LEADERSHIP CHALLENGES IN AN ERA OF TURBULENCE

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ABSTRACT:

A leader is a person who not only guides or inspires others within an organization or community and but also inspires himself to achieve a goal. Leadership development begins with the simple realization that you want to be a leader. Leadership is widely considered to be an important aspect of organizing .It impacts managers' organizational commitment, their job satisfaction, their communication and their managerial effectiveness. The aim of this paper is to explore the relationship between leadership and the fundamental organizational features such as commitment, satisfaction, communication and effectiveness. Also to study how lack of leadership can lead to big obstacle in the personal growth and development of a person. People want to be led; they want leaders with human values and respect for people's talents and the contributions they can make. Employees want leaders who will create an environment that revolves around excellence, risk taking and creativity. A successful leader needs all of the same competencies as a manager, but some of the competencies must be more developed. For instance, vision. One can be a successful manager with a minimal capability for vision. However, one cannot lead without vision. Lack of vision in any aspect of life can lead to confusions and mismanagement of various issues both in personal life and professional life. Therefore, for holistic growth of any person the "leadership" essence is having a great significance.

Keywords: *Words: Leader and Leadership development, Vision, Global Leadership Crisis and Changing Concept of Management*

INTRODUCTION

"I learned that a great leader is a man who has the ability to get other people to do what they don't want to do and like it."Harry S Truman .Success in the future depends on people, and in order to achieve success, people depend on leaders. What we need in all walks of life and all endeavors is leadership. Robert H. Rosen, in his book, "Leading People," has identified eight principles of successful leaders. When integrated together, they form wisdom in action.

Vision: Leaders need to develop the vision for the enterprise and articulate it to the entire organization.

This creates a common purpose with everyone working toward a common goal.

Trust: Without trust, vision becomes an empty slogan. Asking employees to take risk, be entrepreneurial and give up the known for the unknown requires a strong foundation of trust.

Participation: The leader's challenge is to unleash the intellectual capacity of the organization - getting everyone involved. That makes each employee responsible for the success or failure of the company.

Learning: Developing skills in management leadership and interpersonal areas of communication - is the real key to a successful change in management strategy

Diversity: Today's leader has a deep appreciation for people's differences. The leader understands that people who feel equal and respected are likely to deliver superior performance.

Creativity: In today's fast-paced world, creativity is essential. The best leaders focus on the strengths of a company's employees and help them manage their

weaknesses. Create the environment for people to experiment, take risks and fulfill their creative potential. The secret is to discover what people do well and ask them to do more of it.

Integrity: Today's leader is a person of authenticity, honesty and integrity.

Community: Today's leader does not just measure success in terms of profitability of the enterprise or individual earnings. He measures his success by what he does for others. Leaders, by caring beyond themselves, find a deeper sense of self-fulfillment and gratification by the contribution they make to their community and the world at large.

Importance of leadership

Telling CEOs these days that leadership drives performance is a bit like saying that oxygen is necessary to breathe. Over 90 percent of CEOs are already planning to increase investment in leadership development because they see it as the single most important human-capital issue their organizations face.And they're right to do so: earlier McKinsey research has

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consistently shown that good leadership is a critical part of organizational health, which is an important driver of shareholder returns. According to Scott Keller and Colin Price in their new book Beyond Performance: How great organizations build ultimate competitive advantage, there are three key attributes of organizational health—internal alignment, quality of execution, and capacity for renewal—and nine elements that combine in different ways to support them

Exhibit 2.2
Nine Elements of organizational Health
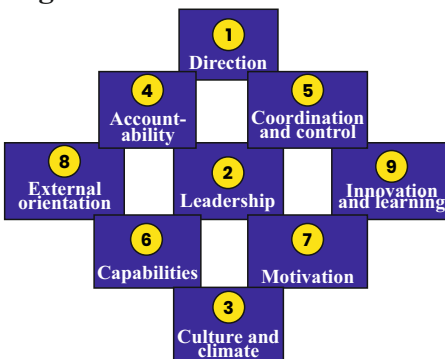
...in three clusters
Internal alignment
The organization has a compelling vision ana a well-articulated strategy that is supported by its culture and climate

Quality of executive
The organization demonstrates excellence in executing its strategy and delivering its services

Capacity for renewal
The organization is effective at understan -ding interacting with, adapting to, and shaping its situation and external environment

Thus to take care of organizational health, it's very important to develop holistic leadership to align and connect every thread of any organization.

A changing landscape:
A startling 86% of respondents to the Survey on the Global Agenda agree that we have a leadership crisis in the world today. (outlook on global agenda 2015). Zenger folk man has given two facts- Few Organizations have Consistent Leadership Development Programs and the leaders' most significant deficiency is their lack of developing subordinates and themselves. At the organizational level and at the individual level, the same situation appears to be true. Developing leaders is simply pushed off the radar screen. The obvious question is "Why?"

No-Good Reasons for Lack of Leadership Development
• the reasons why many senior executives aren't doing enough leadership development in their organizations:
• No event has triggered us to get started.
• We have survived without it in the past.
• We can hire leaders with the skills we need.
• We don't have the internal capability to manage it.
• We don't know what to do.
• We know of a few companies that have thrown lots of money at this, only to get minimal results.
• There are just too many competing priorities.

The individual leaders would offer many similar reasons, and would add some things like:
• There's just no time.
• There are few, if any, rewards for doing it.
• I'm not sure I have much to offer.
• I'm not exactly sure what to do.
• My boss doesn't do it for me, why should I do it for my direct reports?

How Has the Role of Leadership Changed with COVID-19?
"Crisis does not build character. It reveals it". The strength of a true leader is revealed when it comes under fire. And it can be safe to say that the past few months have been an extremely testing period for leaders across organizations. As the lockdowns are gradually being lifted across the world, we are just about realizing what our new normal is going to be like. The term, 'responsible leadership' takes on a deeper meaning as employees and customers try to settle into the new rhythm of things. Leadership has to work quickly to redistribute disrupted supply chains, they need to safeguard employees, have to enable a remote workforce with no time in hand to ease people into it, and also have to be the bearers of bad news. All of this, while maintaining their own energy so that they can inspire confidence and continue to motivate their employees.
The thing with leadership is that it has leaders, even the highly successful ones, to be in a mode of continuous improvement. They have to look at ways to reinvent themselves to stay relevant and have to embrace change faster or run the risk of being outrun. Irrespective of their effectiveness, yesterday, today and tomorrow will make new demands on the leaders. The COVID-19 pandemic has shown us that clearly. And there is no playbook to refer to what to do and how to change leadership styles in the face of a 21st-century pandemic.
'Building Trust' was important before – it is essential now
The definition of a good leader has always included an element of trust. A leader can only be considered a good one when the workforce expresses trust in them. With COVID-19, this has assumed deeper importance. The workforce is looking to trust its leaders, and this trust can now be inspired only with clear and focused actions.

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Increase focus on shared purpose

Leaders also work on building 'shared purpose' with their employees now. With teams operating remotely and with uncertainty looming large, employees need an anchor to get a sense of connection and belonging. Once President John F. Kennedy visited a NASA space center. He met a janitor and asked him, "What are you doing". He replied, "Well, Mr. President, I'm helping put a man on the moon." When people are connected to their work, when they have a sense of shared purpose, they become more committed to their work. Given the upheaval that COVID-19 has had on people, how it has impacted them at a professional and personal level, how it has changed the world of work, how isolated the entire experience has been, leadership has a lot of work to do. They have to help employees reconnect with their work, find a sense of purpose and excitement in their roles and relearn how it ties back to the business goals. Irrespective of how big or small their role is, leadership has to work on helping employees understand how they are contributing to the larger picture.

Take tough decisions

When the pandemic hit the world with all its force, leaders across the globe were compelled to act urgently to enable remote working. Many organizations in the pre-pandemic time were already aware that they would have to enable some form of remote working. The pandemic just shows us that we need to accelerate human and machine collaboration to support people to adopt a more digital way of working. Those in leadership roles have to now take many such tough decisions. Whether it is to restructure and realign the workforce, identify new revenue streams, refocus the business, or include more automation, the road ahead involves taking several new and tough decisions. These have to be taken with integrity, intention, and without guilt. Increase flexibility, agility, and empathy

Flexibility, agility, and empathy – these are venerable traits in the new world. If leaders are not already working with cross-functional, agile teams, the time to do so would be now. There is no place for functional silos anymore.The world is only going to become more VUCA (volatile, uncertain, complex, and ambiguous). As leaders face this new world, past experiences might not be enough to navigate through the current scenarios. Leadership development has already been focused on increasing the capacity of leaders to deal with VUCA. For this, developing traits of flexibility to accept challenges, agility to deal with such challenges easily, and empathy to help others to overcome rapidly changing realities become essential arsenal in the leadership kitty.

Learning intelligence and growth mindset

Leadership also has to now take a deeper dive into the growth mindset. They have to actively invite and objectively evaluate information and ideas not only from within their own organization but also from peers and colleagues in other organizations.Leadership have to believe in 'learning intelligence'. They have to develop the ability to look for help and learn and leverage others' expertise and experiences to increase their ability to make better and well-informed decisions. It is time for leadership to gear up and increase their stamina and build resilience for the long haul now. Given the way the world is shaping up, it is clear that they need to build their capacity to run a grueling marathon over a sprint.

Finding an Answer to this Puzzle

The evidence about the financial payoff is available to everyone. All the logical arguments for developing people (improved productivity, retention, employee commitment, greater creativity, enhanced self-confidence, improved culture) are well-known and valid, but appear to be insufficient to cause the organization to act. Something else has to be present.Maybe that "something else" is a bone-deep belief that people really can change. Maybe it is that we owe everyone the opportunity to become all they can be. Maybe it is the simple belief that great leadership really makes a difference in the overall health of the organization, as well as the bottom line. The real answer is something that goes deeper and has a lot to do with the values and philosophy of the leaders of the firm.

Confidence: the ultimate decision driver

As the economy shows signs of recovery, a number of different indicators are finally pointing to an increase in business confidence. However, the findings of a recent Deloitte survey indicate that this confidence is not always translating into action. The study, conducted between July 7 and August 4, 2014, explores America's top leaders' confidence in the overall direction of their businesses, how they are addressing obstacles to growth, their outlook on talent and leadership and their views on innovation"Deloitte Business Confidence Report 2014 -The Gap Between Confidence and Action" shows an astounding gap between whatbusiness executives say and what they do, and one of the biggest issues highlighted is a lack of focus on leadership development. The doubts expressed among CXOs (chief executive officer) about their business strategies and investments also extend to their confidence in the leadership pipeline. The results indicate that business leaders need to make a bigger commitment to developing leadership at all levels of the organization. The talent management has shifted dramatically since the Great Recession but organizations' strategies to develop talent and leaders have not changed with those changes. In a highly competitive talent market, leaders can no longer treat talent and leadership development as being independent from their overarching

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business strategy and goals. Top executives must embrace their role in developing and investing in future leaders, or risk losing their competitiveness in a global marketplace. The question, then, is what skills do our leaders need to win back the confidence of their populations? The Survey respondents identified several virtues: a global interdisciplinary perspective; long-term, empirical planning; strong communication skills; a prioritization of social justice and well-being over financial growth; empathy; courage; morality; and a collaborative nature. Execution, team-building and delegation are key, as is the ability to remain positive in the face of adversity – the power of optimism is inspiring in itself.

Lack of Leadership Has Created the Skills Gap

Corporate training in the U.S. is a $70 billion market, and 35% of that is spent on management and leadership training. Over the last several decades, the industry has produced a recipe for how to be a successful corporate leader: Be trustworthy and authentic, serve others (particularly those who work for and with you), be modest, and exhibit empathetic understanding and emotional intelligence.

But here's the problem, says Stanford Graduate School of Business professor Jeffrey Pfeffer: None of that is working. Despite the tens of billions of dollars we pour into training-related books, attendance at inspirational speeches, workshops, conferences, and training sessions, the workplace today is as dysfunctional as ever. Organizations are filled with disengaged, dissatisfied employees who don't trust their leaders, and those leaders, in turn, face shortened job tenures, career derailments, and dismissals.

Damaging Consequences from a Lack of Leadership

To quote example of Steve Jobs here, he was self-assured – and even brave – when he offered

audacious solutions to long-festering technology problems. He put his digital vision out there and refused to back down. Too many leaders today seem hesitant to tell employees, shareholders, or voters how to genuinely fix what we all know is in disrepair. And this lack of leadership is one of the reasons why everything feels frozen right now; true leaders must have the confidence to present – and act upon – the truth. Even though he had a reputation for being temperamental or difficult at times, Jobs was always able to keep his colleagues deeply connected and committed to Apple's higher purpose. Inside his company, he galvanized through the use of collective leadership and power. Yes, it's true he was obsessed with details and demanded perfection; but he also stirred tremendous passion in the hearts and minds of those who worked for him by sharing every step of the technological journey.

Time for action: Broad Empowerment

Broad empowerment like this is so important in organizations now, because the generation that's entering the workforce often feels a lack of purpose on the job.

The All-Important Convergence

Too many c-level executives have achieved success by focusing intently on operational results, rather than the all-important convergence of leadership, culture and strategy. c-level executives can – and must – expand their portfolios by zeroing-in on both of these aspects of their job. And, if they don't, they are short-changing their employees, shareholders – and a whole group of stakeholders who are looking for substantive and value-enhancing leadership today.. But the key is to remember that collective leadership and power is the absolute antithesis of self-aggrandizement. It channels everyone's best thinking and best efforts into a constructive and collaborative whole.

An Implicit Responsibility to Lead

leadership must radiate from the very top levels of an organization and penetrate every corner of the enterprise. This is meaningful collective leadership, and the decisions that are made – or not made – touch, affect and impact everyone, regardless of where they sit. Leading collective transformations like this, collectively integrating culture and strategy, is the implicit responsibility of top management teams. Research shows that despite the best intentions of Human Resources leaders and Leadership Development teams, without direct senior executive involvement, leadership development programs fall flat. Companies that have leaders who are directly engaged in selecting leaders, teaching, and coaching their team are more than three times more likely to have strong leadership pipelines and highly engaged leaders.

Coping With Unprecedented Complexity

So, deep understanding and super-refined emotional capacity have to be channeled in order to successfully integrate and link leadership, culture and strategy. This is the only way to cope with mind-numbing complexity. We need to double down on collective leadership in both the public and private sectors. If we can't get our leaders to step up, guide us, and collaborate with us, we're going to continue to bump along a rutted road.

Conclusion

The One Quality A Leader Should Never Lack –self awareness. We need to foster a culture where people see integrity and empathy as key character traits, where talent can rise up. It's time for a leadership movement that values engagement, open dialog, and candid discourse above the insular focus on protection of personal gain. Leadership is not about the power and the accolades bestowed upon the leader, it's about the betterment of those whom the leader serves.

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At its essence, leadership is about people. At its core, leadership is about improving the status quo, and inspiring the creation of positive change. In John Kotter's book, "Leading Change", he identifies the five change implementation prerequisites that management is responsible for successfully completing before change can begin:

• Creating a sense of change urgency

• Creating/developing a company change guiding coalition or alliance

• Developing a vision of the required company future state and a strategy to achieve it

• Communicating the vision and strategy to the entire workforce

• Creating an environment in the company where associate empowerment can evolve

Thus leadership being the backbone of any organization should be nourished and developed for organizational sustainability .Creating a vision for leadership pipeline is of utmost importance in today's time to face global challenges.The bottom line: executive confidence is directly related to confidence in leadership, which in turn is related to executive focus on leadership development. When we asked investors to tell us how they value companies, they gave companies with "strong leadership teams" a 35% premium in valuation.

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