**ASSESSMENT PART B**

**IN A POST-COVID WORLD, ARE TRANSFORMATIONAL LEADERS NEEDED MORE THAN EVER?**

Table of Contents

[Introduction 2](#_Toc132737409)

[Discussion 2](#_Toc132737410)

[Outlining the Role of transformational leaders in the post-covid World 2](#_Toc132737411)

[Transformational Leadership theory 3](#_Toc132737412)

[Evaluation of the transformational leaders in the post-covid World 5](#_Toc132737413)

[Assessing the ability of transformational leaders to bring changes in the organisation after the pandemic 5](#_Toc132737414)

[Practical Examples from the real world 6](#_Toc132737415)

[Conclusion/Recommendations 7](#_Toc132737416)

[Reference List 9](#_Toc132737417)

# Introduction

Leadership style is determined as the objectives are followed for mitigation of the followers or team members towards the goal. ***“Transformational leadership”*** is defined as the approach that caused changes in the “individual and social systems” in an organisation. The study has been focusing on transformational leadership and their requirements management. The ***purpose*** of the study is to identify the need for transformational leaders in the post-covid world. A clear outline of the role of transformational leaders in the “post-covid world” is underlying in the discussion. The evidence supported by the academic resources is used in the study for the established role of transformational leaders in “the post-covid world”. Interpretation of the “Transformational leadership Theory” is done in the study with the support of the existing literature.

A critical analysis of the “transformational leaders” evaluation is done by understanding the “post-covid world”. The effective abilities of the leaders to fit in the change in the world in the post-covid situation where issues in organisational management rise eventually (Milhem, Muda, & Ahmed, 2019). The need for ***“Problem-based Learning (PBL)” and “Collaborative approach”*** is severely rising in the post-covid workplace (Buheji & Buheji, 2020)). The research has highlighted the management requirement in the “Post-covid” situation where the necessity for inclusion of transformational leaders is included. Besides this, the study has related the discussed approaches with practical examples from collected sources from the real world. The paper intuitively and critically analysed the need for “transformational leaders” in the changed world in the “post-covid situation”.

# Discussion

# Outlining the Role of transformational leaders in the post-covid World

The application of the transformational leadership style is effective for organisations in increasing the ability of the leaders in the workplace. It helps the leaders manage their management process which helps to influence the employees in the workplace. In this context, it increases the motivation of the staff members for managing their activities and tasks in the workplace. As per the opinion of Mathende & Karim (2022), the application of the transformational leadership approach allows the leaders of the organisations for managing the overall business process during the post-pandemic world. In turn, organisations face difficulties in managing their employees during the pandemic situation. It also reduces the ability of organisations for managing their sales rate and operational process in the global market. In this context, leaders of global industries try to follow the transformational leadership approach during the post-pandemic to enhance their staff members by providing a secure and well-structured workplace. Thus, transformational leaders are able to generate a strong relationship with the workers by mitigating their issues in the workplace during the post-pandemic period. Moreover, employees face annuity issues during the post-pandemic [period in the workplace. In turn, transformational leaders are able to help employees for reducing their stress and anxiety by providing flexible working hours in the workplace.

On the other hand, transformational leaders focus on providing attractive salaries and attractive rewards and bonuses to their employees based on their performance which increases their engagement in the workplace. As per the view of Ramona & Alexandra (2019), employee turnover is a major crisis which has been faced by the global organisation for developing their market position in the competitive market. In this context, the transformational leadership approach plays a vital role which influences organisational leaders for encouraging learning ability and stimulating creativity among the employees in the workplace. Thus, it can be stated that transformational leaders have properly created a positive work culture by promoting diversity and inclusivity during the post-pandemic which attracts employees for managing their critical situations and stress in the workplace. Apart from that, transformational leaders also help subordinates in the workplace in terms of helping them to achieve future outcomes. Moreover, the leaders also provide flexible working hours to the employees during the post-pandemic which influences them for increasing their productivity in the competitive market. Thus, it can be analysed that transformational leaders divide the tasks with the employees which helps to reduce the extra stress among the employees during the post-pandemic.

## Transformational Leadership theory

Leadership theories provide a background on the different philosophies which guide leaders in the contemporary business landscape. Transformational leadership theory follows the philosophy that organisational performance can be maximised by inspiring and encouraging employees to achieve professional development (Asbari, Santoso, & Prasetya, 2020). Accordingly, the application of this theory can help contemporary business leaders by inspiring the employees working under them through encouraging speeches and advice that helps the workforce achieve a favourable pace of professional development. The theory is particularly useful in encouraging the development of an inclusive and positive organisational culture as it emphasises inspiring employees. The COVID-19 pandemic has increased negative emotions among employees due to fear of contracting the disease and spreading it to their loved ones (Prasadet al*.*, 2020). In this context, transformational leadership has gained significance because it can rectify the existing negative emotions among the workforce by inspiring and encouraging them to improve their performance. Transformational leadership comprises 4 elements named "individualised consideration, idealised influence, inspirational motivation, and intellectual stimulation" (Boamah, 2022). These 4 elements help business leaders positively influence employees towards professional development by impacting employee attitudes. Therefore, it can be understood that the transformational leadership theory has become important in the post-covid world by supporting the emotional state of employees through inspiration and encouragement.

**Figure 1: Transformational Leadership Theory**

(Source: Inspired by Boamah, 2022)

## Evaluation of the transformational leaders in the post-covid World

The post-covid world has introduced challenges for contemporary business leaders and managers because of an increase in the difficulty of maintaining employee performance. According to Younget al*.*, (2021), contemporary business leaders need to be critical in order to fulfil the leadership needs of modern organisations in the post-covid world. In this context, the post-covid world has diminished the learning opportunities of employees by lowering the level of face-to-face contact and interactions with others at the workplace. Furthermore, business leaders face the challenge of being effective in their leadership roles because non-verbal communication is an important part of inspiring and encouraging others and it cannot be used in remote working. In this context, it can be said that the lack of non-verbal communication due to the social distancing norms arising from the pandemic has resulted in poor leadership outcomes. Therefore, contemporary business leaders need to become critical in their job responsibilities to properly ascertain the needs of the workforce and provide the required leadership and guidance.

A transformational leader becoming critical refers to their tendency to critically assess situations and act according to the specific dynamics of circumstances. Shen, Cheng, & Yu (2022) have argued that transformational leadership has been crucial in recovering from the negative consequences of the Covid pandemic. In this context, it can be argued that transformational leaders have become more critical in the post-covid world to improve their effectiveness within their job roles and achieve better organisational outcomes. Hence, it is important to note that transformational leaders have become crucial in the post-covid world to build better resilience against the negative outcomes of the pandemic.

# Assessing the ability of transformational leaders to bring changes in the organisation after the pandemic

Contemporary organisations refer to business design which helps to maintain the business speed, flexibility, and consumer services. As per the opinion of Murray et al., (2021), organisations focus on developing their overall business plan with contemporary organisations in terms of understanding the current trends and market strategy. In this context, organisations face issues in managing their business functions such as consumer services, flexibility and business processing speed due to the covid-19 pandemic issues. In turn, organisations focus on following the transformational leadership approach in terms of controlling business changes for improving contemporary organisations and their workplaces. On the other hand, contemporary organisations also focus on using digital marketing trends in terms of developing their pandemic losses. As per the opinion of Anselmann & Mulder (2020), transformational leadership skills increase the capability of leaders for inspiring them to handle critical activities online. In turn, employees have managed cyber security issues during the post-pandemic period which increases the productivity of the organisations.

However, transformational leaders also focus on providing training or development programs to their employees for developing their technical skills and knowledge. It increases the ability of the employees to handle the advanced technologies which have been used by the companies in the global market for managing their digital media marketing. As per the view of Malik et al., (2020), the modern contemporary workplace includes collaboration, production, and technology. In turn, leaders of the organisations also focus on following the transformational leadership ability which helps to increase the collaboration abilities among the team members. Thugs, it can be bettered that transformational leaders play a vital role to control the changes for developing contemporary workplaces around the globe. Additionally, transformational leaders also create a collaborative work culture which increases the productivity among the employees and increases the trust of the company in the competitive market (Malik et al., 2020). Apart from that, transformational leaders also create meetings, conferences, and video conferencing with the employees for collecting their feedback and their issues in terms of providing positive work cultures and experiences. In addition, transformational leaders also provide high-speed internet access to their employees during the post pandemic for managing their traditional business hours.

# Practical Examples from the real world

The transformational leadership approach refers to the ability of the organisational leaders for increasing employee engagement by managing their needs and requirements. As per the opinion of Seljemo *et al.* (2020), global organisations focus on developing their workplace cultures by following the transformational leadership style. It also develops a diversity of work cultures. In this context, **British American Tobacco** focuses on following a transformational leadership approach for improving its new generation of leaders in terms of valuing diversity among the staff members (Bat.com, 2023). Moreover, BAT also focuses on developing their workforce in order to develop their products and services. In this context, **Tesco** is a leading retail organisation which also focuses on a transformational leadership approach in terms of developing the ability among the employees for providing effective services to the consumers (Tecsoplc.com, 2023). On the other hand, global organisations are also able to improve their mission and vision by following the transformational leadership approach. In this context, the leaders of Wal-Mart focus on a transformational leadership style in terms of developing the employee’s productivity by sharing the company’s vision and mission (Assignments Box.co.uk, 2023). Moreover, transformational leaders also develop the ability of the staff members for managing critical conditions and potential challenges in the workplace. Thus, it can be stated transformational leadership helps global organisations try to maintain the marketing trends among the employees in the workplace during the Post Covid situation.

# Conclusion/Recommendations

***Conclusion***

It can be concluded that the use of “transformational style” in the leadership procedure raises the abilities of the leaders associated with the management of the team members. Besides this, ***“Transformational leadership theory”*** helps contemporary business leaders with the professional development and motivation of their employees. The critical discussion helps to conclude the “post-covid” situation is effectively managed by transformational leadership through enhancement of the operational process and sales rate. In addition, the flexibility of the business performance along with organisational productivity is effectively developed with the adoption of the transformational leadership style. It can be concluded example of “Tesco” effective customers services is provided with the use of a “Transformational leadership style” in the “post-covid” market. Therefore, marketing trends in the global organisations in the “post-covid” market are positively rising with the support of transformational leaders.

***Recommendations***

***“Routine Monitoring”:*** Changes in the workforce caused by the “transformational leadership style” may raise challenges such as a lack of understanding of the employees. Slow changes and “Routine Monitoring” of the challenges applied in the workplace help to overcome the challenges of the “transformational leadership style” (Atan & Mahmood, 2019). The recommended strategy helps to improve the management strategies of transformational leaders especially in “post-covid”.

***“Active listening”:*** It is recommended the inclusion of “active listening” skills for transformational leaders to raise their team management abilities. The leaders are able to understand the needs of the team members and improve or change strategies based on this aspect (Ardi et al., 2020). However, the skill enhancement of transformational leaders helps in the effective management of employee engagement.

# Reference List

Anselmann, V., & Mulder, R. H. (2020). Transformational leadership, knowledge sharing and reflection, and work teams’ performance: A structural equation modelling analysis. *Journal of Nursing Management*, *28*(7), 1627-1634. DOI: https://onlinelibrary.wiley.com/doi/pdf/10.1111/jonm.13118

Ardi, A., Djati, S. P., Bernarto, I., Sudibjo, N., Yulianeu, A., Nanda, H. A., & Nanda, K. A. (2020). The relationship between digital transformational leadership styles and knowledge-based empowering interaction for increasing organisational innovativeness. *International Journal of Innovation, Creativity and Change*, *11*(3), 259-277. DOI: https://ijicc.net/images/vol11iss3/11322\_Ardi\_2020\_E\_R.pdf

Asbari, M., Santoso, P. B., & 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), 12-16. DOI: https://ijospl.org/index.php/ijospl/article/download/10/3

Assignmentsbox.co.uk, (2023). *Leadership style of walmart.* from https://www.assignmentsbox.co.uk/wp-content/uploads/2011/10/Leadership-at-Wal-Mart.pdf

Atan, J. B., & Mahmood, N. (2019). The role of transformational leadership style in enhancing employees’ competency for organization performance. *Management Science Letters*, *9*(13), 2191-2200. DOI: 10.5267/j.msl.2019.7.033

Bat.com, (2023). *British American Tobacco* [https://www.bat.com/peopleandculture#](https://www.bat.com/peopleandculture)

Boamah, S. A. (2022). The impact of transformational leadership on nurse faculty satisfaction and burnout during the COVID‐19 pandemic: A moderated mediated analysis. Journal of Advanced Nursing, 78(9), 2815-2826. DOI: https://onlinelibrary.wiley.com/doi/pdfdirect/10.1111/jan.15198

Buheji, M., & Buheji, A. (2020). Characteristics of ‘problem-based learning’in post-COVID-19 workplace. *Human Resource Management Research*, *10*(2), 33-39. DOI: 10.5923/j.hrmr.20201002.02

Malik, A. A., Masood, T., & Bilberg, A. (2020). Virtual reality in manufacturing: immersive and collaborative artificial-reality in design of human-robot workspace. *International Journal of Computer Integrated Manufacturing*, *33*(1), 22-37. DOI: <https://strathprints.strath.ac.uk/74572/1/Malik_etal_IJCIM_2020_Virtual_reality_in_manufacturing_immersive_and_collaborative.pdf>

Mathende, T., & Karim, A. M. (2022). Transformational leadership role on Work Performance under the Covid 19 Pandemic in Zimbabwe. *International Journal of Academic Research in Business and Social Sciences*, *12*(1), 338-352. DOI: <https://knowledgewords.com/images/transformational-leadership-role-on-work-performance-under-the-covid-19-pandemic-in-zimbabwe.pdf>

Milhem, M., Muda, H., & Ahmed, K. (2019). The effect of perceived transformational leadership style on employee engagement: The mediating effect of Leader’s emotional intelligence. *Foundations of Management*, *11*(1), 33-42. DOI: https://sciendo.com/pdf/10.2478/fman-2019-0003

Murray, A., Rhymer, J. E. N., & Sirmon, D. G. (2021). Humans and technology: Forms of conjoined agency in organizations. *Academy of Management Review*, *46*(3), 552-571. DOI: <https://discovery.ucl.ac.uk/id/eprint/10159658/1/Rhymer_Humans%20and%20Technology%20AMR%202021_AAM.pdf>

Prasad, D. K., Mangipudi, D. M. R., Vaidya, D. R., & Muralidhar, B. (2020). Organizational climate, opportunities, challenges and psychological wellbeing of the remote working employees during COVID-19 pandemic: A general linear model approach with reference to the information technology industry in Hyderabad. *International Journal of Advanced Research in Engineering and Technology* (IJARET), 11(4). DOI: https://www.academia.edu/download/63318568/IJARET\_11\_04\_03720200515-44519-sx6iml.pdf

Ramona, T., & Alexandra, B. (2019). Knowledge retention within small and mediumsized enterprises. *Studies in Business and Economics*, *14*(3), 231-238. DOI: DOI: <https://sciendo.com/pdf/10.2478/sbe-2019-0056>

Seljemo, C., Viksveen, P., & Ree, E. (2020). The role of transformational leadership, job demands and job resources for patient safety culture in Norwegian nursing homes: a cross-sectional study. *BMC Health Services Research*, *20*, 1-8. DOI: <https://link.springer.com/article/10.1186/s12913-020-05671-y>

Shen, Y., Cheng, Y., & Yu, J. (2022). From recovery resilience to transformative resilience: How digital platforms reshape public service provision during and post COVID-19. Public Management Review, 1-24. DOI: https://conservancy.umn.edu/bitstream/handle/11299/226070/Shen\_Cheng\_Yu\_Service\_Resilience\_PMR.pdf?sequence=1

Tecsoplc.com, (2023). *The leadership of tesco.* <https://www.tescoplc.com/about/board-board-committees-and-executive-committee/executive-committee/>

Young, M. D., Cunningham, K., Van Gronigen, B., & O'Doherty, A. (2021). Transformational Leadership Preparation in a Post-COVID World: US Perspectives. eJEP: eJournal of Education Policy, 21(1), n1. <https://files.eric.ed.gov/fulltext/EJ1328675.pdf>