

MEETING TODAY'S LEADERSHIP CHALLENGES IN A COMPLEX WORLD

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“Organizations need to start looking at the world as if they were standing on the moon. Driving innovation, managing and analyzing data, and delivering value to customers – all with a global view – will lead to the most successful organizations.” – Student, United States

ABSTRACT : The globalization of economy, increase of employees’ mobility, the forthcoming shortage of people next 10 years and, hence, war for talented people are some of the most important problems of corporations today. Today leading in a complex world is one of the hot topics being discussed across organization and conferences. Every one faces complexity both in a small or large scale industry. This complexity is driven by uncertainty and accelerating change. For organizations to thrive in this rapid challenging business environment, leaders must learn to adapt and embrace the complexity, to see it as opportunity to achieve uncommon result

KEYWORDS: Talented people, Learning Organisation, Leadership, globalization

The dictum “Adapt or die” has never been more true. The complexity of globalization and technology are putting demands on leaders that render old models of leadership woefully inadequate. Leaders today must be highly flexible, comfortable with fast-changing environments and capable of utilizing multiple leadership styles. These far-reaching developments have created unique challenges for leaders. The rapidity of change and subsequent increase in complexity have exceeded the ability of leaders to adapt. Today, perhaps the most critical factors for effective leadership are the capacity to embrace paradox, tolerate ambiguity, and act flexibly. These factors determine a leader’s ability to master ongoing change and create sustainable, good performance. Significantly, this ability to adapt largely represents an emotional challenge rather than an intellectual one. The critical component of effective leadership today is the ability to see reality as clearly and as objectively as possible. This is a far more complex process than most leaders realize. Only those who have a stable and authentic sense of self, who know their blind spots, fears, and shortcomings, can view the unfolding of the world around them with equanimity and objectivity, and thus enable themselves to see the opportunities – and challenges – that arise. Without this self knowledge, and even if their business strategies and initiatives are right, leaders will be ineffective because their organizations will execute sub-optimally. The challenge with managing complexity and leading in a complexity world has become an excuse for some business people to keep the status quo, to abandon thinking ahead and to push strategy to one side, because they don’t believe it can be flexible and responsive enough to help them in a rapidly changing world (ED, 2011). But, most organizations that succeed in the midst of complexity are those that think differently and turn the potential challenges into a competitive advantage. They also see it as an opportunity to make their company more efficient. The life of a modern-day leader clearly is not easy. Inside their organizations, they need to lead and motivate a diversified group of people, work across organizational boundaries, improve efficiency, and achieve growth. Externally, they face a complex and globalized environment; they have to manage the requirements of government, keep up with competitors, and meet the expectations of other stakeholders. And within this global environment, there are many cultural

considerations leaders must face to be effective. They must work across cultural boundaries and alongside others who, at times, are very different from them and have different ways of getting work completed.

CONCLUSION

“Human beings are more alike than unlike, and what is true anywhere is true everywhere . . .” —Maya Angelou, poet, memoirist, novelist, and civil rights activist

There is no doubt that the work of modern-day leaders is complicated around the world. Developmental initiatives are more effective if they are in line with the challenges leaders face. The traditional understanding of leadership shows leaders as people who have an ability to set a direction, make the right decision and hold processes in the organisation in order to force employees to work for gaining organisational objectives. This approach is built upon the assumption that people lack the initiative, vision, ideas. They are executors and are not able to take a lot of responsibilities. But if one want another kind of people working for corporation – talented people – this kind of leadership is not suitable anymore. It is quite difficult to be “a good leader” coping with talents. In this case the special leadership talent is required: to forget about the normal sense of a term leadership and do not manage. It is important to give some space for actions to talents, allow them to decide and make mistakes, to be selfmanager. When talented individual faces the deadlock and cannot to get out from difficult situation, he or she improbable will ask for help. Rather, this kind of people will acknowledge their weakness but prefer do not to show it. So, the challenge for the leader is to find the way for helping, as it is not a help.

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