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EMERGENT LEADERSHIP SKILLS FOR STRATEGIC DECISION MAKING

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Emergent Leadership Skills in the Workplace (BMSW6101)

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Executive summary

The report is discussed emergent leadership in a chosen organization. The organization has been chosen as Tesco PLC which felt in a pandemic situation when Covid-19 was spreading all over the world. For handling the situation, the organization needed to appoint an expert leader. In this report, there has been discussed about the background of the organization, introducing leadership theories/models/approaches/styles, applying the leadership theories/models/approaches/styles in Tesco, using different concepts of leadership approaches and styles, and critical analysis of leadership strategies.

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Task 1

Introduction

Emergent leadership occurs when a group member is not selected as a leader but there needs a person to lead the group for achieving specific goals and objectives of the organization. Here is selected organization is Tesco PLC which is the third largest retail organization in the world providing groceries and other products and services following customer demands (Hoch et al. 2017). During the Covid-19 pandemic period, the organization needed experienced leaders for managing emergency cases of the organization. This is why they have selected and changed a lot of leaders for achieving the goals by projecting Covid-19 affection. The report is discussed about emergent leadership management of Tesco during the pandemic situation of the organization.

Introducing the chosen organization as Tesco PLC

Tesco PLC is a British multinational corporate organization that provides facilities in groceries and general merchandise following the customer's demand and needs. Tesco is one the biggest multination corporate organization in Europe especially, in the UK. It was the third largest retailing organization in the world according to the measurement of gross revenues and the nine largest world organization measured by revenues (Wood et al. 2017). It has a lot of shops in the United Kingdom, Hungary, Slovakia, Ireland, and the Czech Republic. But most of the shops are situated in the United Kingdom. There has been told that a 28.4% market share can happen in the United Kingdom. This is why it is more popular in the United Kingdom. Tesco is a public limited company that has a lot of stakeholders who contribute to the development of the organization according to its goals and objectives. It is a retail organization that provides facilities such as grocery products and services to customers according to the goals and objectives of the organization. The founder of the organization is Jack Cohen and it was founded in 1919 in Hackney, London, England.

Tesco decided to expand the organization all over the world in the 1990s and it operated in 11 other countries in the world for expanding the business and marketing values of the organization. In the 1960s, the organization provided a lot of products and services such as books, electronics, toys, furniture, software, telecoms, and internet service to the customers according to the goals and objectives of the organization following the customer's demand and needs (Sharmaa et al. 2022). Tesco repositioned from the down market high-volume with low-cost retailers and it also provides the premium Tesco Finest range to the customers according to their needs and demands. Tesco also provides services as London Stock Exchange and it is listed these services recently according to the goals and objectives of the organization. The organization started to

expand its range of products in the 1960s and included household products in the services. On the other hand, they provide services in clothing brands in the first patrol situation according to the goals of the organization.

In 2001, Tesco purchased 13 hit hypermarkets in Poland which helped to expand market share out of the UK. On the other hand, Tesco purchased C Two-Network in Japan for expanding marketing in Asia. Tesco is expanding all over the world following the marketing strategy for increasing revenue for the organization according to the goals and objectives of the organization (Adjudicator, 2016). Tesco started expanding its market in Thailand sharing with the Charoen Pokphand group. On the other hand, there has been improving the organization following the customer demands and maintaining premium services to the customers. There has been told it has the largest employment community. It has about 354744 employees all over the world and increasing day by day following the customer's demand. But in the pandemic situation, the organization faced a lot of problems in continuing the services to the customer's demand. During this time, they handled it very wisely and increased value and revenue from the customers.

Introducing the key leadership theories/models/approaches/styles

Here's a brief introduction to key leadership theories, models, approaches, and styles given below-

Behavioral Theories: These theories focus on the behaviors and actions of leaders. It categorizes leadership styles into two main types one is task-oriented and another one is people-oriented (Hayden, 2022). Here task-oriented is concerned with achieving goals and people-oriented is concerned with the well-being of team members.

Trait Theory: This theory tells a leader's traits or characteristics that make them influential leaders. It might include confidence, charisma, intelligence, and determination (Fleeson et al. 2015).

Contingency Theories: These theories suggest that effective leadership depends on different situational factors. 'Fred Fiedler's most Contingency Model of these theories considers leader-member relations, leader position power, and task structure.

Transformational Leadership: By appealing to higher goals and values a leader can inspire and motivate the followers. They encourage personal growth and innovation (Anderson, 2017).

Transactional Leadership: This approach emphasizes exchange between two which means leaders and followers (Khan et al. 2017). Leaders punish or reward based on performance, and followers are motivated by fear of punishment or rewards.

Servant Leadership: In this model the leader's role as a servant to the team. Serving the needs of team members, achieving their goals, and helping them grow is the primary focus of a leader.

Charismatic Leadership: In this model, the leaders use their personal charm and magnetism to inspire and lead others (Conger et al. 2015). The leaders have a compelling vision that followers are drawn to.

Authentic Leadership: Authentic means genuine and refers to leaders themselves. The leaders lead with integrity transparency and a strong sense of purpose.

Situational Leadership: This model proposes that effective leadership style varies depending on the readiness and development level of the followers (Nawaz et al. 2016). This model was developed by Paul Hersey and Ken Blanchard.

Laissez-Faire Leadership: In this model the leaders provide little direction or support, allowing team members to make most decisions. It can be effective but it may lead to a lack of structure.

Autocratic Leadership: In this model, the leaders make decisions on their means unilaterally, and expect strict compliance. It can be effective in emergencies but may stifle creativity and teamwork.

Democratic Leadership: This method is also known as participative leadership. In the decision-making process, all the team members involve or participate (Fakhri et al. 2021).

Leader-Member Exchange (LMX) Theory: This theory suggests a unique relationship that leaders form with each follower, proposing that leaders may have different exchanges with different team members.

Transactional Leadership: In this model, the leaders create clear expectations and reward or punish based on followers' performance which is essential for providing inspiration and motivation to the employees according to achieving the organizational goals and objectives (Jensen et al. 2019).

These theories, approaches, models, and styles suggest different perspectives on leadership. In these theories, they incorporate elements based on their style and the situation.

Applying key leadership theories/models/approaches/styles in Tesco PLC

Tesco managed the pandemic situation with a good leadership sector according to the organizational goals. This is why it has used a lot of theories, models, approaches, and styles for overcoming the pandemic situation of the organization and continuing high quality of business.

There have been discussed leadership theories, models, approaches, and styles according to the philosophy of leadership context which has been used in the Covid-19 pandemic situation.

Transformational leadership: This leadership theory can apply for increasing motivation and inspiration among the employees of the organization with a compelling vision of the organization for future improvement. It helps to emphasize innovation, customer centricity, and sustainability of the organization (Cetin et al. 2015). The theory helps to improve culture with continuous development of the organization, innovation, creativity, and aligning employees with the organizational goals and objectives. This is why the theory is effective for improving leadership in Tesco for achieving the goals and objectives of the organization.

Servant leadership: Servant leadership helps to develop the organization according to goals and objectives. In this leadership, the organization provides priority to the employees and ensures facilities according to their abilities and post (Eva et al. 2019). This is why is important to improve motivation among the employees for achieving the goals and objectives of the organization. Tesco used servant leadership theory for improving workforces for the organization to achieve the goals during pandemic situations over the world.

Situational leadership: Situational leadership helps to maintain special circumstances of the organization which is essential for maintaining the working environment of the organization following the goals and objectives (Thompson et al. 2018). During the pandemic period, the organization follows situational leadership for maintaining the situation and becoming successful in achieving its goals. The adaptation of the leadership helps to maintain the situation for maximizing efficiency and employee engagement.

Transactional leadership: Transactional leadership helps to maintain the performance of the employees and set rewards for achieving the goals and objectives. In this way, the theory helps to increase motivation among the employees for achieving the goals and objectives of the organization following the performance expectations (Afshari et al. 2016). Tesco used transactional leadership for maintaining performance by setting rewards for the employees to achieve the goals and objectives of the organization.

Democratic leadership: Democratic leadership helps to maintain employees' opinions for decision-making and other product selection (Jan et al. 2019). It can use for operational improvements, product selection, decision-making, and customer service initiative for achieving goals and objectives. During the pandemic period, Tesco uses democratic leadership for providing priority to the opinions of the employees for achieving the goals.

Laissez-Faire leadership: This leadership helps to maintain the employees for achieving the goals and objectives of the organization by dealing with high skills. It focuses on self-motivated teams for achieving the goals of the organization (Yang et al. 2015). Tesco used the leadership style for maintaining overall organizational control for achieving the goals and objectives by promoting creativity and innovation of the organization during the pandemic period.

Authentic leadership: It helps to improve value, promote transparency, improving trust with the employees, stakeholders, and customers (Gardner et al. 2021). Tesco used the leadership for organizational development during the pandemic situation by improving trust, promoting transparency, and improving the values of the customers, stakeholders, and employees for achieving the organizational goals and objectives.

Evaluation the concept of different leadership approaches and styles and identifying the personal ability of a leader to fulfill key responsibilities of the leadership role within the context of established leadership style

Let's evaluate the concept of different leadership approaches and styles with a leader's ability to fulfill key responsibilities within the context of established leadership styles.

Trait Theory and Personal Ability: Trait theory propose that inherent traits make someone a good and effective leader. However, this theory has limitations because it focuses only on individual traits (Woodward et al. 2020). But in reality, leadership effectiveness depends on a complex interplay of traits, situational factors, and skills.

On the other hand, personal ability is important but leaders need to develop their skills to specific challenges. Inherent traits may provide a foundation but development and learning are crucial.

Behavioral Theories and Leadership Responsibilities: Leader actions and behaviors can be emphasized by behavioral theories (Wakabi et al. 2016). Task-oriented leaders may excel in driving results while people-oriented leaders may prioritize the well-being of the team. In this model, the key responsibility is to balance team needs and tasks based on the situation.

In different situations, an effective leader should have the ability to flexibly adapt their behavior and fulfilling leadership responsibilities.

Situational Leadership and Adaptability: In this model, situational leaders adjust their style based on the readiness of their followers. Personal ability is the capacity for situational awareness.

Leaders must be skilled in diagnosing the current situation. Leaders must be skilled in choosing the most appropriate leadership approach.

Transformational Leadership and Personal Ability: Transformational leadership means leaders inspire and motivate followers by appealing to their ideals and values. Personal vision and charisma play an effective role here (Korejan et al. 2016).

The personal ability to manifest a compelling vision, build trust, and inspire commitment is vital. However, authentic and sustainable transformational leadership goes beyond charisma; it needs a rooted understanding of the organization and the ability to foster growth in others.

Transactional Leadership and Accountability: Transactional leadership refers to providing rewards or punishment based on performance. This style emphasizes accountability.

In this model, personal ability involves setting fairness in rewards and punishments, clear expectations, and effective communication. Leaders should also have the ability to motivate through rewards and punishments.

Democratic Leadership and Collaboration: Democratic leadership involves the decision-making of the team members and fostering collaboration (Woods et al. 2021). Personal ability involves active listening, effective facilitation, and the skill to synthesize diverse input. Leaders should have the ability to make decisions in a timely.

Laissez-Faire Leadership and Responsibility: Laissez-Faire leadership means giving significant autonomy to team members. Using this can encourage creativity, but it may also require leaders to step in when needed.

Personal ability involves providing guidance or structure when to intervene. It also makes trust between team members while taking ultimate responsibility for the team's outcomes.

The concept of leadership styles and approaches is not a one-size-fits-all solution. Effective leadership needs a combination of personal abilities, situational awareness, and adaptability. A successful leader should have the capacity to fulfill key responsibilities within different contexts and challenges. The ability to learn, self-assess, and grow as a leader is paramount in achieving long-term success.

Analyzing the current leadership strategies in Tesco PLC by extracting information from the recent annual report of the company

The current leadership strategies of Tesco help to know about the improvement of the organization which has been provided on their websites. There has been discussion about the leadership strategies with an annual report based on the websites and newspaper which has published the report.

Review the annual report: According to the annual report of the organization is provided on the official websites of Tesco (Xinyun, 2018). There has been given an annual report of Tesco below provides the company's strategy, leadership team, and performance of Tesco.

Contents	2023 highlights
Strategic report	Performance highlights
2023 highlights IFC	Group sales^(a)
Introduction 1	£57.7bn
Tesco at a glance 2	5.3%
Supporting stakeholders through the cost-of-living crisis 4	(2022: £54.8bn)
Purpose and values 6	Adjusted operating profit^(b)
Chairman's statement 7	£2,630m
Group Chief Executive's review 8	(6.9)%
Our market context 11	(2022: £2.825m)
Our strategic priorities 12	Dividend per share
Key performance indicators 14	10.90p
Our business model 15	Unchanged
Our colleagues 16	(2022: 10.90p)
Climate 18	UK market share (sales value)^(d)
Task Force on Climate-related Financial Disclosures 20	27.3%
Section 172 statement 25	(39)bps
Stakeholder engagement 26	(2022: 27.7%)
Non-financial information statement 28	Statutory measures
Financial review 30	Statutory revenue
Principal risks and uncertainties 38	£65.8bn
Longer term viability statement 46	7.2%
Corporate governance	(2022: £61.3bn)
Governance introduction 48	Statutory profit before tax
Governance at a glance 50	£1,000m
Board of Directors 51	(50.8)%
Executive Committee 55	(2022: £2.033m)
Corporate governance, purpose and culture 56	Adjusted diluted EPS^(b)
Board effectiveness 61	21.85p
Board leadership in action 62	(0.0)%
Board activity 64	(2022: 21.86p)
Nominations and Governance Committee 66	Retail free cash flow^(c)
Corporate Responsibility Committee 69	£2,133m
Audit Committee 71	(6.3)%
Directors' remuneration report 77	(2022: £2.277m)
Directors' report 102	Net debt^(c)
Financial statements	£(10,493)m
Independent auditor's report 107	(0.2)%
Group income statement 120	(2022: £(10,516)m)
Group statement of comprehensive income/(loss) 121	Group net promoter score^(e)
Group balance sheet 122	15pts
Group statement of changes in equity 123	(5)pts
Group cash flow statement 124	(2022: 20pts)
Notes to the Group financial statements 125	Operating profit
Tesco PLC – Parent Company balance sheet 191	£1,525m
Tesco PLC – Parent Company statement of changes in equity 192	(40.4)%
Notes to the Parent Company financial statements 193	(2022: £2,560m)
Related undertakings of the Tesco Group 199	Statutory diluted EPS
Other information	10.08p
Supplementary information (unaudited) 204	(48.7)%
Glossary – Alternative performance measures 207	(2022: 19.64p)
Five-year record 213	
Shareholder information 214	

Figure 1: Annual report of Tesco PLC

According to the annual report of the performance of Tesco, performance highlights are given to organizational achievements which have been given in the screenshot.

Examine the leadership team: The leadership team provides information about the company's leadership team, including the CEO, board of directors, and executive team who help to increase the organizational development (Zhu et al. 2018).

Board of Directors.

The Board is currently composed of the Chair, who was independent upon appointment, two Executive Directors and nine Non-executive Directors.



John Allan CBE
Chair

Appointed March 2015

Skills and contribution

John has extensive leadership expertise and has a wealth of knowledge gained across a number of business sectors, including retail and finance experience gained from both the commercial and financial sectors. As Chair, he has a deep understanding of governance and what is required to lead an effective Board.

Experience and past appointments

John was CEO of Exel PLC and, when it was acquired by Deutsche Post in 2005, he joined the board of Deutsche Post, becoming CFO in 2007 until his retirement in 2009. He was chairman of Dixons Retail plc during its turnaround period and, following its merger with Carphone Warehouse, was deputy chairman and senior independent director of Dixons Carphone until 2015. He was also previously a non-executive director of Worldpay Group PLC, National Grid plc, the UK Home Office Supervisory Board, 3i plc, PHS Group plc, Connell plc, Royal Mail plc, Wolseley plc and Hamleys plc, chairman of London First and president of the CBI.

Current appointments

- Chairman of Barratt Developments PLC (retiring 6 September 2023)
- Chair of the Council of Imperial College
- Senior advisor to PJT Partners.



Ken Murphy
Group Chief Executive

Appointed October 2020

Skills and contribution

Ken is a growth-orientated business leader with strong commercial, marketing and brand experience within retail and wholesale businesses. He has experience in global product brand management, product development, sales and marketing, sourcing, manufacturing and distribution.

Experience and past appointments

Prior to joining Tesco, Ken worked for Walgreens Boots Alliance, Inc. for over 20 years in a number of senior management roles across the business. Through his role as executive vice president, chief commercial officer and president of global brands at Walgreens Boots Alliance, Ken had overall responsibility for brand strategy and the commercial offer in the retail businesses of Walgreens and Boots. He previously worked for Procter & Gamble and Coopers & Lybrand (now PwC).

Current appointments

- None.



Imran Nawaz
Chief Financial Officer

Appointed May 2021

Skills and contribution

Imran has over 20 years' experience in the global food industry and broad financial, strategic and international experience gained across a number of large multinational organisations. His financial, strategic, leadership and international strengths are a valuable asset to Tesco as we deliver on our strategic priorities.

Experience and past appointments

Prior to joining Tesco, Imran was CFO of Tate & Lyle PLC and held a number of senior financial roles across Europe, the Middle East and Africa, with a career of over 16 years at Mondelez International and Kraft Foods. He started his career with Deloitte and Philip Morris in corporate audit.

Current appointments

- None.



Melissa Bethell
Non-executive Director

Appointed September 2018

Skills and contribution

Melissa's wealth of international corporate, strategy and financial experience across a range of industries, with a focus on private equity, advisory services, strategic consultancy and the financial, media and technology sectors, is invaluable in delivering our strategy.

Experience and past appointments

Melissa is currently the managing partner at Atairos Europe, an equity investment fund backed by Comcast NBCUniversal, and from 30 April 2023 will transition to become a senior advisor to Atairos. Melissa was previously a managing director of Bain Capital, where she was a member of the senior leadership team responsible for strategy setting, fundraising and portfolio management. Prior to joining Bain Capital, Melissa worked in the capital markets group at Goldman Sachs & Co., with a particular focus on media and technology. She was also previously a director of Ship Midco Limited and served as a non-executive director of Samsonite International S.A., Worldpay Group PLC and Atento S.A.

Current appointments

- Non-executive director of Diageo PLC
- Partner at Atairos and managing partner of Atairos Europe, becoming a senior advisor to Atairos from 30 April 2023
- Non-executive director of Exor N.V.
- Chair of Ocean Outdoor Limited.

Figure 2: Leadership Strategy of Tesco

The improvement of the organization, there needs effective leadership. Tesco maintained a board of directors during Covid-19 and became successful in the improvement of the organization by maintaining the continuous development of the organization.

Strategic priorities: According to the leadership strategy, the executive and other employees follow the directions from the board of directors. In this way, the organization managed Covid-19 pandemic situation for the improvement of the organization to achieve the organizational goals (Aaker et al. 2017). The employees and workers of the organization paid attention to achieving the goals. This is why it was easy to maintain the organizational development.

Stakeholder relations: Tesco maintained stakeholder relationships during the pandemic period. It maintained relationships with employees, customers, suppliers, and the community for achieving the goals and provided satisfaction to the stakeholders for improving the organization. Because effective leadership management involves stakeholder engagement which helps in organizational development.

Competitive landscape: The organization maintained a competitive landscape for continuous development during the pandemic period of the organization (Pavel et al. 2018). To maintain the competitive landscape, there needs to relate innovation, technology, creativity, sustainability, customer behavior, etc. for achieving the goals and objectives of the organization. This is why there needs to achieve the goals and objective of maintaining competitors and Tesco is doing this.

Challenges and opportunities: Tesco maintained challenges and increased opportunities through effective leadership management according to the goals and objectives of the organization during the pandemic period. According to the annual report of the organization, there needs to follow the improvement strategy of the organization.

Sustainability: Effective leadership helps to maintain the sustainability of the organization for achieving its goals and objectives (Ives et al. 2018). Tesco improved the organization by using effective leadership for maintaining the sustainability of the organization.

Corporate governance: Effective leadership helps to maintain the corporate governance of the organization for achieving the goals and objectives according to the improvement of the organization. Corporate governance can maintain continuous development which has been possible by the effective leadership of Tesco during the pandemic period.

Recommendations

There are some recommendations for changing the leadership of Tesco which will be effective for emergent leadership skills which will be effective in a pandemic situation like Covid-19 by decision-making and economic development. There has been given some recommendations such as-

- **Effective communication skills:** The organization needs to maintain effective communication skills among the employees which helps in decision-making and information sharing among the employees of Tesco.
- **Embrace adaptive leadership:** There needs to maintain adaptive leadership among the employees of Tesco for achieving the goals and objectives of the organization. This is why there needs to focus on learning from experience, innovative changes, and adjusting strategies of Tesco.
- **Prioritize employee well-being:** The organization needs to provide priority to employee well-being with support, resources, and mental health and well-being. It helps to motivate the employees for increasing the working effort of the organization.
- **Planning and risk management:** The leadership needs to create effective planning and use the technique of mitigation risk for the organization with effective leadership.
- **Long-term vision:** There needs to improve the knowledge of the long-term vision for the organization according to improvement in life.
- **Data-driven decision-making:** The leadership panel needs to make decisions according to data and information collected from sources.

Conclusion

Emergent leadership helps to make decisions and lead the team or group in emergencies. Covid-19 was spreading all over the world and there needed to make good decisions for handling the situation. There have been told a lot of organizations became bankrupt during the pandemic situation of the organization without having proper leadership and situation management skills. During this time, the organization followed the leadership strategy and improved day by day with achieving its goals and objectives.

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Task 2

Individual Reflective Essay

Reflective writing refers to writing about something which has been explored before and gathered a lot of experience from the practice. In the reflective writing, I want to express about leadership and other skills required to maintain the working internal and external business environment of the organization (Klein et al. 2016). I have followed Gibb's Reflective Model for expressing the experience in this essay. Gibb's Reflective Model consists of six stages such as description, feeling, evaluation, analysis, conclusion, and action plan. I have discussed the stages below.

In the description stage, I want to explain about experience gathered from my academic life in using leadership skills. During my Internship, I have selected as marketing manager at Tesco PLC where I lead a lot of employees in achieving the marketing goals of the organization (Husebo et al. 2015). During the situation, I have selected as an emergent leader for leading the group of the organization. The campaign was successful to achieve the goals and objectives of the organization by increasing the marketing strategy of Tesco. During the pandemic situation, people cannot go out for shopping. The campaign was about improving online shopping for grocery products according to the goals and objectives.

In the feeling stage, I want to express my feeling about getting a chance to improve the marketing of the organization during the pandemic period. It was an amazing chance to lead a group for me and I have increased my knowledge and experience through the responsibility that I have practiced in the organization (Adeani et al. 2020). I was very excited for getting a chance to increase my knowledge and experience and I will use that knowledge and experience for career development in the future. I was very glad to get the chance for becoming an expert in leadership skills. I have managed the online marketing of the organization during the pandemic situation which helped me for increasing knowledge and experience on technology.

In the evaluation stage, I want to express some good and bad experienced during the pandemic situation. I could use my knowledge and experience such as communication and collaboration skills, management skills, leadership skills, time management skills, learning skills, decision-making skills, problem-solving skills, etc. during working in a group as a leader (Sicora et al. 2017). There happened something bad situation. There was no chance for face-to-face communication and collaboration with team members. On the other hand, it was online-based marketing that rejected getting experience from fields. This was another problem for increasing

learning of professional development. Now it is possible to explore the knowledge and experience in real life for achieving the goals and objectives of the organization.

In the analysis stages, I want to express the situation handling in the future by increasing my knowledge and experience in the organization. Leading a group of people or a team, there needs to improve skills from academic life to career life. There needs to show effective management of the organization and employees. There needs to motivate the employees for achieving the goals and objectives of the organization or teamwork. There needs to provide rewards for increasing motivation and inspiration among the employees for working in a group effectively. There needs to be collaboration and communication among the employees for increasing bonding with sharing of information among them (Lestander et al. 2016). On the other hand, there needs to provide priority in the opinion which is essential for decision-making for organizational development. The work can be successful by following the effective management of the team with maintaining responsibility in the teamwork. In this way, teamwork can be successful in achieving the goals and objectives of the organization.

In conclusion, there needs to be effective for increasing organizational development. There may be a lot of pandemic situations in the world. But there needs to take essential steps for maintaining the situation to achieve the goals and objectives of the organization. An expert leader can lead a group toward the goals of teamwork. This is why there needs to choose a leader after measuring skills and knowledge for achieving the goals and objectives. For increasing leadership skills, there needs to create a focus on the motivation and inspiration of the employees. The employees can be motivated by good feedback and reward for their work. This is why there needs to motivate by arranging rewards systems for the organization to achieve its goals and objectives. This is why there needs to be effectively increasing communication skills, collaboration skills, leadership skills, decision-making skills, etc. for becoming an expert in leadership skills.

In an action plan, there need to take essential steps for the development of the organization according to the goals and objectives of career development. The action plan needs to apply to the SMART goal action plan which includes Specific, Measurable, Achievable, Relevant, and Time-bound. For increasing knowledge and experience, I have used those action plans which helped me for becoming an expert in leadership skills (Landers et al. 2017). There needs to improve leadership skills along with other related skills such as effective communication, technology development, effective collaboration, and time management. There needs to improve the knowledge and experience for improvement in life according to be an expert in leadership skills for managing an organization or a group of people or a team for obtaining professional goals

and objectives in life. I have used the tricks and techniques for increasing knowledge and skills in life which will help achieve the career development goals and objectives.

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