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CHANGING LEADERSHIP WITH EVER CHANGING WORLD

DR. E. JALAJA
PROFESSOR
AVANTHI PG COLLEGE
HYDERABAD

ABSTRACT

Change is evident. No one can control change. Change in the organizations is given at most priority in all the organizations. So, implementing the planned change is very crucial in the organizations. Change in the organizations does not include only operational, system, structural changes. It also includes people. So change should carefully handle the people issue. The organizations should concentrate on change leadership along with change management. Change leadership include leaders, followers and the organizations as a whole to help people adopt the change process more effectively and successfully. Rapidly changing scenarios demands a better leader. Then expectation of good leadership ability is expected from all the leaders. Organizations always want to deal with change. Actually it is a continuous process in the organization which is very complex in nature. Many studies show that 70% of the change initiatives in the organizations fail. Many researchers are still trying the reasons for their failure. But all successful change initiatives have one thing in common i.e., eminent leaders and their leadership. Many research findings proved that change and leadership have a positive relation. The role played by a leader is very important in the change management of an organization. This paper highlights the role of a leader and the leadership challenges issues in this continuously changing world.

KEYWORDS

leadership, change management, organizational change, leadership challenges.

INTRODUCTION

"Progress is impossible without change and those who cannot change their minds cannot change anything."

—George Bernard Shaw

Change is the only permanent thing in this world. It is the only word which tense up the organizations, businesses and everyone. It makes the organizations to be agile and flexible. So everyone's concern now-a-day is this only word "change". When we speak about change, we can take it for a specific thing. There is never a need to change completely, only specific things will change, i.e. the way business is done. Take an example of Uber, which has changed the concept of taxi. A small idea to survive had changed the way of doing business.

Many Organizations are forced to accept the change, as they are well known that change is evident for the long term survival. Organizations clearly know that the rapidity to respond to change will decide the success rate of the organizations. Change is to be managed well in the organization. If not facing bad results is for sure. To handle this change in a step-by-step manner with at-most care organizations require highly focused leaders with a lot of commitment, a refined strategy and a well suited structure. Lack of leadership ability results in failure.

CHANGE AND BUSINESS

"I cannot change the direction of wind, but i can adjust my sails to always reach my destination"

— Jimmy Dean

When the change takes place in the technology, strategy, process or any other thing, its impact will be on the business. The way business is done will change. Many internal and external factors are inter-changeably affected by it. Managing such changes makes up the business. The very essence of the survival of the business depends on this effectiveness of change management.

Managing change and doing business properly is possible by making use of digital advancements and social media. Internet has created a new world for doing business with jet speed. Virtual business is the trend now. Anything can be sold and purchased in the online business. Starting from advertisement to recruitment everything is through social media. Even the meetings were not being conducted face-to-face. Everything is digitalized. Video conferences are more preferred and to the latest web enabled video calling from the laptop is the trend now. The major influencer to the business is to keep up the pace with the speed of change. In a flash of an eyelid there is a change in the technology. So companies need to keep identifying ways to adapt to these technologies and developments as soon as possible.

Many emerging companies are turning down the old models and are redefining the business with new strategies. The new models are enabling the workplaces and the workforce to change them with maximum speed. These business strategies are offering more part-time works, freelancing and contractual works as per the interest of the workforce. So, the scope for the changing organizational structures is more. This in turn creates demand for identifying new ways of leadership and managing. HR aspects and people management aspects are redefined and re-verified for the accuracy in all the aspects and functions of HR.

In the olden days companies' survival rate is more than 60 years. But these days it has fallen to nearly 20 years. The speed and scale of changing the scenario of business have minimized the life span of the companies. If they need to keep up the pace, the only option is updating their business models.

If the companies' want to survive, they should possess the following things:

1. Strong employee commitment
2. Excellent Experimental/Research base
3. Visionary Attitude and Identifying New things
4. Adaptability towards Change
5. Excellent leaders with fast and accurate decision making ability.
6. Top Managements Investment attitude.
7. Ability to Creating part time/ temporary jobs.
8. Readiness to leave old and traditional model for new ones.
9. Welcoming sharing of workloads (Freelancing, Outsourcing etc).
10. Top most Training Programmes.

"To improve is to change, to be perfect is to change often."

—Winston Churchill

CHANGE AND WORKFORCE

The biggest challenge faced by the organizations is their workforce. Change is bringing so many new things into the organizations. The global world is equally inviting the diversified workforce into the organizations. Handling the diversified workforce is a major issue of concern to the organizations. Not that with the spread of wings globally the women workforce has increased rapidly. No organizations having global vision is in a position to ignore the increasing employment of women workforce and the tough competition they are giving to their male counterparts. So having discrimination with respect to sex, disability, age and race are to be changed very fast. Having and adopting equal employment opportunities to all is the mantra for success.

Most of the organizations are facing the difficulties in handling the hanging expectations of the workforce. Younger generations are having many expectations from the organizations regarding the aspects like innovation skill development, societal contributions, equal treatment, ethical way of doing business etc. They

would like to go in a positive way. They even demand participation in the decision making and transparency in the decisions and policies of the organizations. They expect to be treated equally and are least bothered about the status-quo.

Work forces are not interested to work with the organizations that still have bureaucratic thoughts and ways of functions. They demand speedy improvements in the system. Based on the changing demands of the workforce even the organizations are changing themselves by looking for their safety and livelihood. To become the employer of choice organizations are not only paying salaries, but they are providing many allowances, benefits, culture, facilities etc.

Over the past few decades' organizations are slowly increasing the number of women employees in their systems. They identified the abilities of women and now organizations want to enjoy the benefits of successful women employees. To encourage women employees to work even after having children more and more flexi working hours were introduced. Many other benefits like child care centres, elder care centres, work-life balance, etc were introduced.

CHANGE AND LEADER

Employees in the organizations are reluctant to change, irrespective whether it is a planned change or sudden and accidental change. So to make people accept change and adopted it completely we require the help of leaders, with their leadership style they will act as change agents.

The rapidly changing business landscape is demanding equally changing workplace, people and especially the leader. Because of this rapidity, speed, scale and structure of change are unpredictable. Everything changes in a blink of an eye. Everything is available at the door steps. Companies are changing their strategies overnight. Consumers are the king and the social media is so fast that the globe knows facts in fraction of seconds. Usage of internet has made easy for people ad organization in transferring, communicating and in dealing the issues, documents, and also in cracking the deals and agreements.

Change is so fast that, who won't accept it is vanishing equally fast. Poor adaptation of change is being punished severely. So adopting change in a best way by handling the ambiguities and uncertainties' will give the best possible results to the organizations. Implementation requires the support of the leader.

"Leadership is the capacity to translate vision in to reality"

- Warren Bennis

According to Tal Snnall (2014), Leaders job is to improve and create momentum towards a lasting change that inspires the people around you to follow a worthwhile cause. He further specifies that leaders are the change catalysts. Here is how.

1. Great leaders are not comfortable with the status quo.
2. Great Leaders change by their own examples
3. Great Leaders are part of the solution, not part of the problem.
4. Great Leaders have a sense of urgency.
5. Great Leaders are not stuck in corporate bureaucracy.

Nadler & Nadler (1998) said that Leaders are known as "Champions of change" – as it is the top management of any organization who keep the process of change going on and maintaining the operational reliability of the organization.

Leaders are the people who initiate change process and the people adapt to the change without any difficulty. They are the people who clarify the doubts workforce have and slowly they change the perspective of the employees to adopt change without any further delays.

LEADER AS A CATALYST FOR CHANGE

"You must be the change you wish to see in the world"

– Mahatma Gandhi

Bass (1985), defined Leadership as the quality of leader by which he leads the team (or) his group with basic personality traits as Self-Confidence, Ambition, Drive, Tenacity, Realism, Psychological Openness, Appetite for learning, Creativity, Fairness, dedication. Whereas, Senge (1990) illustrates three characteristics for a person to be in a leadership role, they are Architect, Teacher, and Steward. According to him these qualities will assist in clarifying mission, vision and values, identifying strategies, structure and policies, generating efficient learning processes and facilitating subordinates to develop their mental model continuously and think systematically. According to Steve Job only two styles will help they are Persistence and Innovation.

Leaders are known as "**Champions of Change**", as it is the top management of any organizations who keep the process of change going on and maintaining the operational reliability of the organization (Nadler & Nadler, 1998). In a book titled "The catalyst Leader: 8 Essentials for Becoming a change maker" written by Brad Lomenick, a catalyst Leadership trainer identified and proposed 8 leadership skills which are most important for them. From his ten years of training leaders Brad identified 8 essentials to help leaders lead well. They are Calling, Authenticity, Passion, Capability, Courage, Principle, Hope, and Collaboration.

Leaders are the best change agents. So, the organization has to rebuild the leadership pipeline in an efficient manner. Leaders are the people who create the spirit to change in each and every transaction of the business and people in the organization. The concept of leadership adopted by the leaders must focus on the change so mostly they should adopt transformational leadership styles. All the leaders with common vision should lead the people with combined skills, abilities, expertise and experience in successfully changing the people for the benefit of the organization.

Change never can be adopted individually. So it must be a common effort of all the leaders. According to Rajini Seshadri (2015), successful organizational change is possible only with distributed network of leaders. She says the distributed network of leaders, focuses on success of the organization by collaborating to play to each other's strengths. She even emphasises in creating and cultivating this network leadership through leadership development programs which will help the people to carry the same DNA for future generations and situations.

While cultivating change leaders' should posses' high level of IQ, EQ & SQ. While building teams collaboration, must be the nerve of the leadership development program. In these programs concentration must be on the interpersonal skills to meet the current and future challenges. Leader's behaviour has a high and powerful influence on the employee performances and on the progress of the organizations. Through skills like adaptability, building relationships, developing talent, they increase the rate of success.

In a book named, "**Leaders make the Future**", Johansen suggests to follow a model proposed by Indrani/Roy, Korn Ferry's Leadership development model "The Smart Growth Model" or "The Agility – Maturity Model". In which Agility includes mental ability, people ability and results ability. Maturity includes Organizational maturity, cognitive maturity and emotional maturity to deal with pace of change and the level of uncertainty. In this he indicates that the world leaders operate in **Volatile, Uncertain, Complex and Ambiguous (VUCA)**, and so he suggests that leader must have Vision, Understanding, Clarity and Agility to move forward. Mr. Johansen suggested 10 skills for leaders to develop to respond to VUCA situations they are,

1. Make Instinct
2. Clarity
3. Dilemma Flipping
4. Immersive Learning ability
5. Bio-empathy
6. Constructive Depolarizing
7. Quiet Transparency
8. Rapid Prototyping
9. Smart-Mob Organizing
10. Commons Creating.

Douglas. A. Ready (2016), specifies that it is important to understand what leaders do to increase the success rate of the companies so that their organizations are not in the two-third failures list. Out of research he conducted he identified five things what all successful change leaders do really well. They are

1. Revitalization Vs Normalization
2. Globalization Vs Simplification

3. Innovation Vs Regularization
4. Optimization Vs Rationalization
5. Digitization Vs Humanization

"I am not afraid of an army of lions led by a sheep; I am afraid of an army of sheep led by a lion".

- Alexander the Great

THE CHALLENGE OF LEADERSHIP

Kotter says that many organizational change efforts fail because of many short comings like Strong leadership, failing to generate a sense of urgency, failure to establish a powerful coalition, no clear vision (or) strategy to direct the change effort, ineffective communication of the change vision to stakeholders, failure to identify and eliminate obstacles to change, failure to create and recognize short-term achievements, celebrating success permanently, causing stakeholders to lose focus, failure to firmly incorporate the changes into the corporate culture.

The main challenge of leadership is all about leading and motivating diversified workforce as individuals and groups towards achieving individual tasks and group goals. They always strive to improve efficiency and invest their maximum efforts in achieving organizational growth. For the same they come across most complex and uncertain environment internally and externally.

Leaders are the people who face many challenges regularly. Few most important challenges they face during the change situations are

1. Driving change
2. Managing Cross cultural workforce
3. Leading the vision
4. Inspiring himself and workforce
5. Maintaining the stakeholders interests
6. Leading the workforce towards change effectively
7. Developing the skills of employees accordingly
8. Implementing the planned change without delays
9. Managing stress in the change process

In a survey conducted by William A. Gentry, Regina H. Eckert, Sarah A. Stawiki, and Sophia Zhao on seven country leadership challenges, the leaders of different countries differ depending upon the challenges they face in their own countries. Here are the preference percentages they have towards the challenges they face,

1. Guiding change – UK (33%), US (22.6%), India (17%), Spain (17%), Singapore (15%), China (10.1%)
2. Inspiring Others – Singapore (23.2%), China (22.2%), Spain (20.2%), Egypt (16%), India (15%), UK (16%), US (15%).
3. Leading a Team – Spain (40.4%), UK (20.8%), Egypt (17%), Singapore (17.9%), US (11.6%), India (13%), China (10%)
4. Developing Employees – Egypt (20.8%), India (19%), China (20.2%), Singapore (18.8%), UK (17%), US (15%), Spain (17.7%)
5. Managing Stakeholders – Singapore (20.5%), US (24%), China (17.2%), UK (16%), Egypt (10.4%), India (13%), Spain (10.6%)
6. Leading Vision – Egypt (14.2%), US (13%), Singapore (15.2%), India (14%), China (10%), UK (11%).

Other challenges they mentioned are – Mobilizing Collaboration, Managing Talent, Navigating Globalization, Driving Growth, Managing Performance, Managing Conflicts, Communication effectively, Managing Retention and Selection, Managing Process, being recognized as leader and leading with less.

MANAGING THE CHALLENGES

Managing change require strong and committed leaders who are able to manage the challenges posed by the change. Organizational survival completely depends on the leaders. Therefore, successful change management requires effective leaders who can respond to challenges immediately by creating a new system to drive change process. Few ways to manage the challenges are

1. Clarify regarding change
2. Prioritization
3. Setting clear goals
4. Delegating the work
5. Building strong relationships
6. Developing Trust
7. Developing skills useful for change
8. Managing stress among all employees
9. Encouraging new ideas
10. Celebrating the success
11. Communicating effectively
12. Accepting the reality and addressing the importance of change
13. Being honest
14. Asking and giving feedback
15. Being a perfect gap analyser
16. Processing the ability to break or bend the rules

CONCLUSION

Change is a natural and ongoing process. It never ends and is continuous. Effective change management is only possible by effective leadership. Leaders play a crucial role in managing change. The task of leadership in handling change is more complicated with the changing scenarios of business. Irrespective of the geographical locations, all leaders face the similar challenges of leadership in driving change in the organization. In spite of the size of the problem they face, the procedures they follow are more (or) less similar. Whether the change is incremental (or) quantum, it creates similar challenges in the organizations. Managing these challenges only depends on the ability of the leader to respond and manage changes through his effective leadership skills.

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