

2024

**Emergent Leadership Skills in the Workplace
(BMSW-6101)**



Sandra Tirala 2113304

Task 1 & 2

5/1/2024

Executive Summary

The assignment discussed the concept and importance of emergent leadership skills in making decisions amid uncertainties faced by the organisation.

The business scenario and leadership of Google were used to explore the topic.

Task 1 discussed different leadership strategies to understand emergent leadership skills. These different leadership styles and approaches possessed certain positive and negative elements contributing to the organisation's decision-making process. The task also critically assessed and analysed the leadership strategies of Google making recommendations for its improvements.

Table of Contents

Introduction.....	1
Task 1 - Individual Report.....	2
Overview of the organisation.....	2
• Key leadership theories/models/approaches/styles	3
• Applying the key leadership theories/models/approaches/styles to you and your chosen organisation.....	3
• Critically evaluate the concept of different leadership approaches and styles..	3
• Critically analyse the current leadership strategies in your chosen organisation/company	3
• Recommendations for the leaders	3
Task 2 - Individual Reflective Essay	12
Introduction.....	12
Conclusion.....	14
References	15

Introduction

The following assignment will be on emergent leadership skills in the workplace.

In task 1, the assignment will provide a report answering the question of what emergent leadership skills are and their importance in making decisions during uncertainty caused by ongoing economic uncertainty.

Task 2 will present a reflective essay exploring learnings and skills acquired from the module.

Task 1 - Individual Report

Overview of the organisation

Google is an American multinational corporation and technology company offering services within the internet content and information industry.

The company also focuses on the communication services sector offering different technological services.

The company was founded by Larry Page and Sergey Brin on September 4, 1998, at Stanford University in California (About. google, 2024).

Currently, the company is the 4th most valuable company in the world (Companiesmarketcap.com, 2019).

The company's history starts from the garage to becoming the most essential and popular organisation in the world. Major services provided by the company include Google Search, Chrome, Google Cloud, Google Maps, Google Photos, and Gmail.

Currently, the company is run by Sundar Pichai holding the position of CEO and making the most crucial decisions regarding business operations.

The reason for choosing Google to explore the context of emergent leadership skills is its success and ongoing development. Sundar Pichai leads the company with other executive board members including Larry Page, Frances Arnold, Robin L. Washington, Roger W. Fergusson, and Sergey Brin (The Org, 2024). Thus, the organisation offers a great opportunity to learn about leadership and its impact on organisational success. As the organisation is one of the most successful companies in the world, it is an adequate example to explore the role of leadership and its attributes towards organisational success.

Leaders in the company are attributed with various characteristics and abilities to fulfill their roles and responsibilities.

The company has a hierarchical structure with different departments and roles directed with respective responsibilities.

-  **Key leadership theories/models/approaches/styles**
-  **Applying the key leadership theories/models/approaches/styles to you and your chosen organisation**
-  **Critically evaluate the concept of different leadership approaches and styles**
-  **Critically analyse the current leadership strategies in your chosen organisation/company**
-  **Recommendations for the leaders**

Behavioral leadership theory

Behavioral leadership theory evaluates leaders based on their actions, management style, and behaviour. As per the theory, a leader should adopt or develop a certain set of behaviors to be influential or effective. The theory also emphasises the capability of a leader along with their behaviour that drives towards success (Benmira and Agboola, 2021). Leaders are set to behave or respond respectively in specific situations. According to the behavioural leadership theory, successful leaders are created and developed by practicing certain behaviours and traits. These behaviors include people-oriented, task-oriented, participative, indifferent, dictatorial, paternalistic, and opportunistic leaders.

Democratic leadership approach

The democratic leadership approach is also known as participative leadership where multiple people are involved in making decisions. Democratic leaders allow employees in the organisation to participate in the decision-making process. The theory is based on four basic ideas for motivating employees or followers. The approach of leadership encourages group members to offer their ideas and perspectives (Woods, 2021). It directs members to actively engage in activities by connecting with each other. Another core perspective in this leadership approach is fostering confidence among employees. Reward creativity is also considered in the democratic leadership approach where new ideas of the team are rewarded and recognised.

Transactional leadership approach

The concept of transactional leadership is based on the idea of rewarding and punishing employees for their performance. In this approach, the leader rewards employees for better and improved performance while punishing them for inadequate and insufficient contribution. The approach is based on the principle of exchanging and sharing between the organisation and employees (Changar and Atan, 2021). The transnational leadership approach considers three different methods including contingency, active management by exception, and passive management by exception. The contingency approach uses extrinsic motivational factors like rewards, punishment, and incentives while active management takes corrective action to address problems.

Transformational leadership style

Organisations also apply different leadership styles to meet the requirement for higher productivity and performance. Among these, the transformational leadership style emphasises change and development. The transformational leadership style emphasises inspiring employees to strive for development and improvements (Usman, 2020)

. A transformational leader works considering four basic components including “individualised consideration, intellectual stimulation, inspirational motivation, and idealised influence”.

A transformational leader encourages employees or followers to induce positive changes delivering optimised outcomes. The leader also establishes clear goals and objectives to be accomplished offering recognition and support to team members.

Components of the key leadership theories, approaches, and styles are used to manage the workplace and employees of Google.

Leadership is a crucial element for the success and development of the organisation. Effective leadership leads the team with clear direction and guidance to accomplish organisational objectives (Dinibutun, 2020).

Areas requiring effective leadership in Google include decision-making, employee morale, boosting productivity, conflict resolution, and change management. Apart from this, motivating employees is another core responsibility of a leader in the company.

A motivated employee actively engages and participates in organisational tasks delivering better outcomes. In the ongoing economic uncertainty, the leader of the company needs to have effective leadership skills to make decisions.

Applying the behavioural leadership theory, a leader in Google needs to have certain characteristics to be an influential or inspiring leader. The theory states that leadership

behaviour and traits contribute to the success of the organisation. These behaviours of leaders are essential for Google to address issues and consequences of economic uncertainty. People-oriented is one of the leadership behaviours that considers meeting the requirements and needs of people. People-oriented behaviours include promoting collaboration, monitoring a team's performance, analysing the team's progress, and rewarding the success of individuals (Voo *et al.*, 2023).

These leadership behaviors or attributes help the company address the crisis faced in its business. The process of addressing economic uncertainty needs to be supported by promoting higher productivity, commitment, and engagement of employees. The workplace relationship and collaboration encouraged by the leader in Google help in achieving higher productivity and engagement of employees. As per the theory, the participative behaviour of people refers to higher engagement and involvement of people to accomplish the given target. The leadership behaviour facilitates team meetings and constructive from employees to connect with them building a positive relationship (Kaluza *et al.*, 2020).

Suggestions and feedback from employees of Google can be incorporated while creating a solution to mitigate organisational issues and challenges.

The application of the democratic leadership approach in the company features encouraging employees to participate and involvement in decision-making. The theory also emphasises empowering followers and motivating them to contribute towards organisational success. A democratic leader considers the input of employees and followers for higher accuracy and preciseness in decision-making (Agarwal, 2020).

The increased level of employee participation sources more ideas, thoughts, and perspectives. It increases the capability of the organisation to create and implement solutions for economic uncertainty. Characteristics of a democratic leader include flexibility, team focus, adaptability, and effective communication. These attributes of a democratic leader can enhance the potential of Google to implement solutions for the identified crisis. Economic uncertainty can be caused by various factors including political instability, market fluctuations, and changes in governmental policies (Dźwigoł, 2021).

A democratic leader can boost employee morale and motivation essential to realize organisational objectives. Therefore, it can be stated that an individual needs to have the characteristics and attributes of a democratic leader to be inspiring and effective. Economic uncertainty or organisational crisis creates an unprecedented situation for which the leader requires adaptability skills. Adaptability skills are the major strengths of a democratic leader allowing them to adapt to change and maintain their performance.

Furthermore, the transactional leadership approach also highlights certain components and attributes required by a leader. This leadership approach purely runs on the concept of rewarding and punishing employees for their performance and contribution. The focus on

using rewards and punishment is to optimise employee performance from subordinates and employees (Wahyuni *et al.*, 2020).

The characteristics of transactional leadership include motivation, clarity in goals, and closely monitored performance and tasks. These attributes or skills of a transactional leader are essential for Google to manage its employees during economic uncertainty. To address unprecedented situations like economic uncertainty, a leader must develop and communicate clear goals and decisions among employees. These goals are to be developed regarding the uncertainty and crisis faced by Google in its business operations. Clarity in goals and responsibilities motivates employees resulting in improved engagement and outputs (Kundu *et al.*, 2021)

. A transactional approach takes a structured process with a specific set of protocols and rules. An individual should have the ability to draw this structure in different situations including economic uncertainty for Google. Sundar Pichai has the ability and skills of the leader to adapt to this situation and implement solutions to minimise impacts.

In the case of transformational leadership, leaders encourage and motivate employees to bring positive changes to an organisation. The transformational leadership style is regarded as a key to promoting and motivating individuals and beliefs (Asbari *et al.*, 2020).

Qualities of a transformational leader include establishing clear goals, providing support, expressing positive emotions, and motivating employees. A transformational leadership style is also represented by basic components including “individualised consideration, intellectual stimulation, inspirational motivation, and idealized influence”. Considering the above qualities, an effective leader should have the ability to clearly define goals. Clarity and transparency in communication are essential parts of an effective leadership contribution towards addressing crises like economic uncertainty.

The above skills and abilities of a leader help Google to analyse and assess strategies to make decisions and implement solutions amid ongoing economic uncertainty. These uncertainties have a negative impact on the performance and productivity of the organisation (Altig *et al.*, 2022).

Google must develop strategies and approaches effective in addressing these issues and challenges. In this context, leaders at Google need to have the above skills described in leadership theories, approaches, and styles. These attributes enhance the ability to make decisions and access more information and knowledge for higher accuracy.

The different leadership approaches and styles can be evaluated to identify their strengths and weaknesses in making decisions amid economic uncertainty.

Behavioral leadership theory offers numerous advantages and benefits to the leader of Google in such a scenario. The leadership theory emphasises people and team members within the organisation promoting collaboration. Collaboration in the workplace is considered

to be an essential element in addressing issues and challenges including uncertainties and crises (Drake and Chen, 2023).

A behavioral leader can ensure the development of the team by supporting the crucial needs of the organisation and individuals. It enhances the potential of the team and employees to maintain productivity and performance in different situations.

Behavioral leaders also align group and individual objectives to achieve the ultimate goal of the organisation. As a result of this, the leader of Google can address the individual needs of employees to address the issue of uncertainties and crises. However, the leadership theory also possesses certain limitations or disadvantages that may impact the ability of the company to overcome the crisis. The process of applying the leadership approach is time-consuming. Although it promotes flexibility, it does not provide a clear direction for addressing problems in certain circumstances.

Democratic leadership approach also offers certain advantages to Google that help them to address crisis and uncertainty. The primary advantage of the approach is that it involves and engages more people in the decision-making process. It increases the capability to create and develop solutions to issues and challenges faced by the organisation (Wilson, 2020). It boosts the morale of the employees increasing their satisfaction and commitment within the workplace. Considering this, it can be stated that a leader should have the ability to bind teams together in different situations including economic uncertainty. Another advantage of the democratic leadership approach for addressing the organisational crisis and economic uncertainty is greater innovation. Innovation and creativity are some elements that contribute to the problem-solving process of companies (Haefner *et al.*, 2021).

The issue with the application of the democratic leadership approach is slower decision-making. An organisation must have an effective and efficient decision-making process to address unprecedented situations. It is known that the decision-making process plays the most critical role in terms of managing performance and productivity during unprecedented situations. Furthermore, the leadership approach requires active and engaging employees ready to make decisions and take responsibility. Lack of such employees or team members results in lower effectiveness of the leadership approach.

The transactional leadership approach is commonly used by organisations and firms to optimise and maintain workplace performance. The reason for using the approach is its effectiveness in achieving targets, goals, and objectives. The leadership approach delivers a clear direction to employees for the accomplishment of goals (Lumbantoruan *et al.*, 2020). The reward provided by a transactional leader to its team members motivates them resulting in higher engagement and commitment. For an organisation to overcome crisis and uncertainty, the workplace must have a committed workforce and employees. The approach also uses a clearly defined structure highlighting specific roles and responsibilities. It makes

the work easier for employees to initiate and complete increasing efficiency. Clarity and transparency in workplace roles and responsibilities reduce ambiguity ensuring smooth operations and functions. Apart from these advantages, the approach also brings certain challenges and issues restricting the potential and ability of employees. Its primary disadvantage is its focus on short-term goals with limited innovation and creativity. The lack of innovation and creativity in the workplace reduces the ability of the company to produce solutions (Lee *et al.*, 2020).

In comparison to other leadership approaches and styles, the transactional leadership approach was found to promote lower motivation.

Conversely, the transformational leadership style promotes higher levels of innovation and creativity along with motivation. A transformational leader is characterized by effective time management, vision, proactiveness, and modesty. Inspirational nature is a core element of the leadership approach that encourages employees to participate in bringing positive changes (Bakker *et al.*, 2023).

These elements of the transformational leadership style can enhance the ability of the company to make recommendations and positive changes amid economic uncertainty and crisis. Promoting motivation and maintaining workplace integrity improves the effectiveness and commitment among employees to deliver their optimised performance. Similar to the transactional leadership style, the transformational style of leadership also defines clear goals and visions. The style also encourages professional development among employees to improve their skills, knowledge, and experiences. Professional development also acts as a source of motivation for employees (Dachner *et al.*, 2021)

. The major issue with the application of the transformational leadership style during uncertainties and crises is the potential for burnout. Burnout of employees is the major reason for reducing organisational efficiency and effectiveness. The approach is also associated with slower decision-making which limits its potential to deliver a great impact.

The founders of Google, Larry Page, and Sergey Brin initially created an open organisational culture using the democratic leadership approach. The purpose of using the approach was to foster a culture of open communication and involve employees in decision-making. Currently, Sunder Pichai, CEO of Google, is found to implement and use the element of transformational leadership strategy (The Economic Times, 2023).

The current leadership of Sundar Pichai at Google emphasises innovation and ambitious projects. Under his leadership, the company developed and delivered products like Google Cloud and Google Assistant. The primary focus of leadership strategies in Google focuses on collaboration and innovation. These cultures of the organisation have been prioritised continuously to become an innovative and creative organisation. Employees of Google are extremely creative and innovative, requiring teamwork to develop new ideas and solutions. To

fulfill this requirement, the leadership style of the company creates a culture of collaboration to bring together employees with skills and talents. A collaborative culture has a higher potential to draw solutions and optimise workplace productivity and performance. Critically analysing the transformational leadership style, slows the decision-making process of the company. The potential for burnout and exploitation are some risks associated with Google using the transformational leadership strategy.

Along with the former leaders of Google like Larry Page, the current CEO, the leadership strategy creates a culture of innovation. Innovation includes the development and implementation of new ideas, solutions, processes, and services in the business. Innovation is essential for an organisation to meet the changing requirements of consumers in the market. Innovation also plays a vital role in making important decisions regarding business issues and crises.

The innovative culture of Google encourages employees and staff to think outside of the box. Innovations offer new solutions to adapt to unprecedented and uncertain situations like the Covid-19 pandemic.

A hybrid work approach was adopted by Google to manage workplace efficiency and promote flexible working hours to employees (Kovar, 2020). Furthermore, Sundar Pichai also focuses on creating a mission-focused culture emphasizing productivity and excellence. The advantage of a mission-focused culture is that it fosters a positive work environment with a sense of shared mission.

The culture is essential for the company to support and promote collaboration and teamwork spirit. The current and former executives of Google have stated that the company is falling towards a paralyzing bureaucracy with a bias on public perception.

The decision-making process is also stated to be slower in the current leadership direction (The New York Times, 2024).

In decision-making, the company's leaders use a decision-leadership approach where appropriate and suitable information and data are taken to make precise and accurate information. However, the strategy is said to be associated with room for bias and excess risk-taking.

The company also uses the element of democratic leadership strategy contributing to the culture of innovation and collaboration. A democratic leadership strategy in Google encourages employees to participate in the decision-making process by offering their valuable insight, feedback, suggestions, and ideas. Employee involvement and participation in the organisation contribute significantly towards the growth of the company (van Assen, 2021). The company exploits various advantages of the democratic leadership style in the company. These advantages include creative solutions, encountering innovations, and higher levels of job satisfaction. These elements in the current leadership strategy of the company enhance

its potential to meet customer demands and address business issues and problems. The problem with the approach is issues with accountability reducing efficiency to some extent. The decision-making process in this leadership approach takes input from everyone in the workplace which slows the decision-making process.

Effective decision-making ability is a must for organisations to maintain productivity in changing business scenarios. Some employees at Google also consider that senior authorities or leaders have a lower ability to make tough decisions creating ambiguity and lack of clarity (D'Cruze, 2024).

These limitations of issues in the leadership of Google restrict its ability to deliver the desired outputs. The above elements and findings are some attributes of the current leadership strategies used by leaders at Google. Considering this, it can be stated that the current leadership of the company has both positive and negative impacts.

After analysing the leadership strategies of Google, leadership approaches can be considered to have room for improvement. Emergent leadership in organisations including Google is essential to make precise decisions to address uncertainty caused by Covid-19 and economic fluctuation. Emergent leadership skills include attributes like motivation, creative thinking, team-oriented, and supportive culture (Spark and O'Connor, 2021).

Google needs to modify its leadership strategies and approaches to be effective in addressing unprecedented situations like Covid-19.

Unprecedented situations like the COVID-19 pandemic and economic uncertainty require leaders with adaptability skills and quick decision-making skills. Lack of decision-making ability and adaptability skills declines the organisational performance while shifting towards unprecedented business situations. In such scenarios, the situational leadership strategy is extremely effective and beneficial. Situational leadership is the approach or style where leaders adapt to the work environment and assess the needs of the team. The approach promotes flexibility in the process allowing the company and the team to adapt to the new work environment (Francisco and Nuqui, 2020).

Thus, it will be extremely beneficial for Google to encounter and implement solutions in unprecedented situations without losing any productivity and efficiency. Situations like economic uncertainty and uncertainty caused by the COVID-19 pandemic have shown the need for an organisation to develop and implement effective leadership strategies. Decision-making is found to be one of the major issues within Google impacting its success.

For faster decision-making, an autocratic leadership approach is one of the most effective strategies for Google. In unprecedented situations like uncertainty, the organisation needs to make quick decisions. The autocratic leadership style is known for its quick decision-making compared to other leadership approaches (Jaafar *et al.*, 2021).

The process of applying an autocratic leadership style needs to consider its certain limitations. The major limitation is the availability of decision-making power within some higher authorities alone. The approach restricts the involvement and does not take inputs and consideration of employees in decision-making. The company should further make improvements in its autocratic approach to leadership while addressing its weakness of slower decision-making. The company should also consider that its managers have the skills of an emergent leader. Managers and employees can be trained to be effective leaders such that their optimised abilities, skills, and knowledge are helpful for the company to make decisions amid uncertainties.

Task 2 - Individual Reflective Essay

Introduction

The following essay will be a reflection on skills and knowledge acquired from the module regarding leadership. The experience will be reflected using Gibbs' Reflective model which uses six different stages. These stages are description, feelings, evaluation, analysis, conclusion, and action plan (The University of Edinburgh, 2020).

This reflective essay will aim to critically analyse the skills and abilities of a leader gained from the module.

The Description stage of the model provides a brief explanation of the situation or experience encountered by an individual. In the module, I got an opportunity to learn about the concept of leadership along with its role in the organisation during uncertainties. The model also presented different leadership approaches, styles, and theories suitable for organisations to manage workplace and organisational operations. Leadership was a crucial and vital element for the organisation to make decisions and manage employees for more productive outcomes (Stone and Patterson, 2023).

In the module, the concept of emergent leadership skills was discussed. These leadership skills were essential for leaders to make precise and appropriate decisions amid economic uncertainties and the COVID-19 pandemic.

The module provided an opportunity for me to develop my knowledge and skills for an effective leader. Throughout the module, I analysed different leadership approaches to assess their effectiveness in organisational success. It can be analysed that the decision-making process in organisations requires relevant and effective skills while considering internal and external factors. After analysing these theories, I was able to identify my strengths and weaknesses as an effective leader and future employee. In the process, I was also successful in developing certain skills and competencies for better employability in the future. In the feelings stage of the model, the individual has the opportunity to process and analyse thoughts developed during and after the situation. Initially, I had limited knowledge of the diverse areas of leadership and its relations with organisation issues like uncertainties. I had a mixed feeling of nervousness and excitement to learn new knowledge and skills.

After the situation, I gained a great knowledge of leadership and its significance in the decision-making process for an organisation. I was continuously focused on improving my skills and abilities to be a more competent leader in the future.

The evaluation of the experience delivers an insight into both positive and negative elements impacting the process or the environment.

Evaluating my experience in the module, certain positive and negative elements contributed to and affected my learning process and acquisition of skills. In light of the positive elements, the best thing was the acquisition of skills. Leadership skills that I developed include critical thinking, time management, and inspiration. These are some essential skills of a leader as described in different theories and styles of leadership (Guzmán *et al.*, 2020).

In addition to this, I also improved my knowledge of the concept of emergent leadership skills for employability. The process of learning decision-making skills did not go well due to a lack of effort and access to resources. The decision-making skill concerns the ability of a leader to make decisions amid organisational crises and uncertainties like COVID-19. I also failed to advance skills like adaptability and leadership skills. The analysis of the experience explores the causes and reasons behind its outcomes which can be positive or negative. In my case, the learning of modules delivered numerous positive outcomes due to the support from tutors, experts, and peers. The development of leadership skills was greatly supported by teamwork activities within the project. Teamwork helps an individual to fill skill gaps increasing competencies (Díaz-Vicario *et al.*, 2024).

The improvement of my knowledge of leadership and its theories also improved my efficiency and approach to acquiring reliable skills. In the learning of modules, the support and guidance provided by the tutor were extremely valuable and productive. On the other hand, I failed to improve and develop certain leadership skills to be more competent due to certain barriers. These barriers include access to a wider range of resources, ineffective planning, and limited time. The academic literature and past experiences can help me to have a better understanding of the situation. From the above sections, it can be concluded that I have learned numerous lessons from the module on leadership. These lessons include a theoretical understanding of the concept of leadership and practical skills to be an effective leader. From the situation, I learned that an organisation needs to have effective leaders to address unprecedented situations. Along with this knowledge, the development of skills was also possible throughout the module. The situation could have been more positive if I had prior knowledge of these above concepts. I also need to improve my understanding and knowledge of uncertainties faced by organisations. I need to develop my research skills such that similar situations can be addressed effectively. In addition to this, I also need to improve certain leadership and academic skills for better success in future studies and employability. The action plan is a framework designed for the personal and professional improvement of an individual. The action plan encompasses activities, resources, and elements essential for the successful development of knowledge and skills (McLeod *et al.*, 2021).

In my case, the action plan will focus on improving leadership skills like decision-making and adaptability. I also need to improve my knowledge of the uncertainties faced by organisations affecting their business operations.

Activities include attending development programs, teamwork, workshops, conferences, and peer learning. Resources that will be used in the learning process include books, journals, online platforms, tutorials, support from experts, and academic materials. In the process, KPIs will be used to measure my success in improving my skills and enhancing my learning capabilities. If similar situations are faced in the future, I would make use of internal capabilities and skills that will be developed over time.

Conclusion

In the above essay, a reflection was provided on the learning process and skill acquisition throughout the module. The experience was reflected using Gibbs' Reflective model which uses six different stages. It was found that the module presented a great opportunity to learn and develop leadership skills and knowledge.

In task 1, the assignment provided a report answering the question of what emergent leadership skills are and their importance in making decisions during uncertainty caused by ongoing economic uncertainty. Task 2 presented a reflective essay exploring learnings and skills acquired from the module.

References

- About. google. (2024). *How we started and where we are today - Google*. [online] Available at: https://about.google/intl/ALL_in/our-story/.
- Agarwal, S., (2020). Leadership Style and Performance of Employees. *International Research Journal of Business Studies*, 13(1).
- Altig, D., Barrero, J.M., Bloom, N., Davis, S.J., Meyer, B. and Parker, N., (2022). Surveying business uncertainty. *Journal of Econometrics*, 231(1), pp.282-303.
- Asbari, M., Santoso, P.B. and Prasetya, A.B., (2020). Elitical and antidemocratic transformational leadership critics: is it still relevant? (A literature study). *International Journal of Social, Policy, and Law*, 1(1), pp.12-16.
- Bakker, A.B., Hetland, J., Olsen, O.K. and Espevik, R., (2023). Daily transformational leadership: A source of inspiration for follower performance? *European Management Journal*, 41(5), pp.700-708.
- Benmira, S. and Agboola, M., (2021). Evolution of leadership theory. *BMJ leader*, pp.leader-2020.
- Changar, M. and Atan, T., (2021). The role of transformational and transactional leadership approaches on environmental and ethical aspects of CSR. *Sustainability*, 13(3), p.1411.
- Companiesmarketcap.com. (2019). *Alphabet (Google) (GOOG) - Market capitalization*. [online] Available at: <https://companiesmarketcap.com/alphabet-google/marketcap/#:~:text=As%20of%20April%202024%20Alphabet,cap%20according%20to%20our%20data>.
- D'Cruze, D., (2024). 'Creeping failure of senior leaders': Former Google employee criticizes leadership; here's why. [online] Business Today. Available at: <https://www.businesstoday.in/technology/news/story/creeping-failure-of-senior-leaders-former-google-employee-criticises-leadership-heres-why-411979-2024-01-05>.
- Dachner, A.M., Ellingson, J.E., Noe, R.A. and Saxton, B.M., (2021). The future of employee development. *Human Resource Management Review*, 31(2), p.100732.
- Díaz-Vicario, A., Duran-Bellonch, M.D.M. and Ion, G., (2024). Contribution of peer feedback to the development of teamwork skills. *Active Learning in Higher Education*, p.14697874241238758.
- Dinibutun, S.R., (2020). Leadership: A comprehensive review of literature, research, and theoretical framework. *Research and Theoretical Framework (January 17, 2020)*.
- Drake, R. and Chen, W.D., (2023). Rethinking workplace collaboration—an old topic with a practical view. *Management Decision*, 61(12), pp.3637-3643.
- Dźwigoł, H., (2021). The uncertainty factor in the market economic system: The microeconomic aspect of sustainable development. *Virtual Economics*, 4(1), pp.98-117.

- Francisco, C.D. and Nuqui, A.V., (2020). Emergence of Situational Leadership during COVID-19 Pandemic Called New Normal Leadership. *Online Submission*, 4(10), pp.15-19.
- Guzmán, V.E., Muschard, B., Gerolamo, M., Kohl, H. and Rozenfeld, H., (2020). Characteristics and Skills of Leadership in the Context of Industry 4.0. *Procedia Manufacturing*, 43, pp.543-550.
- Haefner, N., Wincent, J., Parida, V. and Gassmann, O., (2021). Artificial intelligence and innovation management: A review, framework, and research agenda☆. *Technological Forecasting and Social Change*, 162, p.120392.
- Jaafar, S.B., Zamb, N.M. and Fathil, N.F., (2021). Leadership style: Is it autocratic, democratic or laissez-faire. *ASEAN Journal of Management and Business Studies*, 3(1), pp.1-7.
- Kaluza, A.J., Boer, D., Buengeler, C. and van Dick, R., (2020). Leadership behavior and leader self-reported well-being: A review, integration and meta-analytic examination. *Work & Stress*, 34(1), pp.34-56.
- Kovar, J.F., (2020). *Google Cracks Down On Work From Home, Tells Workers To Return To The Office* | CRN. [online] Crn.com. Available at: <https://www.crn.com/news/cloud/google-cracks-down-on-work-from-home-tells-workers-to-return-to-the-office>.
- Kundu, S.C., Kumar, S. and Lata, K., (2021). Effects of perceived role clarity on innovative work behavior: a multiple mediation model. *RAUSP Management Journal*, 55, pp.457-472.
- Lee, A., Legood, A., Hughes, D., Tian, A.W., Newman, A. and Knight, C., (2020). Leadership, creativity, and innovation: A meta-analytic review. *European Journal of Work and Organizational Psychology*, 29(1), pp.1-35.
- Lumbantoruan, S., Kurniawan, L., Christi, A. and Sihombing, J.B., (2020). Impact of transactional leadership style on employee job satisfaction. *TAZKIYA: Journal of Psychology*, 8(1), pp.56-63.
- McLeod, R.H., Akemoglu, Y. and Tomeny, K.R., (2021). Is coaching home visitors an evidence-based professional development approach? A review of the literature. *Infants & Young Children*, 34(2), pp.95-108.
- Spark, A. and O'Connor, P.J., (2021). State extraversion and emergent leadership: Do introverts emerge as leaders when they act like extroverts? *The Leadership Quarterly*, 32(3), p.101474.
- Stone, A.G. and Patterson, K., (2023). The history of leadership focus. *Springer Books*, pp.689-715.
- The Economic Times., (2023). *Leadership Styles and Their Impact on Organizational Culture*. [online] The Economic Times. Available at: <https://economictimes.indiatimes.com/jobs/c-suite/leadership-styles-and-their-impact-on-organizational-culture/articleshow/104632282.cms?from=mdr>.

The New York Times., (2024). Google Executives See Cracks in Their Company's Success (Published 2021). *The New York Times*. [online] Available at: <https://www.nytimes.com/2021/06/21/technology/sundar-pichai-google.html>.

The Org., (2024). *Frances Arnold*. [online] THE ORG. Available at: <https://theorg.com/org/google/teams/board-of-directors>.

The University of Edinburgh. (2020). *Gibbs' Reflective Cycle*. [online] Available at: <https://www.ed.ac.uk/reflection/reflectors-toolkit/reflecting-on-experience/gibbs-reflective-cycle>.

Usman, M., (2020). Transformational leadership and organizational change: In the context of today's leader. *International Business Education Journal*, 13(1), pp.95-107.

van Assen, M.F., (2021). Training, employee involvement, and continuous improvement—the moderating effect of a common improvement method. *Production planning & control*, 32(2), pp.132-144.

Voo, A.N.C., Lee, U.H.M.S., Ismail, A., Yazid, Z. and Ahmad, N.N., (2023). Person-Oriented Leadership Enhancing Employee Outcomes. *IPN JOURNAL OF RESEARCH AND PRACTICE IN PUBLIC SECTOR ACCOUNTING AND MANAGEMENT*, 8(1), pp.103-120.

Wahyuni, N.P.D., Purwandari, D.A. and Syah, T.Y.R., (2020). Transactional leadership, motivation, and employee performance. *Journal of Multidisciplinary Academic*, 3(5), pp.156-161.

Wilson, D.E., (2020). Moving toward democratic-transformational leadership in academic libraries. *Library Management*, 41(8/9), pp.731-744.

Woods, P., (2021). Democratic leadership. *Oxford Encyclopedia of Educational Administration*.