



LEADERSHIP DURING THE TIMES OF COMPLEXITY AND CHANGE

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ABSTRACT

In the current volatile and dynamic environment organizations are facing lot of complexity and are adapting many strategies for their sustainability, growth and development. Unless the leaders in these complex organizations understand the type of change that is required and adapt suitable style of leadership; it is difficult for them to focus on their standardized core processes, decentralization of authority and to motivate workforce. The current paper discusses various types of leaderships, complexity and organizational change on one hand and on the other it suggests the leaders to follow certain strategies to cope up with during the times of complexity and change.

Introduction

Business leaders have always faced a certain degree of uncertainty, risk, and complexity. In recent years, however, the strength of these forces has grown dramatically, challenging even the most seasoned leaders to keep pace. Extreme market volatility has become routine. Innovations continue to accelerate, impacting the pace and shape of business. Sustainability has matured from a fringe idea into a major business issue. The Millennial generation is entering the workforce and bringing a new set of values and priorities. Meanwhile, the rate of technological, geopolitical, and economic change continues to accelerate (Kelly, 2005).

Adapting to these new forces is today's foremost challenge for senior executives. How can the leaders of various organizations which have major workforce ensure their company 's survival

while motivating their employees to change and adapt to this new set of competitive realities? Virtually all business leaders today recognize an urgent need to increase the speed, adaptability, market - sensing ability, and competitiveness of their organizations. To achieve these goals, executives will have to move beyond traditional approaches to leadership and change that were developed in a simpler era offewer variables and longer decision making lead times.

These days, business leaders do not confront managing one or two kinds of change at a time; they must constantly adapt to an array of complex and uncertain conditions. This new Competitive environment requires that executives adopt new leadership practices. leaders can improve their chances of achieving sustainable growth, increasing customerresponsiveness, and re - energizing their workforce while also gaining greater clarity on their own new roles as leaders by using certain adaptive approaches which have been discussed below.

Leadership

Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates to work with confidence and zeal.

Leadership is the potential to influence behaviour of others. It is also defined as the capacity to influence a group towards the realization of a goal. Leaders are required to develop future visions, and to motivate the organizational members to want to achieve the visions.

According to Keith Davis, “Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals.”

Types of Leadership

- Autocratic leadership.
- Bureaucratic leadership.
- Charismatic leadership.
- Democratic leadership or participative leadership.
- Laissez-faire leadership.
- People-oriented leadership or relations-oriented leadership.

- Servant leadership.
- Task-oriented leadership.
- Transactional leadership.
- Transformational leadership.

Autocratic leadership

Autocratic leadership is an extreme form of transactional leadership, where a leader exerts high levels of power over his or her employees or team members. People within the team are given few opportunities for making suggestions, even if these would be in the team's or organization's interest. Most people tend to resent being treated like this. Because of this, autocratic leadership usually leads to high levels of absenteeism and staff turnover. Also, the team's output does not benefit from the creativity and experience of all team members, so many of the benefits of teamwork are lost. For some routine and unskilled jobs, however, this style can remain effective where the advantages of control outweigh the disadvantages. Example: Adolf Hitler (German), Mussolini (Italy).

Bureaucratic Leadership

Bureaucratic leaders "work by the book", ensuring that their staff follow procedures exactly. This is a very appropriate style for work involving serious safety risks (such as working with machinery, with toxic substances or at heights) or where large sums of money are involved (such as cash-handling). In other situations, the inflexibility and high levels of control exerted can demoralize staff, and can diminish the organization's ability to react to changing external circumstances.

Charismatic Leadership

A charismatic leadership style can appear similar to a transformational leadership style, in that the leader injects huge doses of enthusiasm into his or her team, and is very energetic in driving others forward. However, a charismatic leader can tend to believe more in him or herself than in their team. This can create a risk that a project, or even an entire organization, might collapse if the leader were to leave: In the eyes of their followers, success is tied up with the presence of the charismatic leader. As such, charismatic leadership carries great responsibility, and needs long-

term commitment from the leader. Example: Americal labour leader and co founder of united farm workers Cezar Chavez, Mother Teresa.

Democratic Leadership or Participative Leadership

Although a democratic leader will make the final decision, he or she invites other members of the team to contribute to the decision-making process. This not only increases job satisfaction by involving employees or team members in what's going on, but it also helps to develop people's skills. Employees and team members feel in control of their own destiny, and so are motivated to work hard by more than just a financial reward. As participation takes time, this style can lead to things happening more slowly than an autocratic approach, but often the end result is better. It can be most suitable where team working is essential, and quality is more important than speed to market or productivity. Example : Nelson Mandela (president of South Africa).

Laissez-Faire Leadership

This French phrase means "let them do" and is used to describe a leader who leaves his or her colleagues to get on with their work. It can be effective if the leader monitors what is being achieved and communicates this back to his or her team regularly. Most often, laissez-faire leadership works for teams in which the individuals are very experienced and skilled self-starters. Unfortunately, it can also refer to situations where managers are not exerting sufficient control.

People-Oriented Leadership or Relations-Oriented Leadership

This style of leadership is the opposite of task-oriented leadership: the leader is totally focused on organizing, supporting and developing the people in the leader's team. A participative style, it tends to lead to good teamwork and creative collaboration. However, taken to extremes, it can lead to failure to achieve the team's goals. In practice, most leaders use both task-oriented and people-oriented styles of leadership.

Servant Leadership

This term, coined by Robert Greenleaf in the 1970s, describes a leader who is often not formally recognized as such. When someone, at any level within an organization, leads simply by virtue of meeting the needs of his or her team, he or she is described as a "servant leader". In many

ways, servant leadership is a form of democratic leadership, as the whole team tends to be involved in decision-making. Supporters of the servant leadership model suggest it is an important way ahead in a world where values are increasingly important, in which servant leaders achieve power on the basis of their values and ideals. Others believe that in competitive leadership situations, people practicing servant leadership will often find themselves left behind by leaders using other leadership styles. Example: George Washington, Gandhiji.

Task-Oriented Leadership

A highly task-oriented leader focuses only on getting the job done, and can be quite autocratic. He or she will actively define the work and the roles required, put structures in place, plan, organize and monitor. However, as task-oriented leaders spare little thought for the well-being of their teams, this approach can suffer many of the flaws of autocratic leadership, with difficulties in motivating and retaining staff. Task-oriented leaders can benefit from an understanding of the Blake-Mouton Managerial Grid, which can help them identify specific areas for development that will help them involve people more. Example: Politicians, celebrities.

Transactional Leadership

This style of leadership starts with the premise that team members agree to obey their leader totally when they take a job on: the transaction is (usually) that the organization pays the team members, in return for their effort and compliance. As such, the leader has the right to punish team members if their work doesn't meet the pre-determined standard. Team members can do little to improve their job satisfaction under transactional leadership. The leader could give team members some control of their income/reward by using incentives that encourage even higher standards or greater productivity. Alternatively a transactional leader could practice "management by exception", whereby, rather than rewarding better work, he or she would take corrective action if the required standards were not met. Transactional leadership is really just a way of managing rather a true leadership style, as the focus is on short-term tasks. It has serious limitations for knowledge-based or creative work, but remains a common style in many organizations. Example: Charles de Gaulle

Transformational Leadership

A person with this leadership style is a true leader who inspires his or her team with a shared vision of the future. Transformational leaders are highly visible, and spend a lot of time communicating. They don't necessarily lead from the front, as they tend to delegate responsibility amongst their teams. In many organizations, both transactional and transformational leadership are needed. The transactional leaders (or managers) ensure that routine work is done reliably, while the transformational leaders look after initiatives that add value. The transformational leadership style is the dominant leadership style taught in the "How to Lead: Discover the Leader Within You" leadership program, although we do recommend that other styles are brought as the situation demands. Example: Martin Luther King

Types of Organizational Complexity

Structural complexity – Some companies are organized in ways that seem logical, but aren't necessarily the most efficient from an operational standpoint and is known as structural complexity.

Process complexity – If a new law is put into place or new information needs to be collected, a new process is ultimately put into place to address it. Those new processes lay on top of each other, overlap, and are sometimes even redundant that may lead to process complexity.

Product Complexity – Somewhere along the line, your organization is exchanging a product or service for money with an end user (either a consumer or a business). How those products and services are managed can add complexity to your workload as well.

There are other forms of product complexity as well. Sometimes, a company is slow to let go of the products and services that aren't making them money. Other times, products have evolved and been invented in such a way that they're not entirely user-friendly, so customer-facing departments have to navigate through the clutter of frustrated customer correspondence. Whatever it is, it's adding unnecessary work

Managerial Complexity – People bring their own personalities and skills to work with them every day, and managers are only human.

Role of Leader

Leading an organization during complex times and change requires an entirely different mindset. Hierarchy works if every level is doing something distinct and specific. However, due to the interdependence in complexity, this is impossible in today's organizations. The leader has to focus on simplifying and clarifying vision and values, core processes and decentralization, and early awareness systems, through which every part of the organization reflects a different perspective of the whole and which is needed in today's global business world.

The boss no longer needs to "tell" the team members what exactly to do, but rather depend on their initiative, creativity and competence for success. Leadership in a networked organization means not only providing different leadership roles and styles depending on the situation (but always consistent with the purpose, values, and core processes), but also leading different parts of a networked organization to work together to create value.

The leader of a complex organization must create and communicate understanding of the different roles managers, teams, business units, and bosses play in the inter-dependent structure, otherwise confusion is intensified. Leadership cannot be repetitive, but should be predictable. Permanent communication is therefore **the** leadership survival tool in complex organizations.

Volatile times call for adaptive leadership. Leaders should choose an adaptive approach and work on creating the internal conditions, incentives, and organizational structures that enable the continuous adaptive evolution of their companies. These adaptive leaders build the capability to do the following:

Sense and Respond to Change

Leaders need to adopt a futures - based approach to decision - making and leading that integrates tools such as scenario - planning, game theory, and disciplines such as sensing and responding (Haeckel, 1999; Scharmer, 2007). By developing rapid feedback mechanisms, organizations can better anticipate and respond to unexpected, complex changes in the business environment.

Sustain a Shared Vision at All Levels of an Organization

Leaders must create and sustain a compelling shared vision that reaches beyond the senior management to align all levels in their organization.

Build Business Literacy and Clear Lines of Sight

Business leaders need to educate as well as lead. Creating an adaptive organization means instilling a complete system view of the business, so that all employees have an intricate understanding of how the business works and creates value (Pascale, Milleman, & Gioja, 2001). Such awareness enables employees at all organizational levels to make good choices on decisions that cannot or should not be centrally controlled.

Create Permeable Boundaries and Connections

Leaders need to build healthy interfaces across organizational boundaries, while developing fluid and adaptable networks that offer multiple paths for individual and group contributions. Such flexibility enables the free flow of information, people, and resources across boundaries and facilitates co-creation across the organization.

Nurture Constructive Individual and Organizational Behavior

Business leaders can lead by example here, nurturing individual collaboration skills and developing a culture of self-awareness and mutual support. Leaders should make explicit commitments to encourage the full expression of different ideas and build the skills needed for rapid conflict identification and resolution.

Shift Leadership Behaviour

Executives can improve their companies' ability to adapt and change in these complex times by shifting their own mindset and activities: from a hierarchical, control based style to a style that emphasizes commitment, employee collaboration, and involvement (see Table 1).

TABLE 1. SHIFTS IN LEADERSHIP MINDSETS AND BEHAVIORS

Historically leadership depends upon...	Adaptive leadership capabilities requires...
Control. Leaders strive to drive the change and associated actions in the organizations	Commitment. Leaders seek to build the shared commitment and ownership that fosters aligned action
Answers. Leaders are expected to have the answers, make tough decisions, and provide direction.	Engagement. Leaders frame the issues and tap into the collective wisdom and energy of their diverse global network to make things happen.
Organizational Units. Leaders focus on managing their own organization or business unit to drive performance.	Organizational Boundaries. Leaders focus on managing the intersections between organizational units to drive performance.

Conclusion

In a world of constant and ubiquitous change, executives must think differently about the immediate challenges they face, diagnose how to deal with them, and decide how to lead their organizations to become more collaborative and co-creative in solving them. Such an endeavor requires personal growth in leaders as well as new capabilities in organizations.

Leadership quality is important for organizations. The leaders in the complex organizations should adapt certain strategies which have been discussed above, instead of clinging to the comfortable but outdated approaches of the past so that they can be able to manage the complexity and change and will enjoy a significant head start over their competitive rivals.

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