

Leadership, Complexity and Change: Learning from COVID -19 Pandemic

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Abstract

COVID-19-one of the world's most unpredictable public health crises in recent times is the novel corona virus and illness it causes. Leaders worldwide have reacted by shifting their corporate operations online / offline. The decision to change the operating model organizations has changed with leadership and a greater degree of agility, innovation and collaboration. This article highlights three of the best practices in navigation of unpredictable adaptive challenges such as the pandemic of corona virus. First, the emotional intelligence and emotional stability should place others' interests above their own through the application of a type of servant leadership, emphasizing empowerment, participation, and collaboration. Second , leaders will delegate leadership roles to a network of teams within the enterprise to increase the efficiency of crisis management decisions and thirdly, leaders will interact with all stakeholders openly and regularly through a number of contact channels. The future outlook is that the 'allostatic' flexible leader will rise with the ability to learn and evolve in crisis to better respond to future crises.

Keywords: Leadership, COVID, Managing Change, Business Environment, Transformational leadership

1. Introduction

Around the world, governments, societies and people confront a worldwide pandemic that is considered by scientists as the most significant prediction of environmental transformation of the century.

Although there are many unknowns, many businesses are obviously not going to overcome the test. Many of them are being saved because of their status as important organizations and this knowledge will transform it forever.

Crisis management takes place one phase at a time, and the choices currently being taken by senior leaders form their future. In this white paper, we provide proven advice to guides who understand some of their most important work in the coming weeks and months.

How should we train our founding members to lead organizations in a environment that is more and more susceptible to VUCA(Volatility, Uncertainty, Complexity and Ambiguity)? Most of the leadership development and research work has focused on this over the past decade. We had no knowledge about how many will be checked even in the first quarter of 2020.

With leaders confronting ever fresher and dynamic market problems, it is understood that prior encounters cannot always properly prepare them for previously unchallenged scenarios like the global pandemic. In view of this, an growing interest has emerged in finding and improving guidance bases that enable adaptation and resilience to meet rising realities and resolve them. *(Being a good leader during Covid-19: Identify critical issues, show empathy, take well-informed decisions - The Economic Times, n.d.)*

Recently, the company's general counsel addressed a number of challenging business challenges. It started with an increase in capital costs that contributed to a cash loss. Throughout certain situations, properties were transferred and management was in other circumstances regularly removed. This took longer to create a new trend and for practitioners, not from a legal viewpoint but as a path, this is the most challenging and crucial period.

The objective of this study

- The effective role of leadership to manage organization during pandemic condition
- To explain effective leadership to overcome complexity of organization during pandemic situation
- To explain role of leadership for managing change during pandemic situation

2. Literature Reviews

The literature review is cover three segment as mentioned bellow

Role of leadership to manage organization

Leadership is a means to direct individuals or associations, in order to reach a collective purpose. This is a way of inspiring people to passionately work towards a goal. Leadership cannot be taught; however, correct teaching may be received and improved.

Efficient leaders adopt a mix that is suitable for the mission, goals, organizational culture and nature of the organization's tasks as well as for the individual personal characteristics of the organizational culture and the transformation and the distribution of leadership styles. The degree of responsiveness to specific psychological requirements of flexibility, integrity and cooperation, expected organizational help and earned encouragement from subordinates is the precondition for efficiency of leadership. The satisfaction of the need for autonomy and mutual respect decreased through transactional and controlled leadership conduct. Complex leaders build a welcoming atmosphere for collaborative productivity and problem solving by carrying out leadership responsibilities (Belrhiti et al., 2020)

The effect of negative mood on the voice of prohibitive and promotive employees and the moderating role of styles of transformation and transactional leadership has been investigated in this regard. The results have demonstrated that negative mood has improved prohibitive voice but reduced promotional voice. In addition, transformative leadership reduced the negative mood effect on voice, while transaction leadership strengthened this effect. The research findings provide a solid theoretical foundation for managers to manage their negative mood by changing leadership behaviour, and offer leaders a new perspective in developing management strategies for employees, and develop an objective and impartial assessment system based on employees' intuitive external actions. (Zhang et al.,2020)

They explore the mechanisms and boundary conditions underlying the relationship between leadership in transformation and the performance of the front line employees. In particular, it explores the mediating function of organizational identification and work participation in the relationship between transformative leadership and job performance and organizational citizenry behaviour. It investigated also whether the effect of transformational leadership on identity and

interaction is moderated by positive personality. Results show that identification and participation in employee performance has a sequential mediation effect. Finally, results affirm the impact of leadership on recognition and commitment through positive personality (Buil et al., 2018).

There are a range of types of leadership that may facilitate progress management methods, varying from hierarchical leadership, transformational leadership, laissez-faire leadership, servant leadership, transactional leadership, cooperative leadership, pragmatic leadership, procedural leadership, consultative and participatory leadership. It has also been established that leadership is one of the main influences in bringing in meaningful improvement in organizations. For example, leadership is when the leader guides employees in the direction they want to achieve organization. Leadership has also been identified as an essential component of a successful change in any organization in order to face the ever-controversial competitiveness of the market. (Management & 2019, n.d.).

Effective leadership to overcome complexity of organization

When leaders have a high degree of responsibility, leaders are naturally inclined to strive for expectations. If so, leaders will become more aware and concentrate on demonstrating their organization's effectiveness. Prominent leaders of Ethiopia are no different. If a higher authority is accountable for running top-ranking positions, they seek to do everything in their capacity to bring about reform and development. (Bekele, 2005)

Effective leadership behaviors can improve performance when new challenges are faced by organizations. Leadership refers to a leader's behavior in order to gather and direct people to all goals. Leadership is a leader's and individuals' communication process. The efficiency of an organization depends therefore on the efficient leader and efficient leader, the person with an effective management style. For both organizations or parties, management is a really critical consideration (Lippincott, 2016)

The capacity of organizations to adopt, maintain structural transformation programs and achieve success goals is greatly affected by successful leadership. Many companies spend considerable

energy and resources on building effective leadership capacity through comprehensive training programmers. (Chaimongkonrojna, 2011)

Catalysts for managing and leading change can be leadership features. An study of organizational life cycles helps to define the behavior required to ensure the effective conduct and management of adjustments commercial airlines (Birch, 2008)

Role of leadership for managing change

The only consistency in corporations is today's global transition. Performance management through empowering companies has been imperative. Everyone has recognized the role of leadership in managing change. The goal of this study is therefore to expand awareness about the role of leadership in organizational change and change management so as to enhance the productivity and success of the company. The specific aims were to build links between leadership and changing contexts, changing success, worker stress, changing resistance, and employee satisfaction.

Organizations in every sector of the workforce are under increasing pressure to change. In order to maintain their competitive advantage in an increasingly changing environment, individuals and organizations must be prepared to evolve and adjust. For many, changing is a process that stimulates anxiety and becomes a debilitating fear. Today the rising pace of transition in consumer competitiveness and substitution is the standard. But it also appeared a threat on how leaders handle transition. Both academics and politicians have long understood the value of change intellectually (Fragouli, 2018)

The interaction between uncertainty at work and the performance of workers is moderated by leadership. It is proposed that the negative impact of job insecurity on employee morale could threaten the successful implementation of the Organizational Change Initiative. (Castanon, 2006)

Leadership's position in handling transitions and formulating ties between leadership and evolving environments. We have also explored the interplay between leadership and transition

performance. A quantitative approach has been introduced to connect the variables: leadership behaviors, the evolving environment and performance (Mehta et al., 2014)

3. Leadership, Complexity and Change: Lessons for Leaders in a Time of COVID Pandemic.

A disaster will occur indefinitely and it takes years to rebound economically, be it in the company or in the world. This ensures that all of them will adjust. All possibilities are daily insecurity and changes in your job or employment status. But you're going to get there.

Exceptional resilience is needed to endure a crisis. There will not always be a straightforward path on the other side, but focus on moving to one day at the height of difficulty and remember that, even if you have achieved your utmost on the day, tomorrow is more waiting. Anything can not be completed in one day. It is unrealistic to expect anything else.

Self believe in leadership

There is a surprising situation. Countless legal and business questions, many of them older to you and some recent worldwide, can be defined and handled. It is quite unclear that someone else has seen your exact situation.

This is an area where an in-house counsel can make an outsized contribution to the leadership team and the organization. Crises throw off countless legal issues — more than one person could ever master. But what you have is a deep understanding of your company's business that no external advisor can bring. At a time where decisions need to be practical, pragmatic, sensitive, and well-communicated, an in-house counsel who understands and partners with the business is invaluable.

Your subordinate needed you in this crises situation

Individuals are our number one asset, "is a common phrase in the normal business. If the company has a downturn, this sentence is checked.

During a crisis, employees will feel a number of emotions, many of which arise out of insecurity, fear and lack of control. Such emotions must be recognized and tackled.

Unfortunately, leadership in solving the market issues is mostly entirely ignored, leading to two big impacts. Firstly, time constraints and management resources will leave a limited time to concentrate on the workforce or to engage with employees. Second, management can find it difficult for workers who have less knowledge, less insight into the recovery plan, and less power over management to empathize..

You need people to implement the business plan, and if you are able to hold on your best people, any plan will be better. They are more likely to have other options, however, and therefore are more likely to quit for a more secure career. I would say that, regardless of how bad the main crisis is, make sure that the commitment and retention of employees are not lower than the priority list. Here are some quick things that can be of great importance.

Adopt proper communication channel

Make sure your staffs have a clear picture of the outcome of the crisis as much as possible. Where (yet) there is no recovery plan, you still have to communicate with employees, so they know what you are doing to protect them and the company.

In the absence of information, chat fills the void and leads to misinformation, concern and lower productivity, as you need the highest degree of commitment. Make sure there are two directions for communication. Allow time to consider the staff 's questions, so that management can answer them

Cut costs, except when it comes to morale

Be sure to adhere to those products, which help workers feel respected, as you tighten the budget. Invest, if anything, in events that bind citizens. In moral terms, dedication and longevity, small companies sometimes exceed investment gains in relation to wage raises and incentives, especially in periods of instability.

Use effective delegation

When you can delete products from the site internally, the team will build them. Obviously, using outside assistance as far as necessary.

Leadership must be balanced with Empathy, Authenticity

There is uncertainty as well as related emotional stress, both your own and your collective stress. Personnel may need an empathic ear when processing and impacting information and changes. It also recognizes your own fears as part of being genuine.

But be advised that the collective ethos doesn't take much to head towards a downward spiral. As a leadership, you should leverage your reputation and insights to redirect the trend, direct workers on what can be managed and illustrate the potential for development and learning.

4. Conclusion

The topics of organizational leadership, leadership and self-leadership are also important in normal times. Such moments aren't normal. While organizational leadership behaviors financial and operating 'sharpness' and forced digital acceleration – have become focused, self-leadership behaviors have become critical to success. When managers concentrate on making fast choices, they cannot afford to transform into vital detailers in difficult circumstances. In fact, it requires a degree of dedication that goes far and above to be prepared to cope with short-term problems – empathic and purpose-driven leadership in the times ahead. In this difficult time, leaders will concentrate on their leadership teams and search for them.

5. Recommendation

No epidemic is an unusual, well-controlled event, and the outbreak of COVID-19 is unprecedented in that way. The extent and degrees of ambiguity are high. It is not only a situation in which most business leaders have gained experience. Preparation is the key to crisis management. Extensive research is required for the development leadership preparation, motivation, employee's engagement with effective leadership needed to be focused in future research.

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