LEADERSHIP DEVELOPMENT IS AN ABSOLUTE REQUIREMENT IN TAKING THE ORGANIZATION TO THE NEXT LEVEL: HR TRANSFORMATION IS ESSENTIAL TO ACHIEVE THE TARGET ORIENTED RESULTS IN BUSINESS ENVIRONMENT

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ABSTRACT

According to Angel List India's Silicon Valley, Bangalore boasts more than **1700** startups. India has the highest shop density. Many will get attracted to these opportunities to start the business and thrive oneself in the direction of the entrepreneurial journey. Visionaries who are serious about building their business to the miles come with lot of creative idea and to manage the market dynamics through service innovation or product innovation. The article is focusing on the challenges of leaders and leadership development, and the essentials of HR Transformation to enable target-oriented results in the business environment during such organizational development stage.

KEYWORDS - *Business Challenge, Defined Leadership Competency (DLC), HR Transformation, Leadership Challenge, Transient Networks.*

INTRODUCTION

The leadership capability is intangible and cannot be measured; nevertheless, its vividly visible as transformational metamorphosis filled with elegance of its existence through its actions and results, which, will directly contribute to the profit in progressive business hence, the goal of organization is to look for such instrumental growth. HR (Human Resources) plays a vital role in transforming organizational identity, offers new ways to the success of the business with a leader and leadership team giving scope at the later stages to developed relationship, behavior and influential trait of taking command over situation to achieve

results. Progress occurs when courageous leaders crack the opportunity to reality. HR must transform and develop the leadership development programs in creating the experiences. Lessons can be designed with a systematic approach and Macro focus on developing leaders as a culture driven event to sustain competitiveness. "Believe in Experiential Learning to create Experience". For result oriented output in a demanding situation of the business and shaping leaders in leadership journey from powerful individual based identity to collective based identity, "HR plays a vital role". Leadership is a representation of such vitality which engenders-supplements, grows, and stimulates through self-motivation if cherished rightly with Leadership Development Programs (LDP) to create Defined Leadership Competency (DLC) and can produce outstanding results to give experience in people lives. This makes distinguish remarkable journey to bring sustainability in the business and people engagement in the long run.

1. Aspirations Vs Reality

Business has self-dynamics to start, grow, establish and stabilize by visionary leader. Leaders have team of people who are working towards their vision to accomplish. They are creating economic value to the society by accumulating energy of their people to one goal by establishing organization. Leader should know how to bring this energy to meet people aspirations and convert it as result to achieve the vision and create exceptionable business model by fulfilling people aspirations. On the other hand, as a visionary entrepreneurial leader should know intricacy of the business and the revenue building model to build continuous cash flow which, is the key for any business success story. Hence, it's essential to adopt the measurement tools, metrics to capture results, and support verticals with the key decisions for the financial success of the company. Converting aspirations to reality takes executions and people management. Know your people to grow and enable your people to the success of your vision to establish the business dream to its reality.

2. Customer need Vs Creativity for Building Business Model

Categorical identification of human need is critical in building Business model. The needs once understood will thrive to provide solutions to the Customers. Leaders to focus on segmenting the needs to develop and provide convenient solutions. Few crucial steps in understanding the customer/clients' needs are to know your customer/clients from time to time, meet the demands even if you must venture into innovation. Creativity is the best tool

for the survival of the fittest. Your inventions and creativity mainly should focus on Comfort, Variety, Significance, Connection, and Contributions as these are satisfying elements to meet the needs of your customers/clients. Create experiences with customers/clients, so they stick to you repetitively. By creating experiences with the customer/clients, business can reduce risk, churn and increase revenues. The customer experience impacts business in all the areas. Research from American Express[1] found that 60% of the customers are willing to pay more for better experiences.

3. People Engagement and Leadership Style

People are assets of an organization. To determine the success and failure of the organization people contribution make significant impact. Nevertheless, Leadership style plays an important role in bringing change in the work style to optimize the productivity. Leaders should emphasize in creating engagement model in the work place, as it is evitable that engaged person will be emotionally attached to the organization and give their best to achieve the goals. To create appropriate Engagement programs, it is essential to Identify the catalyst who can focus and work on agenda-based activity by understanding the micro level business goals. Organizations' have realized in identifying Human Resources (HR) to act as catalyst and placed HR as one of the key functions. The HR professionals can harmoniously work with business verticals to achieve such agendas by investing quality time and work closely with C-suites[2] and leadership hierarchies.

4. Human Resources (HR) Transformation: To Employee Engagement

The business model should have a framework to support its vision. It starts with Talent Acquisition to Talent Augmentation to Talent Management Life Cycle by which people are converted as engaged employees. HR plays a vital role in every phase of the Business Life Cycle[3]. Traditional method of knowing and conducting the HR initiation may not help business in demanding or challenging environment if one is not focusing on Forward looking HR. We are in the era of the Human Fast Phase of evaluations; we are talking about mindfulness from commodity aspirations. Human intelligence is moving in the direction of consciousness, in a way indication of dissatisfied life after running behind physical needs which everyone is aspiring in the past beginning of their life stage. In this situation, how HR needs to Transform and maintain their employee expectation is a big challenge. Strategizing

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[1] https://about.americanexpress.com/press-release/wellactually-americans-say-customer-service-better-ever

[2] The group of officers of a business organization who have the word "chief" in their titles. (management) Senior headquarters executives. https://en.wiktionary.org

[3] October 31, 2014 by Chelsea Jensen, MBA, SHRM-SCP, Human Resource Services Bulletin, Strategic HR

the employee expectation to the reality is one of the important aspects to inculcate and to bring that HR Transformation to create Employee Satisfaction.

5. People are Experience Oriented: This is the Future HR.

Experience demands evidence, this is the Future HR. Many businesses are creating the next generation HR or Forward-Looking HR hence the person heading HR should think in this direction. One of the effective action HR must do is to create an experience at the workplace to keep the momentum of being belonged and being engaged to achieve a business outperformance. A satisfied employee is an engaged employee and engaged employee can meet goals as per business vision and contribute to achieve outperformance which, ultimately drive the organization to a High-Performance Work System. HR plays an essential role in meeting employee aspirations, to do so HR system requires quick change in bringing the transformation of meeting employee's high demand and gathering data to study the moods of the employees on day to day basis. It never ends at asking the question of how the day can be but integrates to the question of how we can make the day marvelous. It demands actions, only actions can be sensible if one knows how to read the data collected through survey or tool and interpret in appropriate ways to cut them down to actionable parameters to execute tasks to achieve desired results in creating Forward Looking HR. Challenges need people to think and they can give results if they are engaged in business to make better decisions. Invest in your people knowledge, skills, and creativity for achieving high engagement scores.

6. Outside-in Approach HR: HRBP (Human Resource Business Partners)

Re-adjusting the priority from HR administration to HR context and then to Experience Oriented is a Knowledge-Based Transformation. The HR person should be the leader in his thinking to extract the performance by creating an experience to both internal and external customers as HR is front end ambassador be it picking the talent from the market pool or be it in getting associated with business in the role of HRBP. As and when HR persons add on experience in the employee career the facet opens into a multidimension in employee engagement pattern and enable platform to meet the desirable outcomes to both internal and external stakeholder. While picking up the candidates HR must look for cultural fit as this is implicit, difficult to train and develop and hence one of the important factors to build future ready HR function. Identify group of people who relate to Tacit Knowledge to Operational Excellence and they can be employee champions in the organization as a role model.

7. Creative Urge from Good to Great: Employee Life Cycle.

Those who turn good organizations into great organizations are motivated by a deep creative urge and an inner compulsion for sheer unadulterated excellence for its own sake –James C Collins Employee lifecycle in an organization need to be thought with creativity for the business results. This demands role shift in HR from Employee Administration to Stakeholder Management, from Talent Development to Leadership Development, from Transactional Organization to Adaptive Organizations, from Technology Customization to Delivery Solutions to Enable Functions to meet Customer Satisfaction, ultimately to achieve these results from Authoritative to Connecting People Expectations. Convert activities to output while keeping in mind to create experiences. HR professionals need not be focused in operational excellence as predictability is reduced and VUCA[4] probability is increased in navigating people focus from good to great organizations. So, this has created essential component in HR role shift and in high demand to be more creative to bring results in the system.

8. Straight Forward to Transient Networks: Formation of Fluid Regions

Organizations are working more towards understanding People, People Matter and their informal/formal network affecting work place which is quite straight forward. HR plays major role in understanding these formal and informal network systems in an organization. In the current fast phase this understanding may not be enough to drive Employee Performance to the Business Result. Major gear shift is needed to understand the Straight Forward Network Mechanism to Transient Network Mechanism. This will enable HR to understand, Organization Behavior conceptually to meet the expectation of Stake Holders. Transient Network of employees create the workplace to adapt learn and being innovative. To attract internal talent to get involved in Transient Network by creating Fluid Regions helps in adopting Flexible Systems, Process, Role Mapping and Leader's Communication to bottom line in a transparent way. Fluid Regions create a platform to match the changing employee aspirations in Transient Network hence, creating Talented Resources at the phase in which employees can prefer and develop the skills matching business demands. Fluid Regions are active centers to meet the employee demands as per their convenience so that they feel the belongingness in the system in which they are operating. Fluid Regions are essential to adopt the environment to keep the phase of

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[4] VUCA is an acronym that stands for volatility, uncertainty, complexity and ambiguity: https://whatis.techtarget.com

High Performing Employee Network which is ultimate excellence center of an organization to outperform and meet the Challenging and Changing Business demands.

9. **Tools and Techniques used for the Study**

    a. *Primary Tools*

        i. Question and Answer Session with Leaders and HR Heads

        ii. Experiential observations

    b. *Secondary Tools*

        i. Study documentations

        ii. Business magazines

        iii. Blogs

        iv. Internal Websites

        v. Frame work Analysis

It is observed that organizations are more depending on Strategic Leadership Development initiatives to foster large scale change as well Action Learning initiatives to address challenges. (Survey Data) around 62 participants form Indian origin company and 37 participants from MNC at Management level are interacted to understand the prospects, Leadership development and expectation around HR as well Leadership Development and its impact on overall Business growth. (Organizations studied from August-2011 to December-2014 are: CSC, Himalaya Wellness, Schneider Electric co. Professional Access, First Source India Pvt. Ltd., TVS Motors, TTK Prestige, Shimizu Corporation) Further study correlates evolutionary steps in context to current demands in line

The research design adapted for the study is a Diagnostic-Descriptive Research Design, because the study deals with a problem that extensively exists and challenges especially the Human Resource professionals.
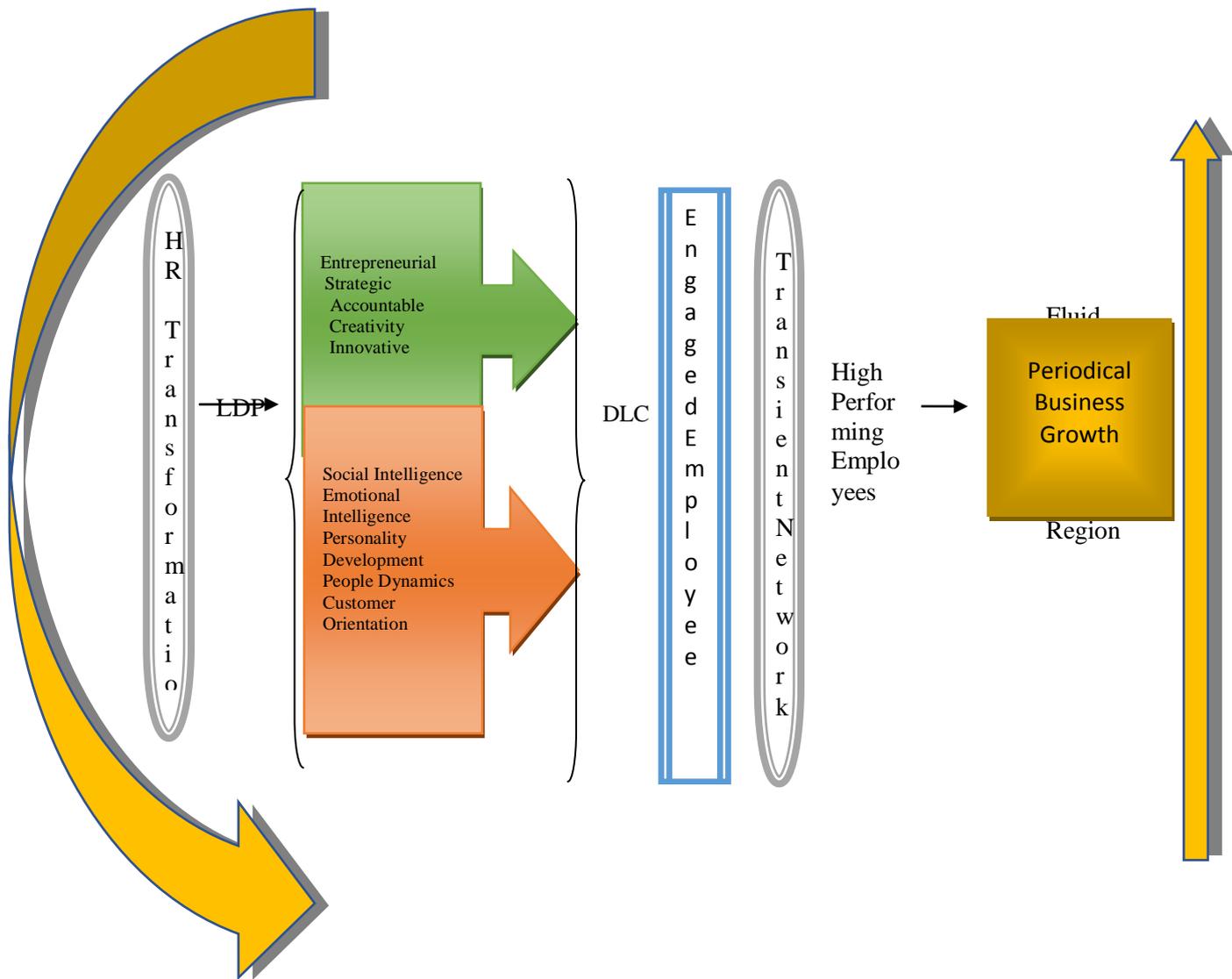
Fig: 1 - Essentials of HR Transformation to develop Defined Leadership Competencies (DLC) for Creative Organizational Interventions for the Periodical Business Growth by Dr. Soumya Sudhindra Mule

10. Leadership Development to Defined Leadership Competencies: Expand Business Horizon

LDP is essential to focus on Defined Leadership Competencies (DLC), with the aim to run objective programs in alignment with the organization focus. LDP should be designed by considering length of service, criticality of the position, prevailing expertise in technology and industry domain by mapping potential business opportunity to the external market.

DLC requires Leaders with clear mind in accomplishing specific task. It is important to Identify the people who are willingly accepting the responsibility and not by force fit. The program should focus developing Social Intelligence (SI), Emotional Intelligence (EI), Personality Development, People Dynamics, Customer Orientation to enact Effective LDP with more prudence in understanding Market Dynamics being Innovative with Strategic focus to deliver and create customer expectation by adding on to their experience/s. DLC should focus on developing Leaders to be accountable at workplace to develop the culture of confidence to their bottom line to take decisions in the limits of their executions so that they can be focused more on Business as a Primary Function.

"Try to influence the behavior than changing the personalities and construct the program in rewarding way". It is advisable to monitor the program than managing to build the sense of ownership to capture actual outcome. Design an environment to expand the business horizon inside out to build the organization culture to nourish more than action.

11. Periodical Business Growth: For Appropriate ROI[5]

Organization should have systematic budget to enhance such capabilities of DLC, the talent who can develop such competencies in the organization from Competency Management for being future ready by building Capability Management can determine to establish oneself as right Fit. To measure the effectiveness of the programs Quantitative Measurement Metrics to be adopted for appropriate ROI and elevate Leadership Team as well Empower Employees below in the ladder for higher results. It is ideal to have Rewards and Recognition Program when employees achieve even small mile stone and when they move from one level to another higher level in achieving goals of the organization. Relate to your employees with harmony and involvement to upscale the customer satisfaction, this can be achieved only if your internal people are satisfied. Synergy of this action will upscale your business to achieve targets much beyond expected level and lead to Business Growth periodically. Periodical growth is very much essential with hard core deep results to sustain Business in the longer period. Visualize complete journey for futuristic existence with present scenarios into consideration.

CONCLUSIONS

It is imperative that various variables get connected and organizations are recommended to understand the absolute connectivity, between these variables and influence the people and business for smooth running to create experiences in the minds of customers and employees

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[5] ROI= Return on Investment

ultimately. The organizations to develop different strategies to ensure LDP Programs to develop DLC impacting Business Growth and creating Employee Sustainability. HR must have dynamics of determining the effectiveness of LDP and building DLC practices for future ready. It's already known HR is in high demand for the role shift from Transaction/Support Function to Forward Looking HR and Organization Transformation Catalyst partner for Organization Development. In this context alignment of People Aspirations and DLC can be worked in phase wise with listed factors having more prudence on understanding Market Dynamics in meeting Business Expectations.

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