

**Managing Business in the Era of Transformation - Leadership  
Challenges in Organizations**

|  |  |  |
|--|--|--|
| <b>Name of Author/<br/>Participant</b>   | Mr. M PREMSANKAR   | Dr. S. RAMACHANDRAN                                    |
| <b>Designation<br/>Institute/Company</b> | Assistant Professor / Chandigarh<br>University                         | Executive Director                                     |
| <b>Address</b>                           | University School of Business,<br>Mohali Punjab                        | University School of Business,<br>Mohali Punjab        |
| <b><u>Email (Author)</u></b>             | <a href="mailto:premsankar.bba@cumail.in">premsankar.bba@cumail.in</a> | <a href="mailto:ed.usb@cumail.in">ed.usb@cumail.in</a> |
| <b>Phone Number</b>                      | +91 8675950800   | +91 9841089035   |

### *Abstract*

The technological change is occurring on daily basis with the focus towards globalization. In the recent developments of Artificial Intelligence, the leaders in the organization are under high scanner. The question arises if in future, is there a need for a group leader to lead the organization or derived technology will be independent enough to lead the organizations. As per the recent financial newspaper, 27% of the existing organizations plan to proceed with Artificial Intelligence. The old saying that leaders are the pillars of the organizations are replaced and anyone not trained in technology in the future can be questionable as a leader. The major challenges for a leader is driving the force with a high output and exceeding the targets of the organization. Leaders characteristics are evaluated same as the climatic condition of the organization. The time management for the delivery of the task is based on the team members and internal communication of the leader. Goal focused and enthusiastic in training and re-accessing the developments mandatory for a leader under current circumstances. Various platforms have been laid out for the leaders to do self-development in the ways of learning and relearning (Massive Online Open Courses-MOOC). The biggest challenge of the leader is participation or engaging in different activities and outperforming. This paper gives a scope of the leadership challenges with technology inside the organization and time management in planning the activities to perform and attain the goals.

Keywords: *Technology, Artificial Intelligence, Time Management, MOOC, Planning.*

## **Introduction**

The technological changes in the internal and external environment stand as a pillar for the growth of the economy. The challenging war for leaders in the organizations has arisen either to fight or decapitated?

By 2022 India is predicted to overtake Germany as per the prediction of International Monetary Fund (IMF) and the timing for India is perfect. The economy of India is robust stage and it's in fast phase stage clocking currently at 7.4% and looking up to 7.8% during the period of 2019. The question arises in authors mind; will leaders lead the digital revolution? Only with commitment to fast paced reforms will make every leader for the drive-in change. It's a battle against time as cyclical worldwide challenge for the leaders in the organization may not cushion for long. In the current situation, the author sees it as glass partially filled; we need to engage most of this golden time and opportunity to perceive ourselves as global leaders in future. As said by Elon Musk "Expecting things to be better in future and not the worst", the deciding factor is in the hands of a leader. To be a part of the future, the leaders need to buck up to race till the end, face the digitalized world, and to face with confidence they need appropriate skills.

## **Objectives and Scope:**

In today's world the digital era is the biggest challenge which affects all the front runners of the company and the society. The author predicts that the knowledge and skills enhances for every leader and for management adding new insights to manage the technological/digital changes. In the modern workplace, the digital skills will be vital.

The technological boom is helping in various perceptive, for example rendering the society to recognize the social and economic objectives (primarily lead to innovations and creativity, press freedom, et centra) and thus to face and overcome the obstacles. The time management is a crucial situation for the leaders in the organization, even though activity planning based on Gantt chart, the agile methodology must be followed in delivery of the activities with sprint techniques.

## **Literature Review**

The management practices have not changed significantly over the years although the talks of leadership changes was delivered decades ago and various gurus have stated different principles but the “Change” is yet to occur. Currently the technological and digital revolution is becoming more complex for the leaders in the new global economy. (Drucker, 2001, 2006; Rose, 2008; Trilling & Fadel, 2009).

In the current scenario in order to thrive in digital economy the leaders and managers needs to adopt and acquire the essential knowledge and practical skills. For example, the leaders need to become good listeners and skilled change agents who can aggravate with reasons to get the factions to support their agenda. In addition, the front runners and the managers must build good and great team players with motivation (Sadmann & Vandenberg, 1995) as well as create inspiring work atmosphere to improve workers’ output.

The world is running at fast phase, it needs the leaders and managers who delivers a quick and effective decisions, self empowering in using the social media and technology for effective communications and actions (Drucker, 2001; Drucker, 2006; Trilling & Fadel, 2009). The leaders needs to become aware about the external environment connected by internet and globalization, need to be more proactive, make decisions and create a sense of urgency conclusively (Rose, 2008). As Drucker (2006) has aptly observed, the leader should be able to self-manage and make decisions on his own prior managing the co-workers including the followers in the organization. Therefore, “The performance delivered by the people in the organization wholly depends on the modern society effectiveness and performance (Drucker, 2006). After industrial revolution the digital era is the period of transformation to foresee the technological revolution in people history.

The way we work and communicate to the surrounding and to the society has been changed because of technology revolution. The role of multimedia technologies centers the computers, information and communication in the technological revolution period. Every leader has to possess and train the required skills for delivery and competencies in the current duration of technological revolution. (Trilling & Fadel, 2009). The leaders need to adopt to the digital method of learning and empowering at all levels with skills and knowledge in the current

technological changes. Globalization of educational institutions, the dynamics of global business practices has raised the voice due to the digital era and the role for leaders has become more cumbersome. Only those with good management theories, practices and principles occupy the position of leadership (component of social and economic development process) and become conversant in the activity they perform (Drucker, 2006). In the current technological market, the theories applied in daily practice preserve the protocol and directs the managers and leaders in continuous running process. Sustaining the technological changes and running the organization effectively is must, style is not mandatory for a leader. Solving complex problems at any type of situation, heading towards the responsibility of the role and decision-making process are the traits of a leader. During any period of time if there is an arise in problems, the leaders and managers are expected to solve with competency and execute with appropriate intervention. (Stodgill, 1974; Parsons, 2015).

As Drucker (2001) has noted, different challenges have been met by individual workers of the technological changes “will be employees of business or working with business”. So, the leader needs to have kindness and social intelligence imbued. (Goleman, 2007) to make the environment a better place by building, connecting and enduring relationship with the followers.

### **Challenges**

Most Organization leaders have recognized the need for re-skilling and up-skilling for the digital era and budgets set aside for training. There is a huge need for training employees in digital skills such as analytics, designing AI centered products, using virtual reality in sales, training or for customer intimacy, building solutions using sensors to name a few.

To achieve the success, the leaders must address the important areas that ground work from the start. Learning solutions being designed must be centered on the business problem and it needs to be measurable. The leaders must know the business problem that too it should be precise.

The leader or particularly the first-time manager often finds it difficult to adopt to take ownership of their role. It is particularly difficult to manage the people those who are used to work closely and perhaps have personal relationships with. It is very important to maintain personal relationship separate from workplace. Ensure that the manager themselves is always as an approachable and supportive and ensure that the tough conversations still take place.

There is a fine line between manage the team well and not letting people take their own work. The manager role is to support the team and give the space to them to complete their task and have some autonomy. Guide them in such a way to take ownership of individual's development.

Make sure team members are likely to know what they are working on, this is to ensure what the management requires and how it is aligned to contribute for wider company goals however this is fully aware by everyone. Open conversation builds a healthy relationship.

No matter how things are going on, but it's good to keep frequent communication within the team. Providing constructive feedback is an essential way to ensure the team can develop and progress within their role and time given for their task. It is very important to celebrate team member's efforts by giving awards or providing positive feedback to appreciate/encourage them.

With the business environment being dynamic and chaotic at times not only due to digital transformation that the business leaders are experiencing but also on the account of the volatility of other elements in the ecosystem due to policy changes by government, actions of competitors, emergence of new alternatives and changing customer behavior, coping with the changes and enabling the leaders to constantly upgrade and remain relevant for the business would be essential.

The leaders must define the priorities at granular level on continual basis and focus on the ecosystem for updated technology learning rather than building training content with predefined boundaries. A leader must create a customized pathway equipped with right tools and analytics to sustain ever. As per author comments a leader must be surrounded with good people and with good spiritual things it provides to achieve the goals and relive from the stress of work culture.

## **Time Management**

Time and Tide wait for none a famous proverb suitable for all workstation. The critical part for every leader is - Time. The time is more imperative while comparing with various resources the leader handles in the organization. In the current circumstances, the leaders of the firms are facing a heat generating wave due to time constraints. The time management of the leaders looks likely that one of them could end up like a massive structure at burning man which the crowd torches, watching with gripped attention as it scalds down to ash. Leaders get hammered almost every day for not carrying out the duties on time in terms of regulating the content. The activities to be performed by a leader must fit with the organizational vision and goals framed in a timely manner. Interlinking of small countries is mainly due to the technology flourishing, which has paved the way of communication. The main key areas must be short focused by every front-runner.

The time usage is heavily related to Worker's efficiency and organization act. Time personality conscious awareness is specially required by leaders. The handling or understanding task is not an easy concept for a leader, in terms of Time management. The Characteristics has different colors and keeps changing depending on Time

The challenge during chronological period the Time best suits to only for corporate and management and not for the employees. Different conditions and experiences are changing based on time for individuals and folks. Therefore, the targets and agendas is unrealistic to achieve for the leaders within an agreed or stimulated time. Few tends to fit to the time realism straightforwardly than others. Subsequently, it is difficult for the leaders to understand how the employees in the organization comprehend with the time intervals of completing the task and aware to respond with consciousness. If the situation is deliberately understood automatically the time can be managed, depending on the usage and personal activity.

Transparency is something significantly appreciated by modern workforces. It will decrease work burden and dependency on a solitary individual when the executive is unavailable.

Get response from the team how the things can be enhanced and what are the next steps to be taken. It's not only key to receive this mounting feedback with an open mind but also to ensure

and act upon it immediately, based on people's feedback will show the team that the manager is appreciating the team input. The confidence will boost up trust on the forefront leader and ensure that all are on the same page moving forward to achieve the goal.

Thought-provoking role of a leader in the company is attaining the goals given by the management. New technology has provided many simplest approaches of achieving the goals for example, in ancient days employee must make a visit to the supplier place for the inspection of material in terms of quality and grade, but the in the recent e-commerce the material information is viewed and procurement is made only from certified vendors respectively.

### **Conclusion:**

Due to changes in technology and up gradation of the same, leaders bind to keep re-skilling themselves. The training or relearning concepts can be through self-interest or self-improvement ways like MOOC (Massive Online Open Courses). The opportunity for re-updating is huge for a leader; the % of time the leader needs invest should be 20% for leaning and 80% for implementation.

Front-runner's poses host of challenges that emanates in three categories: external (from folks and situations); internal (from within the front-runner); and stemming from the situation of being a leader. When the organization is in changeover liker merger or acquisition or during the period of commencing or ending there arises unpredictability or transformation. Some are tangible and partial - dealing with a situation, for instance - but many are more intellectual and ongoing, such as keeping the group focused on its hallucination over the long term.

Leaders cope with many characters to build their future. For the external, these include:

- Stay practical
- Stay imaginative
- Conflict should be faced directly
- Better understanding mutually in solving problem.
- Stay Focused.
- Stay cooperative

The leaders with internal (core) challenges, some tactics are:

- Heed
- 360-degree response
- Glimpse to ensure what's surrounded.

Depending on the circumstances there are some tactics for facing the challenges for the leader:

- To evaluate the vision, generate a mechanism.
- Segment the load.
- Discover and segment the shared support and experience
- Spend the required time for yourself.

These are some of the tactics which copes for every leader to challenge at different situation when he/she faces, these effectively molds to be an effective leader.

## **References**

1. [www.financialexpress.com](http://www.financialexpress.com)
2. <https://ctb.ku.edu>
3. <http://subrotobagchi.mindtree.com/wp-content/uploads/2014/03/leadership-challenges-in-the-21st-century.pdf>
4. [https://www.aorn.org/websitedata/cearticle/pdf\\_file/CEM16531-0001.pdf](https://www.aorn.org/websitedata/cearticle/pdf_file/CEM16531-0001.pdf)
5. <https://www.sciencedirect.com>