations and strengths of a particular organisation which guides leaders to take relevant steps in overcoming their weaknesses and turn them into their strengths. Based on the viewpoint of Adair (2013), by the help of SWOT analysis, the leaders of British Airways would implement various types of marketing strategies like segmentation, targeting and positioning strategy. These strategies help the leaders to understand the factors of their market and improve their products and services in order to enhance the rate of their customer growth in this competitive market.

Emotional intelligence is a reliable technique which helps in recognising the strengths, limitations and characteristics. Armstrong (2012) believes with this technique, the leaders of British Airways would understand the behaviour of its employees and take proper steps in contributing effective needs of its employees.

Importance of self development and recognising the opportunities in order to develop the leadership role

Leaders of British Airways follow motivation theory Herzberg motivation theory which helps in identifying the requirements of its employees. Therefore, the leaders would take initiative in contributing essential needs which would help in motivating their performance and they would give their effective performance in order to achieve their organisational goals. In the words of Adair (1989), it can be stated that utilizing Herzberg motivation theory, the leaders of this organisation would develop their own skills by the help of motivator factors and they would perform their tasks in a suitable manner. This theory also guides the leader to understand the current situation and structure of their organisation therefore; the leaders would take responsibility in improving their structure according to the situation (Changingminds.org, 2019). The leaders of British Airways also provide opportunities with the help of SWOT analysis in developing their organisational skills.

Evaluating the role of leadership while taking risk for their personal development



Figure 1: Personal Leadership Development

(Source: As influenced by Jones *et al.* 2016)

In British Airways, the leaders mainly follow personal leadership development model while taking risks in developing their organisation according to their market. Therefore, the leaders are needed to analyse their markets carefully which guides them to take relevant steps and procedures in implementing reliable strategies. In the words of Ziek&Smulowitz(2014), additionally, the leaders of this organisation also have skilled and experienced in integrating new creative ideas which would make advantage for their organisation. If any employees would not have proper skills to handle their strategy then leaders are expected to contribute reliable training towards them in improving their skills and experiences. According to Bennis (2009), it would help in developing their personal skills so that they can demonstrate their potential performance in meeting the objectives of this organisation.

Describing the social awareness

The leaders of British Airways have analytical skills to understand the social activities which would help in maintaining their organisational culture and structure. It would help in getting attraction from its customers which would engage more new and existing customers towards their organisation. Based on the study of Cottrell (2003), by the help of analytical skills, the leaders would also understand the behaviour of its employees which would guide the leaders to provide essential needs and training in developing their skills and experiences. It would help in improving awareness of their social activities (Hbr.org, 2017). It would help in making advantage towards their organisation.

Explaining relationship management

In the British Airways, the leaders use effective communication techniques which help in establishing relationships among employees within this workplace. According to Kippenberger(2002), the leaders of this organisation also provide the opportunity to take their service providers' individual decision which would help in motivating them. Additionally, the leaders also encourage their employees to perform their work in a collaborative manner, resulting in enhancing the performance rate for this organisation. These steps would help in maintaining their relationship among employees and management within the organisation of British Airways (Hbr.org, 2018).

Recommendation

From this study, it has been recommended that the leaders of British Airways are needed to integrate new creative technologies within their workplace to help in enhance their performance abilities. The leaders of this organisation are required to follow the leadership theory like trait theory which would help in managing their workplace structure. Additionally, the leaders of this organisation are expected to follow Maslow's Hierarchy of needs which would encourage its employees while operating their organisational tasks.

Conclusion

From this study, it has been understood that leaders of British Airways take initiative in responding to the needs of their employees, in order to boost their performance so they can achieve their goals. The leaders also follow appropriate leadership style in order to maintain their workplace structure in engaging more new and existing customers. Additionally, the organisation also contributes towards appropriate training for their employees which would enhancing their skills and experiences as well as allowing employees the chance to familiarise themselves with any previous skills learnt. It would help in maintaining their working abilities which may create advantage for their organisation. On the other hand, the organisation also follows the appropriate leadership theory in order to maintain the workplace structure and their working abilities. The leaders of this organisation also take risks depending on the markets which would help in standing at an appropriate position in these emerging markets. Additionally, the leaders also take initiative in integrating new innovative ideas for their organisation in order to make benefits for their organisation.

Task 2

Introduction

Leadership is the ability to motivate and influence others to reach common goals. In the context of management, it is the ability of one person or a department to influence others in order to reach the desired outcome. There are many leadership theories which aim to understand the traits that make a successful leader such as the trait theory and situation theory. Different leadership styles are used by different organisations to meet their goals and for decision-making. The different types of leadership styles popularly used are the transactional and transformational leadership. For the purpose of this report, the leadership styles and theories used by Whitbread and British Airways has been analysed.

Critical analysis of Whitbread annual report 2018 then contrast and compare leadership approaches and styles of the CEO of British Airways and Whitbread Evaluation of the key responsibilities of the leadership roles

Whitbread is the leading hospitality in the UK which owns two brands namely Premier Inn and Costa whose aim is to provide a great customer experience by proper operational management. The Chairman of Whitbread, Mr Adam Crosier believes in expanding their business operations overseas with the help of their able employees. The leadership style followed by the organisation is similar to transformational leadership (Whitbread.co.uk, 2019). The organisation believes in the effectiveness of teamwork and the leaders try to be charismatic and pay individual attention to their team members. The leader is responsible for transforming and motivating the team members to complete the tasks.

British Airways is the second largest airline company in the UK. The airlines fly to over 300 cities (Britishairways.com, 2019). British Airways mostly follows transactional leadership for effectively managing their employees and its current business operations. The key responsibilities of a leader following the transactional leadership style is to guide and motivate the team members to reach the set goals by clarifying the roles and tasks required to be performed by each team member.

Evaluation of the different leadership styles in the context of own responsibilities

The leadership style used by Whitbread is transformational leadership. In this leadership style, the leader uses their charisma to motivate and influence the team members to achieve set goals (Pdfs.semanticscholar.org, 2015). The leader treats all employees equally and pays attention to the individual needs of the team members and serves as their role model. It is an

effective leadership style for Whitbread as they have a strong foundation and aim to inspire their employees.

On the other hand, British Airways uses a transactional leadership style to meet the current operational needs. It is a style of leadership which functions on the basis of rewards and punishments. Rewards are generally in the form of acknowledgements, promotions and appreciation provided after successful completion of tasks. Financial rewards in the form of bonuses and a salary hike. The leaders define the job role and tasks to be performed by the team members and observe their behaviour (Hbr.org, 2017). They ensure that work is being done properly and handle deviations in case there are any. The leaders intervene only when the tasks are not being performed properly by the team members.

Leadership styles used in different situations in the context of the organisations

The leadership styles used in different situations by Whitbread are ethical, charismatic and contingency leadership. According to Hansen *et al.* (2016), ethical leadership is based on the concepts of trust, respect, honesty and fairness to all. It focuses on respecting the ethical values and beliefs of its employees and preserving their dignity. The company uses this leadership style when the team comprises of an ethnically diverse group of people. The leader respects the principles and beliefs of all the team members and ensures that there is no bias and prejudices among the team members. Charismatic leadership is mostly used by the organisation to motivate the employees for change in policies or the introduction of new management styles (Groscourt, 2018). It helps smoothen the transition process and maintain productivity during that phase. Contingency leadership is used based on the situational needs of the organisation. The nature of the task and the leader's personality are among a few factors which affect the process of choosing a contingent leader.

In contrast to Whitbread, British Airways uses charismatic, situational and distributed leadership styles apart from transactional leadership. These styles are implemented based on the situation at hand. Situational leadership is used by the organisation when the current task requires someone else's abilities or the leader is not present. The organisation uses distributed leadership by mobilising leadership expertise at different organisational levels (Catalyst.nejm.org, 2019). This helps create more opportunities within the organisation for employee growth. British Airways is required to use charismatic leadership to reduce dissatisfaction among the employees due to changes in management policies.

Evaluation of the concept of emotional intelligence and its application on leadership roles

Emotional intelligence is the capacity of an individual to be aware of their emotions, control them and communicate them to others. It involves effectively handling interpersonal relationships and being empathetic. According to Tymon *et al.* (2016), emotional intelligence involves self-motivation, self-management, self-awareness and social skills. Successful leaders are aware of their personal strengths and weaknesses and try to improve their leadership skills.

In the context of the leadership style used by Whitbread, the leaders are required to have a high level of emotional intelligence. The transformational leaders are needed to be empathetic and aware of not just their shortcomings but also of their team members so that they can help them improve. As per the views, of Hoch *et al.* (2017), having strong interpersonal skills help the leader to understand their team members and create a positive and productive environment for the team.

In the context of the leadership style used by British Airways, the application of emotional intelligence by leaders is recommended as it will help them to influence their employees. In transactional leadership, the leader requires to be assertive and be good with interpersonal relationships. Establishing clear directions is considered to be more important than paying attention to the team members in this leadership style (Kilduff *et al.*, 2017). It is recommended that the leaders of British Airways listen to the needs of their employees and take a more empathetic approach towards the management of employees.

Importance of understanding the strengths and limitations of the organisations

Having a proper understanding of an organisation's strengths and limitations help them to increase their productivity as well as to foresee and prepare for future threats. This can be done effectively by conducting a SWOT analysis. It helps to identify the strengths, weaknesses, opportunities and threats faced by the organisation (Weforum.org, 2019).

Assessing the internal strengths and weaknesses of the organisation will help both Whitbread and British Airways to identify where they stand in the market and the different aspects that they can improve. Studying the external opportunities and threats that the companies may face will help them explore their investment opportunities and take adequate measures to prepare for future problems that they may face (Gerpott *et al.*, 2018). It will provide them with a basis for creating and implementing proper strategies to improve their business operations.

Techniques used to interpret and identify characteristics, strengths and limitations of the organisations

The different techniques that Whitbread and British Airways can use to identify their characteristics, strengths and limitations are the application of emotional intelligence and SWOT analysis (Reiter-Palmonet *et al.*, 2018). The application of emotional intelligence will prove beneficial for British Airways. The leaders of this organisation can ably identify the employee's characteristics and provide support to them. This will make them feel more involved and understood and they will work effectively towards the achievement of organisational goals. Moreover, through the application of both emotional intelligence and SWOT analysis, British Airways will be able to solve the market and employee related issues that they are facing.

Whitbread has international expansion plans in place and could greatly benefit from conducting a SWOT analysis. It will help the organisation to understand the internal strengths and weaknesses of their organisation and create a plan to remove or convert the weaknesses into their strengths. Studying the threats that the market outside the UK possess will be beneficial before the implementation of their expansion plans (Dinkmeyer *et al.*, 2015).

Importance of continuous self-development and the identification of opportunities to develop leadership role

Self-development is a lifelong process and involves an understanding of one's own strengths and weaknesses (Winn *et al.*, 2016). The ability to realise one's maximise potential takes a lot of critical assessment. Possessing the ability to motivate others and effectively lead them are the major skills that make a leader. Whitbread follows Maslow's Hierarchy of Needs theory which encourages the employees to work for the attainment of their personal objectives. It stimulates the employees to readily work towards achieving organisational goals. On the other hand, British Airways follows Herzberg's two-factor model of motivation where job enrichment and motivation on the basis of rewards and punishments are implemented (Pmi.org, 2018). The organisation emphasises on the quality of the job performed. Rewards are mostly in the form of monetary incentives while punishments are mostly in the form of demotions.

Displaying confidence and self-assurance by emphasizing personal strengths and showing the willingness to take calculated risks

In British Airways, the leaders take risks after analysing its market and implement various kinds market related strategies in order to maintain their workplace activities. Strategies like segmentation, targeting and positioning strategy which helps in developing their personal experience while operating their individual tasks. However, sometimes, these risks would not be suitable for this organisation therefore, that would affect their business growth. Therefore, the leader's takes responsibility in providing suitable training towards its employees in order to enhance their skills and experience that they would handle their tasks in an essential manner.

In Whitbread, the leaders take risks in developing their products depending on the feedback from its customers. According to Kouzes & Posner (2008), another risk factor which has been faced by Whitbread is wider macroeconomic which would impact negatively over the economic condition of this organisation. Therefore, the leaders are expected to take risks in changing and modifying their products and services in attracting more customers towards their organisation. It would help in enhancing their business frequently which would bring a competitive advantage for this organisation.

Evaluation of the display of social awareness in terms of empathy, organisational and political awareness and service to others

The leaders of British Airways have analytical skills which help them to handle any kinds of tasks and organisational activities which would make benefits for their organisation.

Therefore, the leaders of this organisation understand the structure and culture of their organisation which would guide the leaders to take reliable steps in developing their organisation. In the words of Pears & Shields (2011), it would help in providing awareness towards their social activities within their workplace.

On the other hand, in Whitbread the leader guides its service users to analyse their markets and take appropriate steps which would help in handling their workplace atmosphere. It would make benefits for their organisation.

Relationship management in terms of inspiring others

In British Airways, the leaders mainly follow the Herzberg motivation theory which helps leaders to analyse the needs of its employees. Therefore, the leaders provide those needs towards its employees in enhancing their skills while operating their organisational tasks. According to the conceptual viewpoint of Useem(1999), by the help of this theory, the

leaders maintain the relationship among its employees and inspire its co-workers to give their potential performance in achieving their organisational goals.

The leaders of Whitbread follow Maslow's Hierarchy of needs theory in order to understand the needs of its employees therefore; the leaders would provide those needs in enhancing their skills and experiences in order to achieve their organisational goals.

Recommendation

Whitbread and British Airways will benefit from the application of SWOT analysis and the application of emotional intelligence. Whitbread can use the transactional style of punishments and rewards to increase employee performance. British Airways can use charismatic leadership to influence and motivate their employees.

Conclusion

To conclude, leadership is the ability to influence and motivate others. There are different theories which study the characteristics of a leader. One such theory is the trait theory assumes that people are born with leadership skills. On the other hand, the situation theory assumes that leaders choose the best course of actions based on the situation they are in. It would be beneficial for motivating and influencing their employees. British Airways uses the transactional leadership style while Whitbread uses transformational leadership style for effective management. Whitbread follows Maslow's Hierarchy of Needs theory while British Airways follows Herzberg's two-factor model of motivation to motivate their employees. Thus, choosing a proper leadership style is a crucial requisite for effective management and motivation of employees.

Reference List

- Adair, J. (2013). *Develop Your Leadership Skills* (2nd ed.,) Creating Success). London: Kogan Page).
- Adair, J. E. (1989). *The Action Centred Leader*. Industrial Society.
- Akhras, C., (2015). Millennials: Entitled networking business leaders. *International Journal of Computer Science and Business Informatics*, 15(1), pp.1694-2108.
- Armstrong, M. (2012) *Armstrong's handbook of management and leadership: developing effective people skills for better leadership and management*. (Online) London; Philadelphia: Kogan Page. Available at: <http://www.tsd.ac.uk/en/lrc/onlineresources/e-books/> (Accessed 26 November 2013)
- Bennis, W. (2009) *On Becoming a Leader*, New York, Basic Books.
- Britishairways.com (2019) *About British Airways*. Available at: <https://www.britishairways.com/en-in/home#/> [Accessed on: 15 July 2019]
- Brue, K.L. and Brue, S.A., (2016). Experiences and outcomes of a women's leadership development program: A phenomenological investigation. *Journal of Leadership Education*, 15(3).
- Catalyst.nejm.org (2019), *The Importance of Leadership to Organizational Success*. Available at: <https://catalyst.nejm.org/importance-leadership-skills-organizational-success/> [Accessed on: 16 July 2019]
- Ccl.org (2019) *What Are the Characteristics of a Good Leader?* Available at: <https://www.ccl.org/blog/characteristics-good-leader/> [Accessed on: 16 July 2019]
- Changingminds.org (2019), *Motivation Theories*. Available at: http://changingminds.org/explanations/theories/a_motivation.htm [Accessed on: 14 July 2019]
- Cottrell, S. (2003) *The Study Skills Handbook* (2nd edition). Hampshire: Palgrave MacMillan.
- Dinkmeyer, D. and Eckstein, D., (2015). *Leadership by encouragement*. Eds. 4. Florida: CRC Press.
- Gerpott, F.H., Lehmann-Willenbrock, N., Silvis, J.D. and Van Vugt, M., (2018). In the eye of the beholder? An eye-tracking experiment on emergent leadership in team interactions. *The Leadership Quarterly*, 29(4), pp.523-532.
- Groscurth, C.R., (2018). *Future-Ready Leadership: Strategies for the Fourth Industrial Revolution*. ABC-CLIO.

Hansen, S.D., Dunford, B.B., Alge, B.J. and Jackson, C.L., (2016). Corporate social responsibility, ethical leadership, and trust propensity: A multi-experience model of perceived ethical climate. *Journal of Business Ethics*, 137(4), pp.649-662.

Hbr.org (2017), *Adapt Your Leadership Style to the Situation*. Available at: <https://hbr.org/tip/2017/03/adapt-your-leadership-style-to-the-situation> [Accessed on: 15 July 2019]

Hbr.org (2017), *The Skills Leaders Need at Every Level*. Available at: <https://hbr.org/2014/07/the-skills-leaders-need-at-every-level> [Accessed on: 1 July 2019]

Hbr.org (2018), *Why People Lose Motivation — and What Managers Can Do to Help*. Available at: <https://hbr.org/2018/03/why-people-lose-motivation-and-what-managers-can-do-to-help> [Accessed on: 15 July 2019]

Hoch, J.E. and Dulebohn, J.H., (2017). Team personality composition, emergent leadership and shared leadership in virtual teams: A theoretical framework. *Human Resource Management Review*, 27(4), pp.678-693.

Jackson, B. and Parry, K., (2018). *A very short, fairly interesting and reasonably cheap book about studying leadership*. Eds. 3. California: SAGE.

Johnson, S.M. and Nandy, S., (2015). Leadership skills, job satisfaction, and motivation in the workplace: a phenomenological research study. *Journal of Perspectives in Organizational Behavior, Management, & Leadership*, 1(1), pp.10-14.

Jones, R.J., Woods, S.A. and Guillaume, Y.R., (2016). The effectiveness of workplace coaching: A meta-analysis of learning and performance outcomes from coaching. *Journal of Occupational and Organizational Psychology*, 89(2), pp.249-277.

Kilduff, M., Mehra, A., Gioia, D.A.D. and Borgatti, S., (2017). Brokering trust to enhance leadership: A self-monitoring approach to leadership emergence. In *Knowledge and networks* (pp. 221-240).

Kippenberger, T. (2002). *Leadership styles* [ebook] (ExpressExec ; 08.04). Oxford, U.K.: Capstone Pub

Kouzes, J.M. & Posner, B.Z. (2008) *The Leadership Challenge*: 4th Edition, Jossey-Bass.

Lee, M.R., (2016). *Leading virtual project teams: Adapting leadership theories and communications techniques to 21st century organizations*. Auerbach Publications.

McEwan, A.M., (2016). *Smart working: Creating the next wave*. Eds. 3. Abingdon: Routledge.

Motschnig, R., Ryback, D. and Motschnig, (2016). *Transforming Communication in Leadership and Teamwork*. Eds. 2. California: Springer.

Pdfs.semanticscholar.org (2015) *The Styles of Leadership: A Critical Review*. Available at: <https://pdfs.semanticscholar.org/e56c/c277a3f762e705029f2da62e7c9839a8f74a.pdf> [Accessed on: 14 July 2019]

Pears, R. & Shields, G. (2011) *Cite Them Right*. Basingstoke: Palgrave MacMillan.

Pmi.org (2018), *Essential leadership skills for project managers*. Available at: <https://www.pmi.org/learning/library/essential-leadership-skills-project-managers-6699> [Accessed on: 14 July 2019]

Reiter-Palmon, R., Kennel, V.L. and Kaufman, J.C. eds., (2018). *Individual Creativity in the Workplace*. Academic Press.

Shaughnessy, B.A., Treadway, D.C., Breland, J.W. and Perrewé, P.L., (2017). Informal leadership status and individual performance: The roles of political skill and political will. *Journal of Leadership & Organizational Studies*, 24(1), pp.83-94.

Tymon, A. and Mackay, M., (2016). Developing business buccaneers: employer expectations of emergent leaders. *Human Resource Development International*, 19(5), pp.429-446.

Useem, M. (1999) *The Leadership Moment*. New York, Crown Business.

Weforum.org (2019), *Critical leadership skills, according to a global survey*. Available at: <https://www.weforum.org/agenda/2016/12/these-are-the-most-important-leadership-qualities-you-can-have> [Accessed on: 14 July 2019]

Western, S., (2019). *Leadership: A critical text*. Eds. 3. California: SAGE Publications Limited.

Whitbread.co.uk (2019), *Our Strategy- Whitbread*. Available at: <https://www.whitbread.co.uk/about-us/our-strategy> [Accessed on: 11 July 2019]

Winn, G.L., (2016). *Practical Leadership Skills for Safety Professionals and Project Engineers*. Eds. 2. Florida: CRC Press.

Ziek, P., & Smulowitz, S. (2014). The impact of emergent virtual leadership competencies on team effectiveness. *Leadership & Organisation Development Journal*, 35(2), 106