



Dynamic leaders need for the contemporary learning organizations.

KEYWORDS

Leadership, Crisis Management, Traits, Contingent, Learning Organization.

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ABSTRACT *Since the industrial revolution has brought many changes in the working style of an organization, it is said it was a beginning of a new era that aspects like diversity, competition, customer centric and technology has taken its advancement in all fields. In this context to sustain such transformation, adapt to change and prosper a head requires a personality with leadership traits who execute by situation and emerge to lead a team. Organizations are not aspiring for people who entitles or designate them as leaders but, for people who earns, with burning desire and equipped with talent that who better play the role of a leader. It is the person that who better play the role of a leader but, not the position.*

Through this paper we, would share our insights that leadership role is not constant by actions in the past but, he/she should posses such situational traits to sustain as a leader for a longer period. Organizations should aim to identify and implement a mechanism for crises management which contains building of future leaders.

Introduction:

The person who plays the role of a leader should understand his impact on the people and has to sense the purpose for achieving his organizations larger mission. No person would posses all the leadership qualities within; situation should be analyzed to identify a person to better match the leadership role. It is to be noted that importance to be given for the role who, suites and better handle the situation though it would be a contingent.

Now it is a situation that how does an organization identify/fetch people for such crucial role. Selection of a leader who, overcome the contingent and better handle the task would be done if personality posses these qualities, the person should be Enthusiastic: to learn new things, more time and cost efficient were he can trigger and influence the same in the group that more keen interest would initiate to think in new dimension. Integrity: refers to both personal wholeness and sticking to values, primarily goodness and truth. This quality makes a person to trust him. Fairness: the person should be impartial, rewarding/penalized performance without any favoritism or bias, treating individuals differently but equally. Humility: being a listener and without an overwhelming ego and empathetic to the group members.

Literature review:

The scientific study of leadership began at the turn of the 20th century with great man or trait based perspective, which saw the shaping of the history through the lens of exceptional individuals (i.e., stable personality attributes or traits) differentiate leaders from the rest. Given the earlier pessimistic reviews of the trait literature, leadership researchers began, in the 1950's, focusing on the behavioral styles of leaders. Similar to the Lewin and Lippit (1938) exposition of democratic versus autocratic leaders, this line of research focused on behaviors that leaders enacted and how they treated followers. The leadership contingency theory movement is credited in large part to Fiedler (1967, 1971), who started that leader-member relations, task structure, and the position power of the leader

determine the effectiveness of the type of leadership exercised. As per Andrew J.Marsiglia, in order to establish an effective leadership plan, it is important to understand the various aspects of leadership like skill set, interest and his, his teams and management objectives are meet.

Jim Collins, in his book "where are you on your journey" describes input by organization and outputs as per mechanism applied for imbedding leadership traits. From all the insights of different people have defined how a leader should be but, this paper deals with how an organization fetch/identify an employee to fill the leadership role and crisis management mechanism combined with succession planning to make future leaders who are with dynamic features.

Methodology:

This paper used a literature review and exploratory case analysis research method from different corporate organizations that are proactive and self implement their own mechanisms for selecting the succession employee to fill the vacant position (role of a leader) and create new roles are prepared and ready to face the contingent market. A literature review includes the current knowledge including substantive findings as well as theoretical contributions to a particular research. Exploratory method is to understand more thoroughly and to quantify mass responses into statistically inferable data. In this aspect most of the organizations like Wipro, Dell and Microsoft have focused on crisis management policy and make continues learning organization were a normal employee transform to leader through this mechanism when he exhibit such a traits. We have concentrated on some of those aspects that how an organization make leaders from available employee resources.

Leaning Organization:

The process by which organization obtains and use knowledge, tools, behaviour and values for long term survival and especially in times of turbulence, change, renewal and restructuring. Maintaining such a kind of learning environment could be created by people who aspire for goals of

the organization and forecast the big picture. The people who are part and maintain a learning environment are the resources considered for leadership role and they need to face some of these key challenges to prove themselves worthy for leadership role.

- Creating learning organization: that facilitates the learning of its members and continuously transforms itself and enables them to remain competitive in the business environment.
- Forming New Organization structures and making them work in most contemporary organizations in pursuit of innovation.
- Convening and working with powerful teams, the day-to-day recognition that effective performance is beyond the scope of the individual and needs people working together.
- Crafting cultures of innovation, recognizing that systems and procedures are not enough, the so called soft processes of culture are needed to, and recognizing that culture can at best be shaped and crafted, rather than designed and managed.
- Fostering diversity and inclusion: addressing these topical themes and finding ways of achieving both the moral, social and political purposes associated with this, and relating these to organizational performance benefits.
- Streamlining: finding ways to identify and conserve the best of the old and letting go the rest as efficiently, ethically and humanely as possible to make space for the new.
- Mobilizing knowledge: facing the new challenges of knowledge management, taking advantage of the outcomes of organizational learning, addressing the growing challenges of knowledge based value.
- Developing direction and strategy: yet another preoccupation in contemporary organizational life contains real challenges of enactment as well as articulation, and commitment as well as willingness to change.

These are some of the aspects where, an employee could face and he/her actions would be examined to select for leadership role. Crisis situation brings out the unique qualities within the employee and a chance to prove self and his/her result oriented actions make a worthy candidate to take over the role and there should be no scope for individual subjectivity and were, constructive criticism is encouraged.

Crisis Management:

Crisis management is the process by which an organization deals with a major event that threatens to harm the organization, its stakeholders, or the general public. Crisis leadership is a situation in which a normal employee would raise to level of leader and plays a crucial role in dealing with the crisis situation. Different types of crisis including natural disaster, technological crisis, organizational misdeeds, workplace violence, terrorist attacks/ man-made disasters etc.

Role of an employee in crisis situation to become a leader:

Face reality: Reality starts with the person in charge. Employees need to look themselves in the mirror and recognize their role in solving the issue. Then they should gather their teams together and gain agreement about cause. Widespread recognition of reality is the crucial step before problems can be solved. Attempting to find short-term fixes that address the symptoms of the crisis only ensures the

organization will wind up back in the same predicament.

No matter how bad things are, they will get worse: faced with bad news, many employees cannot believe that things could really be so grim. Consequently, they try to convince the bearers of bad news that things aren't so bad, and swift action can make problems go away.

This causes employees to undershoot the mark in terms of corrective actions. As a consequence, they wind up taking a series steps, none of which is powerful enough to correct the downward spiral. It is far better for employees to anticipate the worst and get out in front of it. If they restructure their cost base for the worst case, they can get their organization healthy for the turnaround when it comes and take advantage of opportunities that present themselves.

Get the world off shoulders: in a crisis, many employees act like atlas, carrying the weight of the world on their shoulders. They go into isolation, and think they can solve the problem themselves. In reality, employees must have the help of all their people to devise solutions and to implement them. This means bringing people into their confidence, asking them for help and ideas, and gaining their commitment to painful corrective actions.

Before asking others to sacrifice, the individual has to volunteer first: if there are sacrifices to be made – and there will be – then the employee should step up and make greatest sacrifices themselves.

Never waste a good crisis: when things are going well, people resist major changes or try to get by with minor adaptations. A crisis provides the employee with the platform to get things done that were required anyway and offers the sense of urgency to accelerate their implementation.

Crisis management of late has become an important component of managing the business. In the current day situation no business is immune to crisis. Crisis may hit an organization in the shape of terrorist attack, industrial accidents, product recall or natural calamity. Crisis management is closely linked to public relations where company's image and pride are at stake.

Framework for crisis management & Making future leaders.

An organization must institutionalize the process of crisis management to anticipate, prepare and mitigate an impending crisis. To ensure an effective crisis management mechanism, employee support and involvement is absolutely essential to make leaders and which is also a process for succession planning.



First step in doing so starts with organization setting the tone by clarifying the goals and purpose of crisis management plan, which essentially are based on the philosophy and values of the organization. Employees should help his top management team draft the crisis management policy, which provides definitions for generally used terms and identifies different levels of crisis in the organization. This demonstrates employee's commitment and promotes an enabling environment.

Second step in the process is to identify a core crisis management team, for identifying all possible crises that the company or any of its units may face and develop plans, roles and responsibility for preparing and mitigating each of the crises. The role of employee at this stage is empowering the core team for studying and analyzing crisis by various attributes such as industry, location, process, marketplace pressure etc.

Third step for employee is to ensure effective and elaborate communication strategy and in fracture even in the case of crisis/emergency/disaster, so that timely and consistent communication with internal and external stakeholders/partners in maintained at all times.

Establishing partnerships with external agencies is one of the critical leadership roles so that relevant knowledge and physical resources are available to the organization in times of crisis.

Also the management at appropriate levels should ensure that training pertaining to crisis management is imparted to the people and organizational preparedness for facing the crisis is checked time to time through properly designed mock drills.

The **final outcome** is increase in competence levels of the organization, strength to overcome crisis situation and the ultimate goal that emerging of new aspirants for leadership role to handle a team, contingent situation and train his fellow peers.

Conclusion:

As many have defined traits of leader, were with organization perspective we have expressed our insights that how organizations makes and selects a person for leadership role. Taking cases form contemporary organizations and implementation of crisis framework and succession planning combined to form an option to make or identify such personality, who better suits for the role. The outcomes of such a mechanism are increase in organization competence, proactive crisis management, build a learning organization and finally to make future leaders were, ultimate individual, team and organization goals are assembled.

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