

Task1: Importance of emergent leadership
in the workplace: case of TESCO.

Task2: Reflective Essay

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Part1: Importance of Emergent Leadership in the workplace: case of Tesco

Introduction

In today's business, companies are created structure allowing to identify and arise leaders within the organisation instead of those chosen or assigned by a superior. and throughout the ability on their decision making and capability to achieve good results, modern companies are more and more giving value to Staffs with creativity and critical thinking in purpose to inspire and been respected by their peers. So, emergent leaders possess some traits like creative thinking, self-motivation, influence, self-management, adaptability, team orientation... which could boost workers morale and make them more empowered.

In this case study, after a brief presentation of Tesco, one of the biggest supermarkets in the UK and its employment philosophy, the difference between management and leadership will be well defined and explained with sustained examples. Also, the case study shows how different leadership styles are applied in Tesco by different people with different positions. And at the end, how certain factors (internal and external) can influence leadership style.

In the first part, the discussion will be axed on the difference between leadership and management. In the second part leadership styles will be discussed with the advantages and disadvantages of each one. And before concluding, in a third part the report will talk how transformational leadership styles could be applied in uncertain times.

1- Leadership and management.

In this chapter, before discussing the difference between leadership and management, it will be very important to define and understand better what leadership is and what is management.

A- Leadership

Defining or talking about leadership consists of placing the subject in its context of a workplace like for example in this specific case study of Tesco. In new business environment, where companies are less structured and more flexible, leaders are needed to make good decisions and act quickly. According to Pearce and Robinson (2007) this evolving nature of leadership is the big challenge faced by many organisations. Indeed, many authors have tried to define leadership as the exercise of influence by one member of a group over other members to help the group achieve its goals (Gareth, 2005). But new technologies have changed communication and the way people are doing business needs more new leadership skills. However, today in this global context, leaders must develop some skills for effectiveness by involving cultural awareness, global mindset, interpersonal skills and effective manager-employee relationships. Those essential skills identified in many organisations like Tesco allow modern leaders to enhance the overall organisational performance, to take social responsibility, to obtain skills in international leadership.

B-Management

As underlined in this case study, management must be considered as getting things done. In many companies, the role of managers consists of organising the different tasks to accomplish to achieve aims and objectives fixed. So, managers have to plan, to establish the necessary steps to reach the targets. They need to develop two types of skills to be performant: hard skills first which are technical abilities like for example software engineer, programming language..., and soft skills gaining by managing responsibilities and interacting with others like for example problem solving, time management and verbal communication. Those skills allow the manager to instruct, direct or command by benefiting also for the hierarchical organisation structure placing him over the employees (Bertoci, 2009). Indeed, in an organisation, in a business, a government..., management can be defined by all the activities to set a strategy and to coordinate different tasks to accomplish defined objectives by using financial, technological and human resources.

C- Difference between leadership and management

From the definitions and descriptions, leadership and management, even they seem similar, have some key differences. Leaders lead by example whereas manager manage teams. In effect, a leader influences subordinates and peers because seen as a mentor who sets example for others to follow. Contrary of the manager who has only the role to ensure that his team does the right work. What is happening with Berian a bakery manager at Tesco in this case to ensure his team produce the right products to meet demand at key times. Leaders inspire actions by allowing team to improve the quality of work, by completing tasks under challenging deadlines. Managers manage teams in a set routine based on assigned tasks.

According to Gardner (1995) the difference between a workplace manager and a workplace leader are not so distinct. For him the leader tends to think in long term by motivating others to reach goals through a developed organisational vision. And manager is associated with the structure of the company and all his acts are in the shorter term.

In this academic debate, many leadership theorists like Kotter (1995) think that, even leadership and management have some similarities, they have distinct differences. Although, both leaders and managers are involved in motivating people, establishing directions or aligning resources. Leaders are always looking to develop new goals, to motivate and inspire, and sometimes produce the potential for dramatic change, chaos, and even failure. Managers, in another side, control and problem solve, stabilise work and organise resources. Leaders must be innovative, proactive, charismatic...In this specific case of Tesco, manager must bring stability, be reactive, instructive and focus on workplace management. So, a leader is defined by his attitude and his capability to lead and inspire others rather than his position in the hierarchy. And lack of leadership from the top management can create inefficiency in some organisations.

2- Leadership styles

In this chapter we will going first to talk about some leadership styles like for example transformational leadership style where a leader creates a vision to make a change, authoritarian leadership style where the leader influences and controls over the group's members, laissez faire style characterised by an absence of leadership, and democratic leadership style where members of the group take more participative role in the decision-making process. And after we will see the advantages and disadvantages of each of them.

A- transformational leadership style

considered as a theory of leadership where a leader, through inspiration influence, creates a vision to guide a change, transformational leader is always working with teams or followers to identify changes needed beyond their immediate interests. He is someone who knows how to encourage, motivate and inspire employees to innovate and implement effective changes. With some traits like charisma, adaptability, empathy, the transformational leader has a big capacity to listen to people needs and concerns in purpose to provide adequate support (individualised consideration). He has also an inspirational motivation by encouraging team members to exceed expectations and an idealised influence through their moral conduct which can give him a level of respect and trust. And an intellectual stimulation by soliciting input and ideas to team members.

In the world, Steve Jobs of Apple Inc, Nelson Mandela former president of South Africa post-apartheid, William Edward Deming the founder of the Total Quality Management (TQM) represent better this style of leadership. But some advantages and disadvantages can be noticed. One of the benefits of this leadership style is that transformational leader has ability to analyse quickly the situation of the company and creates a vision for its improvement and growth by motivating employees. Also, the pros of this style consider the reduction of turnover costs, the creation and the management of changes as advantages of many organisations. And keeping the company open and ethical; promoting moral through better communication and giving employees lot of freedom are very important. However, the cons think this style can lead to employee burnout by feeling the leader's presence as a constant pressure or carrying a high potential for abuse. Experts cite Adolph Hitler and Osama Bin Laden as a dark side to this style of leadership.

B- Democratic leadership

Democratic leadership called also participative leadership is a type of leadership where members or the group take more participative role in the decision-making process.

Democratic leaders encourage people to participate and want to take in account all the ideas into one decision. This means generally, democratic leader must be flexible with everyone in the group. and all those elements can be achieved only if they are linked of one of the theories of leadership philosophy which assume that democratic leader believes that everyone should participate in the process. Also, he intends to share responsibilities with the team and will respect them, having a listening to their ideas and inspiring them when needed. And the most important thing in this theory is that a leader must behave with empathy and kindness. So, Barack Obama the former president of USA, Indra Nooyi, the

CEO and chairman of PepsiCo, Bill Georges senior executive at Honeywell and Litton Industries are considered as democratic leaders. However, this democratic leadership has some advantages and disadvantages sustained by the pros and the cons of this style.

For the pros this style improves creativity and innovation, and strong engagement of the followers. It also motivates and increases job satisfaction,

an accountability and collaboration because followers will be capable of providing solutions.

The cons think that disadvantages are more important because, having a lack of skills in the group does not help to find solutions to problems and can create delay in a decision-making process and consequently losing time on completing the tasks.

C- Authoritarian leadership style

Also known as autocratic leadership, authoritarian leadership could be described by individual control over all decisions and a little implication of the group members.

Authoritarian leaders use only their ideas or judgements to make choices and do not accept or rarely advice from followers. They exercise an absolute control over a group. So, there are autocratic leaders in government like for example in Democratic People's Republic of Korea, in sport, in religion, in workplace... where the person occupying any position of power can exhibit leadership traits such as power consolidated into one person, taking full responsibility for all work produced, refusal to delegate leadership tasks, consistency, reliability....

Kim Jim, president of North Korea, Tom Petty, co-founder of Tom Petty and the Heartbreaks, John Chambers the chairman of Cisco Systems can be considered authoritarian leaders. Like other leadership styles there are some advantages and disadvantages. Indeed, a clear leadership chain, a clear workplace expectation, leading inexperienced workers, making decision quickly... are some strengths of this style.

In another side, absence of little flexibility, worker's resentment, worker's dependence on the autocratic leader for their instruction, feedbacks and duties are some weaknesses.

D- Laissez faire leadership style

Considered as an opposite of authoritarian leadership, laissez faire style allows group or team to choose appropriate workplace solutions at the place of the leader who make few decisions. And laissez faire leader tends to delegate authority to capable experts, maximise the leadership qualities of staff by allowing to solve problems and manage challenges.

Indeed, laissez faire leaders are more involved in policy decisions than what people are doing.

In the world some famous leaders who adopted the laissez faire management are Ronald Reagan ancient president of the USA, Lou Holtz a former head football coach, John.F.Kennedy former president of America.

However, poorly defined roles within the group due to lack of role clarity, poor involvement with the group producing a lack of cohesiveness within the group lead to poor job performance (Malki,2018). This style depends on the group abilities when team members have not knowledge or experience needed. At the contrary, the pros find some strengths when for example people are motivated, skilled, and creative.

After identifying different leadership styles and discussing about their strengths and weaknesses, two of them are represented in this case study: Stephen, the Tesco store manager might be considered as a democratic leader by allowing his managers to take many operational decisions. And Martin, the Tesco's programme Manager for Education and skills represents the laissez faire leadership by empowering his managers to take ownership of the final agreed budget.

3- Transformational leadership in uncertain times

Present business environment is become complex and ambiguate due to difficulties for many organisations to adapt on changing. So, to overcome these situations they need to develop new strategies regarding agility in their operations. But the most important change is to establish the position of agile leadership and his competencies to improve effectiveness. With globalisation and technology development the way people are doing business has changed a lot and sometimes external factors like economic recession or consumer behaviour can push companies to readapt. And during the Covid 19 Pandemic, many businesses have been forced to reduce staff, to adjust lower revenue levels and deflected capital structures... to adapt innovative approaches to obtaining and serving customers.

In this chapter transformational leadership styles and their importance for strategic changes in uncertain times and the impact of leadership challenges will be discussed.

A- Transformational leadership styles and their importance for strategic changes in organisations.

Transformational leadership is, for many reasons, important at individual level and at organisational level. Indeed, transformational leadership increases performance by

developing followers' own productivity expectations. It also creates an organisational development and change by stimulating, inspiring, and motivating each other, and helping the business to meet new challenges in reorganisation or strategic redirection. According to Bass (1999), transformational leadership has a wide application susceptible to be applied to industrial, hospital, militaristic or educational settings and help companies to reshape their Image in the marketplace and create a positive environment for employees.

Transformational leadership is often opposed to transactional leadership style where a leader uses rewards and punishments to motivate followers by focusing on specific tasks. This leadership is responsive, and a leader motivates followers by applying their own-self-interest, makes employees achieve organisational objectives.

In an opposite side, transformational leadership is proactive and charismatic, and the leader tends to encourage and motivate followers, foster an ethical work environment with clear values, priorities, and standards. And to achieve strategic changes in organisation, the transformational leader must recognise the need for change, addresses and meets employee's emotional needs, stimulates them to seek new ways to solve their problems.

B- Impact of leadership challenges in uncertain times

As we know, uncertain times are very complex for many companies and sometimes difficult to find solutions to different problems faced. So, challenges become hard to be solved with the skills and the knowledge that currently exist within organisations. This uncertainty needs adaptive approaches as a response. And leadership is one of the first elements to make its mutation and adapt to this new environment by creating new leadership skills in the workplace. However, today in this global context leaders must develop some skills for effectiveness by involving cultural awareness, global mindset, interpersonal skills, and effective manager-employee relationships. They must also cultivate human potential of employees, take social responsibilities, obtain skills in international leadership and cross-cultural human relations (Amagoh,2009).

During uncertain times, leadership styles need to evolve from more conventional styles to more dynamic and adapting styles by implementing sustainable measures to face negative external factors. To overcome these situations, organisations need to develop new strategies regarding agility in their operations. But the most important change is to establish the position of agile leadership and his competencies like for example, in this Tesco's case study where the choice of leadership style is affected by internal and external factors in purpose to improve effectiveness. Because leaders in that moment need to control costs,

issues with logistic networks and keep teams operating efficiently (Nichols, Hayden, and Trendler, 2020).

Conclusion

During all this report, we tried to provide an understanding of the emergent leadership by defining and explaining leadership and management and by underlining the difference between them. The report showed also some leadership styles used in workplace and in all day life, and by discussing about their strengths and their weaknesses. And how people are evaluating their efficiency. At the end, studying transformational leadership styles in uncertain times, the report tempted to put on evidence the impact of leadership in period pf crisis or difficulties and how leadership can adapt itself to find effective solutions.

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Task2: Reflective essay

During this first term for a module regarding leadership skills in the workplace, I learned different skills to improve my leadership and the course helped me to have a way of thinking about the subject. Due to the coronavirus pandemic the lessons have been taught online for ten weeks with sometimes problems related to connection and disturb from some students who left their microphone unmuted. Apart those issues, the module taught me many things throughout activities in class and discussions between us and the lecturer. Also, the

assignments proposed for this module gave me the chance to understand and develop appropriate leadership, to know better the difference between leadership and management. And a video presentation allows me to talk about different leadership styles and choose democratic leadership as a style more correlated to my personality. This learning module was easy and helpful thanks to all other students by participating and deepening discussions and activities during lessons, but also by the lecturer in his explanations and guides to assignments.

Before starting this module, I was without much knowledge about leadership, and I did not understand which leadership style was the best. After the lecturer finished his explanations about leadership traits and styles, I had a little bit feeling of satisfaction, because I knew the style I would, and I could appropriate for myself. So, I had a big motivation for the course, and this pushed me to be always present and wanted to learn more about the topic.

In this module I would wanted the lecturer to talk more how leadership can be performed to face complex situations in social life or in workplace life, and how concretely different leadership styles could be combine to have better effectiveness in the workplace.

In another side, moving to online learning was something new for many students but also for the lecturer. And it was not so easy for me, even I had always used digital tools in my life. This gave me an uncomfortable feeling of fear to have the line cut and not be able to follow the lesson. But despite all this, the interaction between students was high.

The leaning of this module gave also the opportunity to make better a video presentation. Indeed, the video presentation was one of the most challenging experience for me. The lecturer wanted the video recorded in five minutes before been submitted otherwise it will be not supported by the submission platform. So, the recording took a lot of time because I had to repeat it several time before I got the right one. It was difficult but also an exciting moment as it showed me how during certain moment, I could transcend myself and go beyond. It was also an intriguing experience because English is my third language after French and Italian, and it became hard to find the right words while speaking. It is more easier writing a report or an essay than doing a video presentation. But the lecturer has always given to me lot of confidence by taking in account all my ideas and by asking me always questions to allow me to participate to class discussions and any activities, even it takes for me more time to understand than other students.

Another thing was that during all my work experience, I thought that leading means managing, and leadership is the same than management. The course showed me that people could be good managers but not good leaders. I understood that leadership was involved in creating new aims and visions, making new rules and policies, whereas management is concerned with responsibility for things and organising people and tasks.

All the class activities and the different lessons gave me lot of knowledge about leading and how leading people at home first by using the appropriate style of leadership to educate children and make rules. The same thing in my workplace because I understand better now and able to define how my superiors and managers are behaving in certain sense. And this experience learned directly helped me to expand my thinking and knowledge to improve and gain more confidence, charisma, and communication skills in order to be prepared for future responsibilities mostly in the workplace, and to distinguish what leadership style to use in different situations to solve problems. In my learning and with all the activities experienced, in my readings and assignments, I discovered that democratic leadership style was more suitable for me because in my natural life I'm someone who like encouraging people to participate and take in account all the ideas of people into one decision. But I learned something important concerning how democratic leader has to take always the final decision, even being a good facilitator or using the expertise of the team.

The preparation of video presentation, attending session activities, and readings gave me the possibility to gain more confidence in presenting and writing assignments. This learning will have great impact in my future work career. Indeed, aiming to become future manager in my workplace, this new knowledge acquired will be helpful.