UKS31846

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LEADERSHIP AND MANAGEMENT

Part A – Academic Essay

1. Definition of self-awareness and its relationship with the development of leadership and management capability

Self-awareness refers to one's ability to focus on his actions, emotions and thoughts and observe if his actions, thoughts or emotions do or do not match his internal standards. As per the observation of Carden, Jones, & Passmore (2022), a person who is highly self-aware can control, observe and manage his emotions, behaviours and actions with his values. Moreover, self-awareness helps to change the ways one is perceived by others. Self-awareness is particularly critical for leaders because it allows them to evaluate their growth, moreover, a self-aware leader knows what course of this action needs to be changed in order to meet the necessities. As per the observation of Hwang & Lee (2019), psychologists have divided self-awareness into two stages - one is "public self-awareness" and the other one is "private self-awareness".

Public self-awareness refers to the idea of being aware of how one is being perceived by others. Public self-awareness is particularly to maintain a proper appearance and perception in society, the workplace or in any other walk of life. Having a keen public awareness is central for the leaders and the managers as well. Be it leaders or managers, they have to deal with a large number of people in their day-to-day life. Managers are responsible for dealing with major business operations, they need to deal with vital clients and they establish and maintain relationships with major departments of an organisation. Therefore, it is important for managers to behave in a socially acceptable way. Managers with effective public self-awareness can deal with employees, clients and others more effectively and positively. Private self-awareness refers to one's ability to reflect on his or her own actions, emotions or thoughts or more particularly on

their internal state. It has been observed by Tseng et al. (2019) that managers or leaders with effective private self-awareness have the ability to introspect on their actions and emotions, thus they are able to adapt their actions and emotions as per situational demands and needs.

Therefore, after the discussion, it can be stated here that self-awareness is an integral part of effective leadership and management. Leaders and managers having both public and private self-awareness can perform their responsibilities more meticulously. Moreover, their self-awareness helps them to ensure the development of the employees as well as the organisation.

2. Cultural intelligence and its implications on the development of manager's or leader's self-awareness

The term "cultural intelligence" refers to the skills and abilities that are needed to work and relate effectively in a workplace, which is culturally diverse. It has been argued by Paiuc (2021) that cultural intelligence is essential to work in a culturally diversified workplace in the sense that it enables the people of an organisation to cross the boundaries of cultural differences and work effectively in a culturally diverse workplace. It has been supported by Gabel-Shemueli et al. (2019) that an individual who has strong cultural intelligence is adaptable to working in different cultures and works effectively in a culturally diverse workplace.

As per the opinion of Kharroubi (2021), due to rapid globalisation and mobility workplaces across the world are becoming more and more culturally diverse. Moreover, promoting diversity and inclusion in the workplace is a crucial part of CSR, and organisations across the globe are participating in this mission of transforming the workplace into a culturally diverse, yet harmonious nature. However, it has been pointed out by Inegbedion et al. (2020) that in managing a culturally diverse workplace, it is important for the organisation to employ people who are rich in cultural intelligence. However, managers and leaders are at the centre of

managing a workplace, therefore, the idea of cultural intelligence is more central to managers and leaders.

The cultural background of an employee determines and influences his behaviour, language and another aspect to a great extent. At times it is seen in the workplace, that culturally dominant groups dominate and discriminate against the culturally minority groups. This kind of behaviour on the part of the employees is not expected in an organisation, moreover, it does not promote productivity and work performance. Therefore, it is essential for leaders and managers to have strong cultural intelligence. With the help of their cultural intelligence, the leaders of an organisation can adapt their personality to the nature of the workplace, moreover, cultural intelligence helps the leaders to develop their self-efficacy in the sense that it enables them to understand and empathise with the feelings and needs of the employees who belong to different cultures. It has been argued by Mangla (2021) that cultural intelligence has a profound impact on the behaviours and communication style of leaders because it helps them to discern the patterns of behaviours and communication that suit the cultural background of an individual.

The major role of the leaders is to promote teamwork in the organisation, it has been found that leaders with effective cultural intelligence are capable of building and handling multicultural teams. The common issue of multicultural teams is communication gaps, leaders having cultural intelligence can adapt their communication style and remove that communication gap from a multicultural team.

Thus, cultural intelligence can make leaders or managers more self-aware regarding the impact that their actions have on a culturally diverse workplace and at the same time, being aware of cultural intelligence they can adapt their actions and behaviours accordingly.

3. Emotional intelligence and its implications on the development of manager's or leader's self-awareness

Emotional intelligence refers to one's ability to control his emotion and relate to others' emotions as well. The virtues of emotional intelligence are beneficial for leaders and managers because it helps them in several aspects like communication, being aware of others' needs and requirements and so on. Emotional intelligence is radically different from mere sympathy because a leader who has strong emotional intelligence is able to empathise with the employees and thus they are able to manage the employees more meticulously and strategically.

Self-aware leaders are those types of leaders who know what can be the probable implications of their behaviour and actions on the employees. It has been supported by Majeed, & Jamshed (2021) that emotional intelligence enables leaders to relate to the current state of the employees in terms of their needs and requirements. It may often happen in an organisation that employees feel hesitant to convey their needs to the managers. In such cases, managers with the help of their emotional intelligence can find out the underlying tensions that employees might be facing. Moreover, it has been supported by Nguyen et al. (2019) that emotional intelligence helps leaders to communicate more effectively because by utilising emotional intelligence leaders are able to comprehend the situations of the employees.

Apart from communication, the major role of the leaders in the organisation is to make the employees feel valued in the organisation so that they can perform well with full determination. Emotional intelligence helps in relationship-building and thus it helps leaders and managers maintain organisational unity and harmony (Iqbal et al. 2021). Emotional intelligence contributes to enhancing the self-awareness of the leaders or the managers in the sense that emotional intelligence makes them more capable of discerning and adopting their

communication style and actions according to the needs and requirements of given situations. Studies have found that leaders with strong emotional intelligence have the ability to motivate employees. Motivation is an integral part of teamwork, moreover, it has been found that motivated employees have better productivity and work performance (Niati et al. 2021). However, to keep the employees motivated, leaders have to have the necessary attributes like encouragement, positivity, support and so on.

Emotional intelligence enables leaders to relate with the employees and understand their requirements. Studies have shown that a leader that understands the needs of the employees can devise appropriate ways to support them. To exemplify this, it can be stated here that it may happen in an organisation that an employee has enough potential but he needs the training to have a more concrete practical exposure. A leader who has emotional intelligence can decipher that the employees need training and thus after having proper training, on the one hand, the employee feels motivated to work, and on the other hand, his enhanced work performance contributes to organisational success.

2. Part B

2.1 Overview of the target profession

Managers in a multinational organisation have many responsibilities and the managers of the multinational organisation are at the heart of organisational success because it is their responsibility to establish connections and relationships among all the departments. Moreover, managers have vital roles to play in different fields like managing employees, resources and so on. As per the observation of Çemberci et al. (2021) that a manager of a multinational organisation has to deal with several factors and therefore he has to have different skills like open-mindedness, communication, leadership, emotional intelligence and so on.

In today's culturally diverse workplaces, the role of managers has become more vital because they have to deal with people of different backgrounds, therefore, the managers have to have strong emotional intelligence. Moreover, flexibility, critical thinking, adaptability, and supportive nature are some common traits of managers. The workplace and business model of multinational organisations are extremely complex and intricate, therefore, one needs to have strong critical thinking and problem-solving abilities in order to become an effective manager. Moreover, it has been observed by Bylok (2022) that multinational managers have to respect all cultures and people, they must know how to respect everyone irrespective of their designation in the organisation or cultural background.

In addition, it has been argued by Bugwandeen & Ungerer (2019) that managers at multinational organisations have to the goals and mission of their organisations. The objectives of the managers must surpass the dimension of their personal objectives and they have to continuously work to accomplish the goals and objectives of their organisations. In this regard, it

is important to mention here that managers have to align the individual goals of the employees with organisational goals so that the organisation and the employees can grow at the same time.

2.2 Self-analysis

Toolkits	Strengths	Weaknesses
Belbin Team Role	- Develop contacts, - cooperative,, - sober, dedicated, - have the drive and courage to overcome obstacles, - reliable	- Over-optimistic - indecisive - inflexible
Emotional Intelligence Questionnaire (EQ)	- Empathy - motivated in difficult times, - I complete the difficult tasks first - Social relationships,	- Cannot suppress emotions when I need to, - I am not good at reconciling differences with other people
Big Five Factor Model	- Openness to experience - Conscientiousness	Agreeableness

Rokeach Values Survey	- Helpfulness, - Responsibility, - courage - ambition	Self-control
Cultural Intelligence (CQ)	- I can relate to people belonging to different cultural background - I do not judge people based on their cultural background	At times I fail discern the impact of one's culture on his behaviour and actions
Honey and Mumford Learning Style Questionnaire	- I actively seek new experiences - I interpret data before jumping to conclusion	- I feel worried of tight deadlines - I tend to be perfectionist

Analysis

I would like to become a manager at a multinational organisation and therefore I need to have different abilities which are required for becoming an effective manager. In this section of the study, I am going to analyse my weakness and strength so that I can understand my current position and capabilities to get my desired job as a manager in a multinational organisation.

With the help of the Belbin Team Role toolkit, I have found that my major strengths are that I can develop good contacts with people, I am good at identifying talents, I have imaginative

capabilities, and I am sober and dedicated. Moreover, I have found that I have the courage to face challenges and overcome obstacles, in addition, I am a reliable person. These strengths of mine are needed for managers to properly manage the major function of the organisation. However, by using the same tool I have also found that I am major weaknesses that are not desirable characteristics of a manager. I am at times over-optimistic and indecisive. Being optimistic is good but being over-optimistic is not desirable for a manager because identification of the risks and their probable solutions are important at the same time. Moreover, I have identified that I am at times inflexible in situations, which may hinder my career as a manager.

The "Emotional Intelligence Questionnaire (EQ)" has helped to analyse my strengths and weaknesses regarding emotional intelligence. As per the observation of El Khatib et al. (2021), emotional intelligence is an essential attribute of the managers because it helps the managers to understand the needs and requirements of others while simultaneously controlling their own emotions. I have found that I have strong empathy and I can relate to others' feelings which is a crucial characteristic of a manager. Moreover, I have found that I am not afraid of difficult tasks, I like to complete the difficult task first, and this signifies that as a manager I will handle difficult tasks. Moreover, I stay motivated during difficult times and I have kept an interest in making social relationships. These strengths of mine will help me to maintain a healthy relationship with the stakeholders of my would-be organisation. However, I have identified that I have two major weaknesses, which are - I cannot suppress my feelings and I am not good at reconciling differences with others. These two weaknesses of mine can hamper my career as a manager significantly because suppression of emotions and reconciling differences are integral parts of corporate success. Therefore, I have to work on these two weaknesses to become an effective manager.

The "Big Five Factor Model" has also helped to realise my strengths and weaknesses. With the help of this model, I have found that my major strength is I am open to new experiences and I am not afraid of new tasks. This suggests that as a manager I will be able to succeed in difficult tasks because I will not be afraid of handling them. Moreover, this model has helped me to understand that I am a conscious person and I value my principles as well as of others. It has been argued by Evans et al. (2021) that managers need to have Conscientiousness so that they get trusted by others and at the same time this quality helps to maintain transparency. However, I have identified that my major weakness in the "Big Five Factor Model" is that I am less agreeable. At times I am too firm in my decisions. I have to work on this and increase my flexibility while making decisions.

Through the "Rokeach Values Survey" I came to realise that my major strengths are that I am helpful, responsible, courageous, and ambitious. These strengths of mine will help me to fulfil all my responsibilities as a manager. I will be helpful to the employees and I will be supporting them through difficult times. Moreover, an ambitious personality will guide me to accomplish my responsibilities meticulously and I will make sure my organisation will keep on growing. However, I have identified that two major weaknesses of mine are that at times I cannot control myself, and I lose control over my emotions and actions. This weakness of mine is detrimental to the growth of my career. As per the views of Aren & Hamamcı (2021), self-control is an essential virtue of managers because they need to deal with different situations and different people, therefore, it is quite obvious to lose self-control but managers cannot do so and they must acquire command over themselves.

Cultural Intelligence (CQ) has made me realise that I have the ability to relate to people of varied cultural backgrounds. Being a manager of a multinational organisation, I will have to

deal with people from different cultures, therefore this strength of mine will help me in my career to a great extent. Moreover, I never judge people based on their culture or any other background, I value people for their skills, knowledge, personality and other characteristics. However, I have found that I am unable to discern the implications of one's culture on his actions, behaviour patterns and communication style, I need to acquire this so that I do not hurt the sentiments associated with the culture of anyone.

"Honey and Mumford Learning Style Questionnaire" has made me realise that my strengths include that I am keen to seek new experiences, and I take time before drawing a conclusion. These strengths are supportive of my career and I would be benefitted from these strengths. However, I have found out that I tend to become a perfectionist. This is on one hand my strength, but it is rather a weakness in terms of career because in my attempts to execute something with perfection, I am not giving proper attention to other areas. Therefore, I have to work on this and be a little more flexible. Moreover, I am afraid of tight deadlines, this weakness of mine can lead me to emotional turmoil and I can lose self-control. Therefore, I have to work on these weaknesses so that I can become an effective manager.

3. Part C

3.1 Three areas of development

After reflecting on my strengths and weakness I have found that I need to work on the three following areas -

Flexibility

I have to be more flexible in terms of decision-making and other considerations. I will have to work on myself to improve my flexibility. I have to understand that only my opinion on something can be taken as final, although I take time to jump to a conclusion, I hardly consider the opinion of others. This is definitely detrimental to my career. I have to learn to value others' decisions and opinions and I need to understand how to make decisions collectively.

Self-control

Self-control is one area that I need to work hard to achieve my goals regarding my career. I have to work on my emotional intelligence to gain self-control. It has been argued by Goh & Kim (2021) that emotional intelligence is the key to self-control. Before executing my actions I have to consider the probable consequences of my actions on others. This way I will be able to gain self-control and even control my emotions in different situations.

Decisiveness

I take time to make decisions because I try to analyse both the pros and cons of my decisions, however, at times as a manager I will be expected to make quick decisions, therefore I must develop the skills of immediate decision making that too with identification of their probable consequences.

3.2 Conclusion

To conclude, I would like to state that the CEME questionnaire has allowed me to ponder over my strengths and weaknesses and I have successfully discovered major areas of strengths and weaknesses. After identifying my strengths and weaknesses with the help of the CEME questionnaire, now I am able to further strengthen the areas of my strengths and work on the areas of my weaknesses to convert them into my strengths. This way I will be able to become an effective manager in a multinational organisation and contribute my knowledge and skills for the growth of the organisation as well as of myself.

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