

University of Wales

Trinity Saint David

Assignment

On

Academic Report on Leadership Crisis in ABC Inc.

Moodle name: Emergent Leadership Skills for Workplace (BMSW 6101_London)

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Part 1 – Academic Report

Academic Report on Leadership Crisis in ABC Inc.

Introduction

ABC Inc., a leading industrial firm with an enviable reputation, has recently faced a turbulent leadership crisis that threatens its stability and long-term growth. Over the past three years, the company has seen five CEOs come and go, leaving stakeholders—shareholders, employees, customers, trade unions, regulators, and the public—concerned about the future. A revolving door of CEOs and abandoned changes have resulted in low employee morale, decreased productivity, and an unhealthy workplace culture.

Effective leadership is crucial to navigating uncertainties in a dynamic business environment. Effective leadership is known not only for driving productivity but also for fostering a resilient and motivated workforce. This report aims to provide the Chair and board members of ABC Inc. with a comprehensive analysis of how effective leadership skills, styles, and ethical practices can contribute to a healthy workplace, particularly in uncertain times. It will further examine common barriers to leadership, recommend strategies to end the leadership crisis and select the next CEO who can stabilize ABC Inc.

1. Importance of Effective Leadership Skills in the Workplace

Effective leadership skills are fundamental to achieving organizational goals and fostering a supportive, productive work environment. This is particularly critical for organizations like ABC Inc., which faces a prominent level of instability and a lack of cohesion due to frequent leadership changes. Leaders with a solid foundation in skills such as emotional intelligence, effective communication, and adaptable decision-making can address these challenges and steer the organization toward stability and success.

Emotional Intelligence (EI)

Emotional intelligence (EI) is the ability to understand and manage one's emotions and those of others, an essential skill in effective leadership. Görgens-Ekermans and Roux (2021) highlight that emotionally intelligent leaders can foster stronger interpersonal relationships, enhance communication, and reduce workplace conflict. Leaders with high EI tend to be more empathetic and supportive, promoting a positive workplace environment. For an organization like ABC Inc., a leader with high EI would be particularly valuable in helping employees feel understood and supported, which can be crucial in times of change and uncertainty.

Moreover, research shows that EI is linked to higher employee engagement and satisfaction. Abdullahi, Anarfo, and Anyigba (2020) found that leaders with strong emotional intelligence can positively influence organizational citizenship behavior, as they can empathize with employees' concerns and motivations. In a context where employees might feel disconnected due to leadership turnover, a CEO with high EI can help foster a sense of belonging and loyalty by creating an

atmosphere of emotional stability and mutual respect. This, in turn, can improve morale and reduce the likelihood of workplace conflict.

Communication

Authentic and open communication is another essential competency necessary for leading organizational change. Communication expectations have been further heightened because of the increased speed and digital nature of the work environment in relation to Industry 4.0. Managers need to embark on the duty of not only declaring what they want to achieve but also explaining and making simple even the big concepts, objectives, and changes across various channels and organizational groups (Guzmán et al., 2020). This is because the communication-minded CEO of ABC Inc. could close the communication gap created by previous leadership disruptions by making sure the employees are informed, abreast and motivated. Also, it remains crucially important to listen actively to the other members of the team and make sure that there is no information hidden from each other. Those who take time to notice how their employees view things will be able to pinpoint any problems, which they can fix. According to Kuknor and Bhattacharya (2020), it is possible to establish the requirement of open discussion as a strategy of establishing a sense of togetherness since the employees feel that their opinions matter.

Decision-Making and Adaptability

Decision-making and adaptability are essential skills in effective leadership, particularly in unpredictable environments. Leaders who can make informed, quick decisions and adjust their strategies as conditions change are better able to inspire confidence within their teams. Adaptability is a key trait for resilient leaders, enabling them to respond effectively to unexpected challenges and seize new opportunities. Yu et al. (2022) highlight that adaptive leaders can help guide teams through uncertain times, fostering resilience in both the team and the organization. At ABC Inc., a CEO with strong decision-making abilities and adaptability would be particularly valuable.

Contribution to a Healthy Workplace

Emotional intelligence alongside communication and flexibility plays a definite role in the improvement of health in any workplace. Managers with high EI create a positive perception of workplaces because employees are accepted and appreciated (Guzmán et al., 2020). Good communicators in organizations maintain the clarity of the written and spoken words so that employees are on the same page with the organization and therefore; less incidence of misunderstandings. While effective managers develop readiness in the enterprise, motivating the staff to perform their duties effectively despite the difficulties encountered. In the case of ABC

Inc., these leadership skills will overcome some moral and stability concerns that have frequently raised over leadership changes. Leaders who possess these skills thus have the potential of creating an environment that supports the marching⁷² hence bringing the organization out of these challenges towards a solidary future.

2. Importance of Effective Leadership Styles in the Workplace

Transformational Leadership

Transformational leadership focuses on leaders who help their subordinates to achieve more than expected by both them and the organizations they work for. It has been demonstrated that this leadership style is most appropriate when the organization is experiencing significant degrees of environmental turbulence. According to Easton and Steyn (2022), the concept of transformational leaders brings a lot of appeal to millennial employees who are amongst the largest population of the modern-day working force, and satisfaction through a reorientation of the organizational objectives with their moral standards as well as their ambitions. Therefore, this study's purposes were to find out the effectiveness of the transformational leadership approach of ABC Inc., and whether following such an approach would improve morale and engagement. Transformational leaders therefore promote commitment to the organizational goals and objectives through Charting a course that enables employees to gain a deeper understanding of the organization and thus fight the disengagement that has been because of the recent instability. Also, motivated transformational leaders deliberately focus on employment development, which offers personal and career advances. In addition, improving job satisfaction enables increasing organizational commitment as workers evaluate their positions as special and important. Hence, ABC Inc. needs a transformational leader who should enhance the organizational culture to make the workforce highly productive and innovative.

Inclusive Leadership

Inclusive leadership emphasizes collaboration, openness, and respect for diverse perspectives. This style is crucial in today's increasingly diverse workplaces, as it fosters an environment where all employees feel valued and heard. Kuknor and Bhattacharya (2020) argue that inclusive leaders are instrumental in promoting organizational inclusion, which can significantly boost employee engagement and motivation. For ABC Inc., an inclusive leader would actively involve employees in decision-making processes, addressing their concerns regarding frequent leadership changes and helping to rebuild trust and cohesion within the organization.

Additionally, inclusive leadership practices can mitigate feelings of alienation among employees who may feel marginalized during periods of change. By promoting a sense of belonging, inclusive leaders can enhance collaboration and creativity within teams, driving overall organizational effectiveness (Al-maaitah, Alsoud, & Al-maaitah, 2021). In ABC Inc.'s case, cultivating an inclusive workplace culture would improve employee morale and foster a more resilient organization capable of navigating future challenges.

Ethical Leadership

Ethical leadership is also a decisive factor because leaders must present exacting standards for other organizational members to follow. This means ethical corporate standards are likely to be followed by employees in a corporation where leaders are engaged in acts of dishonesty. Reporting a clean history of ethical leadership could help in dispelling the stakeholders' concerns, and more so make the employees remain focused on the realization of the ABC Inc. visions and goals as they are informed of the organization's adherence to ethical practices. In addition, ethical leaders spend time fostering responsibilities and adherence to norms of disclosure, which are fundamental for the recovery within a context of instability (Mehrad, Fernández-Castro, & de Olmedo, 2020). Thus, when leaders model ethical behavior, they increase the potential for people's compliance with organizational standards. According to Wolor et al., (2021), ethical leadership fosters important levels of engagement and performance from a workforce, with an enhanced unsatisfactory organization culture.

Contribution to a Healthy Workplace

The healthy leadership styles such as transformational, inclusive, and ethical leadership are effective in creating work motivation that is vital in helping organizations that experience disengagement of employees such as ABC Inc. Employing such leadership behavior will help overcome unhealthy environment that is in the organization. Leadership coaching is another process, which by creating and maintaining environment friendly to communication, supporting diversity and displaying ethical behavior to gain commitment of the subordinates produces competent environment for satisfying the employees and increasing their efficiency. In addition, leadership style influence minimizes the level of stress and anxiety in the employees, especially during the dynamically volatile period. In line with Yu et al., (2022) organizational resilience activities, including expressing and showing workers that they care for them, point to ways to make them continue to stay focused on goals they set for themselves amidst such events. Finally, ABC Inc. can effectively cement organizational stability through leadership styles that will retain the workforce and improve performance all through promoting a sustainable organizational environment.

3. Tackling Barriers to Effective Leadership in the Workplace

Effective leadership at ABC Inc. is hindered by several barriers, including resistance to change, lack of trust, and communication challenges. Addressing these barriers is critical for restoring stability and cohesion in the workplace.

Resistance to Change

The frequent replacement of the CEOs at ABC Inc. has over time created a culture of fear because employees remain uncertain of their job security, hence resisting change. Yu et al., (2022) argue that change resistance is brought about by fear because one is bound to face unfamiliar territory. This is why? Leaders need to effectively communicate the need for change and the value of what is being done. It must also not be a ‘conversation’ that is initiated only from the top; creating organizational communication and substantively listening to the employee concerns can assuage their apprehensions and help create a more accepting mentality. That is how by discussing these changes with employees, leaders can avoid alienating them and present them as an active part of the process. Moreover, if employees are engaged in decision-making regarding changes, there would be less resistance. Easton and Steyn (2022) explain that those leadership modalities that embrace and encourage cooperation should be useful to reduce ‘resistance’ among the millennial generation, who are typical of participation and openness in the working environment.

Lack of Trust

The lack of trust is yet another challenge that ABC Inc. is bound to encounter. This view agrees with Mehrad et al. (2020) who opine that trust is developed through effective and genuine communication with the workforce. Failure to maintain top organizational leadership results in change that creates a feeling of insecurity among employees due to lack of organizational stability. Those leaders who decide to level with their followers and be more accountable can slowly establish trust once more. The main idea for ABC Inc. is to describe the set of rules that will allow the return of trust and reveal the decision-making process to the employees. One of the basic organizational skills that any manager should possess is trust; if there is no trust, even the most intelligent and skilled manager may fail to motivate the staff. Measures like having the leaders and the team members have one on one meetings and embracing team building activities help improve trust within an organization. Also, it is critical that leaders set the tone they want in their workplace through their actions, being honest and dependable.

Communication Breakdowns

Effective communication remains a crucial component that one cannot overemphasize when operating under conditions of risk. Because the issue is related to misunderstanding and orientation of the employees and their relation to the organizational objectives, there is a need for efficient communication. Mekpor and Dartey-Baah (2020), it is noted that effective communication can help leaders be more effective in closing leadership gaps hence improving organizational relations and cooperation among employees and management. ABC Inc. may prioritize regular communications updates that should be accompanied by feedback, especially during transition. These aims should therefore consist not only of a down-and-up approach where information is disseminated within the organization but also an up-and-down approach where feedback is provided. Creating an organizational culture that will promote the provision and use of organizational feedback can improve employee satisfaction and commitment. Additionally, potential solutions that help employees manage corporate communications include internal newsletters, team collaboration tools, and virtual town meetings which address various needs to receive information and initiate communication.

Strategies for Addressing Barriers

To address these barriers effectively, the following interventions may be implemented by ABC Inc.: Leadership training that focuses on improved communication, the appearance of the organization's commitment to transparency and creating trust. Emotional intelligence training for leaders can improve their ways of thinking when confronting diverse issues related to people in organizations. The measures to foster understanding of colleagues, the ability to listen to others, and access to additional training in conflict-solving will foster the leaders' ability to work with their subordinates more effectively. Also, creating an ongoing feedback system by conducting surveys with its employees can enable team members to relate their ideas and comments and thus foster integrated cooperation and openness among employees (Yu et al., 2022). This should be considered valid feedback, and the leaders should show clever ideas on how they are willing to incorporate the employees' feedback into their decision-making system. When these strategies are put into practice these will not only assist in constructing a favorable and motivated workforce in ABC Inc. but will also assist renew a sense of commitment and organizational membership among the workforce which is very crucial to increase productivity and organizational assimilation in the face of emerging circumstances.

4. Importance of Ethical Leadership in the Workplace

Ethical leadership is vital in establishing a culture of integrity and accountability, which is especially crucial in a company facing a leadership crisis like ABC Inc. Employees tend to feel more valued and committed when their leaders act ethically.

Building Trust and Commitment

According to Bhana and Bayat, (2020), ethical leadership correlates positively with work practices, because people have confidence in ethical leaders. This trust is particularly necessary in the organization and specifically at ABC Inc. because of fluctuating CEO changes which might have destroyed the confidence of employees. Ethical behavior by a leader consolidates confidence and depends on, which are pertinent amid instabilities in a business. Ethical leaders ensure that people can address issues that affect them by making information about decisions that are made available and admitting that they were wrong in the decisions they made. It fosters a culture of transparency that allows and empowers the employees to raise their concerns at the workplace without prejudice with the intention of forcing them to lash out in protests further building the level of trust within floors 7 and 8 more than half a dozen floors below that.

Reducing Workplace Deviance

Another factor that helps minimize workplace deviance is Ethical Leadership since he sets acceptable standards that need to be observed at the workplace. Yasir and Khan (2020) note that ethical leaders help organizations foster accountability which counteracts negative behavior and supports conformity to organizational standards. Specifically at ABC Inc., ethical leadership creates conditions where an employee has certainty, confidence, and respect for what is acceptable or otherwise in a setting characterized by uncertainty. Ethical benchmarks are communicated and exhibited to all organizational members when leaders set positive examples enhancing organizational ethical standards. Moreover, this alignment is significant so that all the employees working in that organization have a sense of ownership and accountability in their performance.

Encouraging Employee Engagement

In addition, ethical leadership increases perception of higher purpose in performance of the job among several of the employees hence improving their professionalism in their assignments. Where workplace spirituality plays a role, Adnan et al. (2020) argue that it works as a moderator between ethical leadership and employee engagement. Ethical leaders motivate the employees to hook up their work to a grain of larger picture and make them feel that they are needed. It could be of immense importance for the ABC Inc. employees since they have encountered various leadership crises recently. Managers who uphold high ethical standards and consider corporate

responsibility are likely to motivate their subordinates and organize the organizational members in a way that impresses them with the performance of their duties and the organization.

Besides, Mekpor and Dartey-Baah (2020) also argue that leaders' emotional intelligence acts as a moderator in the relationship between leadership behaviors and voluntary organizational citizen behaviors. Those leaders who possess an important level of emotional intelligence are likely to be more effective in interpreting employees' needs and thereby create a favorable climate that enables employees to contribute to the achievement of the organization's goals. In the case of ABC Inc. managers who are ethical and emotionally intelligent can foster an organizational culture that will encourage its workers to work to their full potential.

5. Recommendation for CEO Selection

To resolve the leadership crisis, ABC Inc. must adopt a strategic approach in selecting its next CEO. The following recommendations focus on identifying a leader with the necessary skills, style, and ethical orientation to stabilize the company.

Criteria for CEO Selection

In the case of staffing, the hiring should be done based on candidates with high emotional intelligence, flexibility, and values of ethical leadership. Emotional intelligence, self-awareness, empathy, and relationship management have now become the key competency issues in today's uncertain business world. According to Mekpor and Dartey-Baah, (2020), an important level of E.Q among leaders is seen to influence positive organizational behaviors and interpersonal relationships, which are vital for tackling the morale challenges being experienced by ABC Inc. at present. Furthermore, leaders in the transformational style should exist because they encourage and urge their subordinates to work harder especially in testing times. Besides engaging employees, it also aids in the repairing of the leadership destroy trust which has been broken concerning frequent change of leadership.

Also, flexibility—the ability to manage environmental dynamism and act in conditions of uncertainty—is an essential requirement. Since the environment is volatile and uncertain for ABC Inc., facilitated agility enables top leaders to guide the organization through challenging eras, keeping organizational congruence. Finally, ethical leadership is important; prospective leaders must show that they embrace ethics within their organizations, which promotes employees' trust. Ethical leadership, supported by Bhana and Bayat (2020), is positively associated with work practice success, underlining the importance of integrity at the top of the organization.

Selection Process

Strong criteria must be considered while selecting people for the position – these criteria refer to the individual's interpersonal skills which enable him/her to make positive impacts on various employee and stakeholder relationships. This should involve administrative interviews that will enable an assessment of their level of emotional intelligence and leadership personality that can be useful in finding how competent they will be when placed in that line of duty. In addition, the people hired should undergo a comprehensive ethical values assessment and leadership experience survey. Using past decisions and behavior in a leadership position can help to determine if the personality fits the Organization's ethical framework. Yasir and Khan (2020) also established that trust was a robust moderator between ethical leadership and employees' behavior indicating that ABC Inc. needs to select a leader who will rebuild the same.

Long-Term Strategy

For this reason, ABC Inc. must ensure that it establishes a long-term succession plan that aims at predicting and cultivating potential leaders within the organization. Through the friendly structured programs of mentorship and leadership development, the company can be assured of constant provision of leadership talent. It helps prevent leadership crisis situations repeating and strengthening the organizational structure in general. According to the work of Adnan et al., (2020), workplace spirituality is created through ethical leadership and would thus improve employee commitment and retention. Hence, establishing an ethical culture point in the organization and preparing the institution for coming changes in their leadership from within will be vital to enhance the involvement and commitment of the employees.

Conclusion

Thus, it can be affirmed that leadership is a crucial element in creating a more stable environment and a healthy organizational culture at ABC Inc. Different CEOs over the recent past have led to problems such as low employee morale, disengagement, and a lack of focus of the company's future among other complains that were indicative of a disengaged and high turnover organization. Such problems can only be solved through powerful, ethical, and malleable leaders that pay attention to the employees and total organization.

An ideal candidate for this company will be a new CEO who focuses on success in capturing employees' moods and perspectives. By embracing different people and giving them the platform to speak their minds, the new leader will automatically promote a new fundamental of togetherness that enhances the morale of the employees. Transparency will also be key to this shift in organizational communication. Such misunderstandings can be avoided by the transparent

communication channels established that keep the employees informed and catalyst of the company vision.

Further, there is a need for adopting more democratic leadership behavior to help restore the cohesiveness of the organization. A new CEO can thus bring in the culture of engaging employees in organizational decision making and causing an organization wide respect for diverse opinions that reduces employee stagnation, increasing overall organizational dynamism among employees. It also helps to not only solve the existing problem of disengagement but also helps to motivate employees and take full responsibility for their work within the company. By implementing the above recommendations, one can overcome the current leadership situation implemented an effective definite framework for road map of growth and resiliency in the ABC Inc. By applying the facets of sound leadership practices, not only shall the steady status of the organization be maintained, but also future shocks in the continually changing business environment effectively overcome. This line of thinking makes it possible for ABC Inc. to attain sustainable success; this will help to obtain a degree of organizational self-fulfillment while establishing a healthy organizational culture.

Part 2 – Reflective Essay

Reflective Essay on Emergent Leadership Skills

Throughout this module, my understanding of emergent leadership skills has deepened significantly. I have learned that effective leadership goes beyond traditional concepts; it is a dynamic and evolving practice shaped by the interplay of various traits, styles, and contextual factors. By engaging with these concepts, I have been able to reflect critically on my own leadership style, leading to a more nuanced approach to my interactions in both professional and personal contexts.

Learning Experience and Key Concepts

The analyses of the practices of transformational leadership, transactional leadership, and the servant leadership model have been insightful. One of the major facets of transformational leadership is to create the vision and make the followers work in as productive a manner as possible to make the dreams come true; this is one aspect that I would like to embrace. I understand that this kind of communication style can promote cordial working relations, within a workplace, where everyone is free to air their opinions, which I believe is something that I also want to achieve as a leader.

At the same time, I have also learned the significance of the transactional leadership style especially when the organizational context requires divesting expectations and indicators of

performance. This leadership style is fixed on bureaucratic procedures, promoted reward systems and although it may seem less active as transformational leadership it is imperative in prescribing order and organization to teams. According to Pattali et al. (2024), it is essential to note that leadership variables affect job satisfaction and organizational citizenship behavior positively, and this means that I need to change my leadership approach.

In addition, with the new leadership styles there has been the introduction of the emotional quotient as an important parameter. Appreciation of the feelings of others as well as myself has boosted the effort to make school a friendly place. This proposed theory enables leaders to solve conflicts more efficiently to develop better interpersonal relationships with the subordinates (Naqvi & Anjum, 2024). I have found this understanding to be a valuable reason to refine my empathetic listening that I think is fundamental in identifying the issues and agendas of people I interact with in my work.

Personal Impact of Emergent Leadership Skills

Looking at the impact of these emergent leadership skills, I perceive that there are numerous changes in my attitude. For instance, I have developed a sense of organizational awareness and the influence of a work setting upon the group interaction. In their study, Priscilla et al. (2024) proposed the moderating role of motivation and leadership style on workplace spirituality in relation to and organizational citizenship behavior. Understanding this relationship has made me aware of the need to ensure that there is formation of positive motivational climates while dealing with colleagues.

In practice, the study's findings have been applied in the current position as a charity's volunteer coordinator. Each team is unique, and I have learnt that one needs to use all sorts of leadership strategies while coordinating a diverse group of volunteers showing commitment through transformation leadership. For example, I started team meetings where goals were reviewed, successes were identified, and the problems faced were solved together. While improving volunteer satisfaction, this approach has also helped everyone improve effectiveness in responding to community needs.

Furthermore, I have observed an improvement with the conflict management aspect up to a greater extent. By now, recognizing that leadership styles can cause, or influence conflict management also means that I have been engaged in disagreements with a better and more effective attitude (Naqvi & Anjum, 2024). Previously when conflicts arose, I understood them as problems that need to be solved, unlike now where I can see conflicts as chances of developing and growing. Forcing change of the attitude in the ways that promoted resolution-oriented communication instead of conflict escalation has helped to improve the relations within the team.

Influential Aspects of Leadership on My Style

One major aspect that has impacted my leadership practice is the aspect of ethical leadership. As I have learnt from different organizational case scenarios and theorists, an effective leader should be DEBU- discretionary, ethical, black, and white, and balanced accountability. Ethical leadership enables organizational members to exhibit civility of great benefit when promoting healthy workplaces. In so doing, the right behavior from me will bar fashioning expectations from peers while consequently reminding them of our mission and goals set for our organization.

In the same respect, adaptability continues to be a newly adopted leadership principle. Fluctuating cultures at workplaces demand that leaders be adaptable. Nwagu & Okoye (2024) have also noted that it may be the process by which both culture and leadership interact in a worksite to create conditions for high performance. This insight has vindicated my observation that it is responsive to the needs of the team and the challenges are fundamental to success.

Conclusion

In conclusion, this module has profoundly impacted my understanding of emergent leadership skills and their application in real-world contexts. Through exploring leadership styles, emotional intelligence, and ethical practices, I have developed a more comprehensive and adaptable approach to leadership. My experiences in leading a charity organization have allowed me to apply these concepts actively, resulting in improved relationships and enhanced team performance.

As I continue my journey of personal development, I am committed to embracing these emergent leadership skills, fostering a positive work environment, and empowering those around me. I recognize that leadership is a continuous learning process, and I look forward to further developing my skills as I navigate future challenges and opportunities.

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Appendix

Test

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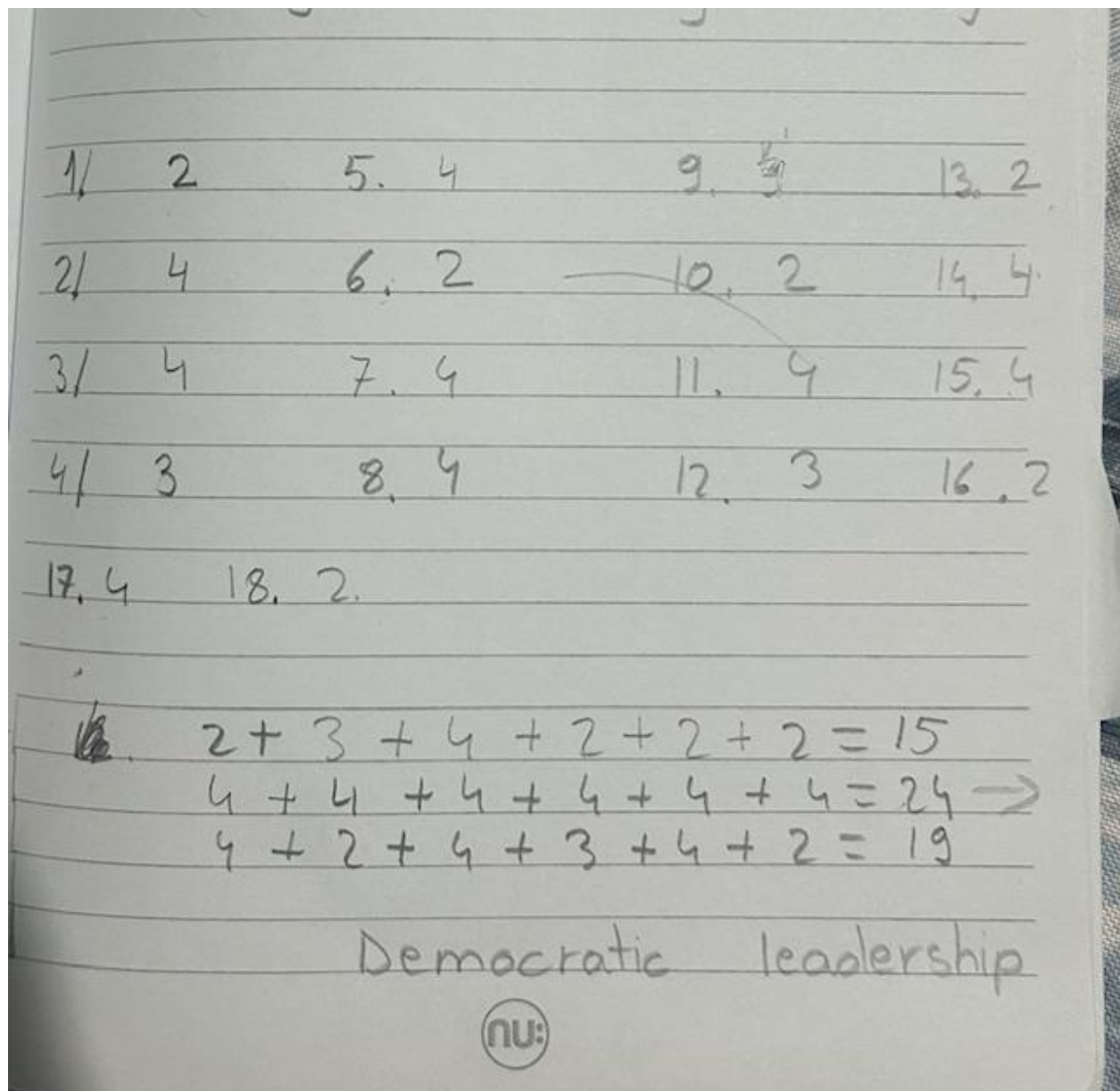
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Three categories leadership skills

1. Administrative $\rightarrow$ showing technical competence
 $\rightarrow$ Managing resources
 $\rightarrow$ Managing people

2. Interpersonal $\rightarrow$ being socially intelligent
 $\rightarrow$ showing emotional intelligence
 $\rightarrow$ managing conflict

3. Conceptual

creating visions strategic planning Problem Solving

internal
intrinsic

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Duty Ethics